

VILLAGE OF HOWARD

2020 BUDGET

FOR YEAR BEGINNING

JANUARY 1, 2020



***Village of
Howard,
Wisconsin***



***2020
Budget***

Dear Residents & Business Owners,

I hope you know that our Village Board and I always keep in mind our residents and businesses as we make difficult decisions. We work hard to balance the sometime competing interests of quality of life, safety, and tax burden with every action we take. And we look at ways to build partnerships with other communities to benefit Howard. For example, a year ago, the Villages of Howard and Hobart, with the assistance of Brown County applied for a federal grant to fund a full interchange at U.S. Highway 29 and County Highway VV. I was thrilled to learn in the spring that our grant application was the only one of its type in the entire state of Wisconsin to be awarded. Over \$18 million in federal funding has been secured for the project through this grant application to fix this dangerous highway access point. In addition, we will be partnering with Brown County for a reconstruction of Marley Road. Both of these major improvements will be completed in 2022.

The Village Center also saw increased activity with a successful music and food truck rally we called “Rock the Commons.” Our first run with this event was very well received and will return in 2020. In the same area, the 123-unit Howard Commons apartments reached occupancy rates over 95%. A small dog park was added west of the New Perspectives Senior Living facility and a new apartment project called Howard Lofts is under construction in the Village Center. Planning for a permanent pavilion and public space in this area is ongoing. This area is really taking shape.

Looking forward and planning our future is critical in order to maintain a growing and vibrant community. Members of the Village Board and staff spent many hours adopting a new Strategic Plan 2020-2025 as a road map to guide our decisions and clearly state our vision, mission, and values. The strategies and objectives laid out in the Strategic Plan served well our budgeting for 2020 and included our long standing goal of cash funding road, infrastructure, and public safety vehicles. I feel that the careful planning by past Boards is a big reason that, for the third year in a row, over \$44 million in new construction value was invested in our community.

As always, please contact me if you have any ideas we can work on together that will benefit Howard and improve our community.

Burt R. McIntyre, Village President



Pictured Above: Howard Commons apartment complex owned by the village with the picture on the left of the inside common areas and the picture on the right an outside view. Buildings A & B of the complex have experienced all units rented at several different times since July 2019. Building C is currently under construction and is expected to begin rentals in April 2020.

How to Read This Document

The following pages contain the village of Howard, Wisconsin budget for the year beginning January 1, 2020 and ending December 31, 2020. This document has been specifically prepared to help you learn how funds are collected and spent in the village of Howard. Many people believe a budget is only a financial plan; while you can learn much of the village's finances, the 2020 budget document has been designed to serve other functions as well. For example, it is a policy document that presents the major policies which guide how the village of Howard is managed.

It is an operations guide which gives the public, elected officials and village staff information pertaining to the production and performance of individual village operations. The document is also designed as a communication device in which information is conveyed graphically, in tables and charts and with narrative explanations.

Budget Format

The document is divided into different fund types - General Fund, Special Revenue Fund, Debt Service Fund, Capital Project Funds and Enterprise Funds. Each fund statement begins with the actual audited amounts from the last year, or for this document, the year ending December 31, 2018. The estimated or current year budget column reflects the estimated or budget amounts for 2019. The final column indicates the amount budgeted for the year 2020 or the budget year.

Accompanying the statements are narratives and graphs which describe the major features of that fund. Within each fund there may be one or more departments which further describe a component of the village's organization. Each department is presented with its mission statement, a listing of the department's goals and accomplishments for previous years, performance measurements (when available) and financial objectives for year beginning January 1, 2020.

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November 26, 2018

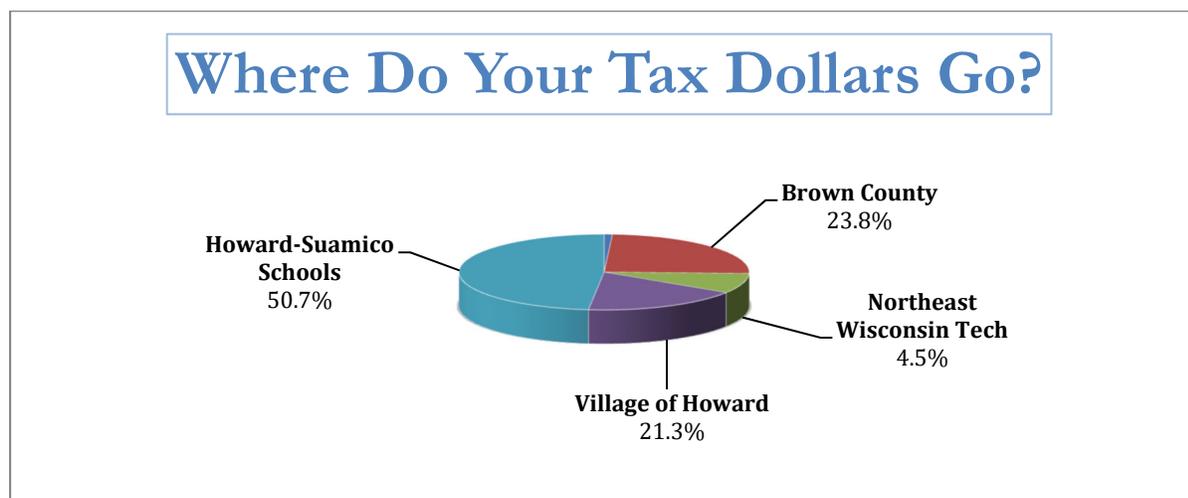
To Honorable President McIntyre, Village Board of Trustees & Village Residents:

We respectfully present the 2020 budget given the final approval November 25, 2019. This budget is designed to meet the existing and emerging needs of the village. The budget reflects board adoptions and staff recommendations on how to best accomplish the village's new mission statement:

Provide our residents with a safe, friendly, attractive and active community by aggressively pursuing innovative ways to deliver valuable services.

The 2020 budget provides funding to continue all our current services and programs from 2019. The budget maintains funding levels of personnel in all departments and provides fully funding for one new for code enforcement/building inspector position filled in July 2019. Funding will continue to provide services for police, fire, rescue, public works and general government services along with additional funding for capital equipment and road resurfacing projects.

The annual property tax bill issued each December includes taxes not only from the village of Howard, but also from three overlying taxing jurisdictions. The chart below reports the percentage breakdown of the December 2019 property tax bill by jurisdiction.



The chart on the previous page shows how the total property tax bill is distributed among the overlying taxing jurisdictions in Howard. Another way to see Howard's portion of the bill is to look at an average Howard net property tax bill issued in December 2019.

Average Assessed Value on Howard Homes:	\$225,070
Estimated Net Property Tax Bill on Average Home	\$3,463
Howard Portion of Total Tax Bill	\$863

Budget Formulation

This budget document reflects the Budget Policies (annually reviewed by the village board), strategic plan (last updated in 2019), departmental operating plans and village board modifications. The spending plan provides funding for core services, desired programs, critical needs, equipment replacement, facility and equipment upgrades and increased funding for street resurfacing as discussed in the following pages.

GENERAL BUDGET SUMMARY

Budget Facts and Assumptions for 2020

The initial planning stage of budget preparation involves evaluating the outside forces that effect funding decisions: federal, state, and local economic conditions, federal and state mandates, political environment, citizen concerns, and outside agency collaboration opportunities. Based on available information, the following facts and assumptions were made to guide the development of the 2020 budget.

- Increased funding to capital project funds of \$470,000 to allow for increased spending on road reconstruction projects and funding of capital equipment.
- Increase in state transportation aids of \$139,253 which is the third year in a row of an increase in this funding.
- Single family home starts of 60 units in 2020 plus 45 multi-family units for apartment buildings to be constructed.
- Cost of living increases for salaries and wages of 2.5% plus possible merit raises totaling \$87,000 (in General Fund)
- Increasing health insurance premiums by approximately 25% due to high volume of claims and increased pension contributions, at a cost of \$112,000 in the General Fund.
- Fully funding one full-time code enforcement/building inspector for \$31,500 or half the year and increased funding of \$30,000 for fire department training.
- With the recent pickup in the economy, there is good potential for continued commercial growth in the next few years at several key locations in the village.
- Increased funding of \$66,000 under the new police service contract with county sheriff.
- Increased funding for a contract with Harter for garbage and recycling of \$15,900.
- Increased funding for supplies and other expenses for several departments that total \$70,000 in the General Fund.

- Interest rates are on the rise which allowed a budget increase for 2020 in interest income of \$40,000.
- Assessor performed a market adjustment revaluation of all taxable properties in 2019 which decrease spending by \$62,500.
- Significant savings is occurring on worker’s compensation and other liability insurance policies of \$56,900 in 2020.



Tax Mill Rate

The 2020 budget reflects a change in the tax mill rate with a rate of \$3.92 in 2019 compared to \$3.84 in 2020. The main reason for a decrease in the rate was due to the market adjustment revaluation performed which (generally) increased each property’s value.

Personnel Issues for 2020

The village added funding for one full-time code enforcement/building inspector for one-half the year (hiring the employee July 1, 2019). With this addition to the 2020 budget, the number of village full-time employees will be 48. As stated on page two of this budget, the budget also includes a 2.5% increase in overall wages plus possible merit increases.

The village contracts for police protection services with the Brown County Sheriff. The current contract was adopted in 2018 allowing for continued staffing levels through the end of 2021. This budget continues support for this contract and service levels. The second year of the new contract calls for \$66,000.

Contracting for Garbage/Recycling and an emphasis on “green” issues

The village board approved the current contract for recycling and garbage collection services in 2014-2020 and a new contract covering 2021-2027. The contract estimates increase of \$15,900 in 2020 (there is a variable component related to fuel costs).

Obtain optimum amount of funding for infrastructure construction before utilizing financing through the bond market

Much of the 2020 budget discussion at the village board level, centered around the funding level for capital project funds. Since the 1994 budget, the village has maintained funding capital projects with current resources and avoided borrowings. The method of funding has been a successful way to finance capital equipment and outlay purchases.

The budget's focus for the past twenty-six years has been to obtain financing of capital projects by (1) tax levy, (2) collection of special assessments and other revenue sources and (3) direct payments from developers. The 2020 budget maintains funding levels for road resurfacing, sidewalks and road reconstruction projects to allow for an annual estimated cost of \$2.3 million for each of the next 7 years.

The village is looking to borrow up to \$13.0 million for Tax Incremental Financing Districts (TIF or TID) No. 8 in 2020. The borrowing would be used to construct a multi-use open-air pavilion and an outdoor stage area as the main feature of the village center or downtown area. This project will require additional funding through donations and possible transfers from enterprise funds.

Maintain adequate fund balances (net assets) to protect the village's financial integrity

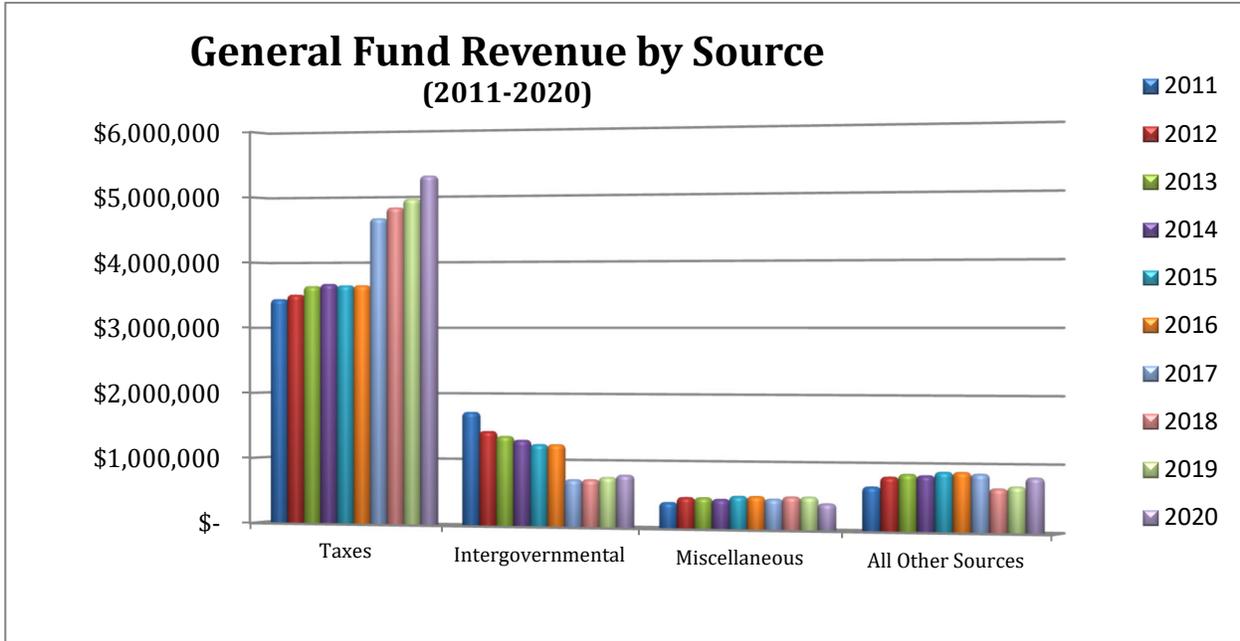
In 2007, the Board updated the policy for the General Fund's fund balance to make the reserve 25%-40% of the previous year total General Fund expenditures. The water, storm sewer and sanitary sewer utility funds must maintain adequate levels of net assets to make cash purchases of equipment, fund current operations and infrastructure replacement. The golf course operations look to maintain any excess revenues to fund cost of replacement of existing assets and make continued improvements. Capital Project Funds' fund balance will fluctuate from year to year based on scheduling of projects.

THE BUDGET IN BRIEF

Revenues for all funds total approximately \$27.9 million (excluding other financing sources) for 2020, which is \$4.1 million more than the 2019 budget/estimated actual (see page 39). The largest revenue increase is in Charges for Services increasing \$1.5 million with anticipated increased rents from the Howard Commons apartment complex and expected higher utility revenues. Property taxes are increasing almost \$1.4 million from the increases mentioned above and growth in the various TIDs. Intergovernmental revenues are increasing by about \$570,000 with expected grant money from closing a CDBG revolving loan fund and \$139,000 increase in state road aids. Miscellaneous revenues are increasing by \$850,000 with added funding for donations for the pavilion project and budgeted higher interest earnings.

The total budgeted revenue of \$27.9 million is comprised of the General Fund \$7.3 million, Special Revenue Funds of \$66,600, Capital Project Funds of \$6.7 million and all Enterprise Funds of \$13.9 million. Taxes are largest revenue source in the General Fund at \$5.3 million. Intergovernmental revenues are the second largest revenue source in the General Fund at \$791,900 in the 2020. See chart on following page that graphically depicts increase in General Fund taxes with corresponding decrease in intergovernmental revenue.

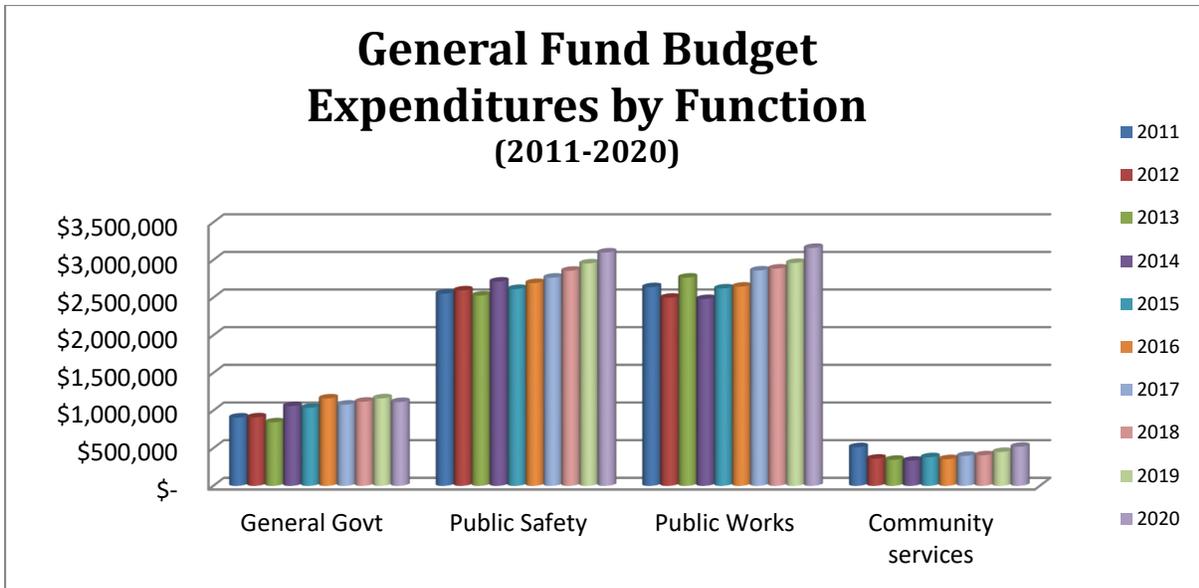
The table below identifies the General Fund’s revenue source trends for the past ten years. Please remember the spike in taxes in the General Fund was a result of moving state transportation aids to the Capital Improvements Fund and included a corresponding decrease in taxes in that fund.



Expenditures for all funds total \$36.3 million, an increase of \$12.9 million from the 2019 budget/estimated actual. The largest change is Capital Outlay and Development, increasing by \$11.7 million primarily due to the pavilion project in TID #8. The Debt Service Fund is scheduled to increase by \$285,500 primarily due to new interest payments on a 2019 \$9.7 million debt issue. Enterprise Funds are increasing by \$469,000 primarily due to expected opening of Building C in the Howard Commons apartments.

General Fund expenditures are budgeted at \$7.9 million while Special Revenue Fund are budgeted at \$502,600 to close the Revolving Loan Fund. Capital Project Funds are budgeting \$14.8 million in 2020 while the Enterprise Funds are budgeting \$12.0 million in expenses.

The chart on top of the following page shows a graphic detail a 10-year history of expenditures within the General Fund by function.



The following chart shows the major changes in expenditures and revenue in the General Fund for 2020.

General Fund Budget Change Summary	
<p>Expenditure INCREASES:</p> <ul style="list-style-type: none"> Garbage and recycling contract cost of \$15,900 Funding one full-time code enforcement/building inspector with benefits \$31,500 for ½ year Employee benefit increases for health insurance and pension \$112,000 All other salary/wages \$117,000 Supplies and other expenses of \$70,000 Tonnage for waste disposal \$47,600 Elections \$27,300 <div style="text-align: center; font-size: 2em; color: #C00000;">↑</div>	<p>Expenditure DECREASES:</p> <ul style="list-style-type: none"> Worker’s compensation and liability insurance premiums \$56,900 Assessor’s contract for market adjustment revaluation \$62,500 <div style="text-align: center; font-size: 2em; color: #70AD47;">↓</div>
<p>Revenue DECREASES:</p> <ul style="list-style-type: none"> Fines and forfeitures of \$20,800 <div style="text-align: center; font-size: 2em; color: #C00000;">↓</div>	<p>Revenue INCREASES:</p> <ul style="list-style-type: none"> Property taxes of \$350,100 Interest income of \$40,000 Shared revenues by state \$24,300 Fire insurance shared taxes \$10,200 <div style="text-align: center; font-size: 2em; color: #70AD47;">↑</div>

Total combined fund balances and net assets are anticipated to increase by \$14.8 million. The General Fund's fund balance is expected to remain unchanged with a balanced budget. The village's adopted policy of utilizing current resources to fund capital projects has now been used for twenty-six budget years; this policy has allowed Capital Projects' fund balances to fluctuate from year to year with an expectation of increasing by about \$5.5 million in 2020. The Special Revenue fund balance will decrease by \$436,000. The Debt Service fund balance will remain at zero in 2020 as debt payments are made in December. The Enterprise Funds anticipate increasing net assets by \$1.4 million.

MAJOR POLICY ISSUES

There were many issues that affected the development of this budget as explained on pages 2 – 6 of this letter. Additional issues that affected this budget, explained below, represent opportunities that will impact the future of Howard for several years.

Planning Process

The planning process of this budget document contains both short-term and long-term plans. The short-term plans focused on operational needs of the village over the next year. Long-term plans focus on two to ten years into the future (and even more years for capital equipment replacement funds).

The state-imposed tax levy limits on the budget for 2020 at the rate of growth from new construction which was 1.698%. The village self-imposed budget policy (since 1994) of a steadily reducing tax mill rate has proved to be a stronger force in limiting the tax levy growth than the state's mandate. The village has managed to maintain a steadily decreasing tax rate because of growth in residential and commercial properties for the past 26 years with 2015 and 2018 being the exception to the rule.

Growth continues to be a major factor in the village's economic future. During 2013, the village completed an update of the comprehensive plan for the entire village. This plan outlined planned growth into the future and identified areas for specific types of growth. Continued growth in residential and commercial development is being encouraged in the comprehensive plan and has been identified in the strategic plan as high priorities to help mitigate growth in the tax rate.

Long-term Financial Plan

During the development of the 1994 budget, a policy was established regarding financing for capital projects and a debt policy was established. These policies were followed during the completion of this and the last 26 budgets resulting in taxpayer benefits, such as a steadily declining tax mill rate (\$6.81 tax rate in 1994 to \$3.84 in 2020). While changes have occurred in the composition of the village board since 1994, the commitment to follow the capital projects financing plan has continued and is expected to continue.

The village is hopeful that future development will continue in both commercial and residential areas but at an expected slower pace. In 2016, the village helped private developers construct 120 new residential lots; in 2017 another 43 lots were constructed, 92 lots were created in 2018 and 53 lots in 2020. The village is negotiating for constructing another 50 lots in 2020. The village is continuing to market lots owned within the Business Park and the Industrial Park as well as showing several private sites on the village's marketing website.

Commercial Development

The comprehensive plan identifies regional commercial centers. Areas located within TIDs have been identified as high priorities for development or redevelopment. In 2015, the village invested in infrastructure in both TIDs #3 and #4 to allow for continued growth in commercial and multi-family properties. TID #8 was created in 2015 as the planned village center which will include multi-use buildings (commercial and residential) and a new park area that will feature an open-air pavilion with multi-use function is anticipated in 2020.

In 2015, infrastructure was created in TID #4 to allow for a new Meijer's retail store (\$19.9 million assessed value, third largest taxpayer) to be located within the TID. Meijer has since opened for business since the spring of 2017. The Meijer's store promises to be a potential catalyst for development of the southeast intersection of US Highways 41 and 29.

The creation of TID #8 as an overlay of TID #3 in 2015 allows for a new cycle of development within the village center area. The new TID allows for a longer life and more time to repay any future debt on planned improvements to the park area. In 2018, the village completed construction of Buildings A & B, an apartment complex, with rentals in all 123 units; Building C is under construction and expecting to open in April 2020.

In 2019, the village created TID #9, a one parcel industrial property, to assist new owners of the property, Nouryon, in their reconstruction development of the old Omnova property. Omnova was the 10th largest taxpayer on January 1, 2019 but closed and sold the plant in June 2019. This TID is a pay-as-you-go type TID.

Residential Development

In recent years, the village has experienced more multi-family units being constructed with full occupancy occurring after construction completion. Single family units are trending at about 60 homes per year over the past 7 years, down from the average of 115 in the five years preceding 2006. Annual increased construction value are as follows: \$16.2 million in 2011, \$13.0 million in 2012, \$14.9 million in 2013, \$30.8 million in 2014, \$40.6 million in 2015, \$35 million in 2016, \$62.3 million for 2017, \$44.7 million in 2018 and \$46.9 million in first 10 months of 2019.

In 2016, New Perspective Senior Living opened a 121-unit, senior housing, multi-storied apartment building in TID #8. This project has an assessed value of \$19.0 million and is the fourth largest taxpayer in Howard.

Performance Measurements

The budget document continues to be modified to report more quantitative and qualitative performance measurements. A goal of the performance measurers reporting is to establish a reporting system which will give the public, the board and staff the ability to evaluate the level and value of services provided to the community. The annual budget document serves as the primary source of such reporting. As performance analysis continues, the budget will continue to be more refined in its qualitative reporting.

BUDGET AND FINANCIAL RECOGNITION

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Village of Howard, Wisconsin, for its annual budget for the fiscal year beginning January 1, 2019. This was the 26th consecutive year of receiving the award. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

In addition to the GFOA Distinguished Budget Presentation award, the village has received recognition by the GFOA by receiving their Certificate of Achievement Award for Excellence in Financial Reporting for the past 25 years. These awards help validate the village's efforts towards transparency, accountability and continuous improvement.

Closing

The budget for 2020 represents a strong effort by staff and board to focus on fiscally conservative policies to minimize the tax burden to property owners. We believe this budget document provides all the information the village board and public need to make informed decisions about the overall operations of the Village of Howard.

Respectfully submitted,

Paul Evert, JD
Village Administrator


Christopher A. Haltom, CPA
Director of Administrative Services

Information about the Village

The Village of Howard, located primarily in Brown County, is contiguous to the northwest side of Green Bay. The village is bordered by the City of Green Bay on the east, the Village of Hobart to the south and the Village of Suamico and Town of Pittsfield on the north. The village is approximately 215 miles from Chicago, Illinois; 115 miles from Milwaukee, Wisconsin; and 285 miles from Minneapolis, Minnesota.



The Green Bay area was discovered in 1634 by a French voyager named Jean Nicolet. The Town of Howard was established in 1835 and slowly developed along the Duck Creek as a center for mail delivery, farming, quarrying and lumbering. By 1856, a school was operating and the Town of Howard became well known for its Duck Creek stone quarries.

By 1959, the population had grown and the Town of Howard became incorporated as the Village of Howard. Residential, commercial and industrial growth has steadily continued since that time, creating a dynamic suburban community on Green Bay's northwest side.

The population of the village has increased dramatically since 1990 when the population, as reported in the federal census, was 9,874. The population in the 2000 census had increased to 13,849, a 40.3% increase and in 2010 census reported 17,399 or 25.6% increase from 2000. Population increases have resulted because of new residential construction which has remained a vibrant part of the community since the late 1980's. The state of Wisconsin estimates the village's 2019 population at 19,680 an 13.1% increase from the 2010 census.

Wisconsin Property Valuations and Property Taxes

Equalized Value

Wisconsin Statutes, Section 70.57, requires the Department of Revenue to annually determine the equalized value (also referred to as full equalized value or aggregate full value) of all taxable property in each county and taxation district. The equalized value is an independent estimate of value used to equate individual local assessment policies so that property taxes are uniform throughout the various subdivisions (cities, villages and towns) in the state. Equalized value is calculated based on the history of comparable sales and information about value changes or taxing status provided by the local assessor. A comparison of the state determined equalized value and the local assessed value, expressed as a percentage, is known as the assessment ratio or level of assessment.

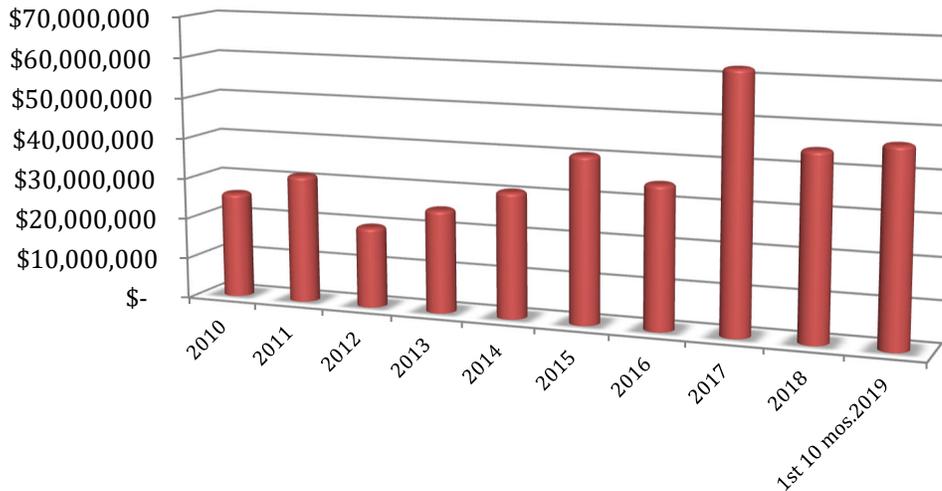
The Department of Revenue notifies each county and taxing jurisdiction of its equalized value on August 15; school districts are notified on October 15. The equalized value of each county is the sum of the valuations of all cities, villages, and towns within its boundaries. Taxing jurisdictions lying in more than one municipality, such as counties, school districts, or special taxing districts, use the equalized value of the underlying units in calculating and distributing their respective levies. Equalized values are also used to apportion state aids and calculate municipal general obligation debt limits.

Assessed Value

The assessed value of taxable property in a municipality is determined by the local assessor, except for manufacturing properties which are valued by the state. Each city, village or town retains its own local assessor, who must be certified by the Wisconsin Department of Revenue. Assessed value is used by these municipalities to determine tax levy mill rates and to apportion levies among individual property owners. Beginning in 1986, the state required that the assessed values must be within 10% of state equalized values at least once every five years. The local assessor values property as of January 1 each year and is required to submit those values to the municipality the second Monday in May. The assessor also reports any value changes taking place since the previous year, to the Department of Revenue, by this same date.

The two tables on the following page report population data and construction cost estimates for the past 10 years in the Howard. The population growth has been steady and consistent without huge spikes in any given year. Such a steady increase allows for less financial strain on the village's ability to service the community needs. (These two tables are also located in the statistical section of this budget document.)

Total Construction Costs Estimates (Based on Building Permits Issued)



Population Estimates (Wisconsin Department of Administration estimates)

YEAR	POPULATION	PERCENTAGE CHANGE
2010	17,399	8.00%
2011	17,728	1.89%
2012	18,166	2.47%
2013	18,348	1.00%
2014	18,703	1.93%
2015	18,901	1.06%
2016	19,295	2.08%
2017	19,371	0.50%
2018	19,503	0.68%
2019	19,680	0.90%

In addition to residential growth, the village has incurred substantial commercial and industrial growth since the late 1980's. In 1990, commercial and industrial taxpayers comprised 20% of total assessed valuation; the commercial and industrial percentage has grown to 32% in 2019. Many of the top 10 taxpayers represent new businesses to the village since 2010. The following table shows the top ten taxpayers in 2019 with their assessed values in 2010, ten years earlier.

Ranking	Name	Assessed Valuations (January 1)	
		2019	2010
1.	United Health Group (Insurance)	\$37,126,100	\$42,004,000
2.	SPG Holdings LLC (Warehousing)	\$23,549,100	\$8,275,800
3.	Welltower Inc (Senior Living)	\$21,122,700	(new in 2017)
4.	Meijer Stores (Retail)	\$20,171,100	(new in 2016)
5.	WOW Winona LLC (Manufacturing)	\$18,947,300	(new in 2019)
6.	Elana LLC (Apartments)	\$17,802,000	\$14,823,300
7.	CCAPTS LLC (Apartments)	\$15,235,400	(new in 2013)
8.	Menard Inc. (Retail)	\$14,442,700	(new in 2011)
9.	Woodman's Food Market (Retail)	\$13,748,700	\$14,070,900
10.	Mills Fleet Farm (Retail)	\$11,439,800	\$8,193,000

Please note that the state determines manufacturing assessments. The assessed values above report the combined real and personal property tax valuations. Total assessed valuation in the village as of January 1, 2019 was \$1,934,317,200 and the total equalized value was \$1,917,507,200. The top 10 taxpayer list makes up 9.9% of total assessed value. The village performed a market adjustment revaluation in 2019.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Howard
Wisconsin**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

Officials and Consultants

Village of Howard, Wisconsin

Elected Officials

Burt R. McIntyre	Village President
Maria Lasecki	Trustee Wards 1 & 2
Chris Nielsen	Trustee Wards 3 & 4
Cathy Hughes	Trustee Wards 5 & 6
John Muraski	Trustee Wards 7 & 8
Scott Beyer	Trustee Wards 9 & 10
Ray Suennen	Trustee Wards 11 & 12
Adam Lemorande	Trustee Wards 13, 14 & 18
Craig McAllister	Trustee Wards 15, 16, & 17
Brian Stevens	Municipal Judge

Appointed Officials/Executive Staff

Paul Evert, JD	Village Administrator
Christopher A. Haltom, CPA	Director of Administrative Services
Geoff Farr, PE	Director of Public Works
David Wiese	Director of Community Development
Ed Janke	Director of Public Safety

Contracted Officials

Robert Gagan	Village Attorney
Fair Market Assessment, Mike & Joe Denor	Village Assessor

Certified Public Accountants & Consultants

CliftonLarsonAllen LLP (CLA), Green Bay, Wisconsin

Bond Counsel

Foley & Lardner, Milwaukee, Wisconsin

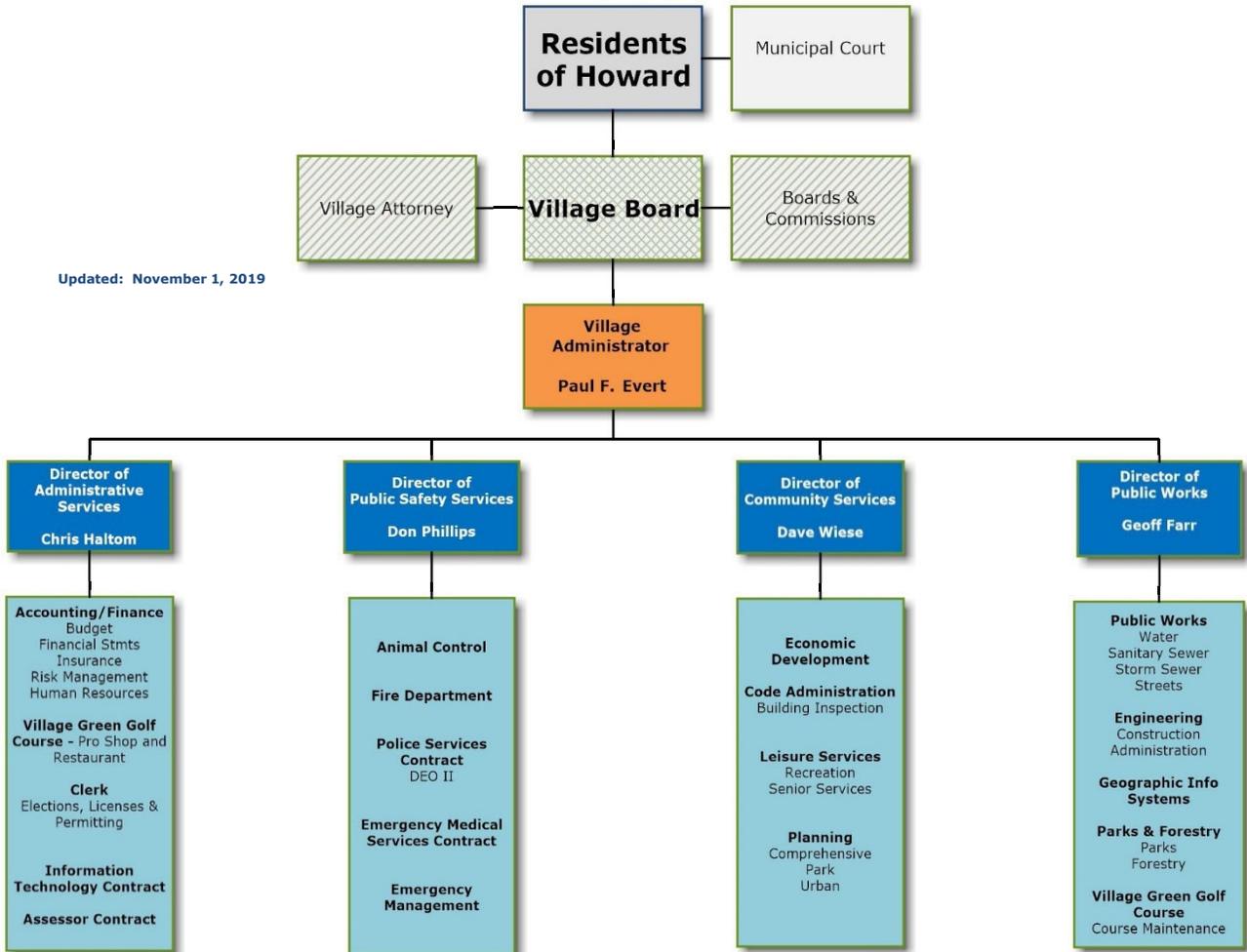
Financial Consultants

Robert W. Baird, Milwaukee, Wisconsin

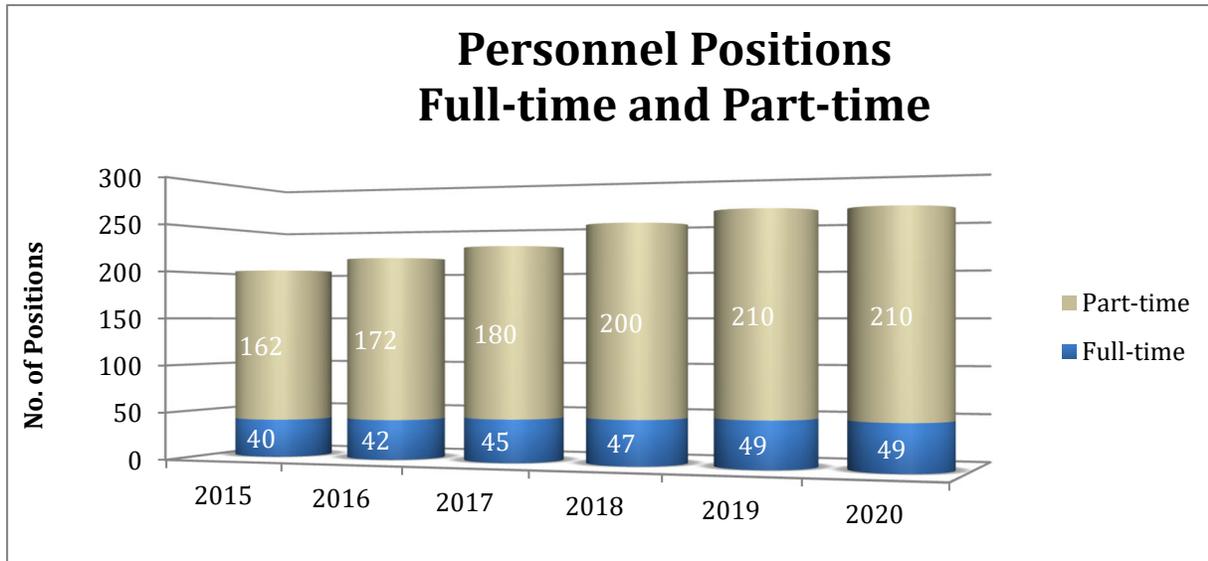
Village of Howard Organization Chart



Updated: November 1, 2019



VILLAGE OF HOWARD, WISCONSIN
 Summary of Full-time and Part-time Positions
 Last Three Budget Years



Since the late 1980s, the village has experienced steady growth in residential and commercial property values. During that time, the state and federal government have created new mandatory services such as curbside recycling pickup and storm water regulations. These and other factors add demands on the village's services provided to the community.

The village gradually increased the work force from a total number of full-time positions of 31 in 1990 to 43 in 2007, dropping to 37 in 2013 before increasing again to 48 in 2019. The decrease in FTEs was a result of budget cuts being made due to drop in state aids and less growth than years preceding 2008.

The increase of one full-time position in 2019 is a result of adding a code administration/building inspector position beginning July 1, 2019.

Continued growth in population puts demands on services such as snow plowing, recycling and garbage pickup, community development, leisure services, police protection, fire services and general government operations. Growth has fluctuated since 2008 but seems to have picked up the past few years.

The following page summarizes the number of personnel positions budgeted by department. The village continues to strive for a salary and benefits package that will attract and maintain highly qualified and motivated employees.

VILLAGE OF HOWARD, WISCONSIN
SUMMARY OF FULL-TIME AND PART-TIME POSITIONS (Cont.)
 Last Three Budget Years

Fund/Department	2018		2019		2020	
	FT	PT	FT	PT	FT	PT
General Fund:						
Village Board	-	9.00	-	9.00	-	9.00
Community Development	1.50	-	1.50	-	1.50	-
Court and Attorney Administrator	1.00	1.0	1.00	1.0	1.00	1.0
Elections	-	27.00	-	27.00	-	27.00
Administrative Services	2.60	-	2.60	-	2.60	-
Board of Appeals	-	7.00	-	7.00	-	7.00
Health & Human Services	.50	1.00	.50	1.00	.50	3.00
Police (crossing guards)	-	9.00	-	9.00	-	9.00
Fire Department	5.00	46.00	6.00	46.00	6.00	46.00
Code Administration	1.00	-	2.00	-	2.00	-
Public Works Administration	2.00	1.00	2.00	1.00	2.00	1.00
Street Department	7.90	10.00	7.90	10.00	7.90	10.00
Mechanic	1.60	-	1.60	-	1.60	-
Snow Removal	1.00	-	1.00	-	1.00	-
Sanitation	.40	-	.40	-	.40	-
Recycling	-	-	-	-	-	-
Parks	1.00	21.00	1.00	21.00	1.00	21.00
Recreation	1.00	32.00	1.00	32.00	1.00	32.00
Capital Improvements Fund:						
Engineering	2.40	8.00	2.40	8.00	2.40	8.00
Water Utility:						
Operations and Maint Administration	4.65	3.0	4.65	3.0	4.65	3.0
Administration	1.55	-	1.55	-	1.55	-
Sewer Utility:						
Operations and Maint Administration	3.90	-	3.90	-	3.90	-
Administration	1.40	-	1.40	-	1.40	-
Storm Water Utility	4.00	-	4.00	-	4.00	-
Golf Course	1.20	28.00	1.20	28.00	1.20	28.00
Total Positions	47.00	200.0	49.00	210.0	49.00	210.0

Note: All of the full-time positions (FT) are stated as full-time equivalencies (FTE). Part-time positions (PT) represent the number of positions to be employed in each department; this number is not expressed in FTE. When reviewing the departmental budget sheets, PT positions are noted in number of positions and FTE.

BUDGET POLICIES

Financial Policies

The village of Howard's financial policies set forth the basic framework for the overall fiscal management of the village. Operating concurrently with changing conditions and circumstances, these policies serve as a guide to assist in the development of Village board fiscal and financial decisions. These policies provide guidelines for evaluating both current programs and proposals for future projects.

Most of these policies have been established over the past twenty years and are occasionally modified to better enhance the functions being performed within the policy framework. The policies always encompass generally accepted accounting principles and state and federal laws and regulations that help to maintain financial stability to the Village.

Operating Budget Policies

The following operational policies have been previously established and used in the preparation of the 2020 budget document:

1. The village will prepare an annual budget for all operating funds.
2. The village's primary budgetary control will be monthly reporting of General Fund and quarterly reporting for Enterprise Funds.
3. The village will strive toward the use of performance measurement and performance objectives with the operating budget.
4. Operating budgets are established on a fund/function/department basis.

Budget Policy Guide (Short-term Goals)

The village is under state mandate to limit increases in tax levies by the percentage growth within the village property values. In addition to the state mandate, the following criteria have been established by the village as a guide in developing annual budgets:

- I. Limit assessed tax rate growth to the extent possible by striving to maintain a steadily decreasing tax mill rate. The tax rate may fluctuate from year to year with small increases noted in years of low growth in property values outside of our tax incremental financing districts. Steadily decreasing tax mill rates are an assumed byproduct of continued growth in property tax values exceeding 4% per year.
- II. Maintain current services to the public and add new services when tax mill rate is not affected. With continued state aid cuts, service levels may need to be reduced in future years.
- III. Provide new state and federal mandated services at the lowest possible cost yielding the highest benefit.
- IV. Establish utility fees sufficient to meet the utilities' fiscal needs.
- V. Utilize current resources to fund capital projects provided such funding does not cause an adverse effect on the tax mill rate. Borrow only when a revenue source can be provided to substantially repay new debt service.

BUDGET POLICIES

- VI. Add funding for additional street resurfacing projects when possible with minimal effect on the property tax rate.
- VII. Maintain adequate fund balances to protect the village's financial integrity. The General Fund's Fund Balance policy is to maintain between 25% and 40% of the prior year's expenditures.

Budget Adoption

The village ordinances require the administrator to submit a proposed budget to the village board by November 20 of each year. The proposed 2020 budget was presented to the board on October 14th with additional meetings held until final approval by the village board on November 25, 2019. All meetings discussing the budget were open to the public as well as the public hearing held before final adoption to allow for public input and make any desired budget changes before adopting the final budget document.

The budget requires approval by early December of each year in order to allow for village officials to coordinate with the Brown County Treasurer to calculate, print and mail property tax billings by mid-December. The budget calendar, in the table below, reflects the annual time line used in guiding the progress of the budget document.

