

Village of Holmen

2017 Annual Budget

La Crosse County, Wisconsin

To Be Adopted: 11/10/2016

**Nancy J. Proctor, President
Village of Holmen Board**

Village Trustees:

**Rich Anderson
Bill Ebner
Steve Johnston
Doug Jorstad
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Village of Holmen 2017 Budget

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Village of Holmen

2017 Budget Timeline

<u>Description</u>	<u>Date</u>
Merit Review Process Begins	June 13
2017 Budget Requests Discuss w/ Committees	August Committees (August 2-9)
Meet with Department Heads	August 16 through August 18
Draft Budget Out	September 16
Discuss Draft Budget w/ Board (Sp. Village Bd.)	October 3 (Mon. 6:00pm)
Discuss Final Budget w/ Board (Sp. Village Bd.)	October 13 (Thurs. 6:30pm)
Publish Proposed Budget	October 21
Public Adoption Meeting (Sp. Village Bd.)	November 10 (Thurs. 6:30pm)
Finalize All Required Forms	November/December 2016
Submit Budget Documents to State and County	December 2016
Mail Tax Bills	December 2016

Village of Holmen
2017 Budget
Statement of Budget Priorities and Issues

The Village of Holmen is a community of 9,700 residents located approximately 7 miles north of La Crosse, Wisconsin. The Village maintains a number of departments to meet the needs of the community. Village departments include: Water, Sewer, Stormwater, Public Works, Zoning, Building Inspection, Police, Parks and Recreation, Library, Public Transportation and General Administration. The Village also participates in a joint Fire Department with the Towns of Holland and Onalaska, and participates in a Joint Municipal Court.

Village Operational Mission Statement: To provide excellence in the delivery of municipal services, while preserving and enhancing the image of the community, through honest, fair, ethical, accountable and fiscally responsible leadership and team dedication.

Team Member Core Values: Integrity, Accountability and Credibility from: Honesty – Fairness – Professional Ethics – Respect – Dedication

General Priorities:

- Delivery of Outstanding municipal service and adherence to the Operational Mission
- Enhanced use of technologies that improve the quality of service, communication and cost impacts to the Village
- Economic development and land use planning; encouraging and support quality development throughout the Village
- Beautification, safety improvements and continued development of the Southern Corridor
- Safe potable water supply
- Safe and compliant wastewater treatment
- Effective stormwater management
- Well maintained roads and streets, a well utilized public transportation system with community connectivity
- A well-equipped and trained Police Department
- A well-equipped and trained Fire Department and First Responders Unit
- Proper zoning and land division and a competent building inspection / compliance system
- Outdoor recreational activities accessible to all citizens
- Library access to all citizens
- Competent staff to administer local, state and federal rules and regulations; and proper administration of local elections

Issues:

- Levy increase only at “net new construction” levels
- Shrinking State funding; reduction in shared revenue, recycling and general transportation aides
- Growth in new infrastructure (increased demand), but increasing age of existing infrastructure and equipment

Village of Holmen

Statement of Financial and Programmatic Policies and Goals

2017 Budget

The Village maintains a policy to completely fund its current year operating needs through the annual budget process. Capital projects are budgeted through a five-year plan in order to spread large costs out over a period of time. The Village maintains a fairly constant tax rate and avoids violent mill rate swings. Departments and programs are reviewed annually during the budget process. Additions to the departmental budgets due to increased growth or service demands are reviewed by the department heads and oversight committees. The Board takes final action on the consolidated budget.

The Village Board may choose to utilize GO Bonds to raise revenue to expense projects or costs that cannot be budgeted as part of the annual general fund operating. Debt service payments are scheduled to have a minimal tax effect within the fastest payback period possible. It is the policy of the Village Board to not consume its future tax base with pure debt but to find a balance to best fit the tax burden of the Village taxpayer. This year, the Budget supports new Debt Service, via a “New Note” (borrowing) to cover approximately \$330,920 of capital projects and capital expenditures (payable in 2018); and supports the use of Bond Funds for the construction of a new Library and the Holmen Drive Improvement Project.

Additional employees are requested through the departmental budgeting process. Team members are hired to represent the values of the organization. Due to budget constraints and the lack of new revenue income, adding new employee positions should be done with caution. It is the board’s policy to be competitive within the employment market place when creating new positions, and maintaining its current employee base. As such, the Village of Holmen has adopted a competitive Compensation and Classification Structure for all non-represented employees, which is amended annually in line with market rates and the CPI for cost of living adjustments. This year, the Village COLA is 2.0% for non-represented employees. This year, the Budget supports the creation of one new full time position: 1) Police Officer; and two new part time positions: 2) Clerk’s Office Receptionist and Assistant(s).

