

# Village of Holmen

## 2018 Annual Budget

La Crosse County, Wisconsin

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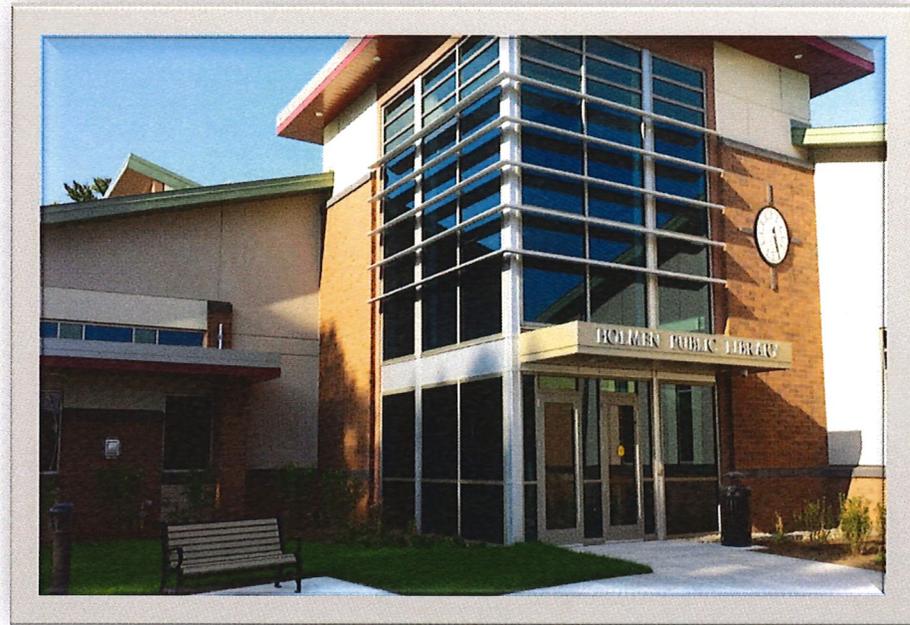
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*To Be Adopted: 11/9/2017*

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

### **Village Trustees:**

**Rich Anderson  
Bill Ebner  
Steve Johnston  
Doug Jorstad  
Dawn Kulcinski  
Chuck Olson**



# Village of Holmen 2018 Budget

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# Village of Holmen

## 2018 Budget Timeline

<u>Description</u>	<u>Date</u>
Merit Review Process Begins	June 12
2018 Budget Requests Discuss w/ Committees	August Committees (August 1-8)
Meet with Department Heads	August 15 through August 17
Draft Budget Out	September 15
Discuss Proposed Budget w/ Board (Sp. Village Bd.) <i>(Possible Recommendation of Budget)</i>	October 2 (Mon. 6:00pm)
Discuss Budget w/ Board (Sp. Village Bd.) <i>(If Needed)</i>	October 12 (Thurs. 6:30pm) If Needed
Publish Proposed Budget	October 20
Public Adoption Meeting (Sp. Village Bd.)	November 9 (Thurs. 6:30pm)
Finalize All Required Forms	November/December 2017
Submit Budget Documents to State and County	December 2017
Mail Tax Bills	December 2017

**Village of Holmen  
2018 Budget  
Statement of Budget Priorities and Issues**

The Village of Holmen is a community of 9,900 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**  
**2018 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 approx. \$499,916 of capital projects and capital expenditures (payable in 2019); new Debt Service, via a State Environmental Loan to cover up to \$9.5 million for a new Sewer Plant; and supports the use of GF reserves to loan approx. \$375K to TIF #2 for improvements to the Industrial Park and TIF #3 for designs for the Gaarder/Main Street roundabout.

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 2.5% for non-represented employees. This year, the Budget supports the creation of two new full time positions: 1) Park & Recreation Laborer and 2) Village Engineer Tech.

**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**  
**2018 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:**

**TOTAL CAPITAL: None**

**Village of Holmen**  
**Statement of Departmental Goals and Objectives**  
**2018 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. The Village Board, throughout the course of 2018 however, will continue to investigate and consider strategies and resource investments to improve space needs for seniors, as the Village's needs within Village Hall continue to expand. This concept may include the renovation of the "Old Library." It is recommended the Village consider the use of State grants to aid in the Village's contribution of any resources used to construct space for seniors.