BUDGET CALENDAR

Date	Responsibility	Action
May - July	Director of Administrative Services (DAS)	<ul style="list-style-type: none"> • Update the budget document with actual results for 2018 and make ready the document for 2020
August 26, 2019	Village Administrator (VA), DAS, Executive Staff (ES)	<ul style="list-style-type: none"> • Hand out department budget expenditure worksheets for department directors review
August 26, 2019	VA, DAS, ES and Village Board	<ul style="list-style-type: none"> • Review and adopt Budget Calendar to be used in 2020 budget preparation
September 20, 2019	VA, ES and DAS	<ul style="list-style-type: none"> • Return of budget expenditure worksheets to VA and EDAS
Oct 3, 2019	VA and DAS	<ul style="list-style-type: none"> • Distribute 2019 draft budget to Village Board and hold first budget discussions at Board Meeting
Oct 14, 2019	VA, DAS, ES & Village Board	<ul style="list-style-type: none"> • Presentation of Proposed Budget at Board Meeting
October 28 and Nov 11, 2019	VA, DAS, ES & Village Board	<ul style="list-style-type: none"> • Continued Presentation and Discussion of Proposed Budget
November 25, 2019	Village Board	<ul style="list-style-type: none"> • Public Hearing on Budget • Final review of the budget document • Adoption of the 2020 Budget • Approve ordinance adopting tax rates and tax levies for 2020
December 9, 2019	Village Board	<ul style="list-style-type: none"> • Distribution of the final budget in electronic format

BUDGET POLICIES

Balanced Budget

For purposes of preparing the annual budget for the village, a balanced budget refers to all revenues and beginning fund balances shall be equal to all expenditures plus ending fund balances. In most years, the revenues from all sources (excluding fund balance) in the General Fund will be equal to all expenditures in the fund. In years with revaluations or larger cost events, then expenditures will exceed the revenues.

Budget Amendments

From time to time it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed.

One type of budget amendment brings about a change in the total appropriation for a department, function or fund. Examples of these changes include but are not limited to:

- the acceptance of additional grant money that becomes available;
- the appropriation of additional funding if expenditures are projected to exceed budgeted amounts;
- the addition of new programs which generate positive or neutral cash flows
- the transfer of appropriations from one fund to another when deemed necessary
- unforeseen emergencies

All budget amendments exceeding \$60,000 require village board approval with a two-thirds vote. The amendments must be published as a class one notice within 15 days of the approval. The Administrator has the authority to make budget amendments up to \$60,000 without seeking village board approval; the main reason for such amendments is for allocating salary/wage increases.

Each year the approved and adopted budget reflects a balanced budget whereby an estimate of revenues and beginning fund balances are equal to estimated expenditures and ending fund balance. This basis of budgeting is referred to as the expenditures plus encumbrance method of budgeting. The budget is prepared in accordance with generally accepted accounting principles (GAAP). GAAP is used to report a more meaningful budget when compared to actual expenditures included in the CAFR. See page 25, Budgetary Basis for more about the GAAP basis used in the budget.

Capital Projects Budget Policies

Funding for capital projects shall utilize available funding sources from developer contributions, grant funds, general tax levy and any other revenue sources (non-debt related). If funding requirements are not met through such items, then fund transfers will be made from existing resources, if available, before utilizing any borrowing alternatives. It is the intent of the village board to pay the full cost of current services with current revenues or available fund balance and avoid borrowing for operating expenditures.

BUDGET POLICIES

Funding for utility projects will be obtained through existing resources and/or borrowing through competitive bidding in the bond market.

The village has developed a capital improvement plan that is reviewed and updated annually. In addition to this plan, a comprehensive development plan, CORP and a Park and Recreation Needs Assessment were adopted in previous years. Each annual budget will provide for adequate funding of the long-term plans that will require construction or purchases.

The village will maintain its physical assets at a level adequate to protect the village's capital investment and to minimize future maintenance and replacement costs. The budget will provide for the maintenance and replacement of the capital plant and equipment from current revenues. Industrial acreage will be available within the village to insure adequate development in accordance with the overall area development plans.

Revenue Policies

The village will strive to maintain a stable revenue system. The goal is to minimize fluctuations from year to year from revenue sources and maintain a stable tax rate. The village will follow an aggressive policy of collecting revenues. Major sources of revenue are guaranteed from state aids and the August tax settlement with the County Treasurer.

The village will review license and fee charges periodically in order to determine if the revenues adequately support the activities. User fees and charges will be established whenever deemed appropriate. Impact fee analysis shall be prepared to assure that costs of land development are borne by developers.

Water, Sewer, Storm Water Utilities and a new Apartments fund will be self-supporting through user charges. The Water fund is regulated by the Public Service Commission (PSC) and all rate changes are subject to their approval. The Sewer and Storm Water Utilities require village board approval for any rate changes. Delinquent water, sewer and storm water billings are added to property tax billings on November 15 of each year.

Fund Balance Reserve Policies

The General Fund policy for fund balance reserve was modified by the village board in 2007. The new policy establishes the fund balance to be between 25%-40% of the previous year's actual expenditures within the fund. All excess funds above this policy may be transferred from the General Fund into a capital project fund or maintained within the General Fund for future use.

Reserves are established in the Water and Sewer Utilities in order to maintain the utilities infrastructure. Funds will be reserved for equipment, major replacement and repairs in the Water, Sewer, Storm Water and Apartments funds.

BUDGET POLICIES

Debt Service Fund reserves are established for any revenues collected in excess of budget amounts or expenditure needs. Such reserves will be utilized against future debt retirement. None of the enterprise fund debt reserves are included in the Debt Service Fund.

The Revolving Loan Fund, which is a Special Revenue Fund, maintains a fund balance for the amount of loan funds collected. Such funds are available for future loans to qualifying businesses. The village desires to loan all available funds thereby keeping fund balance to a minimum.

Capital Project Funds maintain ongoing fund balances for accumulation of funds until major equipment or construction projects can be funded. The amount of the fund balance will vary from year to year depending on the timing of the equipment purchase or the construction project.

Investment Policies

During 1996, the village board adopted a formal investment policy. Under the investment policy, the objective of each investment will be prioritized by safety, liquidity and return on investment.

Short-term investments required for daily operating needs are handled with a local bank. Such funds are maintained in interest bearing accounts and insured by FDIC and State Guarantee fund up to \$650,000. The village has collateralization for investments over \$650,000 of deposits at a local bank.

Long-term investments (funds available for more than 30 days) may be placed into Certificates of Deposit with the financial institution offering the highest guaranteed yields, money market accounts and the Wisconsin Local Government Investment Pool. The policy also allows for investment in U.S. government securities, agencies and municipal securities.

Debt Policies

The village long-term borrowing is limited to capital improvements for new infrastructure typically financed through a TID. Short-term borrowing has not been utilized by the village. All general obligation debt is limited by state statute to 5% of equalized valuation. Referendum will only be used on capital projects for bonding indebtedness if the state mandated debt limited will be exceeded for borrowing related to construction projects or asset purchases.

During the preparation of the 1994 budget, the village adopted a policy to limit borrowing to new construction projects only after utilizing all available funds and will strive to pay for all reconstruction through tax revenues. This policy has been successfully utilized in every year since except in 2010 when approximately 78 acres of land was purchased with debt. New borrowing will only be allowed when a revenue source to pay for the borrowing is identified and utilized in order to limit tax rate growth, such as TIDs or the apartments.

BUDGET POLICIES

The village utilizes outside council and consultants for completing debt issues and proper disclosure of financial condition in bond prospectus. Financial data is obtained from the most recently audited financial statements. Other pertinent prospectus information is gathered from State of Wisconsin, Brown County and village records and sources.

Purchasing Policies

By State statutes, the village must use competitive sealed bids for all public construction of \$25,000 or more. This process shall be done in accordance with state statutes for publication in authorized village newspaper, bid invitations, opening and evaluating bids, and awarding the bids through village board approval. Competitive bidding and/or quotation procedures will be utilized for all equipment purchases in excess of \$25,000. The procedures may include specification sheets, inviting all qualified suppliers in writing to submit quotes, quotes being evaluated concurrently and awarding the purchase to the lowest price. Purchases of less than \$25,000 are made through various criteria:

- Informal telephone quotations
- Negotiated purchases
- Published price lists
- Emphasis placed on local businesses

All invoices are presented to the village board for approval before payment is made except for certain situations. These situations include, but are not limited to, payroll and related liabilities, refunds, payments for health and dental benefits and any emergency payments for appropriated budget items with the approval of the department head.

Tax Incremental Districts

The village has established seven Tax Incremental Districts (TID or TIF). TIDs 3, 4, 5, 6, 7, 8 and 9 are accounted for as a Capital Project Funds. All of these TIDs were established in accordance with Wisconsin Statutes. Tax revenues generated from the increased property valuations for properties located within the TID are used to repay all costs associated with the TID. TID expenditures can be made up to five years prior to the statutory closure date of the TID.

TID #3 was created in January 2006 for the Village Center project. Costs related to this TID are expected to be incurred over the life of the TID. This TID is a mixed-use TID expecting both residential and commercial development in the area adjacent to the downtown center.

TID #4 was created in 2007 to account for costs related to redevelopment along the US Highway 41 and Highway 29 interchange. Costs are expected to be incurred over the life of the TID. Large box retail stores are anchoring the area with a Meijer's built in 2016 and a Menards was built in 2012 with TIF incentives given on a "pay as you go" basis to Menards. Meijer's was given land that had been acquired by the TIF.

BUDGET POLICIES

TIDs #5 and #6 were both created in 2008; substantial tax incremental revenues are not expected in these TIDs until development occurs. TID #5 is located mainly in the southwest corner of the intersection of US Highway 41 and Velp Avenue. TID #5 has agreed to developer incentives for the Harley Davidson business that opened in 2012.

TID #6 is located along US Highway 41 near Lineville Road. The 2020 budget is reporting a developer incentive for Amerex, a business that recently completed construction of their facility. BCS Supply, a business that constructed their new facilities in 2017, may have future incentive payments based on a developer contract approved in 2017.

TID #7 was created in 2012 to allow for development of the quarries located along Glendale Avenue just west of Velp Avenue. The TID plan calls for a mixed use development of residential and commercial properties along with development of a park that makes use of the quarries' water features. The largest quarry was opened for swimming, fishing and non-motorized boating in 2017.

TID #8 was created in 2015 as an overlay district of TID #3 in the village center or future downtown area. The TID plan calls for residential and commercial development to occur primarily in the village center area. The TID incurred cost for infrastructure (roads, utilities and lighting) in 2017 and is anticipating future costs of a public square (includes park area, open air pavilion with a sheet of ice in winter and an outdoor gazebo).

TID #9 was created in 2019 as a redevelopment TID. One of the village's largest industrial sites was being closed in 2019 and a new company had interest in the site. To assist in maintaining tax base, this TID was created with one parcel, an 80 acre site, that housed this business. No tax increment is expected until 2020 or 2021. This TID is a "pay-as-you-go" type TID.

Budgetary Basis

The village prepares a budget for all fund types within the comprehensive budget document. By law, the village is required to make appropriations for funds affecting the tax levy (which are the General Fund, Debt Service Fund and Capital Projects Funds). Listed below are all of the funds contained in this budget document and the accounting method used for budgeting purposes.

Modified Accrual Basis

General Fund, Special Revenue Funds
Debt Service Fund, Capital Project Fund

Accrual Basis

Enterprise Funds

The modified accrual basis of accounting is a method of recording revenues when susceptible to accrual (i.e. when they become measurable and available) and recording expenditures when the liability is incurred, except for principal and interest on long-term

BUDGET POLICIES

debt. In the accrual basis of accounting, transactions are recognized at the time they are incurred, as opposed to when cash is received or spent. The budgetary basis is the same basis of accounting used in the comprehensive annual financial report (CAFR).

Wisconsin state statutes 65.90 (2) require budgets to be prepared that show a "list (of) all existing indebtedness and all anticipated revenue from all sources during the ensuing year and shall likewise list all proposed appropriations for each department, activity and reserve account during the said ensuing year." This budget document includes all of the above listed funds. On the following page, all funds listed under Governmental Funds are the village funds subject to appropriations.

Post-Employment Benefits

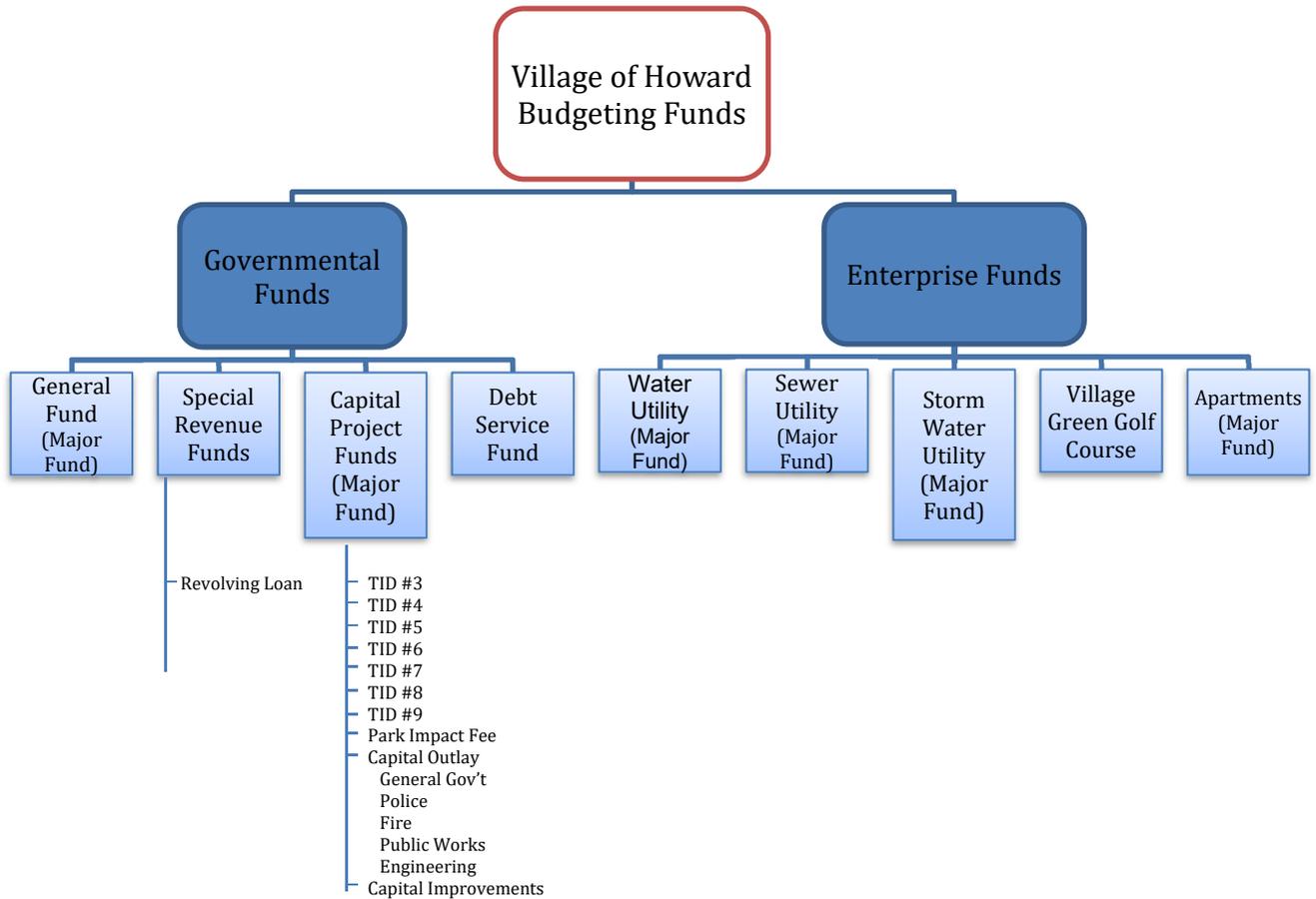
The village provides full-time employees with various benefits that include health and dental insurance, Wisconsin Retirement System (WRS) participation, life insurance, worker's compensation and disability benefits. Most of these benefits end at termination of employment with the village. Disability benefits, WRS benefits and life insurance can extend beyond employment. The village does not offer employee post-employment health insurance benefits beyond federally mandated COBRA benefits.

Program Results Reporting

The annual budget is used as a means of reporting results of various programs and department goals and objectives. Part of the continued development of such reporting has been to identify and standardize the criteria for output measurements and quantifiable and measurable goals and objectives. Effort is being made to add more data each year.

BUDGET POLICIES

BUDGET FUND STRUCTURE



Major Fund Descriptions:

General Fund:

The General Fund accounts for all financial resources of the village not accounted for in some other fund. The General Fund generates 83% of its revenue from taxes and intergovernmental revenues (mostly state aids of various forms).

Water Utility:

The water utility accounts for the operations of the village's water system. This utility generates revenues from user fees and obtains its water supply from the Central Brown County Water Authority. The Wisconsin Public Service Commission is an oversight agency for the operations of the water utility establishing rates and policies for operations.

Sewer Utility:

The sewer utility accounts for the operations of the village's sanitary sewer facilities. This utility transmits all sanitary sewage from customers to the NEW Water (formerly Green Bay Metropolitan Sewage District). The revenue from this fund is derived from user fees.

BUDGET POLICIES

Apartments:

Howard Common apartments are owned by the village and operated through a service contract with Alliance Management. This fund accounts for the accumulated cost to construct the apartments, expensing of assets through depreciation, interest on debt issued, collection of rental income and recording of related expenses of the apartment complex.

Departmental/Fund Relationship

	General Fund	Special Revenue Fund	Capital Projects Fund	Water Utility	Sewer Utility	Storm Utility	Village Green Golf	Apartments
Board	√	√	√	√	√	√	√	√
Administrator	√	√	√	√	√	√	√	√
Administrative Services	√	√	√	√	√	√	√	√
Public Safety	√		√					
Community Development	√							
Public Works	√		√	√	√	√	√	
Engineering			√	√	√	√		

General Fund

This fund accounts for all activity that is not included in any other fund within the village. The following pages explain in detail the departments that are accounted for in the General Fund. Some of these departments include administrator, police, fire, administrative services (finance, clerk, and treasurer), public works, and community development.

Special Revenue Funds

The Special Revenue is comprised of the Revolving Loan fund that accounts for block grants and subsequent loans. The loan fund is allowed to keep \$750,000 of subsequently collected grant proceeds for future loans.

Debt Service Fund

This fund accounts for principle and interest payments on general obligation debt. Any enterprise fund debt is excluded from the debt service fund. Revenues used to offset the debt service requirements include transfer of funds from the TID and interest earned on investments. Tax levies are made when needed to insure full funding of debt service.

Capital Projects Funds

The following pages explain in detail all of the projects that are included in this year's budget. These projects include four separate types of funds: (1) TIDs #3 - #8; (2) park development fund; (3) capital improvements fund; and (4) capital outlay for equipment.

BUDGET POLICIES

Enterprise Funds

There are five funds accounted for as enterprise funds. All enterprise funds are to be self-sufficient from user fees. User fees should be sufficient to cover all operating expenses, interest and principal payments of debt service, reasonable rate of return and amounts to fund future replacement projects of infrastructure or capital assets.

The first enterprise fund is the water utility that accounts for the revenue charged and expenses incurred related to the water utility operations. The village has two operating wells, three water towers and one reservoir but water is obtained from the CBCWA. The village has over 100 miles of water main in the ground. Revenues for the fund are generated primarily from user charges to customers

The second enterprise fund is the sewer utility that accounts for all revenue and expenses related to the sanitary sewer utility. Revenues are derived from user charges to customers and expenses include fees paid to the NEW Water (formerly Green Bay Metropolitan Sewage District) (NEW) for use of sewer lines, treatment and annexation fees, as well as other operating expenses. The village sewer utility does not treat sanitary sewer waste but deposits the waste into the NEW's sewer lines for their treatment facility to treat.

Both the water and sewer utility were created in 1954 and have replacement programs for infrastructure and capital equipment that are sufficient to replace the assets through user fees and charges. This budget identifies five years of capital improvements that will be made through existing resources. Replacement or construction of water tower typically necessitates borrowing to fund these projects.

The third enterprise fund is the storm water utility that began accounting for this fund January 1, 2005. This utility accounts for the costs associated with storm water utility assets, infrastructure, user fees, and cost related to maintenance and operation of the utility.

The fourth enterprise fund is the golf course, known as the Village Greens. The village purchased the golf course in December 1996. The operations of the golf course include green fees for the nine-hole course, merchandise sales, cart rental revenues and restaurant and bar operations. The restaurant operations is anticipating expanding operations in 2016 with more days of service during the year for the restaurant.

The fifth enterprise fund is the Howard Commons apartment complex. In 2017, the apartments were under construction with completion in late 2018. The 2019 budget reflects anticipated operating expenses and rents to be collected from tenants. Two apartment buildings with common areas for tenants make up the first phase of this complex with one additional building to be constructed in the future.

BUDGET POLICIES

Long-term Planning

In conjunction with the preparation of the 2020 budget, extensive work was done on long-term planning. The long-term planning aspects have to do with future growth areas and potential tax base increases to assist in funding future budget increases. The projections were made primarily to determine the timing of various capital projects for prioritization and their future tax impact. See page 35 for a 5-year budget projection.

Various assumptions were used in the long-range planning process. Many goals were derived from the process, seven of which are listed below:

1. Continue to fund major reconstruction projects and capital outlays with cash reserves and future tax levies. No plans for future borrowing for these needs with a possible exception for construction of a new storage facility at public works.
2. Continue to fund current service levels and any new state or federal mandates with current resources.
3. Maintain a steadily declining tax mill rate from the growth in the tax base.
4. Continue to fund a computerized revaluation once every three years.
5. Continue to evaluate infrastructure through the state's evaluation process on a bi-annual basis.
6. As part of the Capital Project Funds annual budget, department directors evaluate major assets for scheduled future replacement and repairs over 20 years.

Long-term financial goals are centered on continued growth from new residential, industrial and commercial construction as well as redevelopment of commercial areas. In order to maintain a steadily declining tax mill rate, new assessed valuation created each year will need to be at least \$30 million outside of TIDs. To be able to add additional personnel without increasing taxes will require even more growth. Future budgets may require years of tax mill rate increases to allow for increased service levels.

Given the village is only about 60% developed, continued growth will only be limited by demand, available funds and economic factors that are beyond the village's control.

Acceptable Construction Practices

In past years, discussion occurred about proper engineering design of intersections. Howard intersections can contain stop lights, stop signs, roundabouts or other forms of engineering designs deemed acceptable practice. The designs are made for many purposes that include cost, and available resources, traffic calming, proximity to existing intersections and other factors that may be unique to the streets involved.

The village board accepts all forms of intersection design and construction that is deemed appropriate for the streets involved. No type of design or construction will be eliminated from possible use in the village. These statements are deemed codified as village ordinances based on the budget document and these policies being codified.

BUDGET POLICIES

Rest of the Budget

The remaining pages of this budget document represent the financial and narrative information related to this 2020 budget document. These pages also contain data on performance measures, various statistics, a glossary of terms and other information.

It is the hope of the management of the village of Howard that all parties reading this budget document will be well informed of the financial matters and overall operations of the village as well as have a better understanding of the policies which are used to shape the budget process.

Tax Levy Worksheet

On page 34 is the budget worksheet used to determine the tax levy and serves as the posted legal notice required for the budget public hearing. Listed are the proposed expenditures for 2020 by fund offset by the anticipated revenue sources (excluding property taxes); the result is the tax levy. Included in this worksheet are comparative financial data for 2018 and 2019. The 2018 amounts are actual results while 2019 reports both the budget and estimated actual amounts.

Strategic Plan

The village created a new strategic plan in 2019 that created the following Vision Statement:

Innovative government delivering extraordinary results for a vibrant, thriving, and growing, community.

The plan also created a new Mission Statement for the village, as follows:

Provide our residents with a safe, friendly, attractive, and active community by aggressively pursuing innovative ways to deliver valuable services.

With the new vision statement and mission statement, the strategic plan was formed by identifying six strategic goals, various objectives with functions to measure results and a time frame of completion. A summary of the strategic plan, goals, objectives and some accomplishments from 2019 are included on the following two pages. Some of these accomplishments are recorded within each department's budget but many of the accomplishments are not listed within individual departments as they are accomplished by multiple departments.

Strategic Planning Analysis



Create unique community identity

- Remove barriers to implementing the Comprehensive Plan
- Foster Howard as a business brand
- Improve community branding
- Improve quality of life assets
- Focus development in target areas
- Encourage community events

Recent Accomplishments:

- Sponsored 5th annual Independence Day fireworks display in Howard.
- Began renting units and construction started on Building C of the village owned apartment complex in the village center.
- Received grant award notification for funding Velp Ave. trail.
- Made improvements to the village owned quarry to allow better access to swimming and fishing areas. The facility was utilized by hundreds of residents in 2019.
- Worked with an architect to complete designing the pavilion and stage at the village center.
- Changed the focus of the summer farmer's market to focus on food trucks and bands.
- Continued to utilize e-Notify through the email notifications for events and other items of interest to Howard residents.



Provide safe, functional infrastructure

- Maintain buildings and infrastructure
- Improve infrastructure
- Improve off-street trails, sidewalks and other pedestrian and bicycle connections
- Maintain and improve municipal buildings and facilities

Recent Accomplishments:

- Resurfaced \$1.0 million of roadway projects in 2019.
- Continued use of the new water listening devices purchased in 2015 which helped decrease water loss in 2016, 2017 and 2019. Village staff is performing this work saving estimated \$35,000 per year.
- Continue to replace equipment used for maintenance of buildings and infrastructure such as; installing portions of roof at village hall; purchasing one new police squad; purchased two new fire pickup trucks for rapid response and new fire suppression technologies.
- Outsourced large meter testing.
- Completed infrastructure installation for two new subdivisions Howards Crossing and Hidden Creek.



Provide safe community for residents, businesses, employees and visitors

- Conduct directed enforcement intervention programs.
- Continue to create collaborative partnerships between law enforcement and the community
- Conduct traffic patrol activities to assist with safe driving
- Conduct fire prevention activities

Recent Accomplishments:

- Continued a DEO program called Coffee with a Cop at a local coffee shop on the 1st Wednesday of each month.
- Fire department provided stop the bleed training for all employees.
- Increased the number of fire safety contacts with citizens by more than 40%.
- Provided fire awareness at local elementary schools.
- Cross-trained with other fire departments in the area.
- Worked with regional law enforcement to collaborate on nuisance businesses.

Strategic Planning Analysis (Continued)



Create partnerships with stakeholders and other communities

- Create and enhance collaborative partnerships with stakeholders
- Evaluate strategic goals and objectives of current partnerships and future partners
- Conduct individual strategic planning meeting to compare and align strategic plans with identified groups

Recent Accomplishments:

- Worked with county on planning for future improvements to Shawano Ave. and Lineville Road.
- Administrator meets regularly with municipal, school district and county administrators. One such group being HALO.
- Continued working relationship with Packerland Rural Fire and Rescue District.
- Worked with the school district to move an election site location from the middle school due to safety concerns.
- Collaborated with are municipalities to discuss possible shared services. In 2019, discussed cross connection survey work and discovered our costs are much less than our neighbors.



Strong Financial Position

- Avoid reliance on tax-supported debt
- Grow tax base in non-TIF district with infill and new subdivisions
- Implement the use of new and/or green technologies
- Analyze village operations for continuous improvement

Recent Accomplishments:

- Created 100 new single family lots for future homes to be constructed and additional tax base creation.
- Issued \$9.7 million of debt to construct Building C of the apartment complex that will be repaid by revenues generated from a village owned apartment called Howard Commons.
- Continued monitoring of water meter data for customers and reaching out to the customers that appear to have high use patterns. Notifications have results in assisting customers through leak detection, running faucet detection and other similar issues.



Maintain well trained workforce

- Encourage an environment that recognizes employees for work well done
- Maintain pay and benefits at levels that remain competitive in the market
- Provide appropriate education to employees
- Maintain a wellness plan

Recent Accomplishments:

- Held the annual spring in-service meeting for all full-time employees distributing years of service awards.
- All departments participated in team building exercises.
- Sixth year of offering a health risk assessment to all employees in spring.
- Held annual fire fighters' department recognition banquet and celebrated exceptional service award to staff.
- Continued to pay the cost of the training for all personnel for continuing education.
- Continued to offer the YMCA membership incentive program to full-time employees.

Long-Range Financial Planning

Village of Howard
 5-Year Forecast Model
 Combined General Fund, Debt Service Fund and Capital Project Funds
 All Tax Levy Supported Funds
 Years Beginning January 1, 2020-2024

(In \$ Thousands)

	Actual 2018	Projected 2019	Budget 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
GENERAL FUND								
Revenues and transfers in								
Property taxes levied	\$ 4,818	\$ 4,947	\$ 5,297	\$ 5,445	\$ 5,598	\$ 5,754	\$ 5,869	\$ 5,987
All other taxes	24	24	14	14	412	420	429	450
Intergovernmental	728	756	792	778	778	778	778	778
Licenses and permits	478	497	500	510	500	510	520	550
Fines and forfeits	161	189	180	184	240	245	250	260
Charges for service	132	134	136	139	142	142	170	171
Miscellaneous	366	360	401	409	417	424	520	530
Transfers in	-	-	-	-	-	-	-	-
Total revenue and transfers	6,707	6,906	7,320	7,479	8,087	8,273	8,536	8,726
Expenditures and transfers out								
General government	1,064	1,162	1,113	1,135	1,156	1,179	1,202	1,226
Public safety	2,845	2,954	3,100	3,146	3,209	3,274	3,339	3,406
Public works	2,946	2,961	3,161	3,247	3,312	3,379	3,446	3,515
Community development	387	450	519	541	550	561	573	584
Transfers out	-	-	-	-	-	-	-	-
Total expenditures and transfers	7,241	7,528	7,893	8,070	8,228	8,392	8,560	8,731
 Net increase (decrease) in Fund Balance	 (534)	 (622)	 (573)	 (591)	 (141)	 (119)	 (24)	 (6)
 DEBT SERVICE FUND LEVY	 -							
 CAPITAL PROJECTS FUND LEVY	 1,329	 1,182	 1,652	 1,672	 1,692	 1,712	 1,732	 1,762
 TOTAL TAX LEVY	 \$ 6,147	 \$ 6,128	 \$ 6,949	 \$ 7,117	 \$ 7,289	 \$ 7,466	 \$ 7,601	 \$ 7,749

(In \$ Thousands)

Total Assessed Value	\$ 1,587,225	\$ 1,621,230	\$ 1,934,292	\$ 2,027,321	\$ 2,067,867	\$ 2,109,225	\$ 2,170,000	\$ 2,213,400
Total Equalized Value w/ TID	\$ 1,555,671	\$ 1,674,737	\$ 1,917,482	\$ 1,994,181	\$ 2,073,949	\$ 2,167,276	\$ 2,253,967	\$ 2,344,126
Total Equalized Value w/out TID	\$ 1,490,750	\$ 1,617,879	\$ 1,796,137	\$ 1,866,769	\$ 1,941,536	\$ 2,029,864	\$ 2,111,555	\$ 2,196,713
Equalized Value of TIDs	\$ 64,921	\$ 56,857	\$ 121,346	\$ 127,413	\$ 132,413	\$ 137,413	\$ 142,413	\$ 147,413
 Village Tax Rate - per \$1,000	 \$3.725	 \$3.925	 \$3.835	 \$3.750	 \$3.766	 \$3.779	 \$3.739	 \$3.736
 Assessment ratio	 102.0%	 96.8%	 100.9%	 101.7%	 99.7%	 97.3%	 96.3%	 94.4%

GENERAL TAX LEVY AND BILLING EXPLANATIONS

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

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

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

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

Tax bills are due and payable in two installments for real property; January 31st and July 31st of the year following the December billing. Personal property taxes are due and payable by January 31st. The village contracted with Brown County for collection of the first half real property tax payments in previous years but will begin collecting the first installment in December 2019. The county settles in full for all real property taxes after the July 31st installment.

The following two pages reflect tax billing data and the five taxing jurisdictions percentage allocation of the tax bill. Please note that the tax rate dates reflect the year in which the December tax billing is prepared. Revenues are recognized on the modified accrual basis which means they are recorded in the following year. In other words, tax bills issued in December 2019 will be recorded as revenue in the year 2020.

Note:

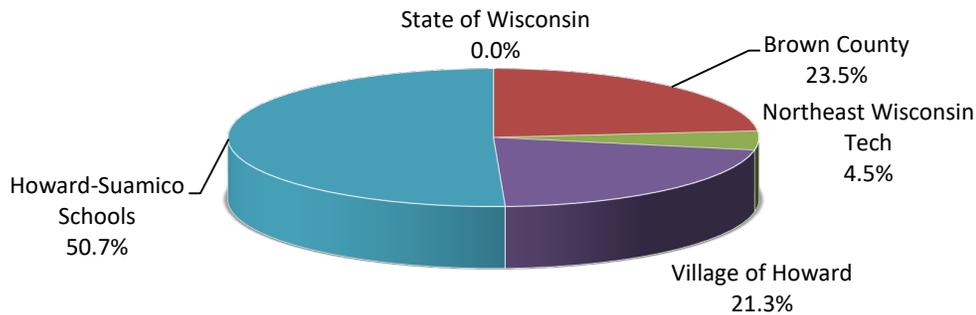
The state statutes require villages to report data on the previous year's actual results, the current year budget or estimated actual and the next year's budget. For this budget document, the current year data is presented by using the budget figures for the General Fund, Debt Service Fund and Capital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

VILLAGE OF HOWARD Property Tax Calculations

Taxing Jurisdiction	Dec. 2019 Tax Rates	Dec. 2018 Tax Rates	Change	Percentage Change
State of Wisconsin	\$ -	\$ -	\$ -	
Brown County	4.220435	4.966379	(0.745944)	-15.02%
Northeast Wisconsin Tech	0.800813	0.902323	(0.101510)	-11.25%
Village of Howard	3.834962	3.924118	(0.089156)	-2.27%
Howard-Suamico Schools	9.110240	10.058073	(0.947833)	-9.42%
Gross Tax Rate	17.966450	19.850893	(1.884443)	-9.49%
State school credits	(1.484715)	(1.667012)	0.182297	-10.94%
Net Tax Rate	\$16.481735	\$18.183881	(\$1.702146)	-9.36%

Note: The effect of rounding may result in different calculated amount.

Where Do Your Tax Dollars Go? Property Tax Bills Printed December 2019



Note: The 2019 tax rate represents the tax rate on the billings prepared in December 2019 and payable in January 2020. The related revenues are recorded in 2020.

**Property Tax Rates - Direct and Overlying Governments
Last Ten Fiscal Years**

Fiscal Year / Tax Roll Year	Village of Howard		Howard-Suamico School District		Northeast Wisconsin Technical College District		Brown County		State of Wisconsin	
	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent
2020/2019	\$3.835	21.3%	\$9.11	50.7%	\$0.80	4.5%	\$4.22	23.5%	\$0.00	0.0%
2019/2018	\$3.924	20.6%	\$10.06	50.2%	\$0.90	4.5%	\$4.97	24.8%	\$0.00	0.0%
2018/2017	\$3.925	20.6%	\$9.49	49.8%	\$0.87	4.5%	\$4.78	25.1%	\$0.00	0.0%
2017/2016	\$3.725	20.4%	\$9.01	49.3%	\$0.82	4.5%	\$4.56	24.9%	\$0.17	0.9%
2016/2015	\$3.718	20.3%	\$9.10	49.7%	\$0.77	4.2%	\$4.56	24.9%	\$0.17	0.9%
2015/2014	\$3.788	21.0%	\$8.93	49.6%	\$0.75	4.2%	\$4.37	24.3%	\$0.16	0.9%
2014/2013	\$3.330	18.3%	\$8.78	48.2%	\$1.57	8.6%	\$4.38	24.0%	\$0.16	0.9%
2013/2012	\$3.330	18.3%	\$8.80	48.3%	\$1.53	8.4%	\$4.39	24.1%	\$0.16	0.9%
2012/2011	\$3.306	17.7%	\$9.23	49.5%	\$1.54	8.3%	\$4.40	23.6%	\$0.16	0.9%
2011/2010	\$3.307	17.6%	\$9.08	48.4%	\$1.60	8.5%	\$4.62	24.6%	\$0.17	0.9%

Note: The rates stated above are per thousand dollars of assessed valuation. Rounding differences may occur from actual calculations. A property owners property tax bill issued in December of each year, will contain a tax rate for each overlying taxing jurisdiction listed above. The village of Howard tax rate and tax levy represent about 21% of the overall property tax bill while the school district comprises about 50%.

BUDGET SUMMARY FOR ALL FUND TYPES

Listed below are the resources and expenditures (expenses) of all Governmental and Proprietary funds within the Village's budget. An explanation as to the significant changes in these sources and expenditures is on the following three pages as well as a brief discussion about fund balances and net assets.

	Actual 2018	Budget or Estimated Actual 2019	Budget 2020
Funding Sources			
Taxes	\$ 7,221,068	\$ 7,791,683	\$9,161,997
Special assessments	67,998	40,556	36,500
Intergovernmental	1,684,334	1,923,027	2,495,023
Licenses and permits	704,674	865,342	688,145
Fines and forfeits	161,433	188,500	180,000
Charges for service (includes Enterprise funds)	11,386,788	12,417,044	13,919,400
Miscellaneous	1,291,034	603,884	1,455,028
Other financing sources and transfers in	4,476,563	2,819,538	15,476,249
Total Revenue and Other Funding Sources	26,993,892	26,649,574	43,412,342
Beginning Fund Balances or Net Assets	79,811,519	84,985,122	86,459,436
Total Available Resources	\$106,805,411	\$111,634,696	\$129,871,778
Expenditures, Expenses and Other Uses			
General government	1,127,157	1,189,250	\$1,136,700
Public safety	2,845,045	2,954,100	3,099,600
Public works	2,945,854	2,961,200	3,160,600
Community development	386,712	450,300	519,200
Debt service	976,998	1,911,627	2,197,138
Capital outlay and development	3,227,448	3,517,000	15,294,148
Enterprise fund operating expenses	9,648,088	10,437,077	10,905,928
Other Uses and transfers out	598,311	1,515,687	1,533,700
Total Expenditures, Expenses and Other Uses	21,755,613	24,936,241	37,847,014
Ending Fund Balances or Net Assets	85,049,798	86,698,455	92,024,764
Total Fund Commitments and Fund Balances	\$106,805,411	\$111,634,696	\$129,871,778

Note: This budget page is not a GAAP basis report since fund balances are included as resources and total fund commitments.

The 2018 data reported by the General Fund and Capital Project Funds are budget amounts while all other funds use estimated actual.

This page summarizes data found on pages 44, 99, 103, 115, 144, 152, 159, 168 and 171.

Summary of Revenue and Expenditure Changes

For the 2020 Budget Compared to the 2019 Budget

This page and the following two pages explain the changes in major revenues and expenditures, for all funds combined, from the 2020 budget as compared with the 2019 budget.

Revenues

For 2020, combined revenue for all funds will increase by \$2.9 million (after excluding other financing sources). Following is a brief explanation of changes in revenues by major revenue source.

Taxes

Combined taxes from all funds are budgeting an increase of \$1.0 million. This increase is comprised of \$362,000 is related to growth in the TIDs tax increments and \$350,000 in the General Fund tax levy and \$170,000 increase in Capital Projects Fund tax levy.

Intergovernmental

This revenue source is expected to increase \$571,000. The majority of the increase is a result of increased state aids in the General Fund of \$36,000, increase in state transportation aids of \$139,200 and a new CDBG grant tied to closing the revolving loan fund of \$300,000.

Charges for Service

The 2020 budget is anticipating an increase in this revenue source of \$1.3 million all of which relates to the increase in rents for Howard Commons Apartment complex with a full year of rental income expected for the first two buildings and Building C being available for rentals starting April 1.

Miscellaneous

Miscellaneous revenues are increasing by about \$875,000. The increase is primarily a result of budgeting a \$500,000 in donation for the village center pavilion project in TID 8.

Expenditures

Expenditures for 2020 are expected to increase by \$13.7 million (excluding Other Uses). The following brief explanation discusses the changes in major expenditures functions for 2020.

General government

This expenditure function is increasing by \$445,400 in 2020. This increase is a result of an increase in the Special Revenue Fund (anticipating closing the program to defederalize the money in the fund).

Public safety

An increase of \$145,500 is primarily a result of normal cost of living increases in the General Fund and adding funding for additional fire fighter training.

Public works

Public works is expecting an increase of about \$199,400. The increase is a result cost of living increases in wages and benefits plus noted increases in contract for recycling collection services and an increase on tonnage cost for landfilling waste.

Debt service

The expenditure is expected to increase by \$285,500 in accordance with debt scheduled payments from a new 2019 bond issue of \$9.7 million to fund the apartment project.

Capital outlay

This expenditure is expected to increase by almost \$12 million. The primary reason for this increase is related to budgeting for the construction of a new pavilion and outdoor concert gazebo in the village center TIF 8.

Enterprise fund operating expenses

These expenses are expected to increase by almost \$529,000 in 2020. The apartment complex expenses will increase by \$53,000 with noted increases also in water utility \$255,900, sewer utility \$130,800, and storm water utility \$57,600.

Fund balances

The village board modified the fund balance policy for the General Fund in 2007. The policy states the fund balance will remain between 25%-40% of the previous year's actual expenditures. Actual results are still unknown for 2019 at time of printing, but management estimate is that the fund balance in the General Fund will remain within the policy limits.

Debt Service fund balance is expected to be zero at year end as debt payments are made in December.

Capital projects fund balance fluctuates from year to year. The village has adopted a policy to fund equipment needs and reconstruction projects through tax levy support, special assessments and other cash options. This policy has results a fairly steady tax levy for capital projects funds (in most years) with fluctuating fund balance. In years with no major projects, fund balance increases; in years with major projects, fund balance decreases. There is no board policy on the amount of fund balance in Capital Projects.

Net Assets

The water and sewer utilities are required to have sufficient net assets to meet annual debt service requirements and support replacement of infrastructure and other fixed assets. Net assets should steadily increase as net income is realized each year. The net assets derived will be used to fund major reconstruction and new construction projects.

Net Assets (continued)

No policy has been created as to the amount of net assets to be held in the enterprise funds. The primary goal of these funds are to be able to fund operations and new capital improvements with cash on hand without borrowing. The village owned utilities acts as primary borrowing/funding source for new subdivision costs.

The golf course's net assets is expected to have a slight increase as the course and restaurant become more profitable. The village has not established a fund balance or net asset policy for the Howard Commons apartment complex but the budget reflects and anticipates the balance growing over the next several years to establish a fund to allow for repairs and replacement of equipment with cash on hand.

Village of Howard, Wisconsin
Combining Budget Summary for All Fund Types
Annual Budget Year Beginning January 1, 2020

	Governmental Fund Types				Proprietary Funds	Combined Totals
	General	Special Revenue	Debt Service	Capital Projects	Enterprise	
Revenues						
Taxes	\$ 5,310,700	\$ -	\$ -	\$ 3,851,297	\$ -	\$ 9,161,997
Special assessments	-	-	-	36,500	-	36,500
Intergovernmental	791,900	-	-	1,703,123	-	2,495,023
Licenses and permits	499,900	-	-	188,245	-	688,145
Fines and forfeits	180,000	-	-	-	-	180,000
Charges for services	136,400	-	-	-	13,783,000	13,919,400
Miscellaneous	401,100	66,600	-	886,228	110,100	1,464,028
Total Revenue	7,320,000	66,600	-	6,665,393	13,893,100	27,945,093
Expenditures or Expenses						
General government	1,113,100	-	-	23,600	-	1,136,700
Public safety	3,099,600	-	-	-	-	3,099,600
Public works	3,160,600	-	-	-	-	3,160,600
Community development	519,200	-	-	-	-	519,200
Debt service	-	-	1,023,949	26,789	1,146,400	2,197,138
Capital outlay	-	502,648	-	14,791,500	-	15,294,148
Operating Expenses	-	-	-	-	10,905,928	10,905,928
Total Expenditures or Expenses	7,892,500	502,648	1,023,949	14,841,889	12,052,328	36,313,314
Excess of Revenues Over (Under)						
Expenditures or Expenses	(572,500)	(436,048)	(1,023,949)	(8,176,496)	1,840,772	(8,368,221)
Other Financing Sources (Uses)						
Proceeds of debt issue	-	-	-	14,600,000	-	14,600,000
Bond issuance costs	-	-	-	(130,000)	-	(130,000)
Operating transfers in	572,500	-	1,023,949	-	-	1,596,449
Operating transfers out	-	-	-	(831,200)	(572,500)	(1,403,700)
Contributed Capital	-	-	-	-	110,000	110,000
Total Other Financing Sources (Uses)	572,500	-	1,023,949	13,638,800	(462,500)	14,772,749
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses						
Fund Balances - January 1 (Est.)	2,821,595	436,048	-	(2,127,063)	85,292,476	86,423,056
Fund Balances - December 31	\$ 2,821,595	\$ -	\$ -	\$ 3,335,241	\$ 86,670,748	\$ 92,827,584

Note: Included in tax revenues above is approximately \$1.2 million of tax incremental revenues from TID's not included on page 35. The term "Fund Balance" is used above to describe both fund balances of governmental funds and net assets of enterprise funds.