Village Operational Mission Statement: To provide excellence in the delivery of municipal services, while preserving and enhancing the image of the community, through honest, fair, ethical, accountable and fiscally responsible leadership and team dedication.

Team Member Core Values: Integrity, Accountability and Credibility from: Honesty – Fairness – Professional Ethics – Respect – Dedication

Goals:

- Provide the best possible village services with the lowest possible cost and to promote the highest quality of life
- Provide resources to adequately fund village services
- Provide a well-equipped, and trained staffed, and a safe, professional working environment
- To respond to the needs of the community
- To fairly compensate employees
- To mitigate the tax burden to the greatest extent possible, while recognizing the need to spur development and increase the overall tax base

Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget

Department: Clerk/Treasurer, Records, Elections, Tax Assessments and Zoning

Services:

The department provides all administrative functions of the Village. Accounting, payroll, utility billing, citizen inquiry, tax collections, zoning administration, computer administration, budget preparation, insurance administration, debt administration, election administration, dog licensing, beer and liquor licensing, building permit applications, ordinance administration and enforcement and secretary functions for all departments except Police.

Goals:

The department maintains the following goals:

- Provide accurate and timely information to the public
- Conduct all activities of the office of Village Clerk
- Conduct all activities of the office of Village Treasurer
- Conduct all activities regarding those responsibilities for administrative oversight of the Village Utilities
- Conduct and provide oversight of all administrative operations regarding Payroll and Employee Resources
- Assist in the implementation of the Zoning Ordinance
- Ensure transparent and open election procedures
- Act as a community resource for various inquiries
- Provide accurate and timely reports and information to Board members, Commission members and Department Heads
- Assist all departments when necessary
- Maximize paperless/wireless technology

Current Year Budget Implementation:

- Two, new part time office assistants/receptionists (20 hours each—one morning, one afternoon)

TOTAL CAPITAL: None

Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget

Department: Village Hall

Services:

The Village Hall provides space for all departments. It also provides meeting space for the Village Board, its committees and commissions. The Village Hall also provides space for a senior center, which is operated 5 days a week. Space is also provided to the Holmen Historical Society for historical displays.

Goals:

The department maintains the following goals:

- Provide adequate clean working spaces for the departments
- Provide adequate clean space for the Board and senior center
- Provide administrative space and services that Holmen can be proud of

Current Year Budget Implementation:

- Maintain existing expenditures

TOTAL CAPITAL: None

Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget

Department: Police

Services:

The police department provides 24-hour coverage to the Village residents for police protection. The police also act as the head of the Village emergency service unit.

Goals:

The department maintains the following goals:

- To adequately train and equip police officers
- To provide 24 hour police protection
- To provide excellent community support
- To have the ability to handle emergency situations
- Provide reliable emergency sirens to all Village residents

Current Year Budget Implementation:

- Addition of new Police Officer (Full Time), beginning July 1, 2017
- Maintain expenses for utilities and operations for the new Police Station
- Maintain expense increases for training/professional development, municipal court and equipment
- Maintain expense increases for equipment needs, weapons, public events, etc.
- C/O new Utility Vehicle (squad) with camera, equipment and K9 cage: (\$67,500)

TOTAL CAPITAL: \$67,500 (New Note)

Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget

Department: **Fire**

Services: The fire department provides 24-hour volunteer fire protection to the Village of Holmen, Town of Holland and Town of Onalaska. The department also provides a first responders unit for emergencies.

Goals: The department maintains the following goals:

- To adequately train and equip firefighters
- To provide 24 hour fire protection
- To provide excellent community support
- To have the ability to handle emergency situations

Current Year Budget Implementation:

- Planned operational/capital increase for annual contribution to the District, NOT TO EXCEED \$240,000/year for 2017.
- Support the growing needs of the department, and our partnering communities, while being cautious about the impact to the Village's fiscal investment.

TOTAL CAPITAL: None beyond normal contractual agreement

Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget

Department: Building Inspection

Services: The building inspection department provides inspections for all new construction, remodels and additions. The department also provides support to the administrative and public works departments for zoning and deterioration issues.

Goals: The department maintains the following goals:

- Provide professional inspector for all residential and commercial construction
- Stay current on all building codes
- Subcontract Building Inspection services
- Staff Coordination amongst Building Inspector, Public Works and Zoning Administration

Current Year Budget Implementation:

- Maintain existing services

TOTAL CAPITAL: None

Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget

Department: **Parks and Recreation; Aquatic Center**

Services:

The park department provides recreational and social opportunity for all age groups, including spring, summer, fall and winter programming. The department maintains a number of neighborhood and community parks and recreational facilities including the Holmen Area Aquatic Center.