**TOTAL CAPITAL: None planned at time of budget adoption (it is possible the Board will consider budget amendments in 2018 to address senior space needs and Village Hall needs)**

**Village of Holmen**  
**Statement of Departmental Goals and Objectives**  
**2018 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:**

- Increases to allow for the full year of the added Police Officer from July 1, 2017
- C/O TWO new Utility Vehicles (squads) with camera and equipment: (\$136,000) New Note
- C/O Trailer 7x14 (\$4,000—only if resources remain from the purchase of two squads)

**TOTAL CAPITAL: \$136,000 (New Note)**

**Village of Holmen**  
**Statement of Departmental Goals and Objectives**  
**2018 Budget**

**Department:** Fire

**Services:** The fire department provides 24-hour 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 approximate \$55K operational/capital increase for annual contribution to the District, NOT TO EXCEED \$295,000/year for 2018 (\$243K operating; \$25K capital; and \$27K 2% dues).
- 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**  
**2018 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 non-state 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
- Continue to use State of Wisconsin for State Required Commercial Inspections

**TOTAL CAPITAL: None**

**Village of Holmen**  
**Statement of Departmental Goals and Objectives**  
**2018 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:**

- New Park & Rec Laborer hired by April 1, 2018
- Base hourly wage for Seasonal Employees increased to \$8.50/hr.
- Annual Bike Trail Maintenance via use of Trail Funds
  
- **TOTAL PARKS CAPITAL: \$78,000 New Note**
  - C/O Salter/Sander Replacement (\$5,500); F250 4x4 Truck & Plow (\$34,000);
  - C/O Tool Cat Replacement (\$2,500); Crack sealing—various locations (\$6,000);
  - C/O Replace forklift (\$10,000); Small used Bucket Truck/Van (\$20,000)
- **TOTAL RECREATION CAPITAL: \$2,500 New Note**
  - C/O Soccer Goals (\$2,500)
- **TOTAL AQUATIC CAPITAL: \$33,500 New Note**
  - C/O Replace Grates VGB Act/Engineering (\$6,000);
  - C/O Automatic Pool Vacuum (\$12,500);
  - C/O Bathhouse floor—Garage Force covering (\$15,000)

**TOTAL CAPITAL: \$114,000 GF (New Note)**



**Village of Holmen**  
**Statement of Departmental Goals and Objectives**  
**2018 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  
2018 Budget**

**Department:**     **Library**

**Services:**     The library department provides a new, state-of-the-art facility, open to all area residents, staffed by County personnel.

**Goals:**       The department maintains the following goals:

- Continue to maintain the new Holmen Public Library, as the “Flag Ship” for the entire County system
- Continue to maintain a strong inter-agency partnership with La Crosse County to provide outstanding programming and services to area residents

**Current Year Budget Implementation:**

- Increases to account for larger facility—maintenance and utilities

**TOTAL CAPITAL: None**

**Village of Holmen**  
**Statement of Departmental Goals and Objectives**  
**2018 Budget**

**Department:**      **Storm Water Management Utility**

**Services:**      Provide a mechanism and the means to protect local water resources including: street sweeping, weed and grass control, storm sewer administration, brush chipping and compost site maintenance.

**Goals:**      The department maintains the following goals:

- Provide water quality and shore land protection along streams and lakes.
- Maintain the storm water management system.
- Planning for growth in the Village and future storm water management needs.
- Complying with new storm water management regulations.
- Correcting deferred maintenance of storm water management systems.
- Provide direct oversight and planning to all new construction/development re: storm water management requirements
- Provide timely brush removal and chipping

**Current Year Budget Implementation:**

- Maintain existing services and expenditures and revenues
  
- C/O Various Storm Sewer Improvements (\$28,000)

**TOTAL CAPITAL: \$28,000**



**Village of Holmen  
Statement of Departmental Goals and Objectives  
2018 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 Street Projects (\$16,000)
- C/O New Sewer Plant 2018 Impact, Estimates Only (\$9.5 million) Environmental Loan; & Unknown from Reserve
- C/O Seven Bridges Industrial Park Sewer Mains (\$100,000) Loan to TIF 2

**TOTAL CAPITAL: \$9,616,000 Annual Proceeds/Environmental Loan Fund**

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

**APPROX. TOTAL FROM RESERVE: Unknown at this time (\$5,400,000 in current approx. reserve)**