General Fund



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

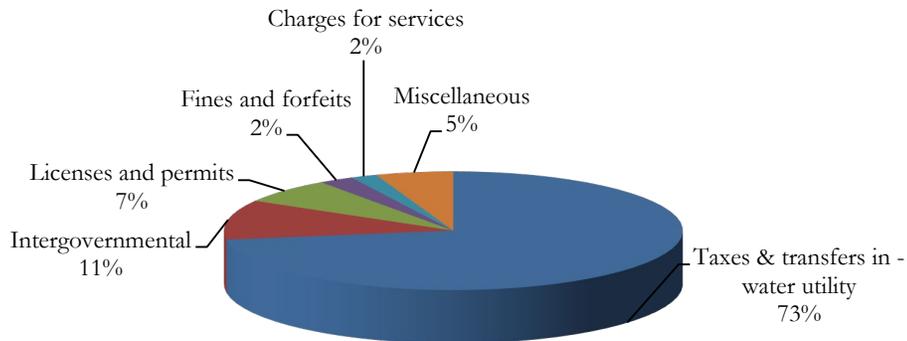
	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
Revenues					
Taxes	\$ 3,827,059	\$ 4,676,375	\$ 4,841,772	\$ 4,960,600	\$ 5,310,700
Intergovernmental	1,356,436	724,416	727,721	755,900	791,900
Licenses and permits	504,078	556,863	478,174	497,100	499,900
Fines and forfeits	193,628	190,659	161,433	188,500	180,000
Charges for services	134,215	131,746	131,872	134,400	136,400
Miscellaneous	325,722	315,070	366,391	359,700	401,100
Totals Revenues	<u>6,341,138</u>	<u>6,595,129</u>	<u>6,707,363</u>	<u>\$6,896,199</u>	<u>7,320,000</u>
Expenditures					
General government	1,160,613	1,090,908	1,063,651	1,162,200	1,113,100
Public safety	2,693,625	2,751,992	2,845,045	2,954,100	3,099,600
Public works	2,645,726	2,876,849	2,945,854	2,961,200	3,160,600
Community development	354,424	386,052	386,712	450,300	519,200
Total Expenditures	<u>6,854,388</u>	<u>7,105,801</u>	<u>7,241,262</u>	<u>7,527,800</u>	<u>7,892,500</u>
Excess of Revenues Over (Under) Expenditures	(513,250)	(510,672)	(533,899)	(631,601)	(572,500)
Other Financing Sources (Uses)					
Transfers in (formerly Utility Taxes)	384,417	392,328	392,328	393,000	393,000
Transfer in (formerly rental income)	170,712	173,032	205,983	176,100	179,500
Transfers out	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>555,129</u>	<u>565,360</u>	<u>598,311</u>	<u>569,100</u>	<u>572,500</u>
Excess of Revenues and Other Sources Over (Under) Expenditures and Other Uses	41,879	54,688	64,412	(62,501)	(0)
Fund Balance - January 1	<u>2,723,117</u>	<u>2,764,996</u>	<u>2,819,684</u>	<u>2,884,096</u>	<u>2,821,595</u>
Fund Balance - December 31	<u>\$ 2,764,996</u>	<u>\$ 2,819,684</u>	<u>\$ 2,884,096</u>	<u>\$ 2,821,595</u>	<u>\$ 2,821,595</u>

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

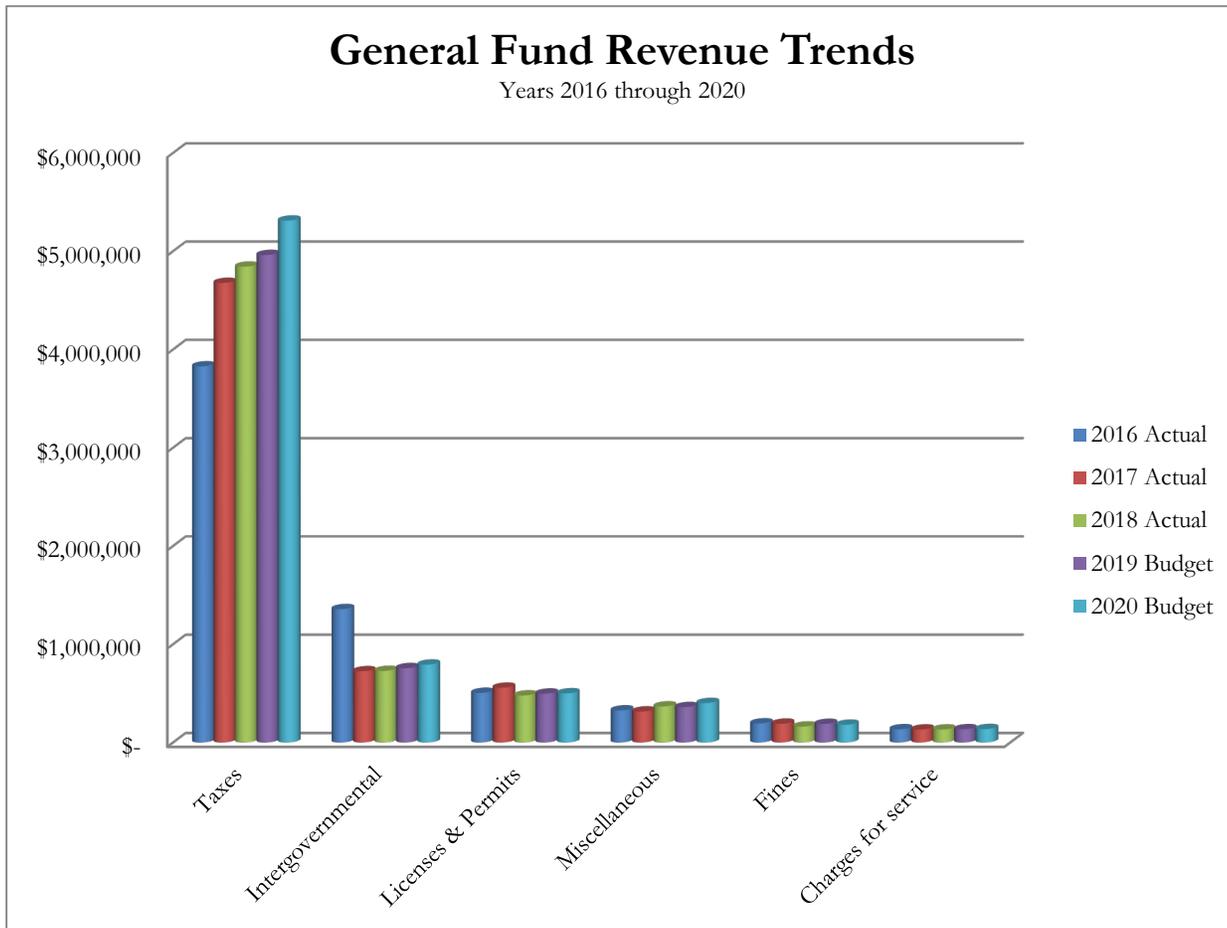
VILLAGE OF HOWARD
General Fund
Budgeted Revenues Summary
Years Ending December 31

Description	2018 Actual	2019 Budget	2020 Budget	Percent Change from 2018	2020 Percent of Total
Taxes & transfers in - water utility	\$ 4,841,772	\$ 4,960,600	\$ 5,310,700	7.06%	72.55%
Intergovernmental	727,721	755,900	791,900	4.76%	10.82%
Licenses and permits	478,174	497,100	499,900	0.56%	6.83%
Fines and forfeits	161,433	188,500	180,000	-4.51%	2.46%
Charges for services	131,872	134,400	136,400	1.49%	1.86%
Miscellaneous	366,391	359,700	401,100	11.51%	5.48%
Totals	\$ 6,707,363	\$ 6,896,200	\$ 7,320,000	6.15%	100.00%

Budget Revenue By Source
Budget Year 2020



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



Intergovernmental revenue has been the single, biggest, nontax revenue source for the village over the past decade. State shared revenue aid has remained fairly flat over the past decade. See more details on page 48-49 regarding intergovernmental revenues. In 2017, state road aids were moved to a capital project fund to aid in funding road resurfacing projects.

Tax revenues have generally been increasing over time. Property taxes make up the majority of tax revenues and are determined by revenue shortfalls anticipated as part of the budget process. The village expects overall property tax levy to continue to increase between 1%-4% each year to assist in paying for increased costs of providing services; the state has imposed levy limits on the village that allow for increases up to the amount of new growth in tax base annually.

Licenses and permits are the third largest revenue source over the past decade. This source has remained fairly flat over the past five years as reported in the chart above. Building permits have been the largest item in this revenue source.

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

TAXES

Historical Summary:

2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
3,827,059	\$4,676,375	\$ 4,841,772	\$ 4,960,600	\$5,310,700
% Increase/Decrease	22.19%	3.54%	2.45%	7.06%

Explanations and Assumptions of 2020 Tax Revenues Budget:

Property taxes are used to fund expenditures which exceed the amount of revenues available through sources such as fees, permits, fines, investment interest and shared revenues. Municipal utility taxes are payment in-lieu of taxes paid by the water utility. Room tax rates are 10% for hotel stays; the village may keep only 4% of tax collected pursuant to an agreement with the Green Bay Area Room Tax Commission.

Line Item Detail:	2018 Actual	2019 Budget	2020 Budget
General Property Taxes	\$ 4,817,693	\$ 4,946,700	\$ 5,296,800
Managed Forest Crop Lands	325	10	10
Other Taxes	-	-	-
Room Tax Revenue	12,658	12,900	12,900
Interest on delinquent taxes & other	11,096	990	990
Total Taxes	\$ 4,841,772	\$ 4,960,600	\$ 5,310,700

2020 Budget Analysis:

The increase in property taxes of \$350,000 is a net result of all financial changes in the 2020 budget when compared to the 2019 budget. Several expenditure accounts are increasing in the new budget year, while most of the other accounts remain the same funding level as 2019. The following pages will explain in more detail the changes in the revenue and expenditure accounts for the upcoming year.

INTERGOVERNMENTAL

Historical Summary:

2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$1,356,436	\$724,416	\$727,721	\$755,900	\$791,900
% Increase/Decrease	-46.59%	0.46%	3.87%	4.76%

Explanations and Assumptions of 2020 Intergovernmental Revenues Budget:

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

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

Transportation aid is calculated by the state by multiplying a factor (in 2014 it was 18.48%) times the average annual street cost expended over the past six years. Recycling grants program began in the mid-1990s and was offered by the state in conjunction with mandated curbside recycling services by municipalities.

Line Item Detail:	2018 Actual	2019 Budget	2020 Budget
State Shared Revenues	\$ 562,702	\$ 561,500	\$ 585,800
Other State Shared Taxes-computers	34,715	34,900	35,500
State Personal Property Aid Payment	-	30,300	30,300
Fire Insurance Shared Tax	69,474	69,000	79,200
Recycling Grants	44,148	44,000	44,000
State Municipal Service Aids	5,516	5,600	5,600
State Payment in Lieu of Tax	10,939	10,600	11,500
Other grants	227	-	-
Total Intergovernmental	\$ 727,721	\$ 755,900	\$ 791,900

2020 Budget Analysis:

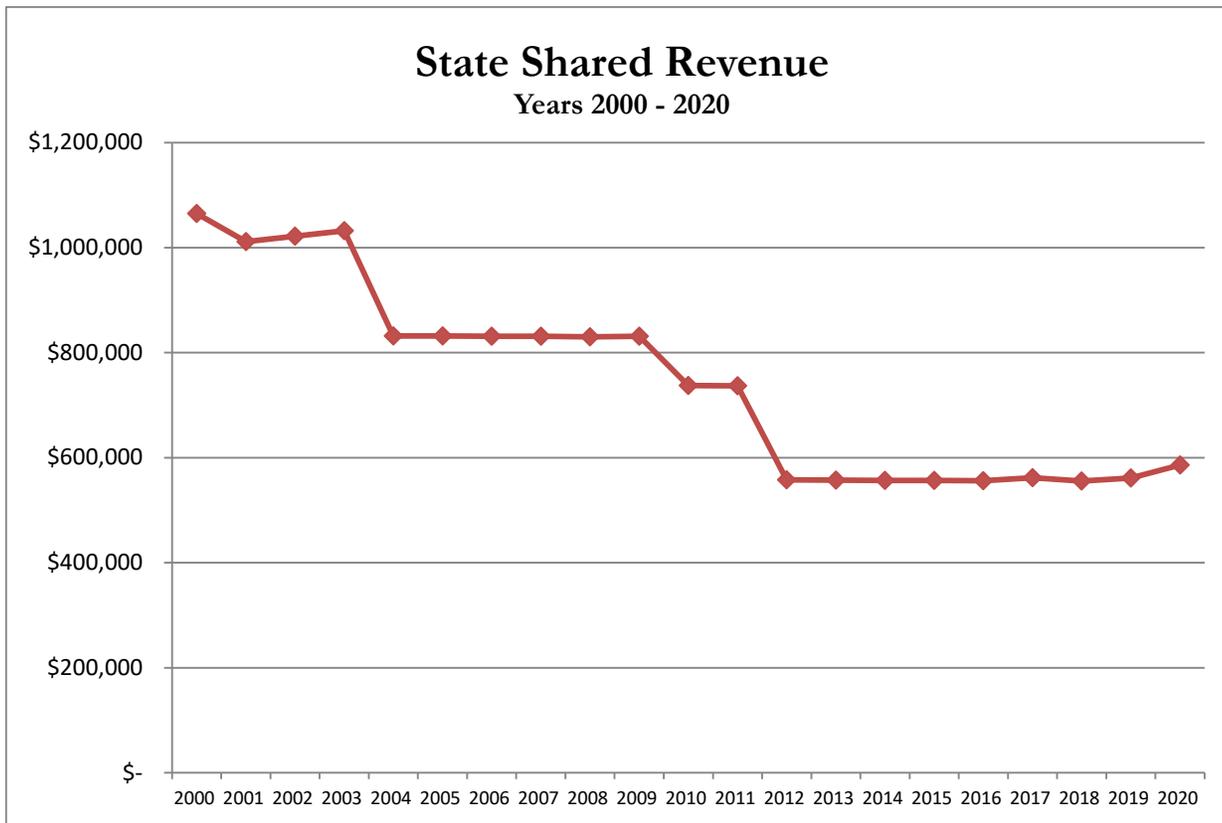
Based on the state's estimates, state shared revenue will increase by \$24,300 and other state taxes on exempt computers will increase \$600. Fire insurance shared tax is estimated to increase by \$10,200.

Intergovernmental Revenue Charts and Graphs

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

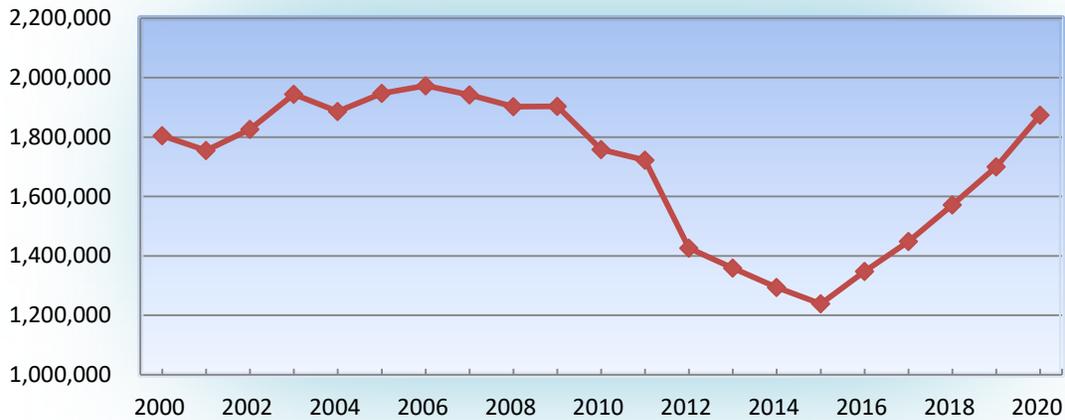
Future budgets remain unclear as to the funding levels of the State Shared Revenues and other state aids. The state has made large budgetary cuts to the biennial 2012-2013 but maintained most funding levels in the 2014-2016 and 2016-2018 biennial budgets.

The graph below shows the trend in state shared revenues since 2000 and the estimate for 2020.



The graph on the top of the following page is used to show the trends in the total of all Intergovernmental Revenues. The graph shows the fluctuations of the total Intergovernmental Revenues from year to year. For 2020 an estimate is made based on a combination of state estimates received and previous years' funding levels.

Total Intergovernmental Revenue Years 1998 through 2020



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

Year	State Shared Revenue	State Exp. Restraint	State Trans. Aid	State Conn. Hwy	State Recycling	Other	Total Intergov't
2000	1,065,006	-	574,241	24,644	74,925	65,482	1,804,298
2001	1,011,700	-	574,241	24,219	57,270	87,392	1,754,822
2002	1,022,000	-	660,000	26,000	55,000	62,700	1,825,700
2003	1,032,300	-	759,400	23,500	57,300	71,887	1,944,387
2004	831,700	-	873,400	23,300	57,400	100,778	1,886,578
2005	832,103	-	964,458	22,846	57,256	70,144	1,946,807
2006	831,273	-	971,771	22,822	68,157	79,021	1,973,044
2007	831,039	-	945,291	22,845	68,254	74,885	1,942,314
2008	830,000	-	898,000	22,900	82,553	69,000	1,902,453
2009	831,000	-	908,000	22,800	72,000	69,800	1,903,600
2010	737,600	-	863,300	21,600	65,100	70,600	1,758,200
2011	736,900	-	820,100	21,700	68,000	75,500	1,722,200
2012	557,800	-	738,100	21,700	44,200	64,800	1,426,600
2013	557,000	-	664,300	21,800	44,200	71,900	1,359,200
2014	556,600	-	597,900	21,900	44,200	73,500	1,294,100
2015	556,600	-	538,100	21,900	42,100	80,000	1,238,700
2016	555,900	-	610,600	46,000	42,000	93,000	1,347,500
2017	562,100	-	701,800	46,100	42,000	97,000	1,449,000
2018	555,500	-	807,100	46,200	47,000	115,600	1,571,400
2019	561,500	-	928,200	46,400	44,000	120,100	1,700,200
2020	585,800	-	1,067,453	46,400	44,000	130,300	1,873,953

Note: Transportation aids and connecting highway aids were reclassified into Capital Projects beginning in 2017.

LICENSES AND PERMITS

Historical Summary:

2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$504,078	\$556,863	\$478,174	\$497,100	\$499,900
% Increase/Decrease	10.47%	-14.13%	3.96%	0.56%

Explanations and Assumptions of 2020 Licenses and Permit Budget:

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

Line Item Detail:	2018 Actual	2019 Budget	2020 Budget
Building Permits & Inspection Fees	\$ 197,644	\$ 223,000	\$ 223,000
Zoning Permits	2,605	2,000	2,000
Liquor & Malt Beverage License	34,780	33,000	33,000
Operators Licenses	7,975	9,500	7,500
Cigarette Licenses	900	1,100	900
Cable TV franchise fee	196,443	200,000	205,000
Weights and Measures	5,995	5,800	5,800
Dog Licenses	7,852	7,600	7,600
Massage Licenses	-	-	-
Bicycle Licenses	15	100	100
Other Permits and Fees	23,965	15,000	15,000
Total Licenses and Permits	\$ 478,174	\$ 497,100	\$ 499,900

2020 Budget Analysis:

Increased cable TV franchise fees by \$5,000 based on recent historical trends. Decreased operators licenses by \$2,000 based on historical trends.

FINES AND FORFEITS

Historical Summary:

2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$193,628	\$190,659	\$161,433	\$188,500	\$180,000
% Increase/Decrease	-1.53%	-15.33%	16.77%	-4.51%

Explanations and Assumptions of 2020 Fines and Forfeits Budget:

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

Line Item Detail:	2018 Actual	2019 Budget	2020 Budget
Fines and court penalties	\$150,978	\$180,000	\$170,000
Parking violations	10,455	8,500	10,000
Total Fines and Forfeits	\$161,433	\$188,500	\$180,000

2020 Budget Analysis:

Decreased fines and court penalties by \$10,000 and increased parking by \$1,500 based on recent historical trends of citations written and collections.

CHARGES FOR SERVICE

Historical Summary:

2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$138,194	\$134,215	\$131,872	\$134,400	\$136,400
% Increase/Decrease	-2.88%	-1.75%	1.92%	1.49%

Explanations and Assumptions of 2020 Charges for Service Budget:

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

Line Item Detail:	2018 Actual	2019 Budget	2020 Budget
Administrative charges	\$14,233	\$15,000	\$15,000
Fire protection/false alarms	58,939	57,000	57,000
Sanitation - Garbage & recycling cans	5,741	4,500	4,500
Recreation programs	27,824	27,500	27,500
Summer recreation ticket program	6,469	8,000	8,000
Park rentals	16,317	15,000	15,000
Weed and snow control	1,121	4,000	6,000
Tree plantings	94	1,000	1,000
Dog pickup fees	644	400	400
Other public charges	490	2,000	2,000
Total Charges for Service	\$131,872	\$134,400	\$136,400

2020 Budget Analysis:

The only anticipated increase for 2020 is \$2,000 in weed and snow control based on historical trends.

MISCELLANEOUS REVENUES

Historical Summary:

2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$325,722	\$315,070	\$366,391	\$359,700	\$401,100
% Increase/Decrease	-3.27%	16.29%	-1.83%	11.51%

Explanations and Assumptions of 2020 Miscellaneous Revenues Budget:

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

For financial statement presentation, a portion of rent income is recorded as a fund transfer from the water utility as the utility collects the rent and remits to the village for cell tower use of a water tower which is on property owned by the village.

Line Item Detail:	2018 Actual	2019 Budget	2020 Budget
Interest on investments	\$127,682	\$80,000	\$120,000
Rent income	197,152	239,600	239,000
Sales of recycle material	5,172	3,000	5,000
Property and equipment sales	5,542	1,000	1,000
Insurance recoveries - police	-	500	500
Insurance recoveries - other	5,743	500	500
Donations - fireworks	-	10,000	10,000
Donations and naming rights	25,100	25,000	25,000
Other income	-	100	100
Total Miscellaneous Revenues	\$366,391	\$359,700	\$401,100

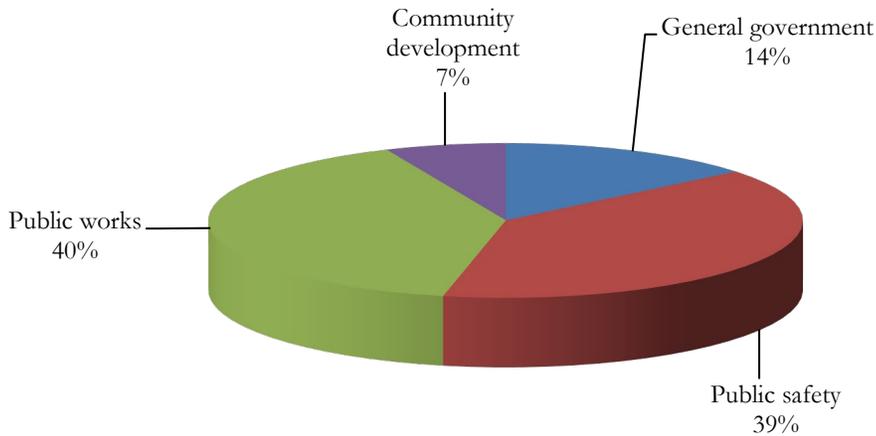
2020 Budget Analysis:

Increased Interest on Investment by \$40,000 to better reflect recent historical trends with rising interest rates. All other items listed above are not expected to change in 2019.

VILLAGE OF HOWARD
General Fund
Expenditure Budget Summary by Function

Description	2018 Actual	2019 Budget	2020 Budget	Percentage Change from 2018	2020 Percent of Total
General government	\$ 1,063,651	\$ 1,162,200	\$ 1,113,100	-4.22%	14.10%
Public safety	2,845,045	2,954,100	3,099,600	4.93%	39.27%
Public works	2,945,854	2,961,200	3,160,600	6.73%	40.05%
Community development	386,712	450,300	519,200	15.30%	6.58%
Totals	\$ 7,241,262	\$ 7,527,800	\$ 7,892,500	4.84%	100.00%

Budget Expenditures By Function
Budget Year 2020



**GENERAL FUND
EXPENDITURE BUDGET DETAIL BY FUNCTION**

General Government

Description	2018 Actual	2019 Budget	2020 Budget	Percentage Change from 2018	2020 Percent of Total
Village board	\$ 67,359	\$ 73,500	\$ 73,300	-0.27%	6.59%
Municipal court	169,014	174,700	183,200	4.87%	16.46%
Administrator	190,307	213,600	226,200	5.90%	20.32%
Elections	45,318	22,700	50,000	120.26%	4.49%
Administrative services	264,314	286,000	305,200	6.71%	27.42%
Assessment of property	49,651	114,500	52,000	-54.59%	4.67%
Buildings and plant	75,391	68,900	71,800	4.21%	6.45%
Board of appeals	-	500	500	0.00%	0.04%
Property & liability insurance	199,084	202,800	145,900	-28.06%	13.11%
Contingencies & uncollectible	3,213	5,000	5,000	0.00%	0.45%
Total General Government	\$ 1,063,651	\$ 1,162,200	\$ 1,113,100	-4.22%	100.00%

Public Safety

Description	2018 Actual	2019 Budget	2020 Budget	Percentage Change from 2018	2020 Percent of Total
Police	\$ 1,795,722	\$ 1,824,600	\$ 1,873,500	2.68%	60.44%
Fire department	861,678	929,900	1,030,000	10.76%	33.23%
Rescue services	153,329	153,900	153,900	0.00%	4.97%
Health and human services	34,316	45,700	42,200	-7.66%	1.36%
Total Public Safety	\$ 2,845,045	\$ 2,954,100	\$ 3,099,600	4.93%	100.00%

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

Public Works

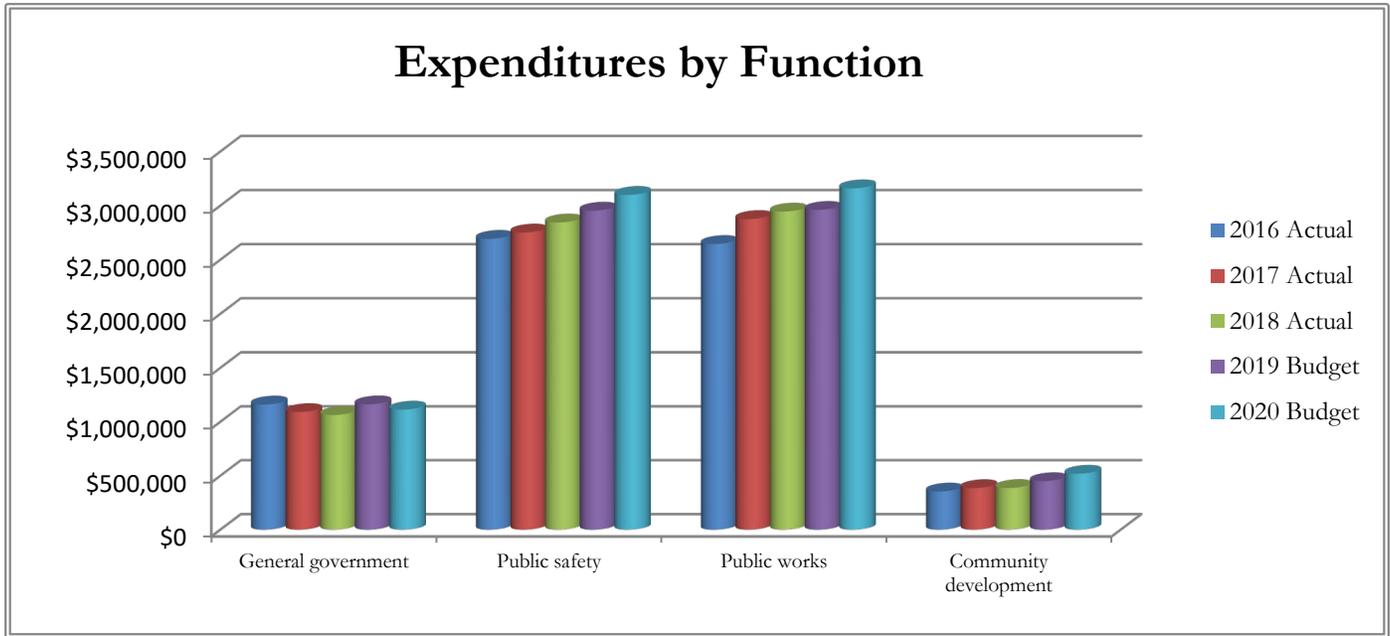
Description	2018 Actual	2019 Budget	2020 Budget	Percentage Change from 2018	2020 Percent of Total
Administration	\$141,446	\$140,700	\$152,100	8.10%	4.81%
Streets	1,018,776	1,001,500	1,073,100	7.15%	33.95%
Mechanic	143,624	150,700	167,700	11.28%	5.31%
Snow and ice removal	203,331	204,300	223,600	9.45%	7.07%
Street lighting	301,632	320,000	320,000	0.00%	10.12%
Building operations	83,019	84,500	89,500	5.92%	2.83%
Sanitation	530,856	539,700	601,200	11.40%	19.02%
Recycling	181,290	174,200	178,200	2.30%	5.64%
Park maintenance	341,880	345,600	355,200	2.78%	11.24%
Total Public Works	\$2,945,854	\$2,961,200	\$3,160,600	6.73%	100.00%

Community Development

Description	2018 Actual	2019 Budget	2020 Budget	Percentage Change from 2018	2020 Percent Of Total
Community development	\$ 139,303	\$ 152,800	\$ 152,900	0.07%	29.45%
Leisure services	139,366	146,400	152,400	4.10%	29.35%
Code administration	108,043	151,100	213,900	41.56%	41.20%
Total Community Development	\$ 386,712	\$ 450,300	\$ 519,200	15.30%	100.00%

GENERAL FUND - Expenditure Trends by Function

The following graph depicts the expenditure trends from 2016 through the 2020 budget.



The trends listed above show fluctuating spending in general government, community development, public safety and public works. In 2016, general government paid \$100,000 for a market adjustment revaluation for all taxable property in the village as a one-time expenditure, not repeated in 2017 which helped lower spending in 2017. The other departments are reporting a steady increase in spending due to inflationary impacts and adding some positions.

The village contracts for police and rescue services but maintains its own fire department. The contracts for police has increased ranging from 2%-4% during the past 5 years while the rescue contract has remained constant since signing the most recent contract. The fire department began a paid-on-call service in 2013 and since has added full-time positions.

GENERAL GOVERNMENT

VILLAGE BOARD

STRATEGIC GOALS 1. Provide our residents with a safe, friendly, attractive and active community by aggressively pursuing innovative ways to deliver valuable services. 2. Create a unique community identity.

OBJECTIVES Enact legislation to protect the health, safety and general welfare of the community.
 Strengthen the economy and protect the environment.
 Supply employees with equipment needed to provide services to the community.
 Work with overlying taxing authorities, school districts and neighboring municipalities.
 Complete the construction of the village center area with pavilion and public area.

ACCOMPLISHMENTS

2019	One new board members was elected in April and two board members appointed in 2018 were successful in winning elections in April. The strategic plan was updated.
2018	The board appointed two new trustees, one for Wards 9-10 due to passing of one member and the other for Wards 7-8 due to a resignation. The board created a special assessments committee to discuss why and how assessments are created.
2017	In May, two new board members were elected to office. Board approved contracts for village owned apartment complex construction and \$10 million bonds to pay for a portion of the cost of construction.

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted services	\$ -	\$ -	\$ -	0.00%
Conferences	941	2,000	2,000	2.73%
Dues	-	-	-	0.00%
Supplies	3,073	2,500	2,500	3.41%
Employee Benefits	4,502	4,900	4,800	6.55%
Salaries	58,843	64,100	64,000	87.31%
Totals	\$ 67,359	\$ 73,500	\$ 73,300	100.00%

PERSONNEL

2018 Positions Authorized	2019 Positions Authorized	2020 Positions Authorized
------------------------------	------------------------------	------------------------------

Village President	1	1	1
Village Trustees	8	8	8

*Note: Each Board Member serves on a part-time basis. Trustees are elected by wards; president is elected at large.
Each Trustee serves a two year term and the President a three year term. One-half of trustees are elected each April.*

2020 BUDGET HIGHLIGHTS

Employee benefits and salaries for trustees remaining unchanged from the 2020 budget and none of the other accounts budget changed.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$66,003	\$66,567	\$67,402	\$67,359	\$73,500	\$73,300
Percentage Change	0.85%	1.25%	-0.06%	9.12%	-0.27%

GENERAL GOVERNMENT

MUNICIPAL COURT AND VILLAGE ATTORNEY

STRATEGIC GOAL

Municipal Court's shall protect the safety and security of people in the community by providing judgment in cases involving violation of Village ordinances.
Village Attorney's mission is to provide legal advice to Village Board, Administrator and other Village officials as well as acting as prosecutor of violations of Village ordinances.

OBJECTIVES

Municipal Court
 Hear all cases coming before court in a timely and professional manner.
 Maintain records of ordinance violations, verdicts rendered and collection of fines.
Village Attorney
 Continue excellent working relationship with Village staff and board and provide legal assistance and advice as directed.

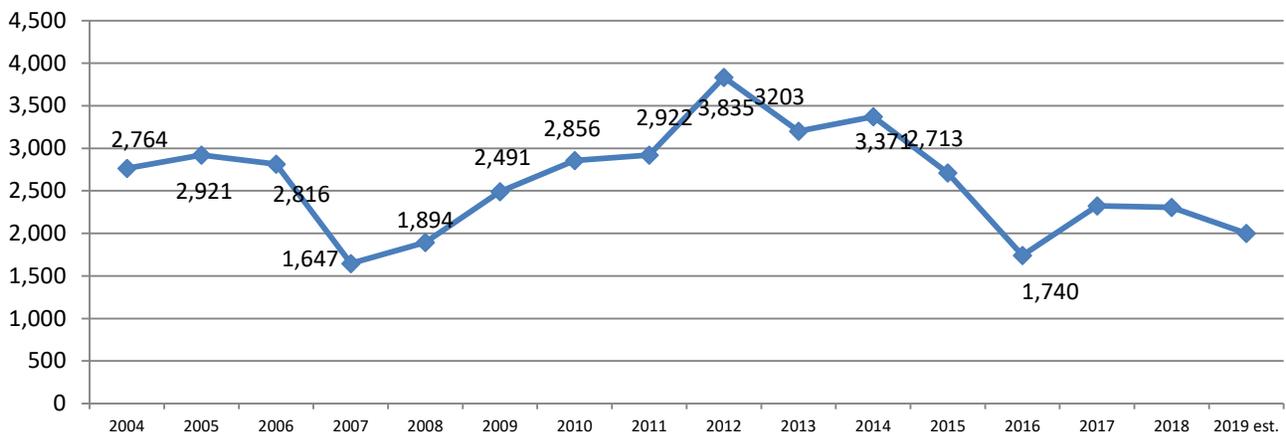
ACCOMPLISHMENTS

2017-2019 Court is in session the first four Tuesday evenings of each month. The court meets an estimated 48 times each year.

PROGRAM MEASURES

	2017 Results	2018 Results	2019 Budget
Total Number of Citations Written <i>(estimate in 2019)</i> <i>(Approximately 1/3 of citations appear in court)</i>	2,325	2,306	2,000
Total Revenues from Fines & Forfeitures	\$181,453	\$150,978	\$180,000
Total Department Expenditures	\$194,632	\$169,014	\$174,700
Total Court Related Expenditures	\$142,642	\$143,197	\$139,700
Total Population	19,371	19,508	19,700
Citations Per 1,000 of population	120	118	102
Cases Per 1,000 of population	40	39	34
Average Revenue Per Citation Issued	\$78	\$65	\$90

Number of Citations Issued by Year



PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Attorneys Contracted	\$ 25,817	\$ 35,000	\$ 35,000	19.10%
Attorney-court related work	43,894	40,000	40,000	21.83%
Contracted services	9,622	12,000	12,000	6.55%
Telephone	361	400	400	0.22%
Workshops & Conferences	1,272	1,600	1,500	0.82%
Dues	840	800	800	0.44%
Supplies	1,096	1,800	1,800	0.98%
Employee Benefits	22,885	20,400	29,000	15.83%
Salaries and wages	63,227	62,700	62,700	34.22%
Totals	\$ 169,014	\$ 174,700	\$ 183,200	100.00%

PERSONNEL

2018 Positions Authorized	2019 Positions Authorized	2020 Positions Authorized
------------------------------	------------------------------	------------------------------

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

Judge (Part-time Elected) 1 1 1

Court Clerk (FTE equivalent) 1.25 1 1

Note: Village attorneys are contracted and not employees. The judge is elected at large and court clerk is appointed.

2020 BUDGET HIGHLIGHTS

Increased wages and benefits by \$6,600 based on a 2.0% increase in employee wages plus an estimated 25% increase in health insurance costs based on claims history in 2019 and a 20 basis point increase in pension.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$167,053	\$165,574	\$194,632	\$169,014	\$174,700	\$183,200
Percentage Change	-0.89%	17.55%	-13.16%	3.36%	4.87%

GENERAL GOVERNMENT

ADMINISTRATOR

STRATEGIC GOAL	Provide our residents with a safe, friendly, attractive and active community by aggressively pursuing innovative ways to deliver valuable services.
OBJECTIVES	Maintain a strong financial position; recruit and maintain a well-trained, competent workforce; create a unique community identity; provide a safe and secure community; and create and enhance collaborative partnerships with stakeholders and neighboring communities.

ACCOMPLISHMENTS

2019	Increased attendance at third annual Independence Day Fireworks Show. Held a series of meetings to updated strategic plan. Created a Citizen's Academy. Created Rock the Commons events in the village center.
2018	Increased attendance at third annual Independence Day Fireworks Show. Closed on all remaining single family lots of the village owned, Spring Green Phase II subdivision.
2017	Increased the duration of the Independence Fireworks Show by obtaining donations for additional displays. Obtained accepted offers on all 30 new lots built in 2017 in the village owned subdivision near Spring Green Park. Began construction on 113 units in two apartment buildings in village center.

PROGRAM MEASURES

	2014	2015	2016	Wisc. Population 17,500-30,000 2016 Ranking
G.O. Bond rating	AA	AA	AA	
Tax rate	\$3.79	\$3.79	\$3.72	2nd
Tax levy per capita	\$293.13	\$284.30	\$293.07	1st
Net basic spending per capita	\$269.08	\$255.00	\$367.29	1st
Net police spending per capita	\$86.97	\$88.00	\$78.01	1st
Debt per capita	\$541.62	\$663.72	\$612.40	1st
Percent of spending in tax dollars	28.9%	33.4%	29.8%	

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 19,650	\$ 40,000	\$ 40,000	17.68%
Telephone	2,315	2,200	2,200	0.97%
Repairs, maintenance & fuel	508	500	500	0.22%
Workshops	815	2,000	2,000	0.88%
Dues & subscriptions	3,774	5,500	5,500	2.43%
Supplies & other expenditures	14,506	15,000	20,000	8.84%
Benefits	39,903	39,700	41,900	18.52%
Salaries	108,836	108,700	114,100	50.44%
Totals	\$ 190,307	\$ 213,600	\$ 226,200	100.00%

PERSONNEL

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
------------------------------------	------------------------------------	------------------------------------

Administrator	0.7	0.6	0.6
Asst. to Administrator/PIO	0.7	0.6	0.6

2020 Administrator Budget Analysis:

Increased salaries and benefits by \$7,600 based estimated cost of living increase of 2.0%, 25% increase in health insurance premiums and 20 basis point increase in pension. Increased supplies and other expenditures by \$5,000 based on historical spending data.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$212,867	\$240,765	\$215,377	\$190,307	\$213,600	\$226,200
Percentage Change	13.11%	-10.54%	-11.64%	12.24%	5.90%

GENERAL GOVERNMENT

ELECTIONS

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

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

ACCOMPLISHMENTS

2019	Held one spring election by 8:50pm. Continued in-house training of chief inspectors and other election workers. Purchased new voting equipment.
2018	Held two spring elections and two fall elections and reported the results by 8:50pm. Continued training of chief inspectors.
2017	Held two spring elections reporting the results by 8:30pm to the county clerk. Continued training of chief inspectors. See chart below for more measures.

PROGRAM MEASURES

Quantitative Performance Measures	2017 Results	2018 Results	2019 Estimates
Total Elections	2	4	1
Total Votes for all Elections	3,997	18,136	3,731
Total Number of Absentee Ballots Processed	650	3,898	495
Total Number of Voters Registering	179	2,055	143
Total Registered Voters	11,341	11,561	11,677
Total Expenditures for Elections	\$ 22,099	\$ 45,318	\$ 22,700
Average Number of Voters per Election	1,999	4,534	3,731
Percentage of Average Voter Turnout per Election	17.62%	39.22%	31.95%
Average Cost per Election	\$ 11,050	\$ 11,330	\$ 22,700

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 4,985	\$ 4,700	\$ 6,000	12.00%
Supplies & wages	40,333	18,000	44,000	88.00%
	-	-	-	0.00%
	-	-	-	0.00%
Totals	\$ 45,318	\$ 22,700	\$ 50,000	100.00%

PERSONNEL There are approximately 90 appointed election workers but not all work each election. All election workers are part-time employees and work one to four days per year.

2020 BUDGET HIGHLIGHTS

There are four elections scheduled for 2020 compared with two elections in 2019 which is the reason for the \$27,300 increase in the budget.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$13,404	\$44,052	\$22,099	\$ 45,318	\$ 22,700	\$ 50,000
Percentage Change	228.65%	-49.83%	105.07%	-49.91%	120.26%

GENERAL GOVERNMENT

ADMINISTRATIVE SERVICES

STRATEGIC GOALS Maintain a strong financial position without issuing new tax supported debt.
 Provide accurate, timely financial reports to the elected officials.
 Provide the finance, treasurer and clerk functions of the village.

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

ACCOMPLISHMENTS

2017 - 2019 Received the GFOA's award for excellence in financial reporting and the distinguished budget award. Submitted monthly and quarterly financial reports to the village board for review and budgetary controls. Posted CAFR and budget on website.

PROGRAM MEASURES

Performance Measures	2013	2014	2015	2016	2017	2018	2019 thru Oct
Total Net Property Taxes Levied	\$26,641,105	\$27,220,250	\$27,119,557	\$28,120,747	\$29,027,124	\$30,914,657	\$32,819,572
Total Taxes Collected During the Year	\$26,634,043	\$27,205,358	\$27,108,031	\$28,114,785	\$29,021,297	\$30,903,231	\$32,805,649
Personal Property Taxes, included in levy	\$725,263	\$764,750	\$822,668	\$732,204	\$729,662	\$785,851	\$645,870
Percentage Collected	99.97%	99.95%	99.96%	99.98%	99.98%	99.96%	99.96%
Number of Personal Property Accounts	533	553	531	548	532	550	569
Number of Personal Property Uncollected	28	24	24	28	22	23	37
Amount of the Uncollected Accounts	\$7,062	\$14,892	\$11,526	\$5,962	\$5,827	\$11,426	\$13,923
Percent of Uncollected Total Net Property Tax Levies	0.03%	0.05%	0.04%	0.02%	0.02%	0.04%	0.04%
Percent of Uncollected Personal Property Accounts	5.25%	4.34%	4.52%	5.11%	4.14%	4.18%	6.50%
Licenses Issued:							
Liquor	56	52	50	54	53	55	52
Operators	264	252	191	258	288	210	267
Dog & cat	1,039	998	1,099	953	960	934	939
Weights and measures	38	38	40	40	38	38	40
Peddlers permits	8	8	6	4	9	6	7
Number of checks, ACH & wires issued	5,422	3,452	4,557	4,497	4,497	2,271	3,763
Number of customers assisted at front counter:							
Water bill receipting	7,254	6,743	5,934	6,284	6,388	6,094	5,373
Penalties received	1,102	1,056	883	849	735	671	445
Recreation programs sign-up	602	424	371	288	295	258	252
Building permit issues	635	573	546	590	502	405	396
Park rentals	212	165	200	276	315	350	337
All others	3,105	2,243	1,848	3,226	2,509	2,717	2,191
Total	12,910	11,204	9,782	11,513	10,744	10,495	8,994
Average number per day	52	45	39	46	43	42	0

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Professional Services - audit	\$ 16,975	\$ 13,500	\$ 14,500	4.75%
Contracted Services	17,041	15,000	15,000	4.91%
Telephone	2,934	3,500	3,500	1.15%
Workshops and Conferences	1,228	1,500	1,500	0.49%
Public notices, dues & subscriptions	14,173	13,000	13,000	4.26%
Supplies and other expenses	31,326	34,000	34,000	11.14%
Employee Benefits	43,827	50,500	60,300	19.76%
Wages and salaries	136,810	155,000	163,400	53.54%
Totals	\$ 264,314	\$ 286,000	\$ 305,200	100.00%

PERSONNEL

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
--	--	--	--

Dir. of Administrative Services/Treasurer	0.45	0.45	0.45
Accountant I	0.45	0.45	0.45
Administrative Assistants (2)	1.20	1.20	1.20
Accountant assistant	0.45	0.45	0.45

2020 Administrative Service Budget Analysis:

Increased in salaries and benefits a total of \$18,200 to allow for a 2.0% wage increase, an estimated 25% increase in health insurance premiums and 20 basis point increase in pension. Increased audit cost by \$1,000 based on historical trends.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$238,529	\$246,585	\$247,971	\$264,314	\$286,000	\$305,200
Percentage Change	3.38%	0.56%	6.59%	8.20%	6.71%

GENERAL GOVERNMENT

ADMINISTRATION - ASSESSMENT OF PROPERTY

STRATEGIC GOALS Maintain a strong financial position and create a unique community identity by providing assessment services.