Goals: The department maintains the following goals:

- Provide recreational and social programs for all age groups within the Village
- Provide well maintained neighborhood and community parks and facilities
- Provide a well maintained aquatic facility
- Provide well trained and equipped staff
- Maintain Halfway Creek Bike Trail

Current Year Budget Implementation:

- Annual Bike Trail Maintenance via use of Trail Funds

- **TOTAL PARKS CAPITAL: \$77,200**
 - C/O John Deere 1575 Mower with Cab, Broom (\$26,600); Deer Wood Park Trail Asphalt (\$30,600);
 - C/O Tool Cat Replacement (\$2,500); Grass Seeder for Tractor (\$10,000); Roller Attachment for Tool Cat (\$4,500);
 - C/O Welder with aluminum capability (\$3,000)
- **TOTAL RECREATION CAPITAL: \$0**
 - C/O None
- **TOTAL AQUATIC CAPITAL: \$69,750**
 - C/O Water Slide Renew & Repairs (\$36,750); Replace Water Features (\$20,000);
 - C/O North Turnstile Gate (\$13,000)

TOTAL CAPITAL: \$108,420 GF (New Note) / \$38,530 Park Development Funds

**Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget**

Department: Public Works

Services:

The public works department performs the following services: snow removal, street signage, street painting, street maintenance and replacement administration, engineering, alley, curb and gutter and sidewalk maintenance and equipment maintenance.

Goals:

The department maintains the following goals:

- Provide safe, well maintained streets, alleys, sidewalks and multi-use trails
- Provide for well-maintained public right-of-ways
- Provide for a rotating street replacement plan
- Provide well trained and equipped employees
- Provide a means of public transportation

Current Year Budget Implementation:

- Maintain existing department services and expenditure levels

- C/O 2017 Planned Street Repaving Projects (\$300,000)
- C/O Replacement (Trade-in) of Bobcat (1/4 of \$1,500 = 375) (\$375)
- C/O Alley South of Roberts (\$15,750)
- C/O New Plow Truck (\$155,000) New Note
- C/O Hale Drive and Holmen Drive (TIF 3) (\$3,190,000) Bond Funds for TIF 3

TOTAL CAPITAL: \$3,661,125 (\$316,125 General Fund; \$3,190,000 Bond Funds; \$155,000 New Note)

**Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget**

Department: Planning, and Community and Economic Development

Services: The Planning, and Community and Economic development department provides the initiative to plan and fund economic development within the Village.

Goals: The department maintains the following goals:

- Implement the policies of the Village’s Comprehensive Plan
- Continue to develop zoning ordinances that are consistent with the Comprehensive Plan
- Provide support for economic development within the Village of Holmen
- Provide support for all planning and community development functions of the Village
- Provide support for all redevelopment opportunities in the Village
- Finalize and implement the plan for the investment of Public Facilities
- Promote the economic development of Village of Holmen TID #2
- Promote the beautification and economic development of Village of Holmen TID #3
- Continue to build social and economic capacity by enhancing local and regional partnerships
- Support annexation and the consolidation of services when possible

Current Year Budget Implementation:

- Costs associated with Annexation, Planning and TIF Studies (\$20,000)
- Costs associated with ED, participation in LADCO and Joint Tourism Groups (\$10,000)

**Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget**

Department: **Library**

Services: The library department provides a well-stocked facility that is open to all area residents.

Goals: The department maintains the following goals:

- Provide a well maintained library facility to all Village residents
- Continue to facilitate development of a new library location

Current Year Budget Implementation:

- \$4.5 million Library building project (project began in 2016).
- Repair Legion Street completely with new utilities \$280,000.

TOTAL CAPITAL: \$4.6 million (approx.) Bond Funds expected in 2017

**Village of Holmen
Statement of Departmental Goals and Objectives
2017 Budget**

Department: Sewer Utility

Services: Provide treatment of the Village's waste water

Goals: The department maintains the following goals:

- Provide for environmentally safe and cost efficient treatment of the Village's waste water.

Current Year Budget Implementation:

- | | |
|---|-------------|
| • C/O Bobcat replacement (1/4th cost) | (\$375) |
| • C/O Hearing Protection/Communication | (\$5,000) |
| • C/O Spot Sewer Repairs | (\$7,500) |
| • C/O Sewer Utility Truck | (\$35,000) |
| • C/O WWTP System Study/Design | (\$650,000) |
| • C/O Holmen Drive Reconfiguring TIF 3 | (\$120,000) |
| • C/O Hale Drive and Holmen Drive TIF 3 Project | (\$130,000) |

TOTAL CAPITAL: \$697,875 Annual Proceeds/Reserve; \$250,000 Bond Funds and TIF 3 from Reserve

- Borrow reserve funds to cover 50% TIF 2 Expenses (\$65,000)

APPROX. TOTAL FROM RESERVE: \$175,000 (\$4,900,000 in reserve, thus, leaves \$4,725,000)