

Village of Holmen

2019 Annual Budget

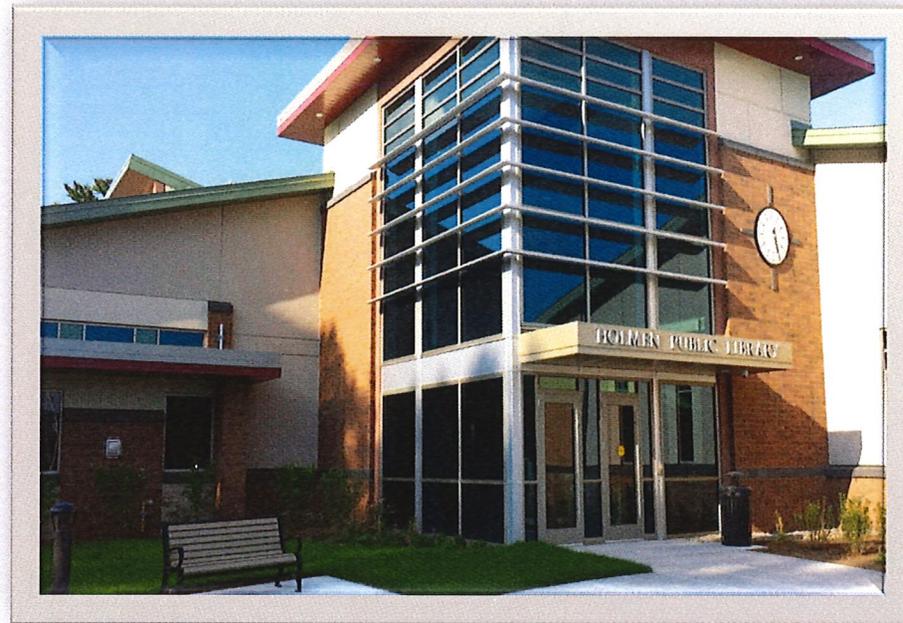
La Crosse County, Wisconsin

To Be Adopted: 11/8/2018

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

Village Trustees:

**Rich Anderson
Brandon Cain
Steve Johnston
Doug Jorstad
Dawn Kulcinski
Rodney Stanek**



Village of Holmen 2019 Budget

Table of Contents

	<u>Page</u>
Budget Timeline	3
Statement of Budget Priorities and Issues	4
Statement of Financial and Programmatic Policies and Goals	5
Statement of Departmental Goals and Objectives	6-17
General Fund Budget	18-26
TIF #2 Budget	27
TIF #3 Budget	28
Storm Water Management Utility	29-30
Water Budget	31-32
Sewer Budget	33-34
Debt Schedule	35-36
Non Represented Compensation & Classification Structure	37
Fee Schedule	Exhibit Pages 1-4

Village of Holmen

2019 Budget Timeline

<u>Description</u>	<u>Date</u>
Merit Review Process Begins	June 11
2019 Budget Requests Discuss w/ Committees	August Committees (July 31 - August 7)
Meet with Department Heads	August 20; August 21
Draft Budget Out	September 14
Discuss Proposed Budget w/ Board (Sp. Village Bd.) <i>(Possible Recommendation of Budget)</i>	October 1 (Mon. 6:00pm)
Discuss Budget w/ Board (Sp. Village Bd.) <i>(If Needed)</i>	October 11 (Thurs. 6:30pm) If Needed
Publish Proposed Budget	October 19
Public Adoption Meeting (Sp. Village Bd.)	November 8 (Thurs. 6:30pm)
Finalize All Required Forms	November/December 2018
Submit Budget Documents to State and County	December 2018
Mail Tax Bills	December 2018

Village of Holmen
2019 Budget
Statement of Budget Priorities and Issues

The Village of Holmen is a community of 10,150 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 2019 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. \$445,900 of capital projects and capital expenditures (payable in 2020); new Debt Service, via a State Environmental Loan to cover up to \$8 million for a new Sewer Plant; and supports the use of GF reserves to loan approx. \$900K to TIF #2 for improvements to King’s Bluff and Schaller Blvd. 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 one new full time position: 1) Police Officer (partial year).

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; while always fairly compensating employees
- To respond to the ever-changing and evolving needs of the community
- 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
2019 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:

- One time Assessor costs for Village-wide market-rate revaluation: \$40,000 (New Note)

TOTAL CAPITAL: No actual “capital” expenditures; \$40,000 for Revaluation (New Note)

Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 2019 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 partnership with the Community Center Group.
- Upgrade the entire IT network and hard drive storage capacity, including the creation of a permanent fiber connection to all three Village facilities, with emergency back-up capacity at all locations, new park cameras and computer replacements: C/O MCS Networks: (\$81,000 = \$45,000 Library Loan Proceeds and \$36,000 New Note)

TOTAL CAPITAL: \$45,000 Library Loan Proceeds and \$36,000 New Note = \$81,000

Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 a new Police Officer, beginning as of August 1, 2019
- C/O one new Tahoe Utility Vehicle (squad) with camera and equipment: (\$63,000) New Note
- C/O five new Watchguard Cameras: (\$34,325) New Note
- C/O new Bobcat 3400: (\$12,600) New Note

TOTAL CAPITAL: \$109,925 (New Note)

Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 \$42K operational increase for annual contribution to the District, NOT TO EXCEED \$337,000/year for 2019 (\$285K 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 planned

Village of Holmen
Statement of Departmental Goals and Objectives
2019 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
2019 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:

- Increases to account for full year of new Park & Rec Laborer hired on April 1, 2018
- Base hourly wage for Seasonal Employees increased to \$9.00/hr.
- Annual Bike Trail Maintenance via use of Trail Funds

- **TOTAL PARKS CAPITAL: \$91,300 New Note**
 - C/O JD Z-Trak Mower (\$18,500); Shop Steam Cleaner (\$5,000); Bike Fix Stations (\$5,000); Deerwood Updates (\$5,500); Halfway Creek Asphalt Updates (\$2,500)
 - C/O Tool Cat Replacement (\$2,500); West Shelter Cleaner (\$5,000); East Shelter Imop (\$4,300);
 - C/O Replace forklift (\$10,000); Small used Bucket Truck/Van (\$20,000); Resurface Remington Tennis (\$13,000)
- **TOTAL RECREATION CAPITAL: None**
 - C/O None
- **TOTAL AQUATIC CAPITAL: \$8,800 New Note**
 - C/O Loungers and Chairs (\$4,500);
 - C/O Pool House Imop (\$4,300)

TOTAL CAPITAL: \$100,100 GF (New Note)

**Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 2019 Planned Street Repaving Projects (\$300,000)
- C/O Alley Project (\$18,000)
- C/O New Plow Truck (\$155,000) New Note
- C/O Hydraulic Breaker (\$4,000) New Note
- C/O Bobcat Trade-in Program \$3,500/4 Departments (\$875) New Note
- C/O Approximately \$800,000 loaned to TIF 2 from GF for Street work in Seven Bridges Industrial Park (Schaller Blvd.)
- C/O Approximately \