OBJECTIVES To annually review and update assessment roll for new improvements constructed and prepare a revaluation once every third year in order to maintain the ratio of assessed to equalized valuation within a range of 90-110%. Prepare assessment notices for all properties with valuation changes. Defend assessments at the Board of Review. Prepare all state mandated reports related to the assessment process. Respond to all property owner requests for review of assessments.

ACCOMPLISHMENTS

2019	Board of Review (BOR) met on May 13 and adjourned to August 14, 2019. Held mandatory open book sessions in early July.
2018	Board of Review (BOR) met and adjourned on May 16, 2018. Held mandatory open book session on May 2, 2018. Hand one appeal requesting to go directly to circuit court.
2017	Board of Review (BOR) met on May 17, 2017. Held mandatory open book session on May . No appeals came before the BOR.

PROGRAM MEASURES

	2016 Results	2017 Results	2019 Estimates
Total Assessable Parcels	6,718	6,859	6,946
Total Number of Parcels with new improvements	63	59	82
Total Parcels Revalued	510	505	7,028
Total Personal Property Accounts	618	560	567
Total Properties Valued by Assessor	1,128	1,065	7,595
Assessed to Equalized Percentage	102.02%	96.81%	100.88%

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

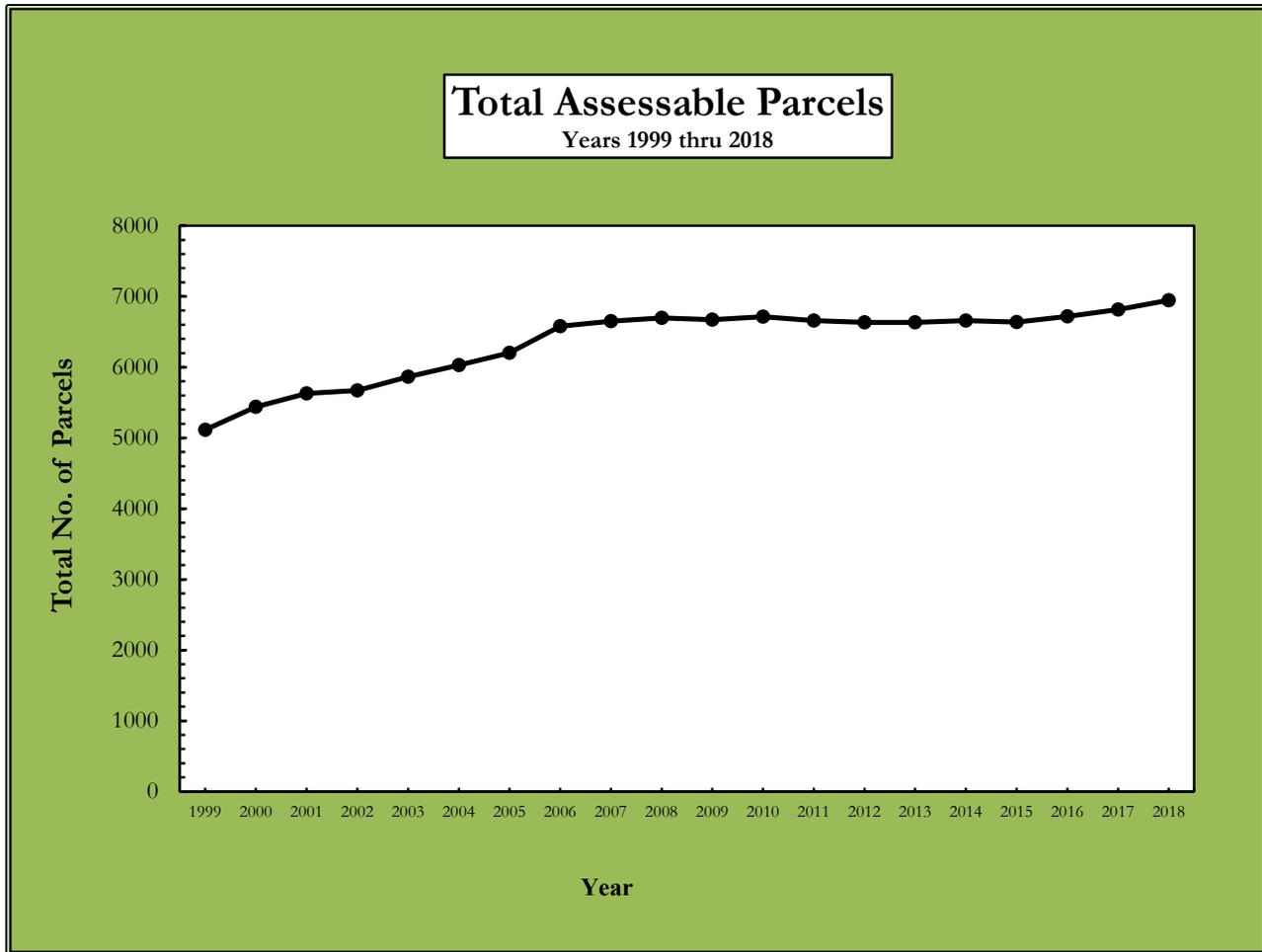
PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Professional Services	\$ 49,651	\$ 114,500	\$ 52,000	100.00%
Totals	\$ 49,651	\$ 114,500	\$ 52,000	100.00%

PERSONNEL Contract with qualified professional for assessment services.

2020 BUDGET HIGHLIGHTS

Decreased the budget to allow for reduction of \$62,500 for 2019 market adjustment revaluation. Revaluation is scheduled to be prepared once every three years.



Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$50,601	\$132,846	\$52,068	\$49,651	\$114,500	\$52,000
Percentage Change	162.54%	-60.81%	-4.64%	130.61%	-54.59%

GENERAL GOVERNMENT

ADMINISTRATION - BUILDINGS AND PLANT

STRATEGIC GOALS To provide a safe, functional, well-maintained and cost-effective infrastructure by maintaining the village hall and public safety facilities.

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

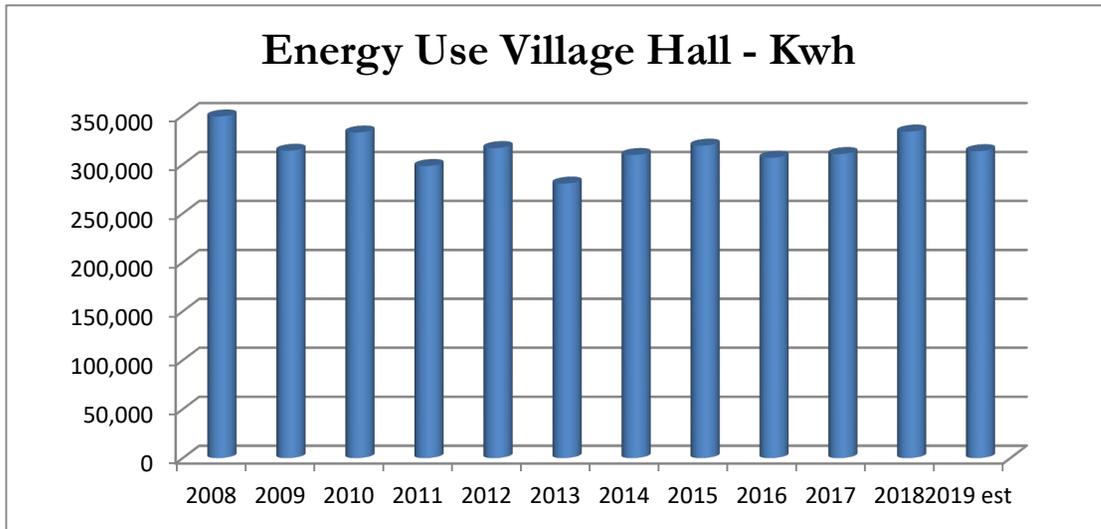
ACCOMPLISHMENTS

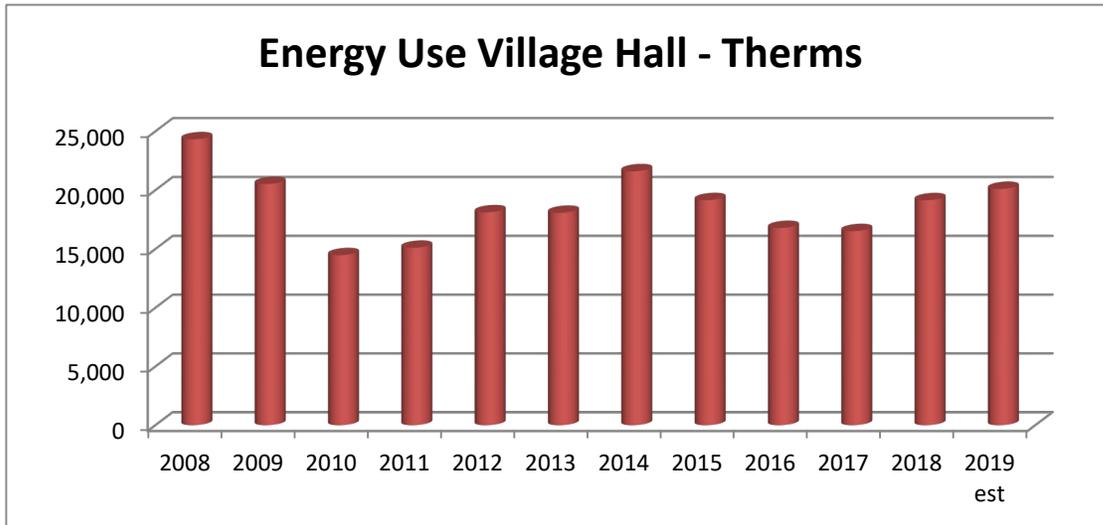
2019	Continued utilizing fire department personnel for cleaning services.
2018	Continued utilizing fire department personnel for cleaning services.
2017	Continued daily maintenance of the facility by fire department personnel. Contracted with local vendor to make upgrades to HVAC system.

PROGRAM MEASURES

Years	Kilowatt Hours	Therms
2008	348,960	24,319
2009	313,920	20,522
2010	332,560	14,470
2011	298,320	15,100
2012	316,640	18,115
2013	280,400	18,071
2014	309,600	21,601
2015	319,120	19,147
2016	306,800	16,782
2017	310,560	16,517
2018	333,520	19,141
2019 est	313,500	20,100

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





PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 1,689	\$ 1,000	\$ 1,000	1.39%
Telephone	3,750	-	-	0.00%
Utilities	20,103	23,000	24,000	33.43%
Repairs and Maintenance	38,379	26,100	28,000	39.00%
Supplies	4,752	7,000	7,000	9.75%
Employee benefits	879	1,300	1,300	1.81%
Wages	5,839	10,500	10,500	14.62%
Totals	\$ 75,391	\$ 68,900	\$ 71,800	100.00%

Personnel: One part-time employee is in the department for each year reported above.

2020 BUDGET HIGHLIGHTS

Increased utilities by \$1,000 and repairs & maintenance by \$1,900 based on historical trends. Wages budgeted remain unchanged.

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$71,739	\$69,799	\$69,159	\$75,391	\$68,900	\$71,800
Percentage Change		-2.70%	-0.92%	9.01%	-8.61%	4.21%

GENERAL GOVERNMENT

ADMINISTRATION - BOARD OF APPEALS

STRATEGIC GOALS To provide a safe community and create a unique community identity through hearing all appeals from applicants for zoning related issues.

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

ACCOMPLISHMENTS

Performance Measures	2017 Results	2018 Results	2019 Results thru 9/30/19
Number of Applications for Appeals/Variances	1	2	0
Number of Approvals	1	1	0
Number of Denials	0	1	0
Number of Withdrawals	0	0	0

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Employee Benefits	\$ -	\$ 50	\$ 50	10.00%
Wages	-	450	450	90.00%
Totals	\$ -	\$ 500	\$ 500	100.00%

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

2020 BUDGET HIGHLIGHTS

No changes expected in the budget for 2020. Included in budget above is cost to cover five meetings per year.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$0	\$86	\$86	\$0	\$500	\$500
Percentage Change		0.00%			0.00%

GENERAL GOVERNMENT

ADMINISTRATION - PROPERTY, LIABILITY AND WORK COMP INSURANCE

STRATEGIC GOALS To help maintain a strong financial position by providing property, general liability, police professional, automotive, workers compensation, public officials and other types of insurance in order to protect the assets of the village.

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

ACCOMPLISHMENTS

	Workers Compensation		Liability Losses		Property Claims
	Number	Dollar Amount	Number	Dollar Amount	Number - Dollar
2009	10	\$36,617	9	\$9,525	5 - \$8,000
2010	14	\$40,048	6	\$66,104	0
2011	16	\$75,502	13	\$166,456	3 - \$286,735
2012	16	\$76,592	10	\$34,923	1 - \$23,890
2013	11	\$11,691	3	\$3,500	2 - \$89,077
2014	17	\$57,320	5	\$8,490	2 - \$1,291
2015	12	\$307,480	4	\$3,841	1 - \$23,776
2016	15	\$43,497	8	\$21,717	1 - \$18,949
2017	10	\$5,391	6	\$69,195	3 - \$1,200
2018	14	\$67,734	9	\$99,866	1 - \$25,500
2019 Estimate	7	\$54,000	3	\$71,600	1 - \$1,000

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Insurance Deductible	\$ 7,184	\$ 3,000	\$ 3,000	2.06%
Property Insurance	15,855	50,000	25,000	17.14%
General Liability & Umbrella	9,372	29,000	29,000	19.88%
Crime insurance	1,082	300	300	0.21%
Worker's Compensation	113,742	95,000	63,100	43.25%
Vehicles	51,849	25,000	25,000	17.14%
Bonds for Public Officials	-	500	500	0.34%
Totals	\$ 199,084	\$ 202,800	\$ 145,900	100.00%

2020 BUDGET HIGHLIGHTS

Worker's compensation premium is estimated to decrease by 33.5% based on the formula used to calculate premiums (the loss year 2015 was removed from the calculation). Property insurance premiums in 2019 were lower than estimated and are expected to remain at the lower level for 2020 budget year.

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$185,714	\$179,253	\$214,999	\$199,084	\$202,800	\$145,900
Percentage Change		-3.48%	19.94%	-7.40%	1.87%	-28.06%

GENERAL GOVERNMENT

ADMINISTRATION - CONTINGENCIES & UNCOLLECTIBLE ACCOUNTS

STRATEGIC GOALS Maintain a strong financial position by providing contingencies for possible uncollectible accounts.

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

ACCOMPLISHMENTS

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

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Judgments and Losses	\$ -	\$ -	\$ -	0.00%
Contingencies	-	-	-	0.00%
Uncollectible Taxes	3,213	5,000	5,000	100.00%
Uncollectible Accounts	-	-	-	0.00%
Totals	\$ 3,213	\$ 5,000	\$ 5,000	100.00%

2020 BUDGET HIGHLIGHTS

No changes are being made to the 2020 budget document.

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$17,296	\$15,086	\$7,115	\$3,213	\$5,000	\$5,000
Percentage Change		-12.78%	-52.84%	-54.84%	55.62%	0.00%

PUBLIC SAFETY

HEALTH AND HUMAN SERVICES

STRATEGIC GOALS To provide a safe and secure community by providing animal control services to pick up strays and wild animals.

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

PROGRAM EXPENDITURES	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Telephone	\$ 466	\$ 600	\$ 600	1.42%
Supplies	781	10,000	5,000	11.85%
Employee Benefits	7,028	7,600	8,200	19.43%
Wages	26,041	27,500	28,400	67.30%
Totals	\$ 34,316	\$ 45,700	\$ 42,200	100.00%

PERSONNEL 1 full-time animal control officer with several part-time CART team members
(Note: full-time position is shared cost with Community Development.)

2020 BUDGET HIGHLIGHTS

Increased wages and benefits by \$2,000 to allow for a 2.0% increase in wages, a 20% increase in health insurance premiums and 25 basis point increase in pension. Decreased supplies by \$5,000 based on historical

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$24,433	\$21,958	\$31,691	\$34,316	\$45,700	\$42,200
Percentage Change		-10.13%	44.33%	8.28%	33.17%	-7.66%

PUBLIC SAFETY

POLICE

STRATEGIC GOALS To provide a safe and secure community for residents, businesses, employees and visitors.

OBJECTIVES

- Enforce all state, county and village laws relevant to criminal codes, traffic control and parking enforcement on a 24 hour basis.
- Develop proactive neighborhood policing and traffic patrols.
- Serve warrants, petitions and legal documents as needed.
- Work with court officials in prosecuting cases.
- Conduct directed enforcement intervention programs.
- Target accident areas and promote responsible alcohol sales and consumption by meeting with Tavern League members.

ACCOMPLISHMENTS: Starting in 2018, provided two security guards for oversight of quarry swimming areas.

Year	Total Calls	Citations Issued	Warnings Issued	Defects	Totals
2019 thru 8/31	7,939	1,520	1,096	N/A	2,616
2018	11,300	2,306	2,222	N/A	4,528
2017	11,427	2,439	2,097	N/A	4,536
2016	11,272	2,788	1,951	308	5,047
2015	11,847	2,837	1,646	291	4,774
2014	11,503	3,371	1,695	102	5,168
2013	11,665	3,203	1,308	98	4,609
2012	13,205	3,835	1,732	114	5,681
2011	12,433	2,922	102	102	3,126
2010	11,805	2,856	1,551	98	4,505
2009	Not available	2,491	1,438	119	4,048
2008	Not available	1,894	817	159	2,870
2007	Not available	1,647	534	83	2,264
2006	Not available	2,816	716	123	3,655
2005	Not available	2,921	714	110	3,745
2004	Not available	2,764	902	159	3,825

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 1,679,161	\$ 1,679,000	\$ 1,745,000	93.14%
Telephone	5,005	4,400	5,000	0.27%
Utilities	6,423	7,000	7,000	0.37%
Repairs, Maintenance and Fuel	63,283	80,000	65,000	3.47%
Supplies	4,572	6,000	5,000	0.27%
Employee Benefits	2,641	3,400	3,300	0.18%
Wages (Crossing & Security Guards)	34,637	44,800	43,200	2.31%
Totals	\$ 1,795,722	\$ 1,824,600	\$ 1,873,500	100.00%

Police Department - Continued

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

PERSONNEL (all part-time)	2018	2019	2020
Quarry security guards	2	4	4
Part-time crossing guards	8	7	7

2020 BUDGET HIGHLIGHTS

Police services contract with Brown County Sheriff will increase by \$66,000 in 2020 based on existing contract. Decreased wages and benefits by \$1,700 to based on estimated actual results from 2019. Decreased repairs, maintenance and fuel by \$15,000 based on historical trends.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$1,668,275	\$1,697,249	\$1,753,193	\$1,795,722	\$1,824,600	\$1,873,500
Percentage Change	1.74%	3.30%	2.43%	1.61%	2.68%

PUBLIC SAFETY

FIRE DEPARTMENT

STRATEGIC GOALS Dedicated to continuous improvement in firefighter safety and efficiency by providing the highest level of education and equipment, while meeting all applicable national standards.

OBJECTIVES Continue to address strategic initiatives in response to community growth.
 Address identified community risks and enhance public safety by delivering the highest level of professional services.
 Perform fire inspections, public education programs and home visits.
 Analyze regional and national trends in fire prevention techniques to determine best practices and make necessary adjustments to staffing, education and service levels.

ACCOMPLISHMENTS

2019	Placed ultra high-pressured firefighting systems into service. Initiated community-based programs for CPR, bleeding and volunteering.
2018	Updated fire protection and prevention ordinance. Took delivery of new 1800 gallon water tender. Applied for and received grants for safety equipment.
2017	Refurbish the fire station kitchen with new cabinets, appliances and countertops. Repaired damaged concrete, floor drains and applied an epoxy coating to the apparatus floor. Planned and implemented the First Annual Community Safety Day. Increased education sessions offered and participation by 35%.

Budgeted Performance Measures	2012	2013	2014	2015	2016	2017	2018	2019 estimate
Total Inspections	2,493	2,497	2,500	2,376	2,123	2,425	2,469	2,330
Total Emergency Calls	156	207	340	503	340	537	646	730
Total Population	18,166	18,348	18,703	18,901	19,295	19,371	19,508	19,680
Total Number of Occupancies Inspected	1,165	1,165	1,169	1,188	1,062	1,118	1,110	1,107
Per capita spending	\$27.78	\$28.40	\$33.26	\$34.26	\$39.27	\$0.00	\$41.53	\$44.63
Total Cost of Emergency Calls	\$504,641	\$521,084	\$622,129	\$ 647,642	\$ 757,759	\$ -	\$ 810,227	\$ 878,400
Total Emergency Calls Per 1000 Population	8.6	11.3	18.2	26.6	17.6	27.7	33.1	37.1
Total Cost Per Emergency Call	\$3,235	\$2,517	\$1,830	\$1,288	\$2,229	\$0	\$1,254	\$1,203

Response Time Results		
Years	Total Calls	Response Time
2010	258	8:10 minutes
2011	274	8:01 minutes
2012	332	7:37 minutes
2013	414	7:30 minutes
2014	616	6:13 minutes
2015	740	6:12 minutes
2016	805	5:42 minutes
2017	928	6:28 minutes
2018	944	6:11 minutes
2019 thru 8/31	726	6:15 minutes

Please note that total calls in the table above includes false alarms; total emergency calls in the budget performance measures table above includes calls that required fire department emergency services such as a fire call or a vehicular accident.

EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Telephone	\$ 5,595	\$ 6,000	\$ 6,000	0.58%
Utilities	18,286	19,000	19,000	1.84%
Public Fire Protection	51,451	51,500	51,500	5.00%
Repairs, Maintenance and Fuel	51,244	44,000	50,000	4.85%
Workshops and Conferences	11,529	14,000	14,000	1.36%
Supplies	38,093	39,000	39,000	3.79%
Employee Benefits	115,836	137,000	170,500	16.55%
Salary and Wages	569,644	619,400	680,000	66.02%
Totals	\$ 861,678	\$ 929,900	\$ 1,030,000	0.00%

PERSONNEL

	2018	2019	2020
Fire chief (FT)	1	1	1
Fire captain (FI)	3	3	3
Firefighter (FT)	1	2	2
Paid on call, inspectors (PT)	41	41	41

2020 Fire Dept. Budget Analysis:

Increased salaries and benefits by \$90,000 to fully fund new position from 2019, to allow for increase wages to more competitive market rates, increase in health insurance premium of 25% (plus adding fire chief to health insurance) and 110 basis point increase in pension for protective services. Increased repairs, maint. and fuel by \$6,000 to allow for fuel pricing increases.

Fire Station #2 - Performance Measurers: Building Facility

Years	Kilowats	Therms
2014	10,933	3,077
2015	19,241	2,242
2016	11,967	2,200
2017	12,182	2,005
2018	15,206	2,524
est. 2019	13,900	3,500

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$699,093	\$809,030	\$809,017	\$861,678	\$929,900	\$1,030,000
Percentage Change	15.73%	0.00%	6.51%	7.92%	10.76%

PUBLIC SAFETY

RESCUE SERVICES

STRATEGIC GOALS To provide a safe community for residents, businesses, employees and visitors by providing rescue and emergency medical services through utilization of 911 services.

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

ACCOMPLISHMENTS

PERFORMANCE MEASUREMENT		
	Total Calls, No. transported	Response Time
2019 thru 8/31/19	904, 585	7.00 minutes
2018	1253, 879	7.00 minutes
2017	1169, 779	5.10 minutes
2016	1061, 774	5.50 minutes
2015	1001, 744	5.40 minutes
2014	996, 731	5.00 minutes
2013	897, 669	4.80 minutes
2012	879, 635	4.90 minutes
2011	833, 675	4.60 minutes
2010	724, n/a	4.60 minutes

n/a = not available

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 147,894	\$ 147,900	\$ 147,900	96.10%
Utilities	5,435	6,000	6,000	3.90%
Totals	\$ 153,329	\$ 153,900	\$ 153,900	100.00%

PERSONNEL

Contract with County Rescue

2020 Rescue Budget Analysis:

Contracted services for the existing contract with County Rescue, is not expected to change in 2019. No change was made to the utilities budget.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$170,875	\$165,388	\$158,091	\$153,329	\$153,900	\$153,900
Percentage Change	-3.21%	-4.41%	-3.01%	0.37%	0.00%

PUBLIC WORKS

ADMINISTRATION

STRATEGIC GOALS To provide a safe, functional, well-maintained and cost-effective infrastructure. Maintain a workforce of well-trained, competent employees.

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

ACCOMPLISHMENTS

2019	Replaced retiring staff with new special skills and talents. Installed 2 backup power generators. Implemented new tracking service requests, recording data & complain response system.
2018	Hired one full-time deputy director via promotion. Hired a new full-time engineer tech to replace the person promoted and a new laborer to replace a retired employee.
2017	Moved part-time clerical position to a full-time position. Continued daily scheduling of workers and training of staff. Completed all required annual utility reports by deadlines.

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 5,664	\$ 6,000	\$ 6,000	3.94%
Telephone	1,733	2,200	2,000	1.31%
Workshops and conferences	1,854	1,500	1,500	0.99%
Dues & subscriptions	1,646	1,000	1,500	0.99%
Supplies	10,058	7,600	7,600	5.00%
Contra payroll	-	-	-	
Employee Benefits	28,620	26,900	32,700	21.50%
Salaries and wages	91,871	95,500	100,800	66.27%
Totals	\$ 141,446	\$ 140,700	\$ 152,100	100.00%

PERSONNEL

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
Public Works Director	0.4	0.4	0.4
PW Deputy Director	0.4	0.4	0.4
Administrative assistants (2 FT)	0.4	0.4	0.4

2020 BUDGET HIGHLIGHTS

Increased salaries and benefits by \$11,100 to allow for a 2.0% increase in wages, a 25% increase in health insurance premiums and 20 basis point increase in pension.

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$81,064	\$80,960	\$89,462	\$141,446	\$140,700	\$152,100
Percentage Change		-0.13%	10.50%	58.11%	-0.53%	8.10%

PUBLIC WORKS

STREETS AND STREET LIGHTS

STRATEGIC GOALS To provide a safe, functional, well-maintained and cost-effective infrastructure.

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

ACCOMPLISHMENTS

2019	Shuffled the equipment replacement schedule to reduce cost and improve the fleet. Replaced other aged equipment. Replaced fuel stations at public works.
2018	Completed resurfacing plan. Coordinated with Pittsfield to replace failed roadway. Installed new pedestrian crossing on Cardinal Lane.
2017	Performed annual pruning of street trees that enhanced the beauty of the community. Added new signage to arboretum at Spring Green Park.

Quantitative Performance Measures	2016	2017	2018	2019
No. Street Lights in the Village	1388	1410	1575	1600
No. Traffic Signals	6	6	6	6
No. of Roundabouts	30	30	30	30

PROGRAM EXPENDITURES

Street Department:

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 46,943	\$ 25,000	\$ 25,000	2.33%
Telephone	2,051	1,400	2,100	0.20%
Utilities	3,459	-	-	
Repairs, Maintenance and Fuel	150,904	135,000	150,000	13.98%
Workshops and Conferences	100	3,000	2,500	0.23%
Dues and subscriptions	440	500	500	0.05%
Supplies	90,022	70,000	90,000	8.39%
Contra payroll	-	-	-	0.00%
Employee Benefits	201,475	211,500	233,000	21.71%
Salaries and wages	523,382	555,100	570,000	53.12%
Totals	\$ 1,018,776	\$ 1,001,500	\$ 1,073,100	100.00%

Street Lighting:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$320,227	\$305,821	\$313,917	\$301,632	\$320,000	\$320,000
Percentage Change	-4.50%	2.65%	-3.91%	6.09%	0.00%

PERSONNEL

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
Working Foreman	0.65	0.60	0.60
Park Superintendent/Forester	1.00	1.00	1.00
Laborer	6.60	6.00	6.00
GIS Coordinator	0.35	0.35	0.35
Total Full-time positions	8.60	7.95	7.95
Part-time Laborers (4 positions)	0.90	0.90	0.90
Forester intern (3 part-time)	.50	.50	.50
Park maintenance (2 part-time)	.75	.75	.75

2020 BUDGET HIGHLIGHTS

Street Operations:

Increased employee benefits and wages by \$36,400 to allow for a 2.0% increase in wages, a 25% increase in health insurance premiums and 20 basis point increase in pension. Increased repairs and fuel by \$15,000 and supplies by \$20,000 based on recent historical trends.

Street Lights:

No change made to the budget for 2020 by based on historical trends.

Street Dept. Summary (excludes lighting)

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$859,485	\$863,997	\$1,083,379	\$1,018,776	\$1,001,500	\$1,073,100
Percentage Change	0.52%	25.39%	-5.96%	-1.70%	7.15%

PUBLIC WORKS

MECHANICS

STRATEGIC GOALS To provide a safe, functional, well-maintained and cost-effective infrastructure and asset inventory by providing mechanical services to all village departments, auto fleet and equipment.

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

ACCOMPLISHMENTS

2019 - 2017	Continued to perform maintenance of all village equipment through scheduled programming and on emergency needed basis resulting in little or no down time.
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PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Repairs and maintenance	\$ 478	\$ 1,000	\$ 1,000	0.60%
Workshops and conferences	-	300	-	0.00%
Supplies	10,789	11,000	11,000	6.56%
Employee Benefits	34,628	36,000	49,200	29.34%
Wages	97,729	102,400	106,500	63.51%
Totals	\$ 143,624	\$ 150,700	\$ 167,700	100.00%

PERSONNEL

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
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Mechanic 1	1.6	1.6	1.6
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2020 BUDGET HIGHLIGHTS

Increased wages and benefits by \$17,300 to allow for a 2.0% increase in pay, a 25% increase in health insurance premiums and a 20 basis point increase in pension.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$152,452	\$154,546	\$152,506	\$143,624	\$150,700	\$167,700
Percentage Change	1.37%	-1.32%	-5.82%	4.93%	11.28%

PUBLIC WORKS

SNOW AND ICE REMOVAL

STRATEGIC GOALS To provide a safe, functional, well-maintained and cost-effective infrastructure.

OBJECTIVES Clear snowfall from streets within 12 hours of snow completion.
 Maintain the roads for safe winter driving conditions through timely use of personnel and equipment. Maintain snow removal equipment in good working condition.
 Prioritize collector streets for plowing and rotate priority of residential street plowing duties.

ACCOMPLISHMENTS

2019	Purchased over 1,200 tons of salt to provide adequate removal of snow from the 110 miles of roadway in the village.
2018	Had a record snowfall in April 2018 of 24" in one storm.
2017	Continued to provide clearing services of all village owned streets during major and minor snow events. Cleared all roads within 12 hours of event. Continued prewetting service.

EVALUATION OF RESULTS

	2016	2017	2018	2019 estimates
Number of Street Miles	107	108	109	110
Tons of salt purchased	1,041	697	687	1,209
Number of Snow Events	19	21	28	24
Seasonal snow accumulation	60"	41"	59"	62"
Average Cost Per Mile of Street Per Event	\$119.09	\$84.28	\$66.62	\$77.39
Average Cost Per Snow Fall	\$12,743	\$9,102	\$7,262	\$8,513

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Repairs, Maintenance and Fuel	\$ 67,088	\$ 40,000	\$ 40,000	17.89%
Supplies	58,862	75,000	90,000	40.25%
Employee Benefits	22,578	26,700	29,400	13.15%
Wages	54,803	62,600	64,200	28.71%
Totals	\$ 203,331	\$ 204,300	\$ 223,600	100.00%

PERSONNEL

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
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Laborer	1	1	1
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2020 BUDGET HIGHLIGHTS

Increased wages and benefits by \$4,300 to allow for a 2.0% increase in wages, a 25% increase in health insurance and 20 basis point increase in pension. Increased supplies by \$15,000 to allow for add'l salt.

Department Total Expenditures by Year:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$115,963	\$151,031	\$191,147	\$203,331	\$204,300	\$223,600
Percentage Change	30.24%	26.56%	6.37%	0.48%	9.45%

PUBLIC WORKS

BUILDING OPERATIONS

STRATEGIC GOALS To provide safe, functional, well-maintained and cost-effective infrastructure and asset inventory.

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

ACCOMPLISHMENTS

2019	Contractor completed fuel storage facility replacement at public works facility.
2018	Designed and bid fuel storage facility replacement.
2017	Switched over to a private company to provide cleaning services. Replaced storm windows. Continued replacement of shop heating units.

	2015	2016	2017	2018	2019 est.
Kilowats Used	123,360	116,880	127,680	137,760	133,100
Therms Used	13,388	10,744	13,330	15,812	17,800

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$33,450	\$30,000	\$35,000	39.11%
Telephone	7,793	5,500	5,500	6.15%
Utilities	22,891	30,000	30,000	33.52%
Repairs and Maintenance	12,945	13,000	13,000	14.53%
Supplies	5,940	6,000	6,000	6.70%
Employee Benefits	-	-	-	0.00%
Wages	-	-	-	0.00%
Totals	\$83,019	\$84,500	\$89,500	100.00%

PERSONNEL None, all years reflect contracted services for facilities maintenance.

2020 BUDGET HIGHLIGHTS

Added \$5,000 to contracted services based on recent historical trends.

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$63,051	\$57,938	\$76,494	\$83,019	\$84,500	\$89,500
Percentage Change		-8.11%	32.03%	8.53%	1.78%	5.92%

PUBLIC WORKS

SANITATION

STRATEGIC GOALS To provide a safe and healthy community by providing sanitation collection services to the residential properties within the village.

OBJECTIVES

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

ACCOMPLISHMENTS

2017-2019	Continue to divert recycling materials from landfills as evidence by the chart below. Performed services with few complaints from customers.
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Year	Tipping Fees/ton	Tons to Landfill	Tons of Recycling	Total Waste	Percentage of Recycling	Annual Recycling Lbs. Per Person
2001	\$ 17.00	3,778	1,652	5,430	30.42%	239
2002	\$ 18.60	3,964	1,221	5,185	23.55%	170
2003	\$ 21.66	4,255	1,080	5,335	20.24%	144
2004	\$ 19.50	4,073	1,112	5,185	21.45%	146
2005	\$ 19.00	3,981	1,164	5,145	22.62%	150
2006	\$ 17.50	4,054	1,301	5,355	24.30%	165
2007	\$ 17.50	4,077	1,299	5,376	24.16%	164
2008	\$ 23.10	4,370	1,195	5,565	21.47%	150
2009	\$ 30.00	4,075	1,440	5,515	26.11%	179
2010	\$ 37.10	4,234	1,520	5,754	26.42%	184
2011	\$ 37.10	3,986	1,336	5,322	25.10%	162
2012	\$ 40.00	4,215	1,434	5,649	25.39%	158
2013	\$ 40.00	4,189	1,440	5,629	25.58%	157
2014	\$ 40.60	4,242	1,525	5,767	26.44%	163
2015	\$ 41.25	4,458	1,517	5,975	25.39%	161
2016	\$ 41.25	5,088	1,558	6,646	23.44%	161
2017	\$ 41.50	4,795	1,587	6,382	24.87%	164
2018	\$ 43.00	4,625	1,555	6,180	25.16%	159
2019 est.	\$ 43.85	4,800	1,590	6,390	24.88%	162
Totals		24,106	7,530	31,635	23.80%	

Yard waste is considered recycling materials but the tonnage is not measured nor included in the table above.

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

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted services-curbside pickup	\$ 265,482	\$ 281,900	\$ 293,800	48.87%
Repairs, maintenance & fuel	6,417	11,000	11,000	1.83%
Tonnage of waste-tipping fees	218,051	201,000	248,600	41.35%
Supplies	12,283	10,000	10,000	1.66%
Employee Benefits	8,618	10,700	11,800	1.96%
Wages	20,005	25,100	26,000	4.32%
Totals	\$ 530,856	\$ 539,700	\$ 601,200	100.00%

PERSONNEL

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
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Garbage Laborer	0.4	0.4	0.4
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2020 Sanitation Budget Analysis:

Increased contracted services by \$11,900 based on existing contract. Increased wages and benefits by \$1,700 to allow for 2.0% wage increase, 25% increase in health insurance and 20 basis point pension increase. Increased tonnage by \$47,600 based on estimated actual results for 2019 (higher than budgeted) and county's estimated increase in rates.

Department Total Expenditures by Year:

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$489,153	\$523,269	\$466,055	\$530,856	\$539,700	\$601,200
Percentage Change		6.97%	-10.93%	13.90%	1.67%	11.40%

PUBLIC WORKS

RECYCLING

STRATEGIC GOALS To provide a safe and healthy community and create a unique community identity by providing curbside recycling collection services for all residents of the village.

OBJECTIVES Continue to provide biweekly curbside pickup of recycling materials.
 Provide public with information about recycling services available.
 Provide curbside pickup of yard waste during seasonal periods and provide compost site and wood chip site at public works facility.
 Continue to provide yard waste drop-off site and assist in beautification of the village by allowing for reuse of yard waste after turning to mulch.

ACCOMPLISHMENTS

Continued to qualify for recycling grants based on tonnage per person collected.
 See preceding page for quantitative measures on the recycling program.

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 172,683	\$ 169,200	\$ 173,200	97.19%
Supplies & other services	5,852	5,000	5,000	2.81%
Employee Benefits	196	-	-	0.00%
Wages	2,559	-	-	0.00%
Totals	\$ 181,290	\$ 174,200	\$ 178,200	100.00%

PERSONNEL

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
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Laborer	0	0	0
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2020 BUDGET HIGHLIGHTS

Increased contracted services by \$4,000 based on the existing contract for recycling services from Harter's Fox Valley Disposal, LLC and adding 50 units in 2020.

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$152,152	\$166,724	\$162,006	\$181,290	\$174,200	\$178,200
Percentage Change	9.58%	-2.83%	11.90%	-3.91%	2.30%

PUBLIC WORKS

PARK MAINTENANCE

STRATEGIC GOALS To provide a safe and secure community for residents, businesses, employees and visitors. To create a unique community identity. To recruit and maintain well-trained, competent workforce.

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

ACCOMPLISHMENTS

2019	Completed mini diamonds, pavilion at Lehner and Valley Brook playground equipment purchase and installation. Completed quarry trail, railing, steps, ladders and concessions.
2018	Completed installation of signage at Spring Green aboretum. Added organics to playing fields (soccer/baseball).
2017	Created new signs for the trees in aboretum. Planted new trees in the arboretum to expand the enjoyment of residents. Continued pruning schedule of street trees. Continued daily maintenance programs of park facilities. Removed ash trees from parks due to disease.

Parks & Forestry Performance Measures

Years	Number of Athletic Fields	Number of Playgrounds	Number of Trees Planted	Street Tree Population	Forestry hours by laborers
2019 est.	28	10	212	10,340	
2018	28	10	162	10,128	1,526
2017	28	10	280	9,966	2,428
2016	28	10	210	9,686	1,232
2015	25	10	226	9,476	1,500
2014	25	9	96	9,250	1,400
2013	25	9	227	9,154	1,700
2012	25	9	279	8,927	1,725
2011	25	9	554	8,698	1,296
2010	25	9	267	8,144	1,843

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 23,589	\$ 24,000	\$ 15,000	4.22%
Utilities	25,691	27,000	27,000	7.60%
Repairs, maintenance and fuel	66,271	68,500	68,500	19.28%
Workshops and conferences	315	1,500	500	0.14%
Supplies and other expenses	71,653	65,000	75,000	21.11%
Employee benefits	44,541	33,100	39,200	11.04%
Salaries and wages	109,820	126,500	130,000	36.60%
Totals	\$ 341,880	\$ 345,600	\$ 355,200	100.00%

PERSONNEL

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
Park Laborer	1	1	1
Total positions	1	1	1

Park Maintenance 2
 Quarry concessions 0
(15 part-time positions)

2020 BUDGET HIGHLIGHTS

Increased wages and benefits by \$9,600 to allow for an increase of 2.0% in wages and increases in health insurance and pension. Increased supplies and other expenses by \$10,000 based on historical trends. Decreased contracted services by \$9,000 and workshops and conferences by \$1,000 based on historical trends.

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$271,609	\$389,055	\$341,440	\$341,880	\$345,600	\$355,200
Percentage Change	43.24%	-12.24%	0.13%	1.09%	2.78%

COMMUNITY DEVELOPMENT

PLANNING AND DEVELOPMENT

STRATEGIC GOALS Create a unique community identity with a strong sense of place through development and redevelopment.

OBJECTIVES

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

ACCOMPLISHMENTS

2019	Completed construction of buildings A & B in the village owned Howard Commons apartment complex. New construction costs estimated at \$32 million.
2018	Created and adopted an official map for the village. Obtained two developer agreements for new businesses in TIF districts. Village center completed construction of two apartment
2017	Closed on all the remaining lots on original Spring Green subdivision and sold all 30 lots created in phase II of the project in two days.

Activity and Accomplishments For Community Development	2013	2014	2015	2016	2017	2018	2019 thru 9/30
No. lots created by land division	48	42	45	151	84	130	-
No. Rezoning Issues	3	3	4	11	6	6	2
No. Conditional Use Permit Applications	6	2	10	7	4	3	5
No. Comprehensive Plan Amendments	-	-	-	-	-	-	-
No. Road vacations	1	1	2	1	1	-	1
No. Area Development Plans Reviewed	-	-	-	-	-	-	-
Other issues	9	6	4	-	2	1	4
Administrative Appeals	-	-	-	-	-	-	-
Planned Developments	-	9	13	10	4	1	2
Ordinance Amendments	2	6	2	3	2	3	4
Site Plan Reviews	22	24	19	18	20	14	4

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ 3,000	\$ 10,000	\$ 5,000	6.54%
Telephone	2,256	1,500	1,500	0.98%
Workshops and conferences	-	1,400	1,400	0.92%
Dues & subscriptions	444	500	500	0.33%
Supplies	611	1,000	1,000	0.65%
Contra payroll	-	-	-	
Employee Benefits	19,298	20,600	22,000	13.48%
Salaries	113,694	117,800	121,500	77.09%
Totals	\$ 139,303	\$ 152,800	\$ 152,900	0.00%

PERSONNEL

	2018 Positions Authorized	2019 Positions Authorized	2020 Positions Authorized
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Director of Community Developer (full-time)	0.9	0.9	0.9
Plan Commission (part-time)	7.0	7.0	7.0
Code Enforcement (full-time)	0.5	0.4	0.4

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

2020 Community Development Budget Analysis:

Increased salaries and benefits by \$5,100 to allow for 2.0% salary increase, a 25% increase in health insurance and a 20 basis point increase in pension. Decreased contracted services by \$5,000 based on historical trends.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$107,266	\$112,809	\$142,252	\$139,303	\$152,800	\$152,900
Percentage Change		5.17%	26.10%	-2.07%	9.69%	0.07%

COMMUNITY DEVELOPMENT

LEISURE SERVICES

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

OBJECTIVES To provide and administer recreation programs, activities and community education at a level consistent with community needs.
 Develop programs which are self-supporting in terms of direct costs.
 Promote activities for all ages.
 Perform employee evaluations on all part-time and seasonal staff.

ACCOMPLISHMENTS

2019	Partnered with HSSD to coordinate summer "Free meals in the Park" program. Worked with the Youth Enrichment League instructors to offer new courses.							
2018	Added a third bingo day for seniors. Added a new family fitness program. Held a senior citizen picnic event with a live band.							
2017	Put on a Movie in the Park event. Held a new special event, Big Truck Day. Offered some new adult and youth craft courses.							
Quantitative Performance Measures	2012	2013	2014	2015	2016	2017	2018	2019
Program Participation:								
Ballroom Dance (a)	18	28	128	43	29	20	26	81
Dance/poms for youth (y)	33	-	-	-	-	-	-	-
Fitness - adult	241	203	173	144	98	68	87	91
Craft (youth)	-	-	-	-	-	-	20	14
Kickball League - coed (a)	48	48	-	-	-	-	-	-
Playground programs (y)	67	64	64	65	66	64	60	57
Miscellaneous programs (y)	29	26	23	24	17	31	26	23
Rhythm & Me - preschool (y)	23	26	22	21	15	22	21	40
Senior services	1,418	1,188	1,344	1,240	1,326	1,300	1,450	1,500
Slow pitch Coed Softball (a)	304	252	267	286	272	270	264	275
Special Events - Family(approx.)	400	400	500	400	400	525	500	500
Special Events - Youth	187	117	96	84	88	150	200	210
Tae Kwon Do (a)	203	183	165	147	143	108	116	126
T-Ball (y)	36	34	25	34	18	-	-	-
Tennis (y)	15	17	11	13	21	10	18	11
Trips (a)	50	45	63	49	45	47	42	51
Totals	3,072	2,631	2,881	2,550	2,538	2,615	2,830	2,979
Total less Family special event	2,672	2,231	2,381	2,150	2,138	2,090	2,330	2,479
Percentage Program Participation:								
Adult (See (a) above)	27.5%	27.8%	23.2%	24.5%	22.0%	18.9%	18.0%	18.2%
Youth (See (y) above)	12.7%	10.8%	8.4%	9.5%	8.9%	10.6%	12.2%	11.9%
Senior	46.2%	45.2%	46.7%	48.6%	52.2%	49.7%	51.2%	50.4%

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Subcontract	\$4,153	\$5,000	\$5,000	3.42%
Telephone	1,084	1,500	1,200	1.02%
Workshops & conferences	533	1,200	800	0.82%
Dues	160	800	300	0.55%
Supplies	28,195	29,800	29,800	20.36%
Employee Benefits	11,515	12,100	13,300	8.27%
Salaries and wages	93,726	96,000	102,000	65.57%
Totals	\$139,366	\$146,400	\$152,400	100.00%

PERSONNEL

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
--	------------------------------------	------------------------------------	------------------------------------

Recreation Supervisor	1	1	1
Recreation Assistant (part-time)	0.5	0.5	0.5
Seasonal Positions <i>(50 part-time each year)</i>	1.0	1.0	1.0

2020 Leisure Services Budget Analysis:

Increased salaries and benefits by \$7,200 to allow for a 2.0% cost of living increase, 25% increase in health insurance and 20 basis point increase in pension. The decreases to telephone (\$300), workshops and conferences (\$400) and dues (\$500) are based on recent historical trends and department needs.

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
	\$135,585	\$133,823	\$133,375	\$139,366	\$146,400	\$152,400
Percent Change		-1.30%	-0.33%	4.49%	5.05%	4.10%

COMMUNITY DEVELOPMENT

CODE ADMINISTRATION

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

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

ACCOMPLISHMENTS

2019	Issued 790 permits with an estimated total value of \$42.8 million thru September 30, 2019.
2018	Issued 894 permits with an estimated total value of \$44.7 million.
2017	Issued 921 permits with an estimated total value of \$62.2 million.

Performance Measures	2012	2013	2014	2015	2016	2017	2018	2019 estimate
Total Expenditures	\$133,701	\$106,909	\$100,131	\$ 98,437	\$ 98,437	\$110,425	\$108,043	\$151,100
Number of full-time employees	1.5	1.5	1.5	1.5	1.5	1.5	1.5	2.0
Code enforcement exp. per capita	\$ 7.54	\$ 5.89	\$ 5.46	\$ 5.26	\$ 5.21	\$ 5.72	\$ 5.58	\$ 7.68
Revenue - building permits	\$179,980	\$241,938	\$205,709	\$221,746	\$225,906	\$197,644	\$223,000	\$223,000
Revenue - zoning & other permits	\$ 7,645	\$ 5,305	\$ 5,895	\$ 7,213	\$ 15,510	\$ 26,570	\$ 17,000	\$ 17,000
New Dwelling Units:								
Single Family	48	46	75	71	59	80	59	65
Two Family	1	2	-	2	-	2	2	-
Multi-Family	24	96	30	8	52	63	84	84
No. of building permits issued	879	859	918	925	877	921	894	950
Average cost of building permit	\$ 204.76	\$ 281.65	\$ 224.08	\$ 239.73	\$ 257.59	\$ 214.60	\$ 249.44	\$ 234.74
Plan Commission zoning issues	37	37	35	35	35	55	40	40

PROGRAM EXPENDITURES

	2018 Actual	2019 Budget	2020 Budget	2020 Percentage
Contracted Services	\$ -	\$ -	\$ -	0.00%
Telephone	1,637	2,500	2,500	1.17%
Repairs and fuel for vehicles	1,019	2,000	2,000	0.94%
Workshops & conferences	390	1,800	1,800	0.84%
Dues & subscriptions	-	100	100	0.05%
Supplies	1,901	4,500	4,500	2.10%
Employee Benefits	30,106	35,100	63,000	29.45%
Salaries	72,990	105,100	140,000	65.45%
Totals	\$ 108,043	\$ 151,100	\$ 213,900	100.00%

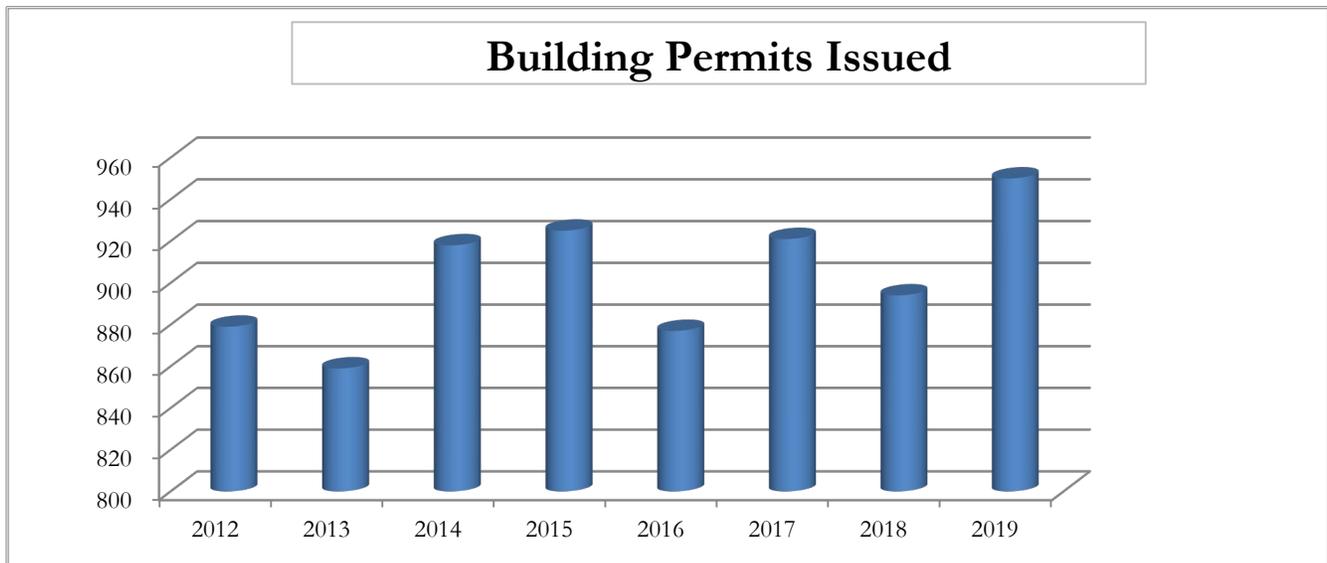
PERSONNEL

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
--	------------------------------------	------------------------------------	------------------------------------

Building Inspector	1	2	1
Code Enforcement Officer	0.5	1	1.5

2020 Code Administration Budget Analysis:

Net increased of salaries and benefits by \$62,800 to allow adding one-half of code enforcement position as well as a 2.0% increase in salaries, a 25% increase in health insurance and 20 basis point increase in pension.



2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2020 Budget
\$98,437	\$107,792	\$110,425	\$108,043	\$151,100	\$213,900
Percent Change	9.50%	2.44%	-2.16%	39.85%	41.56%

Special Revenue Fund



SPECIAL REVENUE FUNDS
Budget Summary for Revolving Loan Fund

The Revolving Loan Fund is the only remaining Special Revenue Fund of the village and accounts for community development block grants obtained from federal funds that are passed through the state and the subsequent disbursement and collection of funds loaned to individual businesses from grant proceeds. The village is working with the state to defederalize the loans in order to remove all CDBG requirements of the loan program. The village is working with the state to allow for the closing of this fund and the ability to obtain a grant equal to the fund balance of this fund at the time of closing.

To defederalize these money held in this fund, the village must remit to the state all cash and outstanding balances of existing loans before the end of 2020. The village anticipates no funds remaining on hand at year end due to the defederalization of this program.

	2018 Actual	2019 Estimated Actual	2020 Budget
Revenue			
Miscellaneous - Loan Repayments	\$57,245	\$69,174	\$62,600
Miscellaneous - Investment income	4,858	8,750	4,000
	<hr/>		
Total Revenue	62,103	77,924	66,600
<hr/>			
Expenditures			
General and administrative expenses	4,565	1,500	-
Loans advances	-	-	-
Payment to the state - close CDBG	-	-	502,648
	<hr/>		
Total Expenditures	4,565	1,500	502,648
<hr/>			
Excess Revenue Over Expenditures	57,538	76,424	(436,048)
Fund Balance - January 1	302,086	359,624	436,048
<hr/>			
Fund Balance - December 31	\$359,624	\$436,048	\$0
<hr/>			

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

Loans advanced represents new loans to qualified businesses. The 2019 budget amount allocates all available funds to repay the state in order to defederalize the loan program.

SPECIAL REVENUE FUNDS
Budget Summary for Revolving Loan Fund

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

	Expected Payoff Date	Est. Balance 12/31/2019	Monthly Payment
HiTech Solutions, LLC	08/01/19	\$ 10,071	\$ 1,255
Goffard Properties LLC	06/01/26	122,308	1,519
VanderVest Harley-Davidson	07/31/28	139,070	*
CLS Custom Laminating Specialists	01/01/30	56,022	483
Fusion Integrated Solutions	12/02/27	179,212	1,855
Totals		\$ 506,683	\$ 5,112

* VanderVest loan has annual payments of \$16,303 that began in 2014.

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

1. For each \$35,000 of loan, business will create and hire one new job with at least 50% of the applicants being low to moderate income.
2. After maximizing other financing sources, no other options are available to the business.
3. Provide the Village with projected financial data and continue to submit regular financial reports.

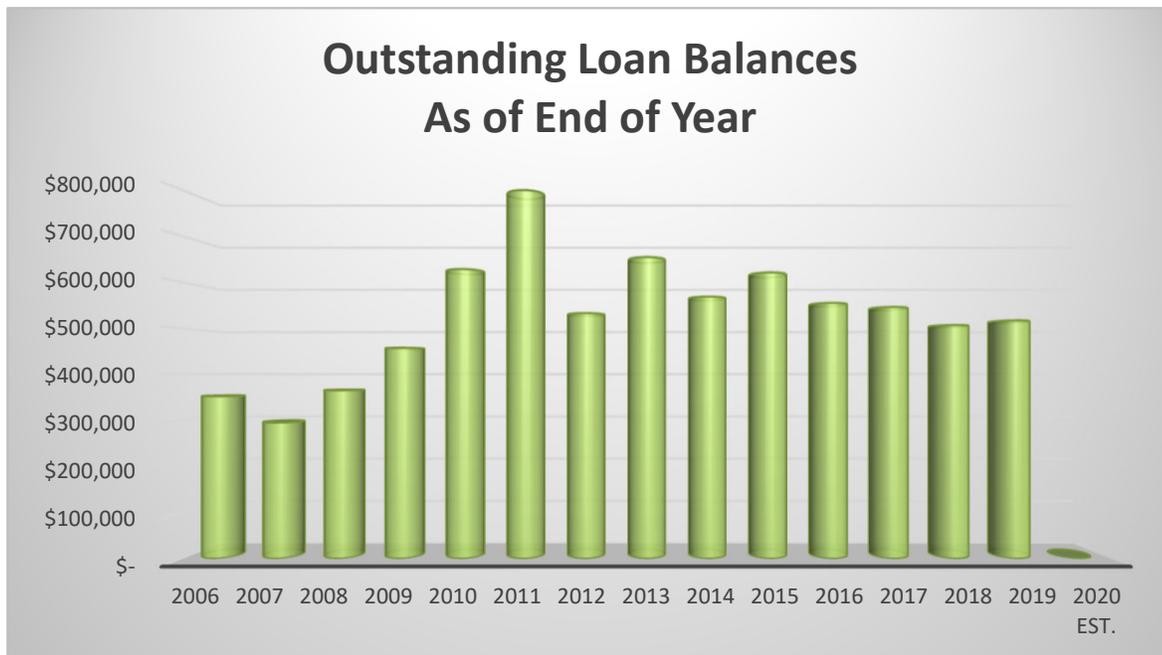
This program had offered attractive interest rates to qualified businesses ranging from 2% to 4%.

Personnel Allocated to this department:	2018	2019	2020
(None)	0.00	0.00	0.00

SPECIAL REVENUE FUNDS
Budget Summary for Revolving Loan Fund



Note: The state is mandating the revolving loan fund to close in 2020. The 2020 estimate assumes the loan fund is closed and all money is returned to the state. The village may be responsible for collecting all outstanding loans and remitting funds to the state on a monthly basis. This budget reflects an assumption that all funds and loan balances are remitted to the state.



Note: Since 1990, the village has made approximately 26 loans under this program and experienced two loans that were uncollectible; one loan was in 2005 with an outstanding balance of \$317,400 and the other was written off in 2012 for approximately \$188,000.



Debt Service Fund



Debt Service Fund Summary

The village has three General Obligation (GO) debt issues being paid by property taxes through TIF Districts and are listed below. The village has one GO debt issue being repaid by the water utility that is not listed below. All of the GO bond issues listed below are being repaid by taxes collected within two of the village's tax incremental financing districts (TIF or TID). More details about each are below.

1. General Obligation Community Development Bonds - Series 2013A (S&P Rated AA)

This \$7,830,000 non-taxable issue was made to TIDs 3 & 4 for funding infrastructure improvements (water, sewer, storm sewer and roadway) within the two TIDs. This debt has a 20 year repayment schedule with interest rates ranging from 2.0%-4.0% and is callable on December 1, 2022.

2. General Obligation Community Development Bonds - Series 2013B (S&P Rated AA)

This \$1,545,000 taxable issue was made to TID 3 for funding infrastructure improvements (water, sewer, storm sewer and roadway). This debt has a 13 year repayment schedule with interest rates ranging from 0.45%-4.2%. This debt is callable on December 1, 2022.

3. General Obligation Community Development Bonds - Series 2015 (S&P Rated AA)

This \$2,890,000 non-taxable issue was made to TID 8 for funding infrastructure improvements (water, sewer, storm sewer and roadway). This debt has a 20 year repayment schedule with interest rates ranging from 0.45%-4.2%. This debt is callable on December 1, 2022.

4. Note Anticipation Notes (NAN) - Series 2017 (S&P Rated AA-)

This \$9,865,000 taxable issue was made to a new enterprise fund for funding construction cost of a new apartment complex in the village center. This debt has a four year repayment schedule with a stated interest rate of 2%. This debt will be refinanced with a planned 10 year bond.

5. Note Anticipation Notes (NAN) - Series 2018 (S&P Rated AA-)

This \$16,330,000 taxable issue was made to a new enterprise fund for funding construction cost of a new apartment complex in the village center. This debt has a four year repayment schedule with a stated interest rate of 2%. This debt is callable in 2021 and will be refinanced with a 10 year bond.

6. Note Anticipation Notes (NAN) - Series 2019 (S&P Rated AA-)

This \$9,710,000 non-taxable issue was made to fund construction cost of Building C of the Howard Commons apartment complex in the village center. This debt has a five year repayment schedule with a stated interest rate of 3%. This debt is callable due in 2023 and refinanced with a planned 10 year bond.

Typically for governmental funds, all debt is consolidated into one debt service fund for budget and accounting purposes. Such consolidations make for more readily available management information. Reporting of each separate debt issue with the related revenue items is made in the Enterprise Funds.

The village obtained a AA bond rating from Standard & Poor's in 2004. The village has maintained this AA rating since on GO debt. The village obtained a formal bond rating review in 2017, 2018 and 2019 that reaffirmed the AA rating and established a AA- rating on the NANs Series 2017, 2018 and 2019.

There is one GO issue note listed above that is included in the Water Utility Enterprise Fund. The three NANs listed above are also reported in the Howard Commons Apartment Complex Enterprise Fund.

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

	2016 Actual	2017 Actual	2018 Actual	2019 Est. Actual	2020 Budget
Revenues & Other Sources:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
TIF 3 Transfers In	319,175	344,463	339,913	349,863	354,063
TIF 4 Transfers In	297,513	366,175	362,175	458,175	452,175
TIF 8 Transfers In	118,405	204,550	206,100	202,500	217,711
NAN Transfers In	-	-	15,460	850,500	-
Transfer in from Gen'l Fnd	-	-	-	-	-
Total Revenues	735,093	915,188	923,648	1,861,038	1,023,949
Expenditures & Other Uses:					
Principal Retirement	350,000	565,000	570,000	685,000	700,000
Payments to escrow agent	-	-	-	-	-
Refunding debt issuance costs	-	-	-	-	-
Interest and other costs	385,093	350,188	353,648	1,176,038	323,949
Total Expenditures	735,093	915,188	923,648	1,861,038	1,023,949
Excess Revenue & Other Sources Over (Under) Expenditures & Other Uses	-	-	-	-	-
Fund Balance - January 1	-	-	-	-	-
Fund Balance - December 31	\$ -	\$ -	\$ -	\$ -	\$ -

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

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

VILLAGE OF HOWARD DEBT OBLIGATIONS

The Village of Howard has experienced substantial growth over the past twenty-three years. Wisconsin state statutes allow for municipalities to issue debt not to exceed 5% of their equalized value. Since 1992, the village has issued only one non-TID debt issue (2010 State Trust Loan for land purchase) and has not exceeded 35% of the allowed borrowing limit.

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

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

The State of Wisconsin mandates a legal debt margin of 5% of the total equalized valuation of each municipality. (Note that the date for equalized valuations is always effective January 1. The 2014 equalized valuation will not be determined by the state until August 15, 2014.) The following is a comparison of the legal debt margin for the village for the past two years:

	2018	2019
Equalized Valuation (EV) of All Property, Jan. 1	\$1,809,505,400	\$1,917,507,200
Multiply by Legal Debt Margin	5.00%	5.00%
Legal Debt Margin	\$90,475,270	\$95,875,360
<u>Existing Debt Compared to Legal Debt Limit:</u>		
G.O. Bonds and Notes paid by taxes, Dec. 31	\$20,535,000	\$20,535,000
G.O. Bonds Paid by proprietary funds, Dec. 31	580,000	580,000
Less: Amount Available in Debt Service Fund	0	0 (A)
Net Outstanding General Obligation (GO) Debt	\$21,115,000	\$21,115,000
Net Outstanding GO Debt as Percentage of EV	1.17%	1.10%
Legal Limit for New Debt Issues	\$69,360,270	\$74,760,360
Legal Limit for New Debt as percentag of EV	3.83%	3.90%

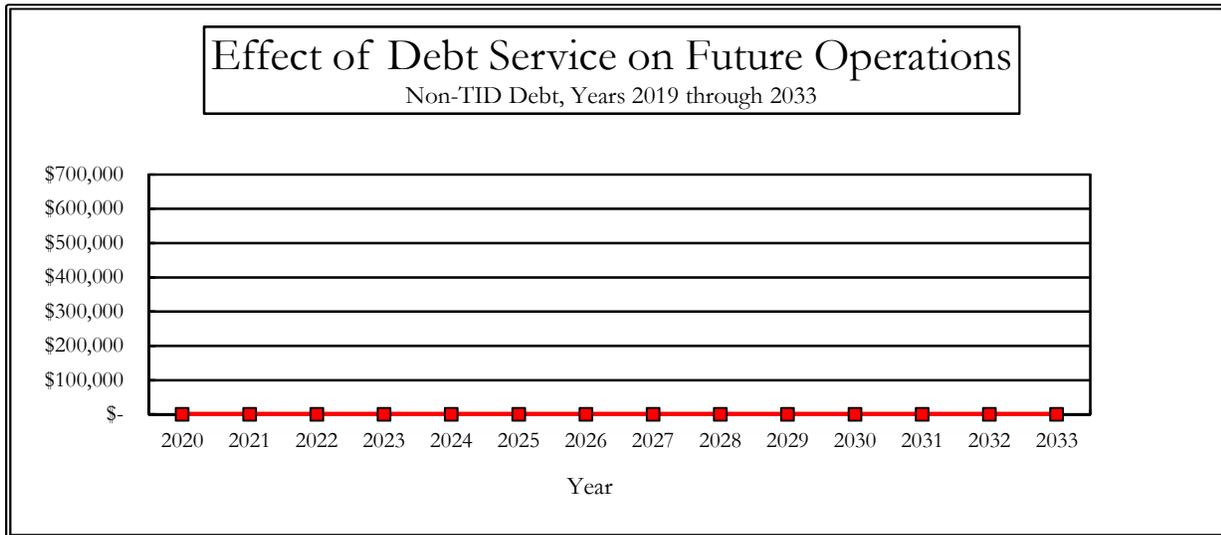
(A) *Estimated amounts used for balances in General Obligation Bonds and Notes and the Debt Service Fund Balance at December 31, 2019.*

VILLAGE OF HOWARD
DEBT SERVICE FUNDS (Excluding Proprietary Funds)

EFFECTS OF EXISTING DEBT ON CURRENT OPERATIONS

Debt Issue	Principal Payment	Interest Payment	Total Payment
2020			
GO Community Dev Series 2013A	\$ 475,000	\$ 195,750	\$ 670,750
GO Community Dev Series 2013B	100,000	35,488	135,488
GO Community Dev Series 2015	125,000	78,900	203,900
GO NAN Series 2017	-	13,811	13,811
	-		0
Total 2020 Expenditures	\$ 700,000	\$ 323,949	\$ 1,023,949

The graph below reflects no future effect of debt service as all debt payments are scheduled to be made from three TIDs within the village or an enterprise fund and future debt payments should not be levied against general village taxpayers.



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

EFFECTS OF EXISTING DEBT ON FUTURE OPERATIONS

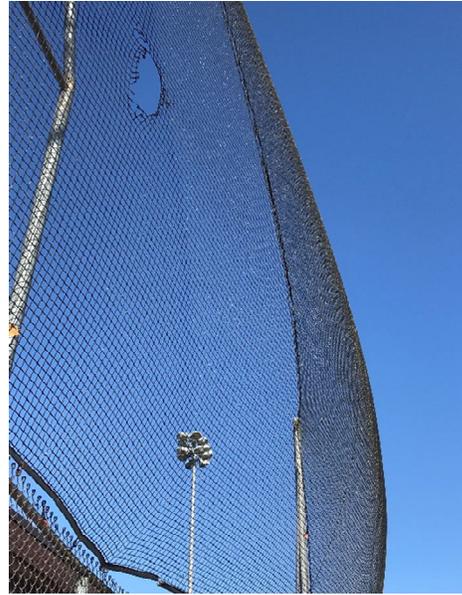
Year of Payment	Total of General Obligation Debt Paid Through Property Taxes			Less: Payments Made By TIDs or Enterprise Funds		Total Non-TID Net Payment
	Principal Payment	Interest Payment	Total Payment	Principal Payment	Interest Payment	
2020	\$ 845,000	\$ 1,171,145	\$ 2,016,145	\$ 845,000	\$ 1,171,145	\$ -
2021	\$ 10,570,000	\$ 1,146,188	\$ 11,716,188	\$ 10,570,000	\$ 1,146,188	\$ -
2022	\$ 17,055,000	\$ 919,063	\$ 17,974,063	\$ 17,055,000	\$ 919,063	\$ -
2023	\$ 735,000	\$ 263,988	\$ 998,988	\$ 735,000	\$ 263,988	\$ -
2024	\$ 740,000	\$ 222,550	\$ 962,550	\$ 740,000	\$ 222,550	\$ -
2025	\$ 745,000	\$ 199,100	\$ 944,100	\$ 745,000	\$ 199,100	\$ -
2026	\$ 750,000	\$ 174,075	\$ 924,075	\$ 750,000	\$ 174,075	\$ -
2027	\$ 780,000	\$ 148,650	\$ 928,650	\$ 780,000	\$ 148,650	\$ -
2028	\$ 510,000	\$ 122,250	\$ 632,250	\$ 510,000	\$ 122,250	\$ -
2029	\$ 515,000	\$ 105,900	\$ 620,900	\$ 515,000	\$ 105,900	\$ -
2030	\$ 520,000	\$ 89,400	\$ 609,400	\$ 520,000	\$ 89,400	\$ -
2031	\$ 525,000	\$ 72,750	\$ 597,750	\$ 525,000	\$ 72,750	\$ -
2032	\$ 530,000	\$ 53,325	\$ 583,325	\$ 530,000	\$ 53,325	\$ -
2033	\$ 535,000	\$ 33,565	\$ 568,565	\$ 535,000	\$ 33,565	\$ -
2034	\$ 190,000	\$ 13,460	\$ 203,460	\$ 190,000	\$ 13,460	\$ -
2035	\$ 200,000	\$ 3,500	\$ 203,500	\$ 200,000	\$ 3,500	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 35,745,000	\$ 4,738,909	\$ 40,483,909	\$ 35,745,000	\$ 4,738,909	\$ -

All debt payments included in the Debt Service Fund are being paid by transfers into the fund from three TID funds. There are no scheduled debt payments to be made by the general tax levy of the village unless one of the TIDs is unable to transfer enough money to cover the debt payment.



Toughbooks for fire dept

Netting at Nouryon baseball fields.



Capital Project Funds

Disc Golf Tee Box #10



Meadowbrook basketball into pickleball courts



CAPITAL PROJECTS SUMMARY

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

The following pages include a brief description of projects expected in 2020-2025, the expected total cost of the project and the impact on this current budget. The summary below reflects the tax levy impact by Capital Project Fund type and by department. Capital Improvements include construction and reconstruction of roads and sidewalks. Capital Outlay include equipment purchases for replacement or new equipment and buildings.

FUND	
Developer Projects	\$ -
Capital Improvements	1,087,597
Capital Outlay	<u>564,200</u>
Total Budget	\$ 1,651,797

DEPARTMENT	
General Administration	\$ 23,700
Park	-
Engineering	1,087,597
Police	60,000
Fire	294,500
Public Works	<u>186,000</u>
Total Budget	\$ 1,651,797

The Capital Projects section of the budget does not include any enterprise fund capital items.

CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds. The village utilizes capital projects funds to record financial transactions pertaining to the projects listed below. Also included in the narrative below is the future budget impact of each project.

There are nine categories of Capital Project Funds: (1) TID 3, (2) TID 4, (3) TID 5, (4) TID 6, (5) TID 7, (6) TID 8, (7) Park Impact Fee, (8) Capital Outlay (with 5 funds contained within this category) and (9) Capital Improvement and Developer Projects. Each of these funds are explained below.

Tax Incremental District No. 3

This fund accounts for expenditures related to the Village Center project and the Woodfield Development project. Project costs include infrastructure (roads, utilities, street lighting, etc.) and equipment costs needed for the district. Anticipated revenues for this district include developer fees and tax incremental revenues. TID 3 boundaries decreased at creation of TID 8.

The village is not anticipating any future improvements within this TID in 2020; however, it is possible for a developer to request an incentive to develop within the TID.

Tax Incremental District No. 4

This fund accounts for redevelopment of properties in the US I-41/WI 29 corridor. The village incurred cost associated with land acquisition in 2013 and road improvements in 2014. This district received tax increment allocations from TID 2 until TID 2 closed at the end of 2015. Most of the improvements within this TID are completed with no scheduled improvements in 2020.

Tax Incremental District No. 5

This fund accounts for redevelopment of properties mainly in the Velp Avenue corridor near the US I-41 intersection. The 2020 budget reflects TID incentive payments to one developer and no projects anticipated.

Tax Incremental District No. 6

This fund accounts for development located near US I-41 and Lineville Road intersection. Developer incentives and infrastructure costs are in 2020 as a new road could possibly be installed within this district.

Tax Incremental District No. 7

This TID was created in 2012 with plans for future development. In the 2020 budget, no projects are scheduled as plans for development will continue. The quarry is located in this TID.

Tax Incremental District No. 8

This TID was created in 2015 with plans for development in the village center area. This TID was an overlay district of TID 3 with the addition of other parcels. No costs are anticipated for 2020.

Park Impact Fee Development

This fund accounts for the fees collected from the impact fee ordinance passed by the Village Board in October, 1995 (amended in 1998, 2001, 2004, 2006 and 2008) and other revenue such as grants and donations. Expenditures for new park land, equipment and related facilities will be accounted for in this fund. All of the future outlays are outlined in the public facilities needs assessment report done as part of the impact fee ordinance process.

There are no general property tax dollars levied for these projects. Below is a more detailed explanation of projects included in the Park Impact Fee Development Fund for 2020.

1. AKZO Nobel Sports Complex

The Village purchased this property in 1996. The Park Impact Fee Fund paid for the land acquisition and all park improvements. Improvements scheduled for 2020 include adding lighting to a few soccer fields.

Cost of future development:	\$	518,000	
Operating Budget Impact (approx.):	\$	20,000	per year, maintenance
Department:		Park	

2. Frisbee golf improvements

This project is accounting for the installation of concrete pads at the tee box for each hole of the 18 hole course.

Cost of future development:	\$	20,000	
Operating Budget Impact (approx.):		n/a	annual maintenance
Department:		Park	

3. Other items - laterals

This project is accounting for the installation of water and sewer laterals along the backside of the golf course to allow the lots to be sold in 2020.

Cost of future development:	\$	60,000	
Operating Budget Impact (approx.):		n/a	per year, maintenance
Department:		Park	

4. Meadowbrook pickleball

This project will account for the cost to improve the existing basketball court to allow for the installation of pickleball courts by resurfacing and repainting the existing courts.

Cost of future development:	\$	30,000	
Operating Budget Impact (approx.):	\$	500	per year, maintenance
Department:		Park	

5. Valley Brooke park improvements

This project will account for the installation of new park play structure at Valley Brooke subdivision. The equipment was purchased in 2019 and will be installed in 2020.

Cost of future development:	\$	10,000	
Operating Budget Impact (approx.):	\$	500	per year, maintenance
Department:		Park	

Capital Outlay

These funds account for the purchase of new village assets needed in various departments. Revenues are derived from the general taxes, equipment sales, grants and fund transfers. Operating budget impact represents the tax levy for each fund which is determined based on an average annual replacement cost. This average annual replacement cost was calculated by each department and based on the average funding needed to replace existing equipment.

1. General Government Outlay

This fund accounts for purchases of equipment, building improvements and related accessories for the general government offices of the village.

Cost over next 6 years:	\$	562,000	
Operating Budget Impact (approx.):	\$	23,700	Tax levy support in 2020
Department:		Administration	

2. Police Outlay

This fund accounts for purchases of equipment (mainly vehicles) for the police department of the village.

Cost over next 6 years:	\$	559,500	
Operating Budget Impact (approx.):	\$	60,000	Tax levy support in 2020
Department:		Police	

3. Fire Department Outlay

This fund accounts for equipment purchases for the fire department of the village.

Cost over next 6 years:	\$	1,905,000	
Operating Budget Impact (approx.):	\$	294,500	Tax levy support in 2020
Department:		Fire	

4. Engineering Outlay

This fund accounts for equipment purchases for the engineering department of the village.

Cost over next 6 years:	\$	48,000	
Operating Budget Impact (approx.):	\$	-	No direct cost to tax levy.
Department:		Engineering	

5. Public Works Outlay

This fund accounts for equipment purchases, building improvements and replacement for the all public works departments except Engineering.

Cost over next 6 years:	\$	2,284,000	
Operating Budget Impact (approx.):	\$	186,000	Tax levy support in 2020
Department:		Public Works	

The capital outlay items listed above and on previous page should serve to reduce expenditures by increasing overall productivity within village operations. These purchases are likely to see a positive impact on future budgets as repairs and maintenance costs should decrease.

A listing by department of all the equipment needs over the next seven years is included on the following pages, titled Department Capital Outlay Funds.

Capital Improvements

This fund accounts for the replacement of existing and construction of new streets, sidewalks and construction of new municipal buildings and structures. The source of revenue for the expenditures is primarily tax revenues, state road aids and impact fees.

1. Street Resurfacing

This is an annual project to replace various village streets surface. Road surfaces are replaced leaving the underlying base course intact.

Cost:	\$ 400,000	
Operating Budget Impact (approx.):	\$ 200,000	Tax levy support in 2020
Department:	Engineering	

2. State Highway 29/County Road VV Interchange

This project accounts for the village's share of the installation of a new interchange at this intersection. This project is expected to utilize most of the financial resources in this fund in 2020-2022.

Total Budgeted Cost:	\$ 3,805,000	
Operating Budget Impact (approx.):	\$ 797,597	Tax levy support in 2020
Department:	Engineering	

3. Marley Street

This project will account for the village share of the cost to install new roadway on Marley Street which is an existing road. The Hwy 29/VV interchange will necessitate improvements to this road.

Cost:	\$300,000	
Operating Budget Impact (approx.):	\$ 90,000	Tax levy support in 2020
Department:	Engineering	

4. Engineering department - net costs

This item reports the net cost of the engineering department as a cost of this fund. Engineering does collect fees that help offset total department expenditures and, in some years, contribute to the fund.

Cost:	\$533,500	
Operating Budget Impact (approx.):	\$ -	Tax levy support in 2020
Department:	Engineering	

Capital Improvement projects above will assist in lowering operating cost in future budgets for patching and crack sealing; such costs are deemed minimal and can not be quantified (i.e., less cold patch needed on streets, less repair work on vehicles caused by potholes, etc.).

Those items listed above that show no operating budget impact or an amount less than the project costs are utilizing existing fund balance or state aids and estimates show no additional costs will be needed in future budgets on these projects for at least 10 years.

For financial statement reporting purposes, some of the Capital Project Funds are grouped together. All major funds are reported separately in the financial statements. There are two primary funds in the financial report that combine more than one fund

Capital Improvement Projects

This fund is comprised of the following funds listed below:

Capital Improvements - includes all projects listed

Capital Outlay - includes all outlay groups except the park & recreation outlay

Fund Balance

The fund balances within the various Capital Project Funds will vary from year to year. Because the village is paying cash for all Capital Projects, the fund balance will fluctuate annually. In some years, the fund balance will increase as funds are saved future projects.

For 2020, the overall fund balance in Capital Projects is expected to increase as projects are using saving funding to pay for the cost of future projects.

How It All Fits Together

The following pages contain more financial information related to the detailed explanations above. The following page is a combining statement reporting next year's summary budget for all Capital Project Funds. The three year combined Capital Project Fund is another combined statement used for comparative purposes.

The pages titled Park Impact Fee Fund, Capital Outlay Funds by Department and Schedule of Capital Improvement Projects by Year include financial information for projects explained in the previous narrative pages. All of the financial information on these reports agree with the amounts reported in the preceding narratives.

CAPITAL PROJECTS FUNDS
Combining Budget Summary for Capital Projects Funds
Annual Budget Year Beginning January 1, 2020

	TID No. 3	TID No. 4	TID No. 5	TID No. 6	TID No. 7	TID No. 8	TID No. 9
Revenue							
Taxes	\$ 468,400	\$ 683,300	\$ 67,600	\$ 507,600	\$ 61,700	\$ 410,900	\$ -
IntgvtTaxes-Cnty Bridge Fd	-	-	-	-	-	-	-
Special assess. & developer	-	16,500	-	-	-	-	-
Intergovernmental	27,000	46,800	1,900	11,600	303,070	900	-
Impact fees	-	-	1,900	-	-	-	-
Miscellaneous:							
Interest on investments	-	9,000	-	5,000	-	-	-
Loan repayments	-	-	-	-	-	-	-
Sales of property	-	-	-	-	-	-	-
Donations and other	-	-	-	-	-	505,000	-
Total Revenue	495,400	755,600	71,400	524,200	364,770	916,800	-
Expenditures							
General administration	2,500	3,000	1,000	1,000	1,100	5,000	5,000
TIF incentive payment	43,900	166,600	46,200	327,700	-	170,000	-
Debt Service	-	-	-	-	-	26,789	-
Capital outlay	-	-	-	-	300,000	15,000,000	-
Total Expenditures	46,400	169,600	47,200	328,700	301,100	15,201,789	5,000
Excess of Revenues Over (Under) Expenditures	449,000	586,000	24,200	195,500	63,670	(14,284,989)	(5,000)
Other Financing Sources							
Operating trnfrs in (out)	(354,063)	(452,175)	-	-	-	(124,962)	-
Proceeds from bonds	-	-	-	-	-	14,600,000	-
Bond issuance costs	-	-	-	-	-	130,000	-
Total other financing	(354,063)	(452,175)	-	-	-	14,605,038	-
Excess of Revenues and Other Sources Over (Under)							
Exp. & Other Uses	94,937	133,825	24,200	195,500	63,670	320,049	(5,000)
Fund Balance - Jan. 1	(325,841)	265,418	80,587	297,996	(299,953)	(2,128,288)	(10,015)
Fund Balance - Dec. 31	\$ (230,904)	\$ 399,243	\$ 104,787	\$ 493,496	\$ (236,283)	\$ (1,808,239)	\$ (15,015)

Note 1: Taxes above derived from any of the village's TIF's are not included in the tax levy found on page 35.

CAPITAL PROJECTS FUNDS (Continued)
Combining Budget Summary for Capital Projects Funds
Annual Budget Year Beginning January 1, 2020

Park Impact Fee	Capital Improvement & Developer	Capital Outlay				Totals
		General Gov't	Public Safety		Public Works	
			Police	Fire		
\$ -	\$ 1,087,597	\$ 23,700	\$ 60,000	\$ 294,500	\$ 186,000	\$ 3,851,297
-	-	-	-	-	-	-
-	20,000	-	-	-	-	36,500
198,000	1,113,853	-	-	-	-	1,703,123
124,945	61,400	-	-	-	-	188,245
500	-	-	-	-	-	14,500
-	-	-	-	-	-	-
240,000	1,000	10,728	20,000	-	-	271,728
95,000	-	-	-	-	-	600,000
658,445	2,283,850	34,428	80,000	294,500	186,000	6,665,393
5,000	-	-	-	-	-	23,600
-	-	-	-	-	-	754,400
-	-	-	-	-	-	26,789
616,000	(1,928,500)	242,000	93,000	50,000	419,000	14,791,500
621,000	(1,928,500)	242,000	93,000	50,000	419,000	15,596,289
37,445	4,212,350	(207,572)	(13,000)	244,500	(233,000)	(8,930,896)
-	-	(100,000)	-	-	100,000	(931,200)
-	-	-	-	-	-	14,600,000
-	-	-	-	-	-	130,000
-	-	(100,000)	-	-	100,000	13,798,800
37,445	4,212,350	(307,572)	(13,000)	244,500	(133,000)	4,867,904
78,085	(41,018)	270,482	56,998	144,160	55,394	(1,555,995)
\$ 115,530	\$ 4,171,332	\$ (37,090)	\$ 43,998	\$ 388,660	\$ (77,606)	\$ 3,311,909

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

	2018 Actual	2019 Budget/Estimate	2020 Budget
Revenues			
Taxes	\$ 2,379,296	\$ 2,831,083	\$ 3,851,297
Special assessments	67,998	40,556	36,500
Intergovernmental	956,613	1,167,127	1,703,123
Licenses, permits and fees	226,500	368,242	188,245
Charges for service	37	8,700	-
Miscellaneous	204,703	63,100	886,228
Total Revenue	3,835,147	4,478,808	6,665,393
Expenditures			
General administration	58,941	25,550	23,600
TIF incentive payment	286,119	442,915	754,400
Debt service	26,789	26,789	26,789
Capital outlay	3,227,448	3,517,000	14,791,500
Total Expenditures	3,599,297	4,012,254	15,596,289
Excess of Revenue Over (Under)			
Expenditures	235,850	466,554	(8,930,896)
Other Financing Sources (Uses)			
Operating transfers in (out), net	(844,693)	(935,287)	(831,200)
Proceeds from bond/notes plus premium	-	-	14,600,000
Bond issuance cost	-	-	(130,000)
Total Other Financing Sources (Uses)	(844,693)	(935,287)	13,638,800
Excess of Revenues and Other Financing Sources Over (Under) Expenditures			
	(608,843)	(468,733)	4,707,904
Fund Balance - January 1	(1,049,487)	(1,658,330)	(2,127,063)
Fund Balance - December 31	\$ (1,658,330)	\$ (2,127,063)	\$ 2,580,841

Note: This page summarizes the actual results for 2018, the budget or estimated actual for 2019. Because some budget amounts are used for 2019, the Fund Balances for 2019 and 2020 will not agree with the Fund Balances reported on the preceding page and the following pages, as estimated actual amounts are used on these pages.

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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$280,993	\$406,500	\$406,502	\$468,400
Shared taxes state	4,653	4,700	6,384	4,700
Personal property aid pymt	-	2,900	-	1,700
Interest income	-	-	-	-
Other income	20,600	20,600	20,600	20,600
Total Revenue	306,246	434,700	433,486	495,400
Expenditures				
General administration	3,620	2,500	2,500	2,500
Capital Outlay				
Infrastructure	8,326	-	2,635	-
Land acquisition	-	-	-	-
Loans issued	-	-	-	-
TIF incentive payment	38,548	39,700	38,548	43,900
Debt Service: Principal	-	-	-	-
Debt Service: Interest	-	-	-	-
Total Expenditures	50,494	42,200	43,683	46,400
Excess Revenue over Expenditures	255,752	392,500	389,803	449,000
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Premium on bonds	-	-	-	-
Transfers to Debt Service Fund	(339,912)	(349,863)	(349,863)	(354,063)
Total Other Financial Resources	(339,912)	(349,863)	(349,863)	(354,063)
Net Change in Fund Balance	(84,160)	42,637	39,940	94,937
Fund Balance, January 1	(281,621)	(365,781)	(365,781)	(325,841)
Fund Balance, December 31	(\$365,781)	(\$323,144)	(\$325,841)	(\$230,904)

Tax Incremental Financing District No. 3 (TIF or TID # 3)

This TID was created in January 2006 to assist with a development in the area near the Cardinal Lane and Riverview Drive intersection for property to become known as the Village Center or downtown area.

In 2014, major improvements were made to the village center to allow for development of a multi-storied senior living facility. Other major developments within the TID have been two multi-storied apartment buildings, Walgreens, Kwik Trip, Associated Bank, Dermatology Associates and several other businesses along the Cardinal Lane and Riverview Drive roadways. The best chance for future development within this TID is vacant property along Cardinal Lane and at the intersection of Cardinal Lane and Duck Creek Parkway, property that is zoned for neighborhood business.

In 2015, TID #8 was created as an overlay district from TID #3. The Village Center project will now be included as part of TID #8.

The are no project costs currently anticipated in 2020 within this TID.



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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$ 443,106	\$ 727,100	\$ 727,130	\$ 683,300
Shared taxes state	42,421	42,400	43,045	43,000
Personal property aid pymt	-	5,400	3,787	3,800
Special assessments	48,073	19,900	20,556	16,500
Miscellaneous - interest income	3,784	4,000	8,500	9,000
Total Revenue	537,384	798,800	803,018	755,600
Expenditures				
General administration	2,495	3,000	1,025	3,000
Capital Outlay				
TIF incentive payments	163,757	168,700	170,803	166,600
Property acquisition	-	-	-	-
Infrastructure	501	-	-	-
Debt Service: Principal	-	-	-	-
Debt Service: Interest	-	-	-	-
Total Expenditures	166,753	171,700	171,828	169,600
Excess Revenue over Expenditures	370,631	627,100	631,190	586,000
Other Financial Resources (Uses)				
Proceeds from bond issuance	-	-	-	-
Premium on bonds	-	-	-	-
Transfers to Debt Service Fund	(362,175)	(458,175)	(458,175)	(452,175)
Total Other Financial Resources	(362,175)	(458,175)	(458,175)	(452,175)
Net Change in Fund Balance	8,456	168,925	173,015	133,825
Fund Balance, January 1	83,947	92,403	92,403	265,418
Fund Balance, December 31	\$ 92,403	\$ 261,328	\$ 265,418	\$ 399,243

Tax Incremental Financing District No. 4 (TIF or TID #4)

This TID was created in June 2007 to assist with a development in the area near the US Highway 41 and Wisconsin Highway 29 intersection (see photo below). The area will require redevelopment of existing properties. The most current plan is to redevelop the southeast corner of the intersection with commercial properties such as a grocery store, restaurants and/or a big box retail site.

There are no projects scheduled for this TID in 2020.

In 2012, this TID experienced the opening of a new Menard's retail store. There is also an existing Fleet Farm within the TID and this company has been discussing the possibility of building a new store on their existing site and is in negotiation with the village for possible TID incentives.

In 2015, this TID spent over \$5 million in purchasing property and constructing a new roadway with utilities (Badgerland Drive from Packerland to Taylor) as part of the process of obtaining a Meijer's superstore on this site. In 2016 and in conjunction with the Meijer construction, Meijer Drive was constructed. The Meijer store opened in 2017. In the picture below, the property with the cement towers was purchased and demolished along with the railway. The new road is located behind the rail lines in the photo.



Aerial view of area before any improvements.



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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$ 41,300	\$ 60,000	\$ 60,027	\$ 67,600
Shared taxes state	923	900	937	900
Personal property aid pymt	-	1,000	1,092	1,000
Other - interest income	37	600	200	1,900
Total Revenue	42,260	62,500	62,256	71,400
Expenditures				
General administration	2,496	1,000	1,000	1,000
Capital Outlay				
TIF incentive payment	19,094	19,700	19,915	46,200
Infrastructure	224	-	-	-
Debt Service	-	-	-	-
Total Expenditures	21,814	20,700	20,915	47,200
Excess Revenue over Expenditures	20,446	41,800	41,341	24,200
Other Financial Resources (Uses)				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	20,446	41,800	41,341	24,200
Fund Balance, January 1	18,800	39,246	39,246	80,587
Fund Balance, December 31	\$ 39,246	\$ 81,046	\$ 80,587	\$ 104,787

Tax Incremental Financing District No. 5 (TIF or TID #5)

This TID was created in August 2008 to assist with redevelopment in the area near the US Highway 41 and Velp Avenue intersection. This TID was amended in 2011 to drastically shrink the size of the TID to include only the west side of the intersection.

There have been two developments within the TID; an apartment complex on Riverview Drive just west of Velp Avenue and redevelopment of a restaurant into Vandervest Harley Davidson. The Harley Davidson site completed construction in 2012. The apartment complex completed construction of Phase I and may have more development into the future. The apartment complex would receive "pay as you go" type incentives if the development exceeds a minimum guaranteed valuation; the minimum will be met for the first time in 2020 and an incentive payment could be made if tax payments are made.

The Harley Davidson development received a loan from the village's revolving loan fund. The proceeds of this loan will be repaid from future TID increment. The loan schedule shows an interest rate of 3.0% for 15 year repayment schedule. The Harley development would be eligible to receive additional incentive should 50% of the increment created exceed the loan payment amount.

In 2020, there are no projects scheduled for this TID.



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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$ 66,250	\$ 237,700	\$ 237,709	\$ 507,600
Shared taxes state	3,992	4,000	1,274	4,000
Personal property aid pymt	-	5,550	7,688	7,600
Special assessments	-	-	-	-
Charges for service	-	-	-	-
Miscellaneous	4,416	5,000	7,000	5,000
Total Revenue	74,658	252,250	253,671	524,200
Expenditures				
General administration	2,985	1,000	2,000	1,000
Capital Outlay				
TIF incentive payment	-	149,000	148,929	327,700
Infrastructure costs	173,632	-	-	-
Debt Service	-	-	-	-
Total Expenditures	176,617	150,000	150,929	328,700
Excess Revenue over Expenditures	(101,959)	102,250	102,742	195,500
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	(101,959)	102,250	102,742	195,500
Fund Balance, January 1	297,213	195,254	195,254	297,996
Fund Balance, December 31	\$ 195,254	\$ 297,504	\$ 297,996	\$ 493,496

Tax Incremental Financing District No. 6 (TIF or TID #6)

This TID was created in August 2008 to assist with development in the area near the US Highway 41 and Lineville Road intersection. The TID plan calls for extension of water and sewer lines to serve the area and for developer incentives.

Currently, this TID has four new developments that have developer agreements with tax incentive payments. The 2020 budget includes the anticipated developer incentive payments based on the 2019 assessed values. One of the developments has yet to create tax base as of 1/1/19.

The four existing developer agreements are a "Pay as You Go" type of agreements with property tax rebates ranging from 55.5% - 95% provided certain conditions are met. One of the developments has not met the minimum valuation condition for 2020 and another not having any tax base as of 1/1/19.



In the 2020 budget, there is no capital outlay item or any expected projects.

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

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$ -	\$ -	\$ -	\$ 61,700
Shared taxes state	1,256	1,200	1,235	1,270
Personal property aid pymt	-	-	1,877	1,800
Grants (CDBG)	-	650,000	-	300,000
Charges for service	-	-	-	-
Total Revenue	1,256	651,200	3,112	364,770
Expenditures				
General administration	1,025	1,000	1,025	1,100
Capital Outlay				
TIF incentive payment	-	-	-	-
Property acquisition	-	450,000	-	-
Demolition of building	-	200,000	-	300,000
Debt Service	-	-	-	-
Total Expenditures	1,025	651,000	1,025	301,100
Excess Revenue over Expenditures	231	200	2,087	63,670
Other Financial Resources				
Proceeds from bond issuance	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	231	200	2,087	63,670
Fund Balance, January 1	(302,271)	(302,040)	(302,040)	(299,953)
Fund Balance, December 31	\$ (302,040)	\$ (301,840)	\$ (299,953)	\$ (236,283)

Tax Incremental Financing District No. 7 (TIF or TID #7)

This TID was created on September 10, 2012 to assist with development of the area immediately surrounding the Duck Creek Quarry which is now a small lake. The goal of this TID is to create a vibrant mixed use development featuring the quarry's water as a focal point of the development.

The only major expenditure to date for this TID was to purchase a vacant building adjacent to the quarry property in order for future development to occur. Planning has occurred on the future layout of the development around the quarry but most of the property is owned by Brown County.

A major hurdle for development is the current location of Brown County Highway, located on the western edge of the quarry.



The photo above was taken on June 13, 2018 when only one-half of the quarry project was completed.

The village is paid improvements of the quarry in the Park Impact Fee Fund in 2018 as this TID has no funds and not enough tax base to fund the improvements. The 2020 budget is reflecting removal of the purchased building to allow for parking for the quarry and a related CDBG grant to pay for the removal cost.

Tax Incremental Financing District No. 8
(An Overlay District of Howard's Village Center)

The Village of Howard took action to create Tax Incremental Financing District No. 8 (TID #8) on April 27, 2015. This TID was created as an overlay district of part of the existing TID #3 and a few new properties to the west of Hillcrest Heights.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$ 217,918	\$ 217,900	\$ 217,918	\$ 410,900
Shared taxes state	197	200	194	200
Personal property aid pymt	-	-	-	700
Donation	-	-	-	500,000
Miscellaneous	4,540	2,000	4,447	5,000
Total Revenue	222,655	220,100	222,559	916,800
Expenditures				
General administration	46,320	5,000	18,000	5,000
Capital Outlay				
TIF incentive payment	64,720	66,700	64,720	170,000
Pavilion construction	-	12,000,000	-	13,000,000
Infrastructure costs	510,427	50,000	100,000	2,000,000
Debt Service and fiscal charges	26,789	26,789	26,789	26,789
Total Expenditures	648,256	12,148,489	209,509	15,201,789
Excess Expenditures over Revenue	(425,601)	(11,928,389)	13,050	(14,284,989)
Other Financial Resources				
Proceeds from bond or debt issue	-	-	-	14,600,000
Premium on bonds issued	-	11,200,000	-	-
Bond issuance costs	-	(130,000)	-	(130,000)
Transfer in Howard Commons Apts	-	-	-	-
Transfer to Gen'l Fund - advance	-	(85,000)	(111,789)	(111,151)
Transfers to Debt Service Fund	(221,561)	(13,811)	(15,460)	(13,811)
Total Other Financial Resources	(221,561)	10,971,189	(127,249)	14,345,038
Net Change in Fund Balance	(647,162)	(957,200)	(114,199)	60,049
Fund Balance, January 1	(1,366,927)	(2,014,089)	(2,014,089)	(2,128,288)
Fund Balance, December 31	\$ (2,014,089)	\$ (2,971,289)	\$ (2,128,288)	\$ (2,068,239)

Tax Incremental Financing District No. 8 (TIF or TID #8)

This TID was created on April 25, 2015 as an overlay district of TID #3 with some additional land located west of TID #3. The TID was created to assist with development of the Village Center. The Village Center will become a downtown featuring three-storied, multi-family buildings, a park pavilion with a sheet of ice, and gazebo for future events and shops for local businesses.

In 2015, this TID constructed roadway with utilities to allow for a 130 unit, senior housing building which was completed during 2016. See photos below for a look at the unfinished roadway and building.



In 2018, the village completed construction of two multi-family buildings, owned by the village and operated under a management contract. The 134 units are being rented to residents and as of the writing of this budget, all units were rented. The accounting for the apartment complex is included an enterprise fund. In 2019, the village borrowed \$9.7 million to begin construction on a third and final building for this complex know as Howard Commons.

For 2020 budget, the village is planning on constructing a park pavilion. The pavilion will be used in the warmer months for events such as a farmer's market, weddings, roller skating and in the colder months, ice will be made to allow for skating activities. A gazebo is also planned for 2020 construction to allow for other events such as outdoor summer concerts in the park.

This development is conveniently located near a county library (Weyers-Hilliard Branch) and the west side YMCA both located on the south end of the development. To the north is a village owned park, Meadowbrook Park.

The deficit in the fund balance will be made up through future tax increment. The General Fund advanced \$1.3 million to this fund in 2016 to assist with cash financing needs and will be repaid to the General Fund over the life of the TID.

Tax Incremental Financing District No. 9
(A 80-Acre Site in the Industrial Park)

The Village of Howard took action to create Tax Incremental Financing District No. 9 (TID #9) on April 16, 2019. This TID was created as a redevelopment TID for one 80-acre industrial parcel with an existing facility that was going to shutdown in 2019 but was purchased by a new user. The new users entered into an agreement with the village for a "Pay As You Go" type TID.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Revenue				
Tax revenue	\$ -	\$ -	\$ -	\$ -
Shared taxes state	-	-	-	-
Personal property aid pymt	-	-	-	-
Donation	-	-	-	-
Miscellaneous	-	-	-	-
Total Revenue	-	-	-	-
Expenditures				
General administration	-	-	10,015	5,000
Capital Outlay				
TIF incentive payment	-	-	-	-
Infrastructure costs	-	-	-	-
Debt Service and fiscal charges	-	-	-	-
Total Expenditures	-	-	10,015	5,000
Excess Expenditures over Revenue	-	-	(10,015)	(5,000)
Other Financial Resources				
Proceeds from bond or debt issue	-	-	-	-
Premium on bonds issued	-	-	-	-
Bond issuance costs	-	-	-	-
Total Other Financial Resources	-	-	-	-
Net Change in Fund Balance	-	-	(10,015)	(5,000)
Fund Balance, January 1	-	-	-	(10,015)
Fund Balance, December 31	\$ -	\$ -	\$ (10,015)	\$ (15,015)

Park Impact Fee Fund - Capital Projects

For Years 2018 through 2025

	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Est. Actual	Budget	Budget	Estimate	Estimate	Estimate	Estimate
Fund Balance, January 1	\$ (2,383)	\$ 80,695	\$ 78,085	\$ 115,530	\$ (70)	\$ 48,430	\$ 51,930	\$ 9,930
Revenues:								
Park impact fees	146,664	238,883	124,945	78,400	73,500	73,500	98,000	98,000
Grants & Other income	2,534	1,772	198,000	-	-	-	-	-
Donations- soccer lights, mini diam.	-	-	95,000	10,000	10,000	10,000	10,000	10,000
Interest income	1,801	1,180	500	1,000	-	-	-	1,000
Sales of land	78,955	-	240,000	-	-	-	-	-
Total Revenue	229,954	241,835	658,445	89,400	83,500	83,500	108,000	109,000
Expenditures:								
Administration	(9,102)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Park improvements:								
Nouryon Sports Complex:								
Soccer lighting	-	-	(400,000)	-	-	-	-	-
Mini baseball & netting	-	(79,000)	(10,000)	(10,000)	(10,000)	(10,000)	-	-
Disc golf concrete	-	-	(7,500)	-	-	-	-	-
Drainage improvements	-	-	(16,000)	-	-	-	-	-
Backstops	-	-	(10,000)	(10,000)	-	-	-	-
Fence guarding baseball	-	-	(10,000)	-	-	-	-	-
Others (sign, heat, floor)	-	-	(24,500)	-	-	-	-	-
Lehner Park improvements	(11,438)	(20,000)	-	-	-	-	-	-
Hidden Creek Trail	-	-	-	(45,000)	-	-	-	-
Other park items & laterals	(12,865)	-	(60,000)	-	-	-	-	-
Pinewood - improvements	(17,952)	3,495	-	-	-	-	-	-
Quarry - rec improvements	(95,519)	(54,000)	-	-	-	-	-	-
Juza/Oliver improvements	-	-	-	-	-	(60,000)	-	-
Spring Green improvements	-	-	(8,000)	-	-	-	(140,000)	-
Mills Center improv. & equip.	-	-	-	(70,000)	-	-	-	-
Meadowbrook pickleball	-	-	(40,000)	-	-	-	-	-
Archery range	-	-	-	-	(15,000)	-	-	-
Soccer goals	-	-	(20,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Park acquisitions:								
Valley Brooke park (improv '19)	-	(40,100)	(10,000)	-	-	-	-	-
Woodale Park (improv in '21)	-	(49,840)	-	(60,000)	-	-	-	-
-	-	-	-	-	-	-	-	-
Total Expenditures	(146,876)	(244,445)	(621,000)	(205,000)	(35,000)	(80,000)	(150,000)	(10,000)
Fund Balance, December 31	\$ 80,695	\$ 78,085	\$ 115,530	\$ (70)	\$ 48,430	\$ 51,930	\$ 9,930	\$ 108,930

The Park Impact Fee Fund collects revenue from impact fees. The fee structure has been modified three times since the original Public Facilities Needs Assessments (PFNA) dated August 10, 1998. The current impact fee is \$1,225 per single-family home and \$871 per dwelling for duplexes and multi-family units.

Expenditures for park improvements, acquisitions of new parks and purchases of various recreational equipment are paid for with funds from park impact fees. The village receives some grant money, donations from local sports groups and sales of village owned land as other revenue sources in this fund.

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

	Actual	Estimate	Budget	Budget	Budget	Budget	Budget	Budget
Description/Year Acquired	2018	2019	2020	2021	2022	2023	2024	2025
General Government:								
Fund Balance, 1/1	\$ 161,774	\$ 201,382	\$ 270,482	\$ 62,910	\$ 2,610	\$ 12,038	\$ 16,466	\$ 22,318
Tax Levy	23,700	23,700	23,700	23,700	23,700	23,700	23,700	23,700
Land sales and other income	70,153	155,400	10,728	111,000	10,728	10,728	7,152	-
Total Revenue	93,853	179,100	34,428	134,700	34,428	34,428	30,852	23,700
Expenditures (detail):								
Computers & Software	16,963	15,000	45,000	15,000	15,000	15,000	15,000	15,000
HVAC updates	25,407	-	-	-	-	-	-	-
Village hall repairs(roof, floors, camera)	3,585	95,000	70,000	50,000	-	-	-	10,000
Electronic Imaging For Records	-	-	7,000	-	-	-	-	-
Voting equipment	-	-	10,000	-	-	-	-	-
Copier/scanner	8,290	-	-	-	-	-	-	10,000
Miscellaneous (furniture, office equip)	-	-	10,000	-	10,000	15,000	10,000	10,000
Fund transfers out (PW)	-	-	100,000	130,000	-	-	-	-
Total Expenditures	54,245	110,000	242,000	195,000	25,000	30,000	25,000	45,000
Fund Balance 12/31	\$ 201,382	\$ 270,482	\$ 62,910	\$ 2,610	\$ 12,038	\$ 16,466	\$ 22,318	\$ 1,018

	Actual	Estimate	Budget	Budget	Budget	Budget	Budget	Budget
Description/Year Acquired	2018	2019	2020	2021	2022	2023	2024	2025
Public Safety-- Police:								
Fund Balance 1/1	\$ 5,173	\$ 57,660	\$ 56,998	\$ 43,998	\$ 84,498	\$ 50,498	\$ 46,498	\$ 40,498
Tax Levy	57,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000
Sale of Squads/Insurance proceeds	-	8,800	20,000	20,000	30,000	20,000	20,000	20,000
Total Revenue	57,000	66,800	80,000	82,000	94,000	86,000	88,000	90,000
Expenditures (details):								
Squad #1 (Patrol)	-	33,371	39,000	-	42,000	44,000	-	46,000
Squad #2 (Patrol)	-	33,372	39,000	39,500	42,000	-	45,000	46,000
Squad #3 (Jim D.)	-	-	-	-	42,000	-	-	-
Squad #4 (Josh)	-	-	-	-	-	44,000	-	-
Squad #5 (Brandon)	-	-	-	-	-	-	45,000	-
Computers	-	-	13,000	-	-	-	-	14,000
Radar	-	-	-	-	-	-	-	3,000
Misc. equipment	4,513	719	2,000	2,000	2,000	2,000	4,000	4,000
Transfer out (to fire capital)	-	-	-	-	-	-	-	-
Total Expenditures	4,513	67,462	93,000	41,500	128,000	90,000	94,000	113,000
Fund Balance 12/31	\$ 57,660	\$ 56,998	\$ 43,998	\$ 84,498	\$ 50,498	\$ 46,498	\$ 40,498	\$ 17,498

Description/Year Acquired	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Estimate	Budget	Budget	Budget	Budget	Budget	Budget
Description/Year Acquired	2018	2019	2020	2021	2022	2023	2024	2025
Public Safety-- Fire:								
Fund Balance 1/1	\$ 370,303	\$ 185,703	\$ 144,160	\$ 388,660	\$ 651,160	\$ 477,160	\$ 39,660	\$ 311,660
Tax Levy	162,500	135,500	294,500	296,500	298,500	300,500	302,500	304,500
Sales of Equipment & Other Income	44,696	117,500	-	96,000	250,000	96,000	-	99,000
Total Revenue	207,196	253,000	294,500	392,500	548,500	396,500	302,500	403,500
Expenditures (details):								
Chief #200 200	-	-	-	-	-	-	-	-
Ford F250 truck	-	44,720	-	36,000	-	37,000	-	38,000
Ford F250 truck	-	34,969	-	36,000	-	37,000	-	38,000
Ford F250 truck	-	44,684	-	36,000	-	37,000	-	38,000
3 - Hydrus 20-125G	-	79,200	-	-	-	-	-	-
Tender #211 218	357,768	-	-	-	-	-	-	-
Computers	-	-	16,000	3,000	3,000	3,000	10,000	3,000
100 Ft Ladder Truck 211	-	-	-	-	700,000	700,000	-	-
Building-windows, flooring, lighting	-	52,486	15,000	-	-	-	-	-
Turnout gear & Misc.	34,028	38,484	19,000	19,000	19,500	20,000	20,500	21,000
Total Expenditures	391,796	294,543	50,000	130,000	722,500	834,000	30,500	138,000
Fund Balance 12/31	\$ 185,703	\$ 144,160	\$ 388,660	\$ 651,160	\$ 477,160	\$ 39,660	\$ 311,660	\$ 577,160
Public Works:								
Fund Balance	\$139,360	219,525	\$55,394	(\$15,606)	(\$12,606)	\$116,894	\$54,894	\$89,394
Tax Levy	177,000	177,000	186,000	188,000	190,500	193,000	195,500	198,000
Other revenue-bonding 2025	41,902	41,500	62,000	-	31,000	-	32,000	1,000,000
Transfers in	-	-	100,000	130,000	-	-	-	-
Total Revenue	218,902	218,500	348,000	318,000	221,500	193,000	227,500	1,198,000
Expenditures (detail):								
Dump Truck #462, #465, #466 Plow etc	-	-	235,000	215,000	-	240,000	-	-
Mowers	-	28,000	-	-	-	-	55,000	-
Bldg improvements (roof, heaters, etc.)	-	28,261	-	-	-	-	-	-
New storage building	-	-	-	-	-	-	-	1,000,000
Replace 602, 402, 403 - 2 yd dump	-	-	-	-	45,000	-	-	-
Trailers	-	-	9,000	-	-	-	-	-
Replace 11' Mower	-	-	-	85,000	-	-	100,000	-
Bobcat	48,747	50,406	-	-	-	-	-	-
Ford F250 truck	30,013	36,968	112,500	-	32,000	-	33,000	-
Ford F350 truck	-	43,544	-	-	-	-	-	-
Replace/trade Front End Loaders	-	-	-	-	-	-	-	-
Used Garbage Truck	-	116,730	-	-	-	-	-	-
Replace Mowers	-	16,050	15,000	-	-	-	-	-
Toolcat	-	30,000	30,000	-	-	-	-	-
Miscellaneous items	37,770	10,645	10,000	10,000	10,000	10,000	-	10,000
Park equipment	-	5,900	-	-	-	-	-	-
Office equip/computers	22,207	16,127	7,500	5,000	5,000	5,000	5,000	-
Total Expenditures	138,737	382,631	419,000	315,000	92,000	255,000	193,000	1,010,000
Fund Balance 12/31	\$ 219,525	\$ 55,394	\$ (15,606)	\$ (12,606)	\$ 116,894	\$ 54,894	\$ 89,394	\$ 277,394

Capital Outlay Funds Summary Data:

Total Tax Levy - 2020 Capital Outlay	<u>\$ 564,200</u>	Total Budget Expenditures - 2020	<u>\$ 804,000</u>
Total Tax Levy - 2019 Capital Outlay	<u>\$ 394,200</u>	Total Budget Expenditures - 2019	<u>\$ 854,636</u>
Total Tax Levy - 2018 Capital Outlay	<u>\$ 420,200</u>	Total Actual Expenditures - 2018	<u>\$ 589,291</u>

Description/Year Acquired	2018	2019	2020	2021	2022	2023	2024	2025
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Note: The following schedule is a summary of Engineering Department Capital Outlay. This department does not use direct tax levies as is done in the other funds for equipment purchases. The schedule below is used for scheduling future costs. Typically, the revenue generated from developer projects helps pay for these costs in years when new subdivisions are developed. In years without developer projects, these costs are included into another capital project fund and taxes are used to pay these costs.

Description/Year Acquired	2018	2019	2020	2021	2022	2023	2024	2025
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Engineering:

Computers	\$ -	\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Software	-	15,000	-	-	-	10,000	-	-
DesignJet 36" Plotter	-	-	3,000	-	-	-	3,500	-
Auto level	-	-	-	1,500	-	-	-	-
Total Expenditures	\$ -	\$ 18,000	\$ 8,000	\$ 6,500	\$ 5,000	\$ 15,000	\$ 8,500	\$ 5,000

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

	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Amended Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Fund Balance, Jan. 1 (estimate)	\$ (172,855)	\$ (48,288)	\$ (41,018)	\$ 314,332	\$ 96,990	\$ 253,984	\$ 970,977	\$ 32,971	\$ 39,964
Revenue:									
Tax Levy	909,529	787,597	1,087,597	1,097,597	1,107,597	1,117,597	1,127,597	1,137,597	1,147,597
Intergovernmental									
State transportation aids	807,148	928,200	1,067,453	1,227,571	1,411,707	1,411,707	1,411,707	1,411,707	1,411,707
State connecting highway aids	46,447	46,414	46,400	46,690	46,690	46,690	46,690	46,690	46,690
Grant - County Bridge Aid *	-	125,000	-	40,000	-	-	-	-	-
Special Assessments	19,925	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Other Grants	-	656,000	-	528,000	-	-	-	-	-
Impact Fees	79,836	129,359	61,400	40,000	40,000	40,000	40,000	40,000	40,000
LRIP Grant and other state pymts	49,576	-	-	51,800	-	-	50,000	-	-
Repayment of Loans	1,381	1,000	-	-	-	-	-	-	-
Other income	8,896	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	-	-	-	-	-	-	-	-	-
Total Revenue	1,922,738	2,694,570	2,283,850	3,052,658	2,626,994	2,636,994	2,696,994	2,656,994	2,666,994
Expenditures:									
Street Resurfacing & contracted services	1,523,561	1,000,000	400,000	400,000	-	1,400,000	1,300,000	-	2,300,000
Christmas lights	-	10,000	10,000	10,000	-	-	-	-	-
Village signs - wayfinding & welcome	-	25,000	50,000	-	-	-	-	-	-
Bridges - Meadowbrook Park	5,623	-	-	-	-	-	-	-	-
Capital Improvements:									
Engineering (net cost) overage	127,593	148,500	533,500	250,000	260,000	270,000	275,000	250,000	250,000
Bridges *	-	361,800	-	80,000	-	-	-	-	-
Milltown Road - ROW & Road	-	350,000	-	-	-	-	-	-	-
Velp Trail	-	-	100,000	900,000	-	-	-	-	-
Shawano Ave. - CTH "C"	-	-	-	-	-	-	360,000	-	-
Lineville Rd - CTH "M"	-	-	-	130,000	400,000	250,000	1,700,000	2,400,000	-
State Hwy 29/VV	-	30,000	675,000	1,500,000	1,600,000	-	-	-	-
Marley St	-	-	90,000	-	210,000	-	-	-	-
Tree plantings subdivisions	8,896	-	-	-	-	-	-	-	-
Velp Ave.	10,106	-	-	-	-	-	-	-	-
Appollo sidewalks	-	-	70,000	-	-	-	-	-	-
Miscellaneous	34,179	-	-	-	-	-	-	-	-
Vincent Road	88,213	762,000	-	-	-	-	-	-	-
Total Expenditures	1,798,171	2,687,300	1,928,500	3,270,000	2,470,000	1,920,000	3,635,000	2,650,000	2,550,000
Fund Balance, Dec. 31	\$ (48,288)	\$ (41,018)	\$ 314,332	\$ 96,990	\$ 253,984	\$ 970,977	\$ 32,971	\$ 39,964	\$ 156,958

Note: This schedule is used to assist the review of projects constructed in 2020 and review the timing of future projects over the next four years. This schedule is not a comprehensive plan but a tool to analyze approximate start dates for future projects based on available fund balance.

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

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

Capital Projects Fund - Roads and Infrastructure
Schedule of Accomplishments and Other Information

The preceding page reports the financial budget information for the Capital Improvements budget. The schedule below lists accomplishments from this fund over the past three years.

ACCOMPLISHMENTS

2019	<ol style="list-style-type: none"> 1. Updated the official road map of the village. 2. Installed one new subdivision called Howards Crossing that contains 53 new single family lots for future homes. 3. Completed the road resurfacing contract with a total contract price of \$1.7 million; approximately \$700,000 of the program was paid for through utility rehabilitation projects or billing other entities.
	<ol style="list-style-type: none"> 4. Collaborated with the Howard-Suamico School District to refurface their parking lot at Meadowbrook school and coordinated billings to the district.
2018	Completed road resurfacing contract with a total contract price of \$1.5 million.
2017	Completed road resurfacing contract with a total contract price of \$1.6 million.
2016	<ol style="list-style-type: none"> 1. Completed road resurfacing contract with a total contract price of \$1.3 million. Increased funding of resurfacing contracts for budgetary purposes from \$750,000 to \$1.3 million to allow for more roads to be resurfaced and keep up with the number of failing roads. 2. Increased funding of resurfacing contracts for budgetary purposes from \$750,000 to \$1.3 million to allow for more roads to be resurfaced and keep up with the number of failing roads.

Other Information:

The village does utilize special assessments for new infrastructure installations such as for roads, water mains, sanitary sewer mains, storm water mains and related laterals. Typically, such improvements are paid for by developers but adjoining property owners are assessed a portion of such costs.

The village has a warranty period for infrastructure that would allow for special assessments to be charged when replacing infrastructure, such as pavement during resurfacing projects, after the warranty period is expired. The village has not charged special assessments for any resurfacing projects in the past.

Village of Howard
Explanation of Transportation Aids Included in Capital Projects Fund

Please note that the State of Wisconsin establishes transportation aids with each biennial budget cycle. The state funding levels for the transportation aid changes with the state budget cycle. The amount of funding received by the village is dependent upon the state's funding level, the total of all expenditures reported by all municipalities of the state and one of three methods of calculating the aid payment. The table below reports the method used for the 2017 budget to determine the funding for the Village of Howard as calculated by the state.

2019 Transportation Aid Payment	\$ 928,220
Limits to Increase or Decrease of Aid for 2018:	
90% of prior year funding level	\$ 835,398
115% of prior year funding level	\$ 1,067,453
6-Year Average Costs (2013-2018)	\$ 6,943,826
3-Year Average Costs (2016-2018)	\$ 7,063,440
2016 Costs	\$ 8,424,930
6-year Average Cost	\$ 6,943,826
SOC Percentage	<u>17.7239%</u>
SOC Amount	<u>\$ 1,230,717</u>
 2020 Transportation Aid Payment	 <u>\$ 1,067,453</u>

Year	Annual Road Cost	6-Year Average	3-Year Average
2018	\$ 6,486,761	\$ 6,943,826	\$ 7,063,440
2017	\$ 6,278,630	\$ 6,357,185	\$ 8,053,449
2016	\$ 8,424,930	\$ 5,804,732	\$ 8,606,299
2015	\$ 9,456,786	\$ 4,860,791	\$ 6,824,211
2014	\$ 7,937,181	\$ 3,865,200	\$ 4,660,920
2013	\$ 3,078,665	N/A	\$ 3,003,166
2012	\$ 2,966,915	N/A	\$ 2,897,371
2011	\$ 2,963,917	N/A	\$ 3,069,479
2010	\$ 2,761,282	N/A	N/A
2009	\$ 3,483,238	N/A	N/A

ENGINEERING DEPARTMENT

Explanation and Assumptions of Engineering Fees:

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

Historical Summary of Department

	2016 Actual	2017 Actual	2018 Actual	2019 Est. Actual	2020 Budget
Fees (nontax items)	\$ -	\$ -	\$ -	\$ 295,000	\$0
Engineering Expenses	(436,234)	(491,227)	(561,345)	(543,500)	(533,500)
Exp. allocated to projects	261,200	273,900	433,752	100,000	
Net operations	(\$175,034)	(\$217,327)	(\$127,593)	(\$148,500)	(\$533,500)

Activities, services or functions:

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

Budget Line Item Summary:	2018 Actual	2019 Estimated	2020 Budget	2020 Percentage
Contracted Services	\$31,142	\$45,000	\$45,000	8.43%
Insurance	27,616	22,000	22,000	4.12%
Telephone	4,782	4,600	4,600	0.86%
Repairs, Maintenance, Fuel	2,539	3,000	3,000	0.56%
Workshops and Conference	1,180	4,400	4,400	0.82%
Subscriptions	274	500	500	0.09%
Supplies	19,407	16,000	16,000	3.00%
Capital Outlay	-	18,000	8,000	1.50%
Employee Benefits	103,610	100,000	100,000	18.74%
Salaries and Wages	370,795	330,000	330,000	61.86%
Totals	\$561,345	\$543,500	\$533,500	100.00%

Engineering Department Continued

	2018 Positions FTE	2019 Positions FTE	2020 Positions FTE
Engineer	0.85	0.85	0.85
Staff Engineer	0.85	0.85	0.85
Engineer Tech	0.50	0.50	0.50
Part-time Techs <i>(3 part-time each year)</i>	1.00	1.00	1.00

2020 Budget Analysis:

The village may developed 75 lots in 2019 and is anticipating development of 50 lots in 2020. The engineering fees charged on the project will assist in lowering the departments net cost to the point of actually contributing more money to the Capital Improvement Fund.



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 109 miles of water mains and access to over 90 miles of sanitary sewer mains. The sewer utility waste flows to the Green Bay Metropolitan Sewage District (GBMSD), or NEW Water, 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 certain 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 2014 with approval coming from the PSC in October 2014. The overall water revenue requirements were increased by 5.75% 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 and the village increased rates during the 2017 budget process. 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 2018 amounts used represent estimated actual results for all of 2018. 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 2018 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 3,301 s.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 \$16.08 per ERU in 2018. See chart below on rates for comparing per year.

The village converted to a monthly billing in 2008. User fees for most customers of the storm sewer utility are now based on a monthly rate of \$5.36 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.

In April 2011 through October 2014, the restaurant operations of the club house were rented to a local company called Coaches Corner. Since October 2014, the village has been operating the restaurant.

Water Utility Rates

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

	2015-2018	2012-2014	2009-2011
Up to 10,000 gallons	\$6.85	\$6.05	\$5.10
Next 90,000 gallons	\$6.65	\$5.75	\$4.35
Over 100,000 gallons	\$6.40	\$5.50	\$3.25

Service charge based on meter size:

	Monthly Rates				
	2015-2019	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.

	2020	2018 - 2019	2017	2016	
Vol chrg (per 1,000 gal)	\$6.30	\$5.90	\$5.10	\$4.40	
Service charge	\$7.00	\$6.60	\$6.00	\$4.00	
<i>Industrial surcharges:</i>					
BOD > 266 mg/l	\$0.33495	\$0.35126	\$0.41913	\$0.43068	per pound
TSS > 266 mg/l	\$0.27939	\$0.28304	\$0.36651	\$0.41292	" "
Phosphorus > 10 mg/l	\$0.71622	\$0.75833	\$0.58901	\$0.60597	" "
TKN > 46 mg/l	\$0.82303	\$0.75560	\$0.76448	\$0.64043	" "

Note: The rates for the four industrial surcharges represent the anticipated change effective January 1, 2019 and are matching the GBMSD's rates found in their budget document.

Storm Water Utility Rates

	2018-2019	2017	2016/2015	2008 thru 2014
ERU quarterly rate	\$16.08	\$15.78	\$15.48	\$13.00
ERU monthly rate	\$5.36	\$5.26	\$5.16	\$4.33
	2018-2019		2017	
Golf Course Rates 2015, 2014 and 2013	9 holes	18 holes	9 holes	18 holes
Daily rate	\$17.25	\$26.00	\$16.50	\$25.00
League rate	\$15.00	N/A	\$14.50	N/A
Senior rate	\$15.00	\$22.00	\$14.50	\$22.00
Junior rate	\$9.00	\$18.00	\$9.00	\$18.00
Membership fees-single		\$250	annual fee	\$625
Membership fees-married couple		N/A	annual fee	\$875
Membership fees - senior (over 60)		\$250	annual fee	\$480
Membership fees-married senior (over 60)		\$500	annual fee	\$680
Membership fees - junior (16 and under)		\$250	annual fee	\$200

Apartment Complex

In 2019, the village completed construction of two apartment buildings located in the village center on property owned by the village. The two buildings have been renting units since September 2018 and by October 2019, all the units were fully rented. In 2019, construction began on Building C, the final building of the complex with anticipated completion in March 2020.

The complex will have one bedroom and two bedroom units. There are two retail spaces available for rental on the bottom floor of Building A. Rents for the residential spaces are as follows:

	<i>Rents range</i>
one-bedroom units	\$800-\$1,000
two-bedroom units	\$1,100 - \$1,650

The contracted property manager will have the right to adjust rates as deemed necessary based on market conditions. The property manager will remain familiar with market rates for similar apartment facilities and adjust rates accordingly.

The budget found on the following pages reflects estimated rental activity for 2018 and 2019 based on the contracted managers experience in the industry with similar rental units.

VILLAGE OF HOWARD, WISCONSIN
Combining Budget for Enterprise Funds
For Year Beginning January 1, 2020

	Water Utility	Sanitary Sewer Utility	Storm Water Utility	Golf Course	Apartment Buildings	Total Combined
Operating Revenue	\$ 5,175,800	\$ 4,359,700	\$ 1,087,800	\$ 567,200	\$ 2,592,500	\$ 13,783,000
Operating Expenses						
Operation and maintenance	4,127,900	2,826,600	571,938	420,200	622,500	8,569,138
Administrative and general	507,100	442,690	-	8,000	-	957,790
Depreciation and amortization	666,000	385,000	268,000	60,000	-	1,379,000
Total Operating Expenses	5,301,000	3,654,290	839,938	488,200	622,500	10,905,928
Operating Income	(125,200)	705,410	247,862	79,000	1,970,000	2,877,072
Nonoperating Revenues (Expenses)						
Interest revenue	50,000	45,000	5,000	100	10,000	110,100
Interest expense	(18,400)	-	-	-	(1,128,000)	(1,146,400)
Operating transfers out	-	-	-	-	-	-
Contributed capital	-	-	110,000	-	-	110,000
Transfers out (formerly Taxes)	(572,500)	(12,000)	-	-	-	(584,500)
Total Nonoperating Revenues (Expenses)	(540,900)	33,000	115,000	100	(1,118,000)	(1,510,800)
Change in Net Assets	(666,100)	738,410	362,862	79,100	852,000	1,366,272
Net Assets - January 1	29,067,930	26,320,536	27,056,600	2,883,790	(36,380)	85,292,476
Net Assets - December 31	\$ 28,401,830	\$ 27,058,946	\$ 27,419,462	\$ 2,962,890	\$ 815,620	\$ 86,658,748

VILLAGE OF HOWARD, WISCONSIN
Comparative Budget for Water Utility
For Year Beginning January 1, 2020

	2018 Actual	2019 Estimated Actual	2020 Budget
Operating Revenue			
Charges for services	\$ 5,443,892	\$ 4,854,700	\$ 4,901,600
Other	291,904	269,900	274,200
	<hr/>		
Total Operating Revenue	5,735,796	5,124,600	5,175,800
	<hr/>		
Operating Expenses			
Operation and maintenance	3,798,565	3,980,895	4,127,900
Administrative and general	416,028	408,200	507,100
Depreciation	641,617	656,000	666,000
	<hr/>		
Total Operating Expenses	4,856,210	5,045,095	5,301,000
	<hr/>		
Operating Income	879,586	79,505	(125,200)
	<hr/>		
Nonoperating Revenues (Expenses) & Transfers			
Interest revenue	60,364	50,900	50,000
Other revenue	-	-	-
Interest and amortization expense	(26,561)	(23,800)	(18,400)
Capital contributions	668,238	424,000	-
Transfers out	(587,234)	(569,100)	(572,500)
	<hr/>		
Total Nonoperating Revenues (Expenses) Transfers and Capital contributions	114,807	(118,000)	(540,900)
	<hr/>		
Change in Net Assets	994,393	(38,495)	(666,100)
	<hr/>		
Net Assets - January 1	28,112,032	29,106,425	29,067,930
	<hr/>		
Net Assets - December 31	\$ 29,106,425	\$ 29,067,930	\$ 28,401,830
	<hr/>		

WATER UTILITY

REVENUE - CHARGES FOR SERVICE

Historical Summary:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$5,022,442	\$5,333,162	\$5,380,247	\$5,443,892	\$4,854,700	\$4,901,600
Percentage Change	6.19%	0.88%	1.18%	-10.82%	0.97%

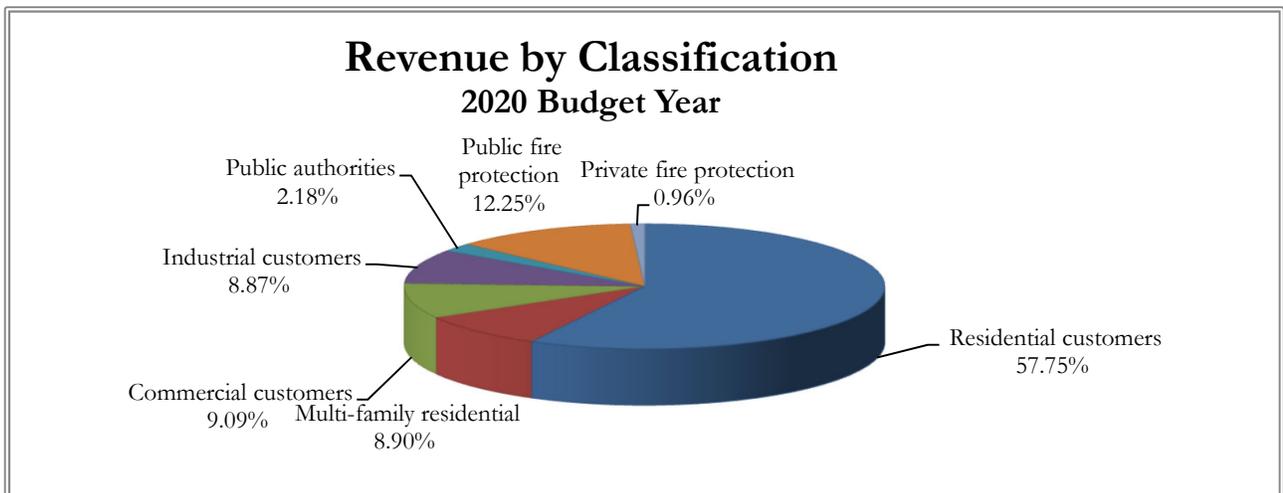
Explanations and Assumptions:

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 residential, 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:	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Residential customers	\$ 2,836,087	\$ 2,800,000	\$ 2,828,000	57.70%
Multi-family residential	430,215	431,800	436,100	8.90%
Commercial customers	970,413	440,800	445,200	9.08%
Industrial customers	466,759	430,000	434,300	8.86%
Public authorities	102,797	107,000	107,000	2.18%
Public fire protection	586,308	593,800	599,700	12.23%
Private fire protection	46,827	47,000	47,000	0.96%
Other metered sales	4,486	4,300	4,300	0.09%
Total Charges for Service	\$ 5,443,892	\$ 4,854,700	\$ 4,901,600	99.91%

2020 Budget Analysis:

The budget reflects an 1% increase in all revenue categories, except private fire protection and other metered sales. A 1% growth factor was used based on estimates of a 1% growth in the number of customers in 2020 for new construction.



WATER UTILITY

REVENUE - OTHER

Historical Summary:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$222,485	\$258,189	\$269,145	\$291,904	\$269,900	\$274,200
Percentage Change	16.05%	4.24%	13.06%	-7.54%	1.59%

Explanations and Assumptions:

Forfeited discounts are earned whenever a customer becomes delinquent in payment of billings. The rate for forfeited discounts is 0.8% per month of delinquency. There is also a 10% penalty applied to all outstanding accounts that exist on November 1 of each year. Rent is for cell towers located on top of water towers. The miscellaneous revenues are made up of turn-on fees, rate of return on water meters and other items.

Line item detail:	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Forfeited discounts	\$ 29,780	\$ 31,500	\$ 31,800	11.60%
Rents	\$ 203,511	\$ 176,100	\$ 179,500	65.46%
Miscellaneous	58,613	62,300	62,900	22.94%
Total Other Revenue	\$ 291,904	\$ 269,900	\$ 274,200	100.00%

2020 Budget Analysis:

Forfeited discounts are expected to increase by an estimated 1.0% in 2020 due to estimated increase in number of customers.

WATER UTILITY

EXPENSE - OPERATIONS AND MAINTENANCE

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

OBJECTIVES

- 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

2019	Replaced reservoir #2 roof. Painted water tower #4. Installed chlorine safety shutoff devices. Updated SCADA radios. Began LIDAR leak detection. Staff performed leak work.
2018	Continued leak detection services throughout the year. Hired a new employee after the working foreman retired 35+ years of service.
2017	Continued leak detection services throughout the year and fixing leaks as discovered. Making the system more productive by less use of water due to leak detection.

Quantitative Performance Measures:

Year	Number of gallons			Sold & Used	Percentage Sold
	Well water	Purchased water	Total Water		
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	713,000	598,115,000	598,828,000	507,155,000	84.7%
2016	794,000	578,710,000	579,504,000	528,406,000	91.2%
2017	908,000	572,804,000	573,712,000	509,251,000	88.8%
2018	1,102,000	623,689,000	624,791,000	515,965,765	82.6%
2019 estimates	750,000	595,000,000	595,750,000	540,750,000	90.8%

PROGRAM EXPENDITURES

	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Operation labor	\$ 16,359	\$ 18,000	\$ 18,400	0.45%
Pumping operating labor	-	-	-	0.00%
Water purchased	3,013,392	2,969,100	2,951,200	71.49%
Source of supply miscellaneous	125	740	500	0.01%
Source of supply - maintenance	60	455	500	0.01%

PROGRAM EXPENDITURES (Continued)

Fuel for pumping	\$ 19,726	\$ 22,200	\$ 24,000	0.58%
Pumping supplies	35	500	200	0.00%
Maintenance pumping plant	11,701	-	10,000	0.24%
Water treatment labor	23,407	23,000	23,900	0.58%
Chemicals	7,200	7,150	7,200	0.17%
Water treatment supplies	9,789	2,200	2,500	0.06%
Water treatment plant maintenance	2,997	7,100	7,000	0.17%
Transmission labor	1,907	2,700	2,800	0.07%
Transmission supplies	59,651	46,700	46,700	1.13%
Rent	36,000	36,000	36,000	0.87%
Maintenance structures (painting)	1,895	510,000	650,000	15.75%
Maintenance - distribution	5,647	16,500	20,000	0.48%
Maintenance - watermains	237,260	50,000	50,000	1.21%
Maintenance - fire mains	17,711	14,000	15,000	0.36%
Maintenance - services	119,071	80,000	80,000	1.94%
Maintenance - meters	14,917	26,000	15,000	0.36%
Maintenance - hydrants	99,965	60,000	85,000	2.06%
Maintenance - misc plant	33,339	20,000	20,000	0.48%
Meter reading labor	4,206	9,050	-	0.00%
Accounting dept. labor	57,843	58,200	60,500	1.47%
Customer account supplies	4,362	1,300	1,500	0.04%
Total Operations & Maint.	\$ 3,798,565	\$ 3,980,895	\$ 4,127,900	100.00%

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 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
Accountant Asst/bookkeeper	0.15	0.15	0.15
Utility billing clerk	0.40	0.40	0.40
Total FTEs	4.45	4.45	4.45

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$3,422,316	\$3,440,074	\$3,536,507	\$3,798,565	\$3,980,895	\$4,127,900
Percentage Change	0.52%	2.80%	7.41%	4.80%	3.69%

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

2019	Outsourced meter testing at a cost of \$10,000 annually.
2018	Continued exercising water valves. Hired one new laborer in the water utility to replace another employee retiring after 30 years of service.
2017	Continued implementation of a water valve exercising program.

	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Administration labor	\$ 153,474	\$ 148,900	\$ 165,900	32.72%
Office supplies	37,110	40,000	45,000	8.87%
Outside services employed	25,290	20,000	67,000	13.21%
Property insurance	21,058	21,000	23,100	4.56%
Injuries and damages	22,736	22,700	20,000	3.94%
Pensions and other benefits	150,697	150,000	180,000	35.50%
Other expenses	-	-	100	0.02%
Regulatory commission exp	5,663	5,600	6,000	1.18%
Total Administration/General	\$ 416,028	\$ 408,200	\$ 507,100	100.00%

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 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
Public Works Assistant Director	0.20	0.20	0.20
Administrative assistants	0.45	0.45	0.45
Engineer Tech & GIS operator	0.45	0.45	0.45
Total FTEs	1.65	1.65	1.65

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Est. Actual	2020 Budget
\$388,583	\$376,149	\$463,718	\$416,028	\$408,200	\$507,100
Percentage Change	-3.20%	23.28%	-10.28%	-1.88%	24.23%

2020 Budget Analysis - Operations and Maintenance:

In 2007, the Village began purchasing water from the Central Brown County Water Authority (Water Authority). Since then, payments to the Authority have been 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 provided for the 2020 budget amount.

2020 Budget Analysis - Administration and General

Adjusted budget amounts based on historical trends and averages. Pension and other benefits will increase in 2020 primarily as a result of an estimated 15% increase in health insurance costs.

2020 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 represents estimates of the 2020 expense based on current rates of depreciation and estimates of additions and deletions to fixed asset.

2020 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
Schedule of Estimated Cash Flows by Year - Water Utility

	2019 Estimate	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Cash Balance, Jan. 1	\$2,876,811	\$2,253,903	\$798,050	\$626,145	(\$453,368)	(\$1,351,032)
Revenue:						
Charges for Services	4,854,700	4,901,600	5,146,680	5,223,836	5,302,193	5,381,751
Change in Accounts Receivable - convert to cash	50,000	(50,000)	50,000	(50,000)	50,000	(50,000)
Change in Accrued Liabilities	(30,000)	(30,000)	(10,000)	(10,000)	(10,000)	(10,000)
Other revenue	269,900	274,200	274,200	274,200	274,200	274,200
Cash collections of Special Assessments	471,400	272,000	250,000	300,000	300,000	300,000
Interest income	50,900	50,000	26,000	26,000	27,000	27,000
Rents before transferred out	170,712	173,000	206,000	206,000	206,000	206,000
Intergov't - Grants	-	500,000	-	-	-	-
Operating expenses						
Operating expenses	(3,980,895)	(4,127,900)	(4,231,100)	(4,336,900)	(4,445,300)	(4,556,400)
Administrative expenses	(408,200)	(507,100)	(519,778)	(532,799)	(546,182)	(559,826)
Capital Improvements & Equipment	(450,000)	(2,190,000)	(125,000)	(930,000)	(800,000)	(1,145,000)
New subdivisions	(900,000)	-	(500,000)	(500,000)	(500,000)	(500,000)
Interest expense	(17,325)	(14,153)	(10,508)	(6,450)	(2,175)	-
Principal payments on debt	(135,000)	(135,000)	(145,000)	(150,000)	(150,000)	-
Transfers out	(569,100)	(572,500)	(583,400)	(593,400)	(603,400)	(613,400)
Cash Balance, Dec. 31	\$2,253,903	\$798,050	\$626,145	(\$453,368)	(\$1,351,032)	(\$2,596,708)

VILLAGE OF HOWARD, WISCONSIN

Comparative Budget for Sewer Utility

For Year Beginning January 1, 2020

	2018 Actual	2019 Estimated Actual	2020 Budget
Operating Revenue			
Charges for services	\$4,062,134	\$4,031,600	\$4,336,000
Other	153,665	152,700	23,700
Total Operating Revenue	4,215,799	4,184,300	4,359,700
Operating Expenses			
Operation and maintenance	2,494,569	2,775,236	2,826,600
Administrative and general	424,511	433,900	442,690
Depreciation	385,999	375,000	385,000
Total Operating Expenses	3,305,079	3,584,135	3,654,290
Operating Income (Loss)	910,720	600,165	705,410
Nonoperating Revenues (Expenses)			
Interest revenue	44,511	46,000	45,000
Interest expense	-	-	-
Capital contributions	645,948	532,000	-
Transfers (formerly Taxes)	(11,077)	(11,300)	(12,000)
Total Nonoperating Revenues (Expenses)	679,382	566,700	33,000
Change in Net Assets	1,590,102	1,166,865	738,410
Net Assets - January 1	23,563,569	25,153,671	26,320,536
Net Assets - December 31	\$25,153,671	\$26,320,536	\$27,058,946

SEWER UTILITY

REVENUE - CHARGES FOR SERVICE

Historical Summary:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$2,988,423	\$3,024,720	\$3,858,251	\$4,062,134	\$4,031,600	\$4,336,000
Percentage Change	1.21%	27.56%	5.28%	-0.75%	7.55%

Explanations and Assumptions:

The sewer rates are established by the village board. Sewage treatment is performed by GBMSD.

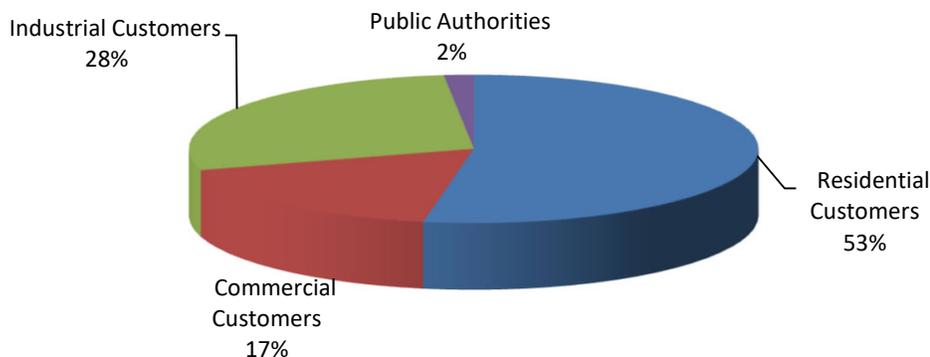
The 2020 budget amounts are based on the combination of historical trends, estimated new housing starts and new businesses. A rate increase of 1.6% is expected from GBMSD for 2019 and is factored into the budget.

Line item detail:	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Residential Customers	\$2,151,677	\$2,130,000	\$2,291,000	52.84%
Commercial Customers	704,634	707,000	759,100	17.51%
Industrial Customers	1,140,452	1,130,000	1,212,600	27.97%
Public Authorities	65,371	64,600	73,300	1.69%
Total Charges for Service	\$4,062,134	\$4,031,600	\$4,336,000	100.00%

2020 Budget Analysis:

Sewer rates were increased in January 2017 and again in January 2020. NEW Water (formerly GBMSD) has increased rates for sewer treatment over recent past years and have a planned increase in 2020 of 1.6% on the flow of sewage. This budget is proposing adding \$240,000 in revenue accounts above through rate increases.

Sewer Revenue by Classification 2019 Budget Year



SEWER UTILITY

REVENUE - OTHER

Historical Summary:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$14,466	\$19,384	\$21,314	\$153,665	\$152,700	\$23,700
Percentage Change	34.00%	9.96%	620.96%	-0.63%	-84.48%

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 0.8% 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:	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Forfeited discounts	\$19,596	\$19,500	\$19,700	83.12%
Miscellaneous	134,069	133,200	4,000	16.88%
Total Other Revenue	\$153,665	\$152,700	\$23,700	100.00%

2020 Budget Analysis:

The budget reflects an estimated 1% increase in forfeited discounts for 2018 based on utility growth. Miscellaneous revenue consists primarily of lot sales from a village subdivision in 2017 and 2018; no such sales will occur in 2019 as all the remaining lots were sold in 2018.

SEWER UTILITY

EXPENSE - OPERATIONS AND MAINTENANCE

MISSION Provide a safe, functional, well-maintained infrastructure by providing 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

2017 - 2019	Continued monitoring flow results by updating spreadsheet with flow data. Continued with sewer cleaning and inspection program.
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PROGRAM EXPENDITURES	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Operation labor	\$41,571	\$22,000	\$22,600	0.80%
Fuel for pumping	7,943	8,000	8,300	0.29%
Phosphorus chemicals	-	-	-	0.00%
Transportation expense	8,623	14,000	15,000	0.53%
Green Bay Met Charges-treatment	2,248,261	2,494,236	2,534,100	89.65%
Maintenance - Collection	116,909	140,000	145,600	5.15%
Maintenance - Pumping	11,009	12,000	13,000	0.46%
Maintenance - General Plant	1,045	10,000	10,000	0.35%
Billing labor and supplies	59,208	75,000	78,000	2.76%
Total Operating Expenses	\$2,494,569	\$2,775,236	\$2,826,600	100.00%

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 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
Accountant asst/bookkeeper	0.00	0.15	0.15
Clerk Typist	0.25	0.25	0.25
Meter reader	0.25	0.25	0.25

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$2,177,214	\$2,229,431	\$2,734,023	\$2,494,569	\$2,775,236	\$2,826,600
Percentage Change	2.40%	22.63%	-8.76%	11.25%	1.85%

SEWER UTILITY

EXPENSE - ADMINISTRATION AND GENERAL

MISSION Protect the safety and security of customers by providing communication, personnel training and adequate funding for operations.

GOALS Make available access to the public for any sewer related concerns.
 Perform all administrative functions of the utility such as preparing service orders.
 Review sewer rates through the budget process to determine adequacy of funding operations.

ACCOMPLISHMENTS

2019	Created a western area sewer service plan for the VV interchange project.
2017-2018	1. Updated sewer replacement schedule and continued to replace sewer lines as needed.

PROGRAM EXPENDITURES	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Administration labor	\$ 133,445	\$ 137,300	\$ 142,800	32.26%
Meter reading labor	4,206	-	-	0.00%
Meter supplies (50% meter exp)	16,583	26,000	15,000	3.39%
Office supplies	31,441	32,000	31,000	7.00%
Outside services employed	14,184	10,000	15,000	3.39%
Property insurance	28,514	29,000	27,000	6.10%
Pensions & benefits	106,075	109,500	120,390	27.20%
Uncollectible accounts	-	500	500	0.11%
Miscellaneous (ROR)	54,063	53,600	55,000	12.42%
Rents	36,000	36,000	36,000	8.13%
Total Administration	\$ 424,511	\$ 433,900	\$ 442,690	100.00%

2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
------------------------------------	------------------------------------	------------------------------------

Administrator	0.10	0.10	0.10
Public Works Director	0.20	0.20	0.20
Public Works Assistant 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

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$315,610	\$381,551	\$369,797	\$424,511	\$433,900	\$442,690
Percentage Change	20.89%	-3.08%	14.80%	2.21%	2.03%

SEWER UTILITY

2020 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 2020 budget reflects an increase based on GBMSD estimates.

2020 Budget Analysis - Administration and General

Pensions and benefits and administrative salaries make up the largest item within this category. For 2020, health insurance costs are estimated to increase by up to 15% based on preliminary cost estimates from the village health insurance agent.

2020 Budget Analysis - Depreciation:

The calculation of plant depreciation is based on estimated life of each class of asset as determined by the PSC for the water utility. The budget amount represent estimates of the 2020 expense based on current rates of depreciation and estimates of additions and deletions to fixed assets.

2019 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
Schedule of Estimated Cash Flows by Year - Sewer Utility

	2019 Estimate	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Cash Balance, Jan. 1	\$ 1,782,509	\$ 2,649,673	\$ 1,568,083	\$ 1,582,337	\$ 1,700,157	\$ 2,382,178
Revenue:						
Charges for Services	4,031,600	4,336,000	4,379,300	4,379,300	4,423,011	4,423,011
Change in Accounts Receivable - convert to cash	(50,000)	50,000	(50,000)	(50,000)	50,000	(50,000)
Change in Accrued Liabilities	(30,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Other revenue-forfeited discounts	152,700	23,700	20,000	20,000	20,000	20,000
Special Assessments and capital contributions	560,100	380,000	190,967	283,366	416,700	400,000
Interest income	46,000	45,000	45,000	45,000	45,000	45,000
Intergov't - Grants & Sales Taxes	-	-	-	-	-	-
Operating expenses	(2,775,236)	(2,826,600)	(2,897,238)	(2,969,687)	(3,043,946)	(3,120,018)
Administrative expenses	(433,900)	(442,690)	(453,774)	(465,160)	(476,744)	(488,626)
Capital Improvements & Equipment	(185,000)	(2,630,000)	(745,000)	(700,000)	(325,000)	(325,000)
New subdivisions	(437,800)	-	(450,000)	(400,000)	(400,000)	(400,000)
Interest expense	-	-	-	-	-	-
Principal payments on debt	-	-	-	-	-	-
Transfers out (payment in-lieu of tax)	(11,300)	(12,000)	(20,000)	(20,000)	(22,000)	(25,000)
Cash Balance, Dec. 31	\$ 2,649,673	\$ 1,568,083	\$ 1,582,337	\$ 1,700,157	\$ 2,382,178	\$ 2,856,545

VILLAGE OF HOWARD, WISCONSIN
Comparative Budget for Storm Water Utility
For Year Beginning January 1, 2020

	2018 Actual	2019 Estimated Actual	2020 Budget
Operating Revenue			
Charges for services	\$ 1,058,904	\$ 1,060,900	\$ 1,083,200
Other - forfeited discounts and land sales	41,879	4,400	4,600
Total Operating Revenue	1,100,783	1,065,300	1,087,800
Operating Expenses			
Operation, maintenance and general	547,555	522,300	571,938
Depreciation	266,021	260,000	268,000
Total Operating Expenses	813,576	782,300	839,938
Operating Income	287,207	283,000	247,862
Nonoperating Revenues (Expenses)			
Interest revenue	64,276	5,000	5,000
Other revenue	-	-	-
Capital contributions (special assessments) & grants	2,706,554	460,000	110,000
Total Nonoperating Revenues (Expenses)	2,770,830	465,000	115,000
Change in Net Assets	3,058,037	748,000	362,862
Net Assets - January 1	23,250,563	26,308,600	27,056,600
Net Assets - December 31	\$ 26,308,600	\$ 27,056,600	\$ 27,419,462

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:

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$893,635	\$899,398	\$935,803	\$1,058,904	\$1,060,900	\$1,083,200
Percentage Change	0.64%	4.05%	13.15%	0.19%	2.10%

Explanations and Assumptions:

The storm water utility rates were most recently adjusted effective on March 1, 2017. The rates are based on 3,301 square footage of impervious surface equaling one Equivalent Residential Unit (ERU). Rate requirements are reviewed annually with each budget document and based on cash flow requirements for operating and capital needs.

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

Line item detail:	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
ERU's Revenue	\$ 1,057,504	\$ 1,057,900	\$ 1,080,200	99.72%
Plan review fees	1,400	3,000	3,000	0.28%
Total Charges for Service	\$ 1,058,904	\$ 1,060,900	\$ 1,083,200	100.00%

2020 Budget Analysis:

Estimated revenue from ERU's in 2020 is based on the current actual number of ERU's plus an estimated increase of 70 more ERU's in 2020 for one-half the year. Plan review fees historically have fluctuated from year to year, ranging between \$0-\$4,500, contingent upon plans submitted for review; utilized a conservative estimate for 2020 based on historical trends.

STORM WATER UTILITY

OPERATING EXPENSES

MISSION Provide safe, functional, well-maintained infrastructure by providing clean water from storm events that flow 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

2019	Installed pond plantings all most of village owned ponds. Performed MS4 pond inspections.
2018	Continued 4x10's for fall leaf collection.
2017	Maintained services into 2017. Continued enforcement of runoff ordinance requirements. Continued one man leaf pickup services with satisfied customers.

	2018 Actual	2019 Est. Actual	2020 Budget	Percent of budget
Insurance	\$ 12,916	\$ 9,300	\$ 10,238	1.78%
Workers compensation	9,372	13,000	13,500	2.49%
Contracted services	43,479	50,000	65,000	9.57%
Repairs, maintenance & fuel	65,061	65,000	70,000	12.44%
Other supplies & expenses	73,686	60,000	70,000	11.49%
Employee benefits	96,673	87,000	95,700	16.66%
Salaries and wages	246,368	238,000	247,500	45.57%
Rent & other charges	-	-	-	0.00%
Total Administration	\$ 547,555	\$ 522,300	\$ 571,938	100.00%

STORM WATER UTILITY - Operating Expenses (Continued):

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 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
Public Works Assistant 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	4.35	4.35	4.35

2020 Budget Analysis:

The 2020 budget is anticipating a 10% increase in benefits due to an estimated 15% increase in health insurance. Increased wages to allow for a 1.5% cost of living increase plus a possible step increase. Contracted services has noted large changes in recent years requiring an average to be used for budget purposes.

2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated Actual	2020 Budget
\$562,323	\$739,823	\$618,319	\$547,555	\$522,300	\$571,938
Percentage Change	31.57%	-16.42%	-11.44%	-4.61%	9.50%

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

	2019 Estimate	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Cash Balance, Jan. 1 (estimate)	\$543,489	\$2,449,689	\$3,610,551	\$3,320,315	\$2,787,018	\$2,654,956
Revenue						
Charges for Services (Storm Fees)	1,057,900	1,080,200	962,993	1,085,040	1,095,801	1,113,728
Plan review fees	3,000	3,000	1,500	1,500	1,500	1,500
Other revenue	4,400	4,600	6,000	6,000	6,000	6,000
Special Assessments and lot sales	2,745,400	1,400,000	1,450,000	1,975,000	2,000,000	2,500,000
Interest income	5,000	5,000	500	-	500	500
Intergov't - Grants & Sales Taxes	29,800	-	-	-	-	-
Operating expenses	(522,300)	(571,938)	(586,228)	(600,837)	(615,863)	(631,307)
Capital Improvements & Equipment	(117,000)	(760,000)	(125,000)	(600,000)	(320,000)	(240,000)
New subdivisions	(1,300,000)	-	(2,000,000)	(2,400,000)	(2,300,000)	(2,600,000)
Cash Balance, Dec. 31 (estimate)	\$2,449,689	\$3,610,551	\$3,320,315	\$2,787,018	\$2,654,956	\$2,805,377

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:

	2019	2020	2021	2022	2023	2024
Quarterly fee, per ERU	\$15.78	\$15.78	\$16.02	\$18.00	\$18.27	\$18.54
Monthly fee, per ERU	\$5.26	\$5.26	\$5.34	\$6.00	\$6.09	\$6.18

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

For Year Beginning January 1, 2020

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	2020	50,000	50,000	50,000
Kimps Ct underdrain/Brookfield stumps	2020	-	-	50,000
Roadside mower	2020	-	285,000	-
Hydro-seeder	2020	-	-	10,000
Good Shepherd pond property	2020	-	-	100,000
Truck #168	2020	260,000	-	-
Pickup truck	2020	-	37,000	-
Used forklift	2020	-	19,000	-
Pond on Old Shawano & Valley Brooke	2020	30,000	22,000	200,000
Emergency lift station pumps	2020	-	17,000	-
County VV & Milltown (debt issue sewer)	2020	1,400,000	2,200,000	-
Valley Brook pond	2020	-	-	150,000
DPW Roof replacement	2020	450,000	-	-
Ditching on Russet Ct.	2020	-	-	200,000
<i>Totals for 2020</i>		2,190,000	2,630,000	760,000
Rehab projects	2021	50,000	50,000	50,000
County VV-Marley ROW	2021	75,000	-	75,000
Truck #464	2021	-	260,000	-
Valley Ln lift station controls	2021	-	35,000	-
Sewer jet	2021	-	400,000	-
<i>Totals for 2021</i>		125,000	745,000	125,000
Rehab projects	2022	50,000	50,000	50,000
Semitractor	2022	120,000	-	-
Truck #167	2022	260,000	-	-
Marley utilities	2022	500,000	650,000	550,000
<i>Totals for 2022</i>		930,000	700,000	600,000
Rehab projects	2023	50,000	50,000	50,000
Chipper	2023	-	-	120,000
Dump truck #463	2023	-	275,000	-
Bakers Creek	2023	-	-	150,000
Milltown/Glendale waterloop	2023	750,000	-	-
<i>Totals for 2023</i>		800,000	325,000	320,000

Project Name	Year	Water	San. Sewer	Storm Water
Rehab projects	2024	50,000	50,000	50,000
Utility van	2024	140,000	-	-
County C (Shawano)	2024	180,000	550,000	-
Lineville Rd/Brookfield utilities install	2024	500,000	250,000	-
Dump truck #368	2024	275,000	-	-
Toolkat	2024	-	-	40,000
Seligman ditching	2024	-	-	150,000
<i>Totals for 2024</i>		1,145,000	850,000	240,000
Total Five Year Amount		\$ 5,190,000	\$ 5,250,000	\$ 2,045,000
Average Per Year		\$ 1,038,000	\$ 1,050,000	\$ 409,000

Water and Sewer Debt Service Summary

In 2019, there is only one outstanding debt issue affecting the water and sewer utilities. The item is described below and affects only the water utility.

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

1. 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. 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 Water Utility GO Debt obtained a rating of AA by Standard & Poor's along with all other village-wide GO debt issues. Should the utility be unable to make a payment on this GO debt issue, the village tax base will support this debt. Management believes the utility will be able to make all required debt payments without utilizing any taxes to cover the debt payments.

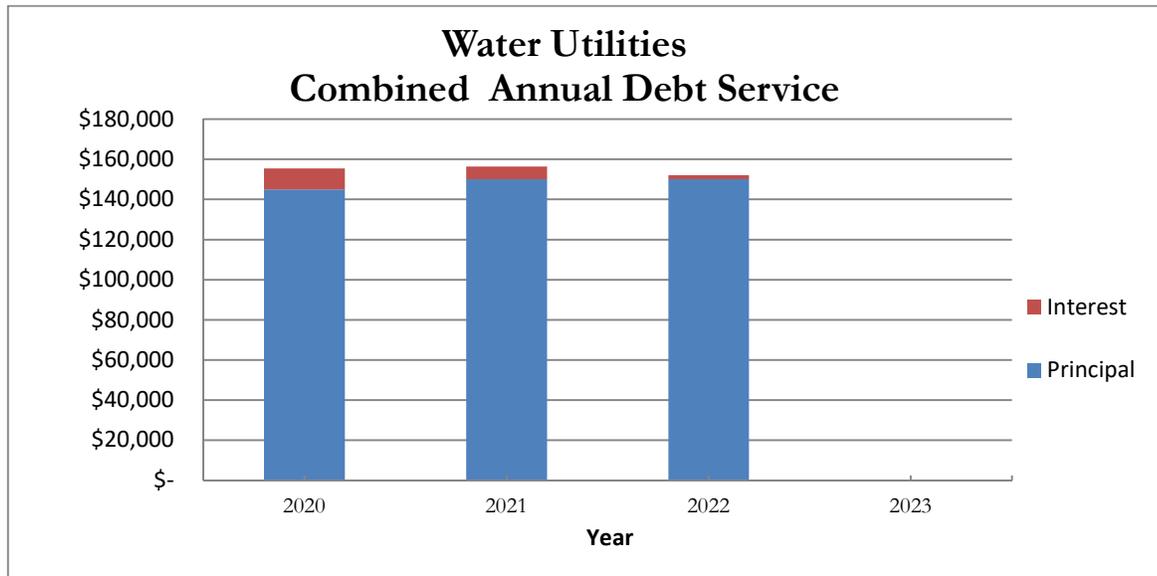
The village's established debt policy for proprietary fund debt is no new debt issuance for operating costs and replacement of existing infrastructure. Debt can be issued for new infrastructure if a revenue source is found for repayment of debt. In the case of the water and sewer utilities, the revenue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

There is no legal debt limit for the revenue bond debt. General obligation debt is limited to 5% of the total assessed value of the village.

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 2020 budget year:

Debt Issue	Principal Payments	Interest Payments	Total Payments
General Obligation Debt - Water	\$145,000	\$10,508	\$155,508
	-	-	-
Totals for 2020	\$145,000	\$10,508	\$155,508



Water Debt Service (Continued)

Effects of existing debt on future operations:

Year				Debt Allocated To	
	Principal	Interest	Total	Water	Sewer
2020	\$ 145,000	\$ 10,508	\$ 155,508	\$ 155,508	\$ -
2021	\$ 150,000	\$ 6,450	\$ 156,450	\$ 156,450	\$ -
2022	\$ 150,000	\$ 2,175	\$ 152,175	\$ 152,175	\$ -
2023	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 445,000	\$ 19,133	\$ 464,133	\$ 464,133	\$ -

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 2020 reflected above does not agree with the total interest reported in the water budget.

Village Green Golf Course
Statement of Budgeted Revenue, Expenses and Changes in Net Position
For Year Beginning January 1, 2020

	2018 Actual	2019 Estimated	2020 Budget
Revenue			
Green fees	\$ 162,473	\$ 160,000	\$ 170,000
Membership fees	81,840	63,800	85,000
Golf cart rentals	87,957	80,000	90,000
Beverages	39,811	31,844	40,000
Other golf revenues	5,730	5,600	7,200
Rental income (gaming)	331	3,000	3,000
Restaurant sales			
Bar sales	85,430	81,100	85,000
Food sales	87,065	82,200	87,000
Total Operating Revenues	550,637	507,544	567,200
Operating expenses:			
Golf operations:			
Wages & benefits	106,597	105,500	106,000
Insurance	14,667	8,700	9,000
Supplies and other expenses	75,443	66,400	67,000
Cost of goods sold	12,045	11,800	16,000
Repairs and maintenance	37,107	33,000	35,000
Advertising	8,572	50	100
Telephone and utilities	19,779	20,500	21,000
Total golf expenses	274,210	245,950	254,100
Restaurant expenses			
COGS - bar	24,244	20,300	21,300
COGS - food	50,142	39,500	41,800
Repairs and maintenance	8,323	5,000	5,000
Advertising	525	-	-
Insurance	4,686	2,900	4,000
Wages & benefits	79,156	52,000	60,000
Utilities	13,640	14,500	15,000
All other expenses	16,698	18,500	19,000
Depreciation	48,644	50,400	60,000
Administrative expenses	13,643	7,000	8,000
Total restaurant expenses	259,701	210,100	234,100
Total operating expenses	533,911	456,050	488,200
Operating income	16,726	51,494	79,000
Other income (expenses) & operating transfers			
Interest and other income	88	60	100
Gain (loss) on sale of assets	1,150	1,200	1,000
Transfers in	-	-	-
Total operating transfers over non-operating revenue	1,238	1,260	1,100
Change in net assets	17,964	52,754	80,100
Net Assets - January 1	2,813,072	2,831,036	2,883,790
Net Assets - December 31	\$ 2,831,036	\$ 2,883,790	\$ 2,963,890

Summary of Golf Course Budget

On December 31, 1996, the village 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 pub and grill that is open during summer months and most Fridays. The pub and grill has been providing a Friday "fish-fry" for more than 30 years.

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.

Since 2003, the course has funded capital improvements and equipment from existing operations. Continued investment in equipment and building facilities will be made in future years from available resources.

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. Make the restaurant one of the areas best pubs during golf season and close during winter months. 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 or roll all greens daily and mow fairways every other day. 2. Maintain tee boxes through daily mowing and by repairing divots. 3. Attempt to maintain at least 90% of existing new members and hold another year end membership drive to get membership up to 700.	
EVALUATION OF RESULTS			
2019	1. Purchased a new Pro Core unit for greens. 2. Purchased a new computer system for the irrigation system. 3. Continued with new membership drive by offering \$250 memberships and performing two mailings.		
2018	1. Hired a new golf manager and revamped the menu. 2. Purchased six new golf carts. 3. Continued with new membership drive by offering \$250 memberships.		
2017	1. Began a new membership drive at a highly discounted rate and obtained over 500 new members. 2. Purchased a new greens roller that helped enhance the play of the greens and increase enjoyment for golfers. 3. Held first annual year end Pig Roast. 4. Added a new league to Monday nights. 5. Deep tined greens to improve aeration.		

	2018 Positions Authorized (FTE)	2019 Positions Authorized (FTE)	2020 Positions Authorized (FTE)
Accountant Asst	0.10	0.10	0.10
Golf operations			
Manager - 1 full-time	1.00	1.00	1.00
Part-time - up to 28 individuals	3.50	3.50	3.50

Capital Outlays

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

	Year	Amount
Toro workman	2020	\$ 16,000
Roof over storage area	2020	\$ 10,000
Add cart paths	2020	\$ 15,000
Gas golf carts - replace 2	2020	\$ 10,400
Tee mower	2021	\$ 27,000
Sandtrap edger	2021	\$ 8,000
Fertilizer spreader	2021	\$ 8,000
Gas golf carts - replace 2	2021	\$ 10,200

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 strived to maintain 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	Kilowats used	Therms used
2019 est.	14,000	115,000	5,200
2018	13,748	112,354	5,125
2017	13,699	128,663	4,164
2016	12,953	122,127	4,584
2015	12,471	111,632	4,904
2014	12,699	94,659	7,330
2013	15,010	N/A	N/A
2012	18,390	N/A	N/A
2011	12,847	N/A	N/A
2010	18,110	N/A	N/A
2009	19,620	N/A	N/A
2008	19,856	N/A	N/A
2007	22,027	N/A	N/A
2006	23,555	N/A	N/A
2005	22,435	N/A	N/A

Howard Commons Apartment Complex
Statement of Budgeted Revenue, Expenses and Changes in Net Position
For Year Beginning January 1, 2020

	2018 Actual	2019 Estimated	2020 Budget
Revenue			
Apartment rents	\$ 157,182	\$ 1,392,200	\$ 2,592,500
Total Operating Revenues	<u>157,182</u>	<u>1,392,200</u>	<u>2,592,500</u>
Operating expenses:			
Management fee, leasing staff & supplies	34,730	100,200	98,500
Payment-in-lieu of tax	53,703	98,648	245,900
Property insurance	-	34,549	47,000
Marketing	3,634	28,200	12,000
Office supplies	10,300	14,000	14,000
Utilities	28,296	155,500	120,500
Maintenance	8,649	138,400	84,600
Depreciation	-	-	-
Total operating expenses	<u>139,312</u>	<u>569,497</u>	<u>622,500</u>
Operating income	17,870	822,703	1,970,000
Nonoperating revenue and expenses			
Interest income	14,656	83,000	10,000
Bond issuance cost			
Interest expense	(208,523)	(958,000)	(1,128,000)
Total nonoperating revenue (expenses)	<u>(193,867)</u>	<u>(875,000)</u>	<u>(1,118,000)</u>
Change in Net Assets	(175,997)	(52,297)	852,000
Net Assets - January 1	<u>191,914</u>	<u>15,917</u>	<u>(36,380)</u>
Net Assets - December 31	<u>\$ 15,917</u>	<u>\$ (36,380)</u>	<u>\$ 815,620</u>

Summary of Howard Commons Apartment Complex Budget

During 2017, the village board took action to construct two apartment buildings in the village center or downtown area. The original goal of this project was to avoid giving large cash incentives to a developer and have the village own and operate the apartment complex until the complex could be sold at a break-even amount (when the sales price equals or exceeds the amount owed on the debt). Staff proceeded with this project by obtaining a construction manager and two consultants to assist in designing the complex and obtaining contractors for construction.

While staff was working through the financing issues on this project, bond counsel informed the village that the apartments would need to be owned by the village's Community Development Authority, in order to obtain exempt status on the debt interest. Another condition of tax exempt status, was to own the facility for as long as the debt is outstanding.

Debt was issued on this project in October 2017 of approximately \$10 million with an additional \$16 million borrowed in March 2018. There was 7% of the 2017 debt issuance that was recorded in TIF #8. Another \$9.7 million was borrowed in 2019 to fund the construction of Building C. All three debt issues are classified as Note Anticipation Notes or NANs with interest only payments for up to five years for each issue.

Mission

Provide our residents with a safe, friendly, attractive place to live in the downtown area of the village creating a vibrant area for future growth.

Goals

Maintain a strong financial position by offering upscale rental units at market price; create a unique community identity; provide a safe and secure community; and maintain the Howard Commons apartments in excellent condition for current and future years.

Accomplishments

2019	Began construction on Building C of this complex, the final addition to Howard Commons. Buildings A & B are both well over 90% occupied as of July 1.
2018	Completed construction on Buildings A & B and began renting rooms.
2017	Hired an architect to design the apartment buildings. Hired a consultant to assist in the design, rent determination and other operating decisions as well as managing the property. Hired a construction manager. Approved all the contracts for the construction of the apartments.



Statistical Section

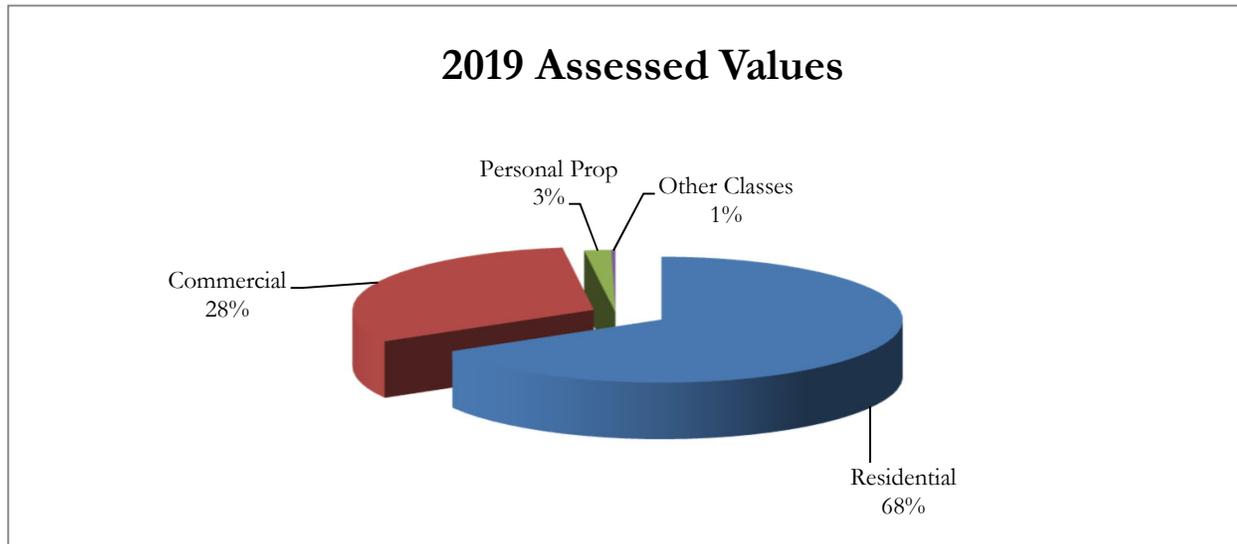


Village of Howard, Wisconsin
 Assessed and Equalized Valuations of Taxable Property
 Last Ten Fiscal Years

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			
2010	\$ 953,575,800	\$ 393,753,600	\$ 40,846,900	\$ 3,947,300	\$ 1,392,123,600	\$ 1,381,526,100	100.77%
<i>Percentage</i>	<i>68.50%</i>	<i>28.28%</i>	<i>2.93%</i>	<i>0.28%</i>	<i>100.00%</i>		
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%
2016	\$ 1,045,281,700	\$ 494,238,600	\$ 43,404,900	\$ 4,299,500	\$ 1,587,224,700	\$ 1,555,671,400	102.03%
2017	\$ 1,066,912,700	\$ 504,982,100	\$ 45,070,100	\$ 4,265,500	\$ 1,621,230,400	\$ 1,674,736,700	96.81%
2018	\$ 1,090,617,500	\$ 523,101,700	\$ 35,518,600	\$ 4,062,300	\$ 1,653,300,100	\$ 1,809,505,400	91.37%
2019	\$ 1,289,413,200	\$ 604,586,500	\$ 34,978,700	\$ 5,338,800	\$ 1,934,317,200	\$ 1,917,507,200	100.88%
<i>Percentage</i>	<i>66.66%</i>	<i>31.26%</i>	<i>1.81%</i>	<i>0.28%</i>	<i>100.00%</i>		

Note: The 2016 and 2019 assessed valuation reflects the changes made due to revaluations through market adjustments.

Source: Equalized Valuations are determined by the 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
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	17,399	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	1.06%	2015	\$40,850,700	33.64%
2016	19,295	5.16%	2016	\$34,837,000	-14.72%
2017	19,371	0.39%	2017	\$62,350,100	78.98%
2018	19,508	0.71%	2018	\$44,743,200	-28.24%
2019	19,680	1.60%	2019	\$42,786,100	-31.38%

Source: State of Wisconsin, DOA; 2000 and 2010 from US Census

Note: 2019 data through 9/30/19.

Tax Increment Districts - Total Incremental Values								Total
Year	TID #2 Values	TID #3 Values	TID #4 Values	TID #5 Values	TID #6 Values	TID #7 Values	TID #8 Values	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
2016	N/A	\$ 25,491,700	\$ 22,372,700	\$ 2,588,300	\$ 4,150,100	\$ 1,284,700	\$ 9,033,500	\$ 64,921,000
2017	N/A	\$ 15,222,000	\$ 24,004,000	\$ 2,237,300	\$ 3,588,900	\$ -	\$ 11,805,100	\$ 56,857,300
2018	N/A	\$ 22,412,500	\$ 40,090,300	\$ 3,309,600	\$ 13,106,100	\$ -	\$ 21,279,600	\$ 100,198,100
2019	N/A	\$ 25,843,700	\$ 37,699,600	\$ 3,727,000	\$ 28,002,300	\$ 3,404,500	\$ 22,668,400	\$ 121,345,500

Source: State of Wisconsin Department of Revenue *TID 2 was created in 1992 and closed in 2014.*

Note: The Wisconsin DOR changed its method of calculating TID values in 2010 which resulted in much lower tax incremental values. The state valued TIDs in 2016 based on estimates submitted by village assessor prior to assessor's work being completed (revaluation year) which resulted in higher valuations which were corrected in 2017 resulting in lower values.

Largest Taxpayers and Area Employers

Top Ten Taxpayers - Current Year and Ten Years Ago				
Name	Assessed Valuations (January 1)			
	2019	Rank	Rank	2010
United Health Group (Insurance)	\$37,126,100	1	1	\$42,004,000
SPG Holdings LLC (Warehousing)	\$23,549,100	2	5	\$8,275,800
Welltower Inc. (Senior Living Apts)	\$21,122,700	3	-	-
Meijer Stores LP	\$20,171,100	4	-	-
WOW Winona LLC (Manufacturing)	\$18,947,300	5	-	-
Elana LLC (Apartments)	\$17,802,000	6	2	\$14,823,300
CCAPTS LLC (Apartment complex)	\$15,235,400	7	-	-
Menard Inc.	\$14,442,700	8	-	-
Woodman's Food Market	\$13,748,700	9	3	\$14,070,900
Mills Land Co. (Fleet Farm- Retail)	\$11,439,800	10	6	\$8,193,000
Omnova Solutions (Manufacturing)	-	-	4	\$8,736,300
Comfort Suites (Hotel) & Rock Gardens	-	-	7	\$7,599,500
Watermolen (Apartments)	-	-	8	\$7,489,500
B&D Warehousing	-	-	9	\$6,019,000
Brookview Meadows Apartments	-	-	10	\$5,151,600

Manufacturing assessments are obtained from the State of Wisconsin.

Note: The five taxpayers at the bottom of the 2010 list still exist as Howard as of 1/1/19 but their values are not in the top 10. Omnova closed and sold their plant in June 2019 to Nouryon.

Top Ten Employers within Brown County:			<i>Note: All of the employers are located within 15 minutes of Howard.</i>		
	2019	2010		2019	2010
1. Humana	3,283	3,146	6. Georgia-Pacific	2,100	2,600
2. Bellin Health	2,729	1,998	7. Aurora Health Care	2,009	1,703
3. Oneida Tribe of Indians	2,700	2,916	8. United Health Group	1,974	1,900
4. Green Bay Public Schools	2,655	2,655	9. St. Vincent Hospital	1,605	1,637
5. Schneider National Inc.	2,633	3,094	10. American Foods	1,467	1,591

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

Other Data:

Date of Incorporation	January 26, 1959
<i>Prior to incorporating, the Village was a town, dating back to 1835.</i>	
Form of Government	Board/Administrator
Area in square miles	22
Miles of streets	110
Number of parks	9

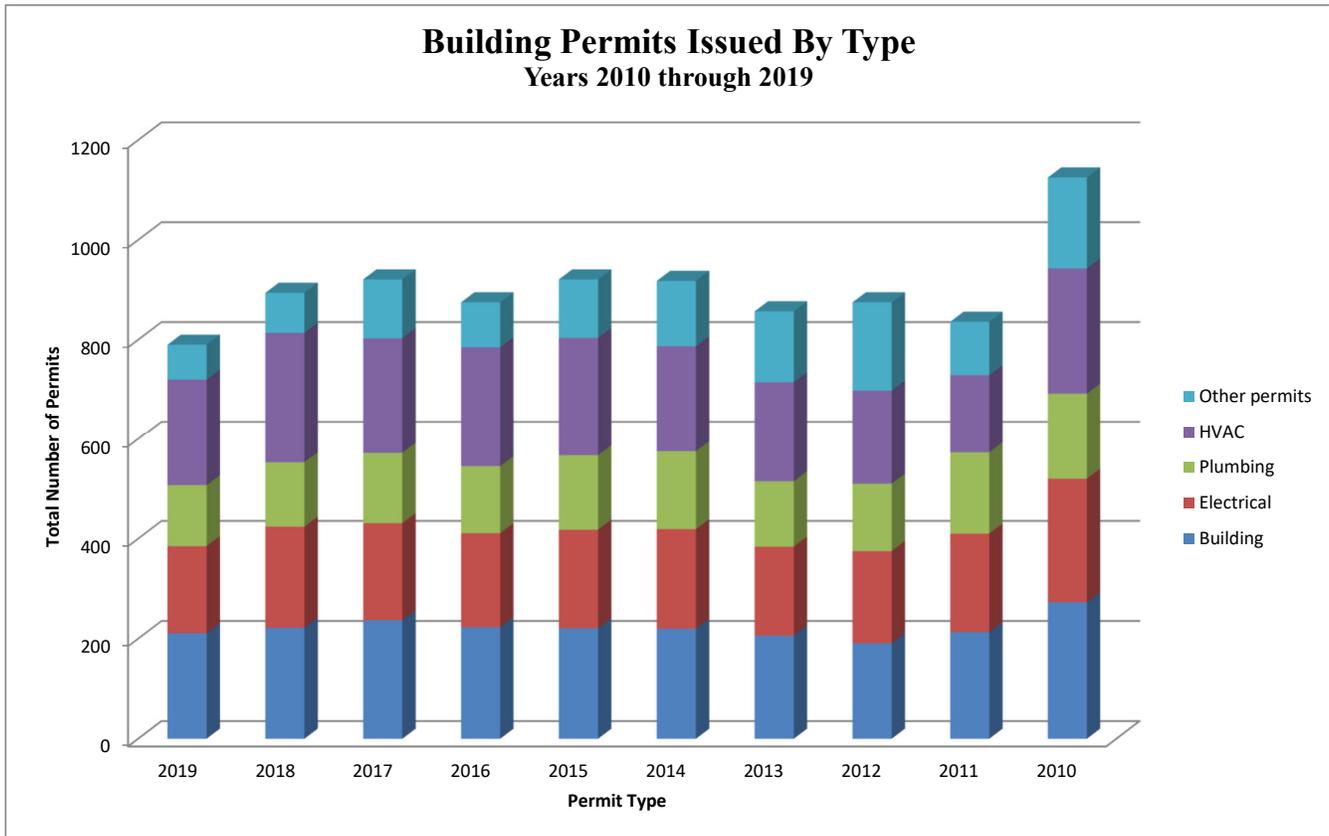
Park acreage	370
Golf course acres	67
Fire stations	2
Watermain	88 miles
Sanitary sewers	93 miles
Hospitals within 10 miles	3
Family clinics	2

Building Permits Issued

For Years 2010 through 2018 and 10 Months of 2019

Permits Issued	2019 thru Sep 30	2018	2017	2016	2015	2014	2013	2012	2011	2010
Building	211	222	237	223	221	220	206	191	213	273
Electrical	174	202	194	188	197	199	178	184	197	247
Plumbing	122	129	141	134	149	156	131	135	163	172
HVAC	213	261	231	240	237	212	200	188	156	251
Other Permits	70	80	118	90	117	131	142	177	107	182
Total	790	894	921	875	921	918	857	875	836	1125

Construction value	\$42,786,100	\$44,743,200	\$62,350,100	\$34,837,000	\$40,580,780	\$30,799,000	\$25,305,100	\$19,818,400	\$34,324,200	\$25,982,000
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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	\$51,569	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	\$58,190	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	\$53,419	6.1%	5,808
2013	18,348	\$28,015	\$53,119	5.2%	5,857
2014	18,703	\$27,734	\$53,254	4.6%	5,959
2015	18,901	\$27,876	\$53,527	4.2%	6,051
2016	19,295	\$28,787	\$54,172	3.2%	6,145
2017	19,371	\$30,934 *	\$63,289 *	2.9%	6,116
2018	19,503	N/A	N/A	2.3%	6,076
2019	19,680	N/A	N/A	2.3%	6,076

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. * data for the village.

N/A = not available or unable to obtain data

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

Municipal Indicators

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Fire Protection										
ISO Rating	3	3	3	3	3	3	3	3	3	3
Average response Time	8.10	8.10	7.37	7.30	6.13	6.12	5.42	6.28	6:11	6:15
No. of inspections	2,372	2,452	2,493	2,493	2,500	2,376	2,123	2,425	2,469	2,330
No. of public education programs	25	25	25	25	46	25	48	44	32	40
EMS										
Response time	4.60	4.60	4.9	4.70	5.60	5.40	5.50	5.10	7:00	7:00
Transportation										
Number miles paved in year	0	1.81	1.94	2.71	2.63	4.91	4.91	3.05	2.95	2.56
Streets cleared of snow within 24 hrs	100.00%	83.00%	100.00%	98.50%	98.00%	98.50%	98.50%	100.00%	100.00%	100.00%
Streets cleared of snow within 12 hrs	75.00%	75.00%	100.00%	90.50%	95.00%	90.50%	90.50%	100.00%	100.00%	100.00%
Streets with PASER rating of 4 or lower	6.0	9.9	10.0	13.9	12.0	13.67	13.67	11.69	10.17	10.17
Streets reconstructed in year	0.00%	0.27%	0.17%	0.41%	1.46%	0.58%	0.58%	0.47%	0.47%	0.47%
Lane miles in need of crack sealing	7.8	17.8	16.7	49	50	40	40	37	38	30
Lane miles of crack sealing completed	0	0	12.9	38.6	16	41	41	27	0	30
Quality of Life										
Recycling diversion rate	26.42%	25.55%	25.38%	25.05%	26.45%	25.39%	23.44%	24.96%	25.15%	24.06%
Acres of park land maintained	200	200	200	200	200	210	210	210	210	210
Economic Vitality										
Unemployment rate	6.60%	6.20%	6.10%	5.20%	4.60%	4.20%	3.20%	2.90%	2.30%	2.30%
Per Capita Income	\$28,861	\$25,908	\$27,787	\$28,015	\$27,737	\$27,876	n/a	n/a	n/a	n/a
Equalized Property Value per capita	\$79,403	\$75,668	\$76,341	\$76,851	\$77,356	\$80,398	\$80,626	\$85,884	\$958,057	\$97,434
City Management										
Municipal bond rating	AA	AA								
General Fund Balance Unreserved	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
GO Debt Divided by Assessed Value	25.198%	11.661%	0.113%	0.722%	0.681%	0.831%	0.747%	1.275%	2.223%	2.365%
Building plan/plat reviews completed	159	150	180	40	77	72	74	72	66	78
Building permits issued	1,125	836	875	857	918	921	875	921	895	900
Utility bills processed on time	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

n/a = not available

Detailed Line Items

DETAIL LINE ITEM BUDGET

2016	2017	2018	2019	2020
Actual	Actual	Actual	Budget	Budget

FUND 100 GENERAL FUND

REVENUE

TAXES

R 100-41102-000	Omitted Taxes	\$ 17,996	\$ -	\$ -	\$ -	\$ -
R 100-41110-000	General Property Taxes	3,789,493	4,655,489	4,817,693	4,946,700	5,296,800
R 100-41150-000	Taxes - Mngd Forest Land	119	262	325	10	10
R 100-41210-000	Room Tax Revenue	12,959	13,428	12,658	12,900	12,900
R 100-41800-000	Interest on Taxes	6,493	7,196	11,096	990	990
R 100-41900-000	Other Taxes	-	-	-	-	-
		3,827,060	4,676,375	4,841,772	4,960,600	5,310,700

INTERGOVERNMENTAL

R 100-43410-000	State Shared Revenue	556,940	556,448	562,702	561,500	585,800
R 100-43420-000	Fire Ins Shared Tax	63,287	68,243	69,474	69,000	79,200
R 100-43430-000	Other State Shared Taxes	20,469	34,212	34,715	34,900	35,500
R 100-43523-000	Other Law Enforcement	-	-	-	-	-
R 100-43529-000	Other Public Safety Grants	-	1,186	-	-	-
	Personal Property Aid	-	-	-	-	30,300
R 100-43531-000	State Aid - Transportation	610,320	-	-	30,300	-
R 100-43533-000	State Highway Aids	45,588	-	-	-	-
R 100-43545-000	Recycling Grants	41,932	49,113	44,148	44,000	44,000
R 100-43610-000	State Aid - Muni Services	7,573	4,770	5,516	5,600	5,600
R 100-43620-000	State Aid in Lieu of Taxes	10,279	10,444	10,939	10,600	11,500
R 100-43650-000	Managed Forest Crop Land	-	-	325	-	-
R 100-43690-000	Other State Payments	48	-	-	-	-
R 100-43691-000	Park Grants	-	-	-	-	-
R 100-43790-000	Other Local Grants	-	-	-	-	-
		1,356,436	724,416	727,819	755,900	791,900

LICENSES & PERMITS

R 100-44110-000	Liquor & Malt Bev Licenses	32,650	34,855	34,780	33,000	33,000
R 100-44111-000	Operators Licenses	8,952	9,811	7,975	9,500	7,500
R 100-44112-000	Cigarette Licenses	1,100	910	900	1,100	900
R 100-46751-000	Cable TV Fees	206,405	194,070	196,443	200,000	205,000
R 100-44114-000	Weights & Measures License	5,841	5,777	5,995	5,800	5,800
R 100-44200-000	Dog Licenses	7,664	7,757	7,852	7,600	7,600
R 100-44201-000	Bicycle & Other Licenses	50	283	15	100	100
R 100-44300-000	Bldg Permit & Inspection Fees	225,906	275,367	197,644	223,000	223,000
R 100-44400-000	Zoning Permits & Fees	1,925	1,250	2,605	2,000	2,000
R 100-44900-000	Other Permits & Fees	13,585	26,783	23,965	15,000	15,000
		504,078	556,863	478,174	497,100	499,900

		2016	2017	2018	2019	2020
		Actual	Actual	Actual	Budget	Budget
FINES & FORFEITS						
R 100-45110-000	Court Penalties & Costs	186,358	181,453	150,978	180,000	170,000
R 100-45130-000	Parking Violations	7,270	9,206	10,455	8,500	10,000
		<u>193,628</u>	<u>190,659</u>	<u>161,433</u>	<u>188,500</u>	<u>180,000</u>
CHARGES FOR SERVICE						
R 100-46110-000	Administrative Charges	15,394	16,002	14,233	15,000	15,000
R 100-46220-000	Fire Protection & False Alarms	57,165	55,760	58,939	57,000	57,000
R 100-46311-000	Snow Removal	190	468	-	-	-
R 100-46420-000	Sanitation Charges	6,166	5,377	5,741	4,500	4,500
R 100-46440-000	Weed Control	2,295	3,566	1,121	4,000	6,000
R 100-46720-000	Park Rentals	14,366	13,585	16,317	15,000	15,000
R 100-46750-000	Other Culture & Recreation	27,215	27,610	27,824	27,500	27,500
R 100-46750-043	Other Culture & Recreati WPRA TICKET PROG	10,151	7,994	6,469	8,000	8,000
R 100-46840-000	Urban Development	-	232	94	1,000	1,000
R 100-45120-000	Dog Pickup Fees	866	800	644	400	400
R 100-46900-000	Other Public Charges	407	353	490	2,000	2,000
		<u>134,215</u>	<u>131,747</u>	<u>131,872</u>	<u>134,400</u>	<u>136,400</u>
MISCELLANEOUS REVENUES						
R 100-46820-000	Other Conservation	-	-	-	-	-
R 100-48110-000	Interest on Investments	51,541	65,891	127,682	80,000	120,000
R 100-48130-000	Interest on Special Assessment	191	345	-	-	-
R 100-48200-000	Rent	242,047	218,389	197,152	239,600	239,000
R 100-48302-000	Sale of Fire Equipment	-	-	-	-	-
R 100-48303-000	Sale of Highway Equipment	-	-	-	-	-
R 100-48307-000	Sale of Recyclable Materials	2,651	1,529	5,172	3,000	5,000
R 100-48309-000	Other Property Sales	-	-	5,542	1,000	1,000
R 100-48420-000	Insurance recoveries Police	-	-	-	500	500
R 100-48440-000	Insurance recoveries Other	1,492	2,531	5,743	500	500
R 100-48500-000	Donations	-	-	-	-	-
R 100-48500-200	Donations Pub Works	-	-	-	-	-
R 100-48500-300	Donations Pub Safety	-	185	-	10,000	10,000
R 100-48500-400	Donations Parks	27,800	26,200	25,100	25,000	25,000
R 100-46310-000	Culvert Sales	-	-	-	100	100
		<u>325,722</u>	<u>315,070</u>	<u>366,391</u>	<u>359,700</u>	<u>401,100</u>
R 100-49200-000	Transfers in from Other Funds	555,129	565,360	598,311	569,100	572,500
Total General Fund Revenue		<u><u>6,896,268</u></u>	<u><u>7,160,490</u></u>	<u><u>7,305,772</u></u>	<u><u>7,465,300</u></u>	<u><u>7,892,500</u></u>

FUND 100 GENERAL FUND			2016	2017	2018	2019	2020
EXPENDITURES			Actual	Actual	Actual	Budget	Budget
ACCT 51100 Legislative							
100-51100-210	Board	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -
100-51100-290	Board	Workshops	286	350	-	-	2,000
100-51100-390	Board	Supplies	1,639	2,086	3,073	2,500	2,500
100-51100-998	Board	Emp Benefi	4,594	4,617	4,502	4,900	4,800
100-51100-999	Board	Salaries	60,048	60,350	58,843	64,100	64,000
			<u>66,567</u>	<u>67,403</u>	<u>66,418</u>	<u>71,500</u>	<u>73,300</u>
ACCT 51110 Community Development							
100-51110-210	Comm Dev	Contracted Services	5,750	4,262	3,000	10,000	5,000
100-51110-220	Comm Dev	Telephone	1,833	2,137	2,256	1,500	1,500
100-51110-290	Comm Dev	Workshops	-	-	-	1,400	1,400
100-51110-320	Comm Dev	Dues	604	475	444	500	500
100-51110-390	Comm Dev	Supplies	2,471	301	611	1,000	1,000
100-51110-997	Comm Dev	Contra Payroll	-	-	-	-	-
100-51110-998	Comm Dev	Emp Benefi	12,785	19,666	19,298	20,600	22,000
100-51110-999	Comm Dev	Salaries	89,365	115,411	113,694	117,800	121,500
			<u>112,808</u>	<u>142,252</u>	<u>139,303</u>	<u>152,800</u>	<u>152,900</u>
ACCT 51200 Judicial & Attorney							
100-51200-190	Judicial	Prof serv	15,108	20,334	25,817	35,000	35,000
100-51200-195	Judicial	Legal Fees	35,493	51,990	43,894	40,000	40,000
100-51200-210	Judicial	Contracted Services	8,246	10,169	9,622	12,000	12,000
100-51200-220	Judicial	Telephone	366	360	361	400	400
100-51200-290	Judicial	Workshops	1,397	1,113	1,272	1,600	1,500
100-51200-320	Judicial	Dues	740	840	840	800	800
100-51200-390	Judicial	Supplies	1,287	1,750	1,096	1,800	1,800
100-51200-998	Judicial	Emp Benefi	27,867	33,538	22,885	20,400	29,000
100-51200-999	Judicial	Salaries	75,070	74,538	63,227	62,700	62,700
			<u>165,574</u>	<u>194,632</u>	<u>169,014</u>	<u>174,700</u>	<u>183,200</u>
ACCT 51400 Administrator							
100-51400-210	Administra	Contracted Services	47,764	54,349	19,650	40,000	40,000
100-51400-220	Administra	Telephone	2,052	2,634	2,315	2,200	2,200
100-51400-240	Administra	Repair Mtn	237	369	508	500	500
100-51400-290	Administra	Workshops	819	2,057	815	2,000	2,000
100-51400-320	Administra	Dues	5,404	6,221	3,774	5,500	5,500
100-51400-390	Administra	Supplies	14,717	7,858	14,506	15,000	20,000
100-51400-998	Administra	Emp Benefi	43,127	39,101	39,903	39,700	41,900
100-51400-999	Administra	Salaries	126,643	102,788	108,836	108,700	114,100
			<u>240,763</u>	<u>215,377</u>	<u>190,307</u>	<u>213,600</u>	<u>226,200</u>
ACCT 51440 Elections							
100-51440-210	Elections	Subcontrac	2,716	-	4,985	4,700	6,000
100-51440-390	Elections	Supplies	41,336	22,099	40,333	18,000	44,000
			<u>44,052</u>	<u>22,099</u>	<u>45,318</u>	<u>22,700</u>	<u>50,000</u>

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
ACCT 51500 Administrative Services							
100-51500-190	Admin Svcs	Prof serv	11,750	13,400	16,975	13,500	14,500
100-51500-210	Admin Svcs	Contracted service	14,341	15,247	17,041	15,000	15,000
100-51500-220	Admin Svcs	Telephone	2,841	3,177	2,934	3,500	3,500
100-51500-290	Admin Svcs	Workshops	791	951	1,228	1,500	1,500
100-51500-320	Admin Svcs	Dues & publications	13,020	6,869	14,173	13,000	13,000
100-51500-390	Admin Svcs	Supplies	30,187	27,535	31,326	34,000	34,000
100-51400-391	Admin Svcs	Cash (Over)/Short	(144)	28	-	-	-
100-51500-998	Admin Svcs	Emp Benefi	44,812	49,943	43,827	50,500	60,300
100-51500-999	Admin Svcs	Salaries	128,987	130,821	136,810	155,000	163,400
			246,585	247,971	264,314	286,000	305,200
ACCT 51530 Assessment of Property							
100-51530-190	Assessment	Prof serv	132,846	52,068	49,651	114,500	52,000
ACCT 51600 Genl Building & Plant							
100-51600-210	VH Bldg	Contracted service	1,262	2,546	1,689	1,000	1,000
100-51600-221	VH Bldg	Telephone	3,375	3,750	-	-	-
100-51600-221	VH Bldg	Utilities	19,090	22,695	20,103	23,000	24,000
100-51600-240	VH Bldg	Repair Mtn	31,572	23,203	38,379	26,100	28,000
100-51600-390	VH Bldg	Supplies	4,770	5,584	4,752	7,000	7,000
100-51600-998, 999	VH Bldg	Salaries & benefits	9,730	11,380	6,718	11,800	11,800
			69,799	69,158	64,923	57,100	71,800
Uncollectible Taxes & Contingencies							
100-51910-000	Uncoll Tax		15,086	7,115	3,213	5,000	5,000
100-51940-000	Bad Debts		-	-	-	-	-
100-51950-000	Contingenc		-	-	-	-	-
			15,086	7,115	3,213	5,000	5,000
ACCT 51930 Insurance & Bonds							
100-51930-099	Ins Bonds	INS DED	5,032	5,022	7,184	3,000	3,000
100-51930-100	Ins Bonds	Bonds	150	150	-	500	500
100-51930-101	Ins Bonds	Prop Ins	45,549	49,086	15,855	50,000	25,000
100-51930-102	Ins Bonds	Gen Liab	30,000	29,945	9,372	29,000	29,000
100-51930-104	Ins Bonds	Crime Ins	945	945	1,082	300	300
100-51930-106	Ins Bonds	WC Ins	76,537	105,239	113,742	95,000	63,100
100-51930-108	Ins Bonds	Vehicle In	21,040	24,612	51,849	25,000	25,000
			179,253	214,999	199,084	202,800	145,900
ACCT 52100 Law Enforcement							
100-52100-210	Police	Contracted service	1,600,387	1,636,221	1,679,161	1,679,000	1,745,000
100-52100-220	Police	Telephone	3,542	4,398	5,005	4,400	5,000
100-52100-221	Police	Utilities	6,121	6,148	6,423	7,000	7,000
100-52100-240	Police	Repair Mtn	49,955	74,462	63,283	80,000	65,000
100-52100-390	Police	Supplies	7,015	4,288	4,572	6,000	5,000
100-52100-998	Police	Emp Benefi	2,374	1,982	2,641	3,400	3,300
100-52100-999	Police	Salaries	27,857	25,694	34,637	44,800	43,200
			1,697,251	1,753,193	1,795,722	1,824,600	1,873,500

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
ACCT 52200 Fire Protection							
100-52200-220	Fire	Telephone	5,775	5,327	5,595	6,000	6,000
100-52200-221	Fire	Utilities	17,279	17,312	18,286	19,000	19,000
100-52200-230	Fire	Public Fir	51,451	51,451	51,451	51,500	51,500
100-52200-240	Fire	Repair Mtn	40,360	34,556	51,244	44,000	50,000
100-52200-290	Fire	Workshops	10,538	11,742	11,529	14,000	14,000
100-52200-390	Fire	Supplies	33,346	39,334	38,093	39,000	39,000
100-52200-393	Fire	Grants	-	-	-	-	-
100-52200-998	Fire	Emp Benefi	109,402	112,224	115,836	137,000	170,500
100-52200-999	Fire	Salaries	540,878	537,071	569,644	619,400	680,000
			809,029	809,017	861,678	929,900	1,030,000
ACCT 52300 Rescue							
100-52300-210	Rescue	Contracted services	160,209	152,889	147,894	147,900	147,900
100-52300-220	Rescue	Telephone	-	-	-	-	-
100-52300-221	Rescue	Utilities	5,179	5,202	5,435	6,000	6,000
			165,388	158,091	153,329	153,900	153,900
ACCT 52400 Code Enforcement							
100-52400-210	Code Enfor	Contracted services	110	495	-	-	-
100-52400-220	Code Enfor	Telephone	1,704	2,207	1,637	2,500	2,500
100-52400-240	Code Enfor	Repair Mtn	630	727	1,019	2,000	2,000
100-52400-290	Code Enfor	Workshops	245	481	390	1,800	1,800
100-52400-320	Code Enfor	Dues	-	-	-	100	100
100-52400-390	Code Enfor	Supplies	5,539	2,433	1,901	4,500	4,500
100-52400-998	Code Enfor	Emp Benefi	28,061	31,905	30,106	35,100	63,000
100-52400-999	Code Enfor	Salaries	71,503	72,177	72,990	105,100	140,000
			107,792	110,425	108,043	151,100	213,900
ACCT 53100 Administration Public Works							
100-53100-210	PW Admin	Subcontrac	5,179	2,389	5,664	6,000	6,000
100-53100-220	PW Admin	Telephone	684	795	1,733	2,200	2,000
100-53100-290	PW Admin	Workshops	911	120	1,854	1,500	1,500
100-53100-320	PW Admin	Dues	1,392	1,356	1,646	1,000	1,500
100-53100-390	PW Admin	Supplies	6,058	5,312	10,058	7,600	7,600
100-53100-997	PW Admin	Contra payroll	-	-	-	-	-
100-53100-998	PW Admin	Emp Benefi	11,709	17,490	28,620	26,900	32,700
100-53100-999	PW Admin	Salaries	55,028	62,000	91,871	95,500	100,800
			80,961	89,462	141,446	140,700	152,100
ACCT 53230 Mechanical Operations							
100-53230-240	Mechanic	Repair Mtn	1,317	884	478	1,000	1,000
100-53230-290	Mechanic	Workshops	156	-	-	300	-
100-53230-390	Mechanic	Supplies	9,483	9,179	10,789	11,000	11,000
100-53230-998	Mechanic	Emp Benefi	44,034	48,136	34,628	36,000	49,200
100-53230-999	Mechanic	Salaries	99,555	94,307	97,729	102,400	106,500
			154,545	152,506	143,624	150,700	167,700

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
ACCT 53270 Building Operations							
100-53270-210	PW Bldg	Contracted Services	9,822	29,396	33,450	30,000	35,000
100-53270-220	PW Bldg	Telephone	6,608	10,266	7,793	5,500	5,500
100-53270-221	PW Bldg	Utilities	20,405	22,269	22,891	30,000	30,000
100-53270-240	PW Bldg	Repair Mtn	8,807	8,320	12,945	13,000	13,000
100-53270-390	PW Bldg	Supplies	4,348	2,686	5,940	6,000	6,000
100-53270-998, 999	PW Bldg	Wages and benefits	7,947	3,557			-
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			57,937	76,494	83,019	84,500	89,500
ACCT 53311 Street Operations							
100-53311-210	Streets	Subcontrac	24,310	24,447	46,943	25,000	25,000
100-53311-220	Streets	Telephone	1,894	2,285	2,051	1,400	2,100
100-53311-221	Streets	Utilities	4,796	5,807	3,459	-	-
100-53311-240	Streets	Repair Mtn	115,834	119,494	150,904	135,000	150,000
100-53311-290	Streets	Workshops	2,779	2,347	100	3,000	2,500
100-53311-320	Streets	Dues	-	331	440	500	500
100-53311-390	Streets	Supplies	69,216	107,499	90,022	70,000	90,000
100-53311-997	Streets	Contra payroll	(1,777)	-	-	-	-
100-53311-998	Streets	Emp Benefi	177,397	242,438	201,475	211,500	233,000
100-53311-999	Streets	Salaries	469,548	578,731	523,382	555,100	570,000
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			863,997	1,083,379	1,018,776	1,001,500	1,073,100
ACCT 53312 Snow Removal							
100-53312-240	Snow	Repair Mtn	46,063	50,702	67,088	40,000	40,000
100-53312-390	Snow	Supplies	45,656	62,607	58,862	75,000	90,000
100-53312-998	Snow	Emp Benefi	17,920	28,828	22,578	26,700	29,400
100-53312-999	Snow	Salaries	41,392	49,010	54,803	62,600	64,200
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			151,031	191,147	203,331	204,300	223,600
ACCT 53420 Street Lighting							
100-53420-000	Str Lights		305,821	313,917	301,632	320,000	320,000
ACCT 53620 Sanitation Operations							
100-53620-210	Sanitation	Contracted services	260,289	264,839	265,482	281,900	293,800
100-53620-240	Sanitation	Repair Mtn	5,805	9,255	6,417	11,000	11,000
100-53620-291	Sanitation	Tonnage	215,933	186,760	218,051	201,000	248,600
100-53620-390	Sanitation	Supplies	6,913	4,426	12,283	10,000	10,000
100-53620-998	Sanitation	Emp Benefi	10,390	210	8,618	10,700	11,800
100-53620-999	Sanitation	Salaries	23,939	565	20,005	25,100	26,000
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			523,269	466,055	530,856	539,700	601,200
ACCT 53635 Recycling Operations							
100-53635-210	Recycling	Contracted services	154,553	158,007	172,683	169,200	173,200
100-53635-390	Recycling	Supplies	11,023	3,999	5,852	5,000	5,000
100-53635-998	Recycling	Emp Benefi	367	-	196	-	-
100-53635-999	Recycling	Salaries	782	-	2,559	-	-
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			166,725	162,006	181,290	174,200	178,200

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
ACCT 54100 Public Health Services							
100-54100-220	Pub Health	Telephone	559	608	466	600	600
100-54100-390	Pub Health	Supplies	5,826	(1,635)	781	10,000	5,000
100-54100-998	Pub Health	Emp Benefi	1,849	6,896	7,028	7,600	8,200
100-54100-999	Pub Health	Salaries	13,724	25,823	26,041	27,500	28,400
			<u>21,958</u>	<u>31,692</u>	<u>34,316</u>	<u>45,700</u>	<u>42,200</u>
ACCT 55200 Parks							
100-55200-210	Parks	Subcontrac	24,358	23,589	23,589	24,000	15,000
100-55200-221	Parks	Utilities	22,405	25,691	25,691	27,000	27,000
100-55200-240	Parks	Repair Mtn	68,816	63,208	66,271	68,500	68,500
100-55200-242	Parks	Repair Mtn	2,578	3,063	-	-	-
100-55200-320	Parks	Workshops	1,875	315	315	1,500	500
100-55200-390	Parks	Supplies	88,201	71,653	71,653	65,000	75,000
100-55200-998	Parks	Emp Benefi	31,239	44,541	44,541	33,100	39,200
100-55200-999	Parks	Salaries	101,968	109,820	109,820	126,500	130,000
			<u>341,440</u>	<u>341,880</u>	<u>341,880</u>	<u>345,600</u>	<u>355,200</u>
ACCT 55300 Leisure Services							
100-55300-210	Recreation	Subcontrac	4,713	3,542	4,153	5,000	5,000
100-55300-220	Recreation	Telephone	1,097	1,081	1,084	1,500	1,200
100-55300-290	Recreation	Workshops	702	642	533	1,200	800
100-55300-320	Recreation	Dues	197	217	160	800	300
100-55300-390	Recreation	Supplies	29,318	24,903	28,195	29,800	29,800
100-55300-998	Recreation	Emp Benefi	10,847	11,580	11,515	12,100	13,300
100-55300-999	Recreation	Salaries	86,950	91,412	93,726	96,000	102,000
			<u>133,824</u>	<u>133,377</u>	<u>139,366</u>	<u>146,400</u>	<u>152,400</u>
ACCT 56400 Board of Appeals							
100-56400-998	Bd Appeals	Emp Benefi	6	6	-	50	50
100-56400-999	Bd Appeals	Salaries	80	80	-	450	450
			<u>86</u>	<u>86</u>	<u>-</u>	<u>500</u>	<u>500</u>
ACCT 59230 FUND TRANSFER							
100-59230-000	Transfers out		-	-	-	-	-
Total General Fund Expenditures			<u>6,854,387</u>	<u>7,105,801</u>	<u>7,229,853</u>	<u>7,514,000</u>	<u>7,892,500</u>
FUND 203 COMMUNITY DEVELOPMENT							
R 203-48110-000	Interest on Investments		\$ 2,104	\$ 3,419	\$ 1,056	\$ 8,750	\$ 4,000
R 203-48910-000	Repayment of Loans		-	-	-	69,174	62,600
R 203-48910-017	Repayment of Loans	Tender Hearts	18,231	18,231	18,231	-	-
R 203-48910-019	Repayment of Loans	Keller Williams	17,375	205,991	10,135	-	-
R 203-48910-024	Repayment of Loans	Mau Loan	12,980	-	15,575	-	-
R 203-48910-026	Repayment of Loans	HiTech Integrated	15,063	15,064	15,064	-	-
R 203-48910-028	Repayment of Loans	Integrity Engineering	1,840	-	7,362	-	-
R 203-48910-035	Repayment of Loans	Vandervest	16,303	16,303	16,303	-	-
			<u>83,896</u>	<u>259,008</u>	<u>83,726</u>	<u>77,924</u>	<u>66,600</u>

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
203-51400-190	Administration	Prof serv	-	5,937	2,611	-	-
203-51400-390	Administration	Supplies	-	3,922	210	1,500	-
203-51400-998	Administration	Emp Benefi	2,887	78	3,694	-	-
203-51400-999	Administration	Salaries	10,633	333	15,463	-	-
203-56700-390	Econ Dev	Supplies	-	-	-	-	-
203-56700-700	Econ Dev	LOANS	-	235,000	225,000	-	502,648
			13,520	245,270	246,978	1,500	502,648

FUND 301 DEBT SERVICE

R 301-41110-000	General Property Taxes		-	-	-	-	-
R 301-48110-000	Interest on Investments		-	-	-	-	-
R 301-48200-000	Rent		-	-	-	-	-
R 301-49220-000	Transfers in		735,092	915,188	923,648	1,861,038	1,023,949
			735,092	915,188	923,648	1,861,038	1,023,949

301-58100-203	Debt Svc Principal	TID Debt 2013A	250,000	350,000	250,000	350,000	475,000
301-58100-204	Debt Svc Principal	TID Debt 2013B	100,000	100,000	100,000	100,000	100,000
301-58100-215	Debt Svc Principal	2015Debt	-	115,000	-	115,000	125,000
301-58100-217	Debt Svc Principal	2017Debt	-	-	-	-	-
301-58200-203	Debt Svc Interest	TID Debt 2013A	224,050	219,050	224,050	219,050	195,750
301-58200-204	Debt Svc Interest	TID Debt 2013B	42,637	41,588	42,638	41,558	35,488
301-58200-215	Debt Svc Interest	2015Debt	118,405	89,550	118,405	89,550	78,900
301-58200-217	Debt Svc Interest	2017Debt	-	-	-	-	13,811
			735,092	915,188	735,093	915,158	1,023,949

FUND 401 TIF #3

R 401-41120-000	Tax Increment Levy		358,742	471,330	280,993	406,500	468,400
R 401-43430-000	Other State Shared Taxes		5,251	4,585	4,653	4,700	4,700
R 401-46840-000	Urban Development		20,600	20,600	-	-	-
R 401-48110-000	Interest Income (Expense)		406	635	-	-	-
R 401-48910-000	Loan repayments		-	-	20,600	20,600	20,600
			384,999	497,150	306,246	431,800	493,700
401-51400-190	Administration	Prof serv	9,800	1,296	-	-	-
401-51400-390	Administration	Supplies	150	1,115	3,620	2,500	2,500
401-56701-114	Woodfield	Street	21,362	-	-	-	-
401-58200-000	Woodfield	Debt payments	-	-	-	-	-
401-56701-407	Econ Dev	Developer incentive	36,823	36,801	39,700	38,548	43,900
401-56702-110	Econ Dev	Land cost	4,500	-	-	-	-
401-56702-114	Econ Dev	Street	-	3,661	-	2,635	-
401-58100-000	Econ Dev	Principal pymt	-	-	-	-	-
401-58200-000	Econ Dev	Bond costs/Interest pym	-	-	-	-	-
401-59200-000	Econ Dev	Transfers to other funds	297,512	344,463	339,912	349,863	354,063
			370,147	387,336	383,232	43,683	46,400

2016	2017	2018	2019	2020
Actual	Actual	Actual	Budget	Budget

FUND 402 PARK IMPACT FEE

R 402-43730-000	Park Grants		-	-	-	-	198,000
R 402-46840-000	Urban Development	Impact Fees	118,792	150,423	118,792	127,500	124,945
R 402-48110-000	Interest on Investments		401	(85)	400	135	-
R 402-48309-000	Other property sales		9,050	17,472	9,050	-	198,000
R 402-48500-000	Donations		1,611,610	600	161,161	-	95,000
R 402-49200-000	Transfers from Other Funds		-	-	-	-	240,000
			1,739,853	168,410	289,403	127,635	855,945

402-53150-210	Engineering	Contracted services	-	1,196	-	-	-
402-55200-390	Parks	Supplies	19,275	27,057	19,275	-	-
402-55200-820	Parks	Cap Outlay	348,339	171,925	348,339	179,500	616,000
402-55200-998	Parks	Emp Benefits	-	-	-	-	-
402-55200-999	Parks	Salaries	-	-	-	-	-
402-59200-000	Transfer	NO DESCR	-	-	-	-	-
			367,614	200,178	367,614	179,500	616,000

FUND 404 CAPITAL IMPROVEMENT PROJECTS

R 404-41110-000	General Property Taxes		1,393,588	633,440	1,393,588	787,597	1,087,597
R 404-42000-000	Special Assessments		129,551	36,968	129,551	20,000	20,000
R 404-43531-000	Intgov - Trans Aid		-	701,868	-	928,200	1,067,453
R 404-43533-000	Intgov - Conn Hwy Aid		-	46,193	-	46,414	46,400
R 405-43630-000	County Bridge Fund		-	-	-	125,000	-
R 404-43690-000	Other State Payments		-	-	-	-	-
R 404-46399-031	Transportation Impact Fe	Contributed Capital	64,668	81,888	64,668	129,359	61,400
R 404-46840-401	Urban Development	Dev fees & trees	16,965	21,154	16,965	-	-
R 404-46840-402	Urban Development	Other grants	-	-	-	-	-
R 404-46840-4??	Urban Development		-	-	-	-	-
R 404-48110-000	Interest on Investments		-	-	-	-	-
R 404-48130-000	Interest on Special Assessment		-	210	-	-	-
R 404-48309-000	Other Property Sales		-	-	-	-	-
R 404-48910-015	Repayment of Loans	Donna Hebel	-	-	-	-	-
R 404-48309-016	Repayment of Loans	Kufel	-	-	-	-	-
R 404-48920-000	Computer Loan Repayments		3,681	1,831	3,681	1,000	-
R 404-49200-000	Transfers in		-	-	-	-	-
			1,608,453	1,523,552	1,608,453	2,037,570	2,282,850

404-51400-210	Administration	Subcontrac	-	-	-	-	-
404-51400-390	Administration	Other supplies	4,162	1,674	4,162	-	-
404-51400-810	Administration	Cap Outlay	-	-	-	-	-
404-53150-106	Engineering	WC Ins	15,945	20,642	15,945	22,000	22,000
404-53150-210	Engineering	Subcontrac	33,876	55,159	33,786	45,000	45,000
404-53150-220	Engineering	Telephone	4,648	4,427	4,647	4,600	4,600
404-53150-240	Engineering	Repair Mtn	2,840	4,057	2,840	3,000	3,000
404-53150-290	Engineering	Workshops	2,340	4,400	2,340	4,400	4,400
404-53150-320	Engineering	Dues	584	375	584	500	500
404-53150-390	Engineering	Supplies	21,426	12,944	21,426	16,000	16,000
404-53150-810	Engineering	Cap Outlay	-	-	-	18,000	8,000
404-53150-997	Engineering	CONTRA Payroll	(319,600)	(273,900)	(319,600)	(100,000)	0
404-53150-998	Engineering	Emp Benefi	89,282	106,298	89,282	100,000	100,000
404-53150-999	Engineering	Salaries	327,988	281,252	327,988	330,000	330,000

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
404-56700-150	Econ Dev	Bridge	117,391	93,498	117,391	-	-
404-56700-210	Econ Dev	Contracted services	1,402,581	1,321,202	1,402,581	(1,000,000)	(400,000)
404-56700-390	Econ Dev	Supplies	89	8,270	89	(35,000)	-
404-56700-401	Econ Dev	Trees	17,661	21,154	17,661	-	-
404-56700-402	Econ Dev	Sidewalks	-	-	-	#REF!	#REF!
404-56700-403	Econ Dev	Vincent Rd	35,392	89,264	35,392	(762,000)	-
404-56700-411	Econ Dev	Christmas decorations	10,669	3,857	10,669	-	(10,000)
404-56700-414	Econ Dev	Sidewalks 2008	425	-	425	-	-
404-56700-418	Econ Dev	Velp Ave	16,954	-	16,954	-	-
404-56700-420	Econ Dev	Milltown Rd ROW/Road	-	-	-	-	-
404-56700-429	Econ Dev	Riverdale Dr	-	-	-	-	-
404-56700-440	Econ Dev	Hwy 29-FF/Sherwood	-	-	-	-	-
404-56700-442/499	Econ Dev	Others	105	-	196	-	-
			1,784,758	1,754,573	1,784,758	#REF!	#REF!

FUND 406 Capital Projects - TIF #4

R 406-41102-000	Omitted Property Tax		109,133	-	-	-	-
R 406-41120-000	Tax Increment Levy		350,961	413,660	443,106	727,100	683,300
R 406-42000-000	Special assessments		59,831	21,794	42,421	19,900	
R 406-43430-000	Other State Shared Taxes		51,531	41,807	48,073	42,400	43,000
R 406-48110-000	Interest on investments		8,073	2,774	3,784	4,000	9,000
R 406-49160-000	Proceeds from bonds		-	-	-	-	-
			579,529	480,035	537,384	793,400	735,300

406-56700-390	Econ Dev	Gen'l Admin	1,000	4,537	2,495	3,000	3,000
406-56700-810	Econ Dev	Cap Outlay	-	-	-	-	-
406-56700-110	Econ Dev	Land	120	-	-	-	-
406-56700-112	Econ Dev	Water	40,556	-	501	-	-
406-56700-114	Econ Dev	Street	601,400	57,634	-	-	-
406-56700-118	Econ Dev	Storm sewer	71,892	-	-	-	-
406-56700-190	Econ Dev	Professional services	-	5,331	-	-	-
406-56700-390	Econ Dev	Sanitary sewer	-	-	-	-	-
406-56700-407	Econ Dev	Payment to developer	163,171	156,335	163,757	168,700	166,600
406-59900-000	Econ Dev	Bond issuance costs	-	-	-	-	-
406-58100-000	Econ Dev	Debt payments\Transfer	319,175	366,175	362,175	458,175	452,175
			1,197,314	590,012	528,928	171,700	169,600

FUND 408 TIF #5

R 408-41120-000	Tax Increment Levy		35,947	47,856	41,300	60,000	67,600
R 408-43430-000	Other State Shared Taxes		1,190	910	923	900	900
R 408-48110-000	Interest income (expense)		(11)	28	-	-	-
E 408-51400-210	Administration	Subcontract	850	850	2,496	1,000	1,000
E 408-51400-407	Administration	Payment to developer	16,303	18,228	19,094	19,700	46,200
E 408-51400-390	Administration	Supplies	850	150	-	-	-
E 408-53311-114	Administration	Streets	-	-	-	-	-

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
FUND 409 TIF #6							
R 409-41120-000	Tax Increment Levy		69,106	76,733	66,250	237,700	507,600
R 409-43430-000	Other State Shared Taxes		3,843	3,935	3,992	1,274	4,000
R 409-42000-000	Special assessments		4,374	47,690	-	-	-
R 409-48110-000	Interest Income		1,424	2,299	4,416	-	-
R 409-48130-000	Interest on spec assessments		1,258	412	-	-	5,000
			80,005	131,069	74,658	238,974	516,600
E 409-51400-210	Administration	Subcontract	850	850	2,985	1,000	1,000
E 409-51400-407	Administration	Payment to developer	-	-	-	149,000	327,700
E 409-56700-390	Administration	Supplies	150	2,322	173,632	-	-
E 409-56700-126	Econ Dev	Infrastructure	-	15,136	-	148,929	-
			1,000	18,308	176,617	298,929	328,700
FUND 410 GENERAL GOVT CAPITAL PROJECTS							
R 410-41110-000	General Property Taxes		23,700	23,700	23,700	23,700	23,700
R 410-43690-000	Other state payments		-	-	-	-	-
R 410-48309-000	Other property sales or loan repayments		11,622	9,834	70,153	155,400	10,728
E 410-51400-390	Administration	Supplies	116,051	221,197	-	-	100,000
E 410-51400-810	Administration	Cap Outlay	22,654	-	54,245	110,000	242,000
E 410-59200-000	Transfers Out to Other Funds		125,000	-	-	-	-
FUND 411 TID #7							
R 411-41120-000	Tax Incremental Levy		12,969	23,753	-	-	61,700
R 411-43690-000	Other State Shared Taxes		1,300	1,237	1,256	1,200	1,270
R 411-48110-000	Interest income		(897)	-	-	-	-
E 411-51400-190	Administration	Contracted Services	3,742	3,755	1,025	1,000	-
E 411-51400-407	Professional svc and other	Developer incentive	-	-	-	-	1,100
E 411-51400-999	Interest expense & other	Salaries	-	-	-	-	-
FUND 421 POLICE CAPITAL PROJECTS							
R 421-41110-000	General Property Taxes		37,000	56,000	57,000	58,000	60,000
R 421-48301-000	Sale of squads		-	1,211	-	8,800	20,000
R 421-48420-000	Insurance recoveries		21,537	7,296	-	-	-
E 421-52100-810	Police	Cap Outlay	38,000	98,919	4,513	67,462	93,000
FUND 422 FIRE DEPT CAPITAL PROJECTS							
R 422-41110-000	General Property Taxes		121,000	123,000	162,500	135,500	294,500
R 422-43212-000	Grants		405,637	-	-	-	-
R 422-48302-000	Sale of Fire Equipment		3,100	37,200	44,696	117,500	-
R 422-49200-000	Transfers in		38,000	-	#REF!	#REF!	-
R 422-48500-030	Donations	FIRE DEPARTMENT	1,750	-	-	-	-
			569,487	160,200	#REF!	#REF!	294,500
E 422-52200-390	Fire	Supplies	-	38,929	391,796	294,543	50,000
E 422-52200-810	Fire	Cap Outlay	456,042	-	-	-	-
FUND 430 PUBLIC WORKS CAPITAL PROJECTS			456,042	38,929	391,796	294,543	50,000
R 430-41110-000	General Property Taxes		175,000	175,000	177,000	177,000	186,000
R 430-48309-000	Other Property Sales		54,583	83,814	-	-	100,000
R 430-48440-000	Insurance recoveries		1,396	-	-	-	-
E 430-53311-390	Streets	Supplies	-	48,052	22,207	16,127	7,500
E 430-53311-810	Streets	Cap Outlay	150,817	148,937	138,737	382,631	419,000

			2016	2017	2018	2019	2020
			Actual	Actual	Actual	Budget	Budget
FUND 480 TID #8							
R 480-41120-000	Tax Incremental Levy			167,025	217,918	217,900	410,900
R 480-48110-000	Interest & other income		6,520	4,904	4,540	2,000	200
R 480-49110-000	Bond proceeds		-	690,550	-	-	-
R 480-49160-000	Bond premium		-	9,419	-	-	-
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			6,520	871,898	222,458	219,900	411,100
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
E 480-51400-210	Administration	Contracted services	49,823	125,485	46,320	5,000	18,000
E 480-51400-390	Administration	Supplies	4,097	7,912	-	-	-
E 480-51400-407	Administration	Developer incentive	-	16,289	64,720	66,700	64,720
E 480-51400-998	Administration	Employee benefits	-	425	-	12,000,000	-
E 480-51400-999	Administration	Employee wages	-	5,550	-	-	-
E 480-57427-000	Administration	Interest	-	26,789	26,789	26,789	26,789
E 480-57333-000	Trans Cap	All types	1,268,851	780,560	510,427	50,000	13,000,000
E 480-59900-000	Trans Cap	Bond costs	-	8,353	-	-	-
E 480-59200-000	Trans Cap	Transfers out	-	204,550	-	-	-
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			1,322,771	1,175,913	648,256	12,148,489	13,109,509
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

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 specific 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.

DEO. Directed enforcement (police) officer.

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.

Glossary

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

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.

Glossary

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.

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), also known as NEW Water. 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.

P

Part-time. An employee who works less than 30 hours per week, or a seasonal employee that

Glossary

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 accomplishment of 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.

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

Glossary

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.

Special Assessments. A charge to property owners for benefits made by some municipal improvements, such as road construction.

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 up to 10% or decreases of 5% in annual payments are limited by the state.
- **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 Wisconsin municipalities are eligible for this aid.

Glossary

- **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 financing services performed for the common benefit of the people. This term does not include specific charges made against specific 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.

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

Glossary

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 are of mixed-use development to become the center of commercial, retail and housing activity within the downtown of 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.

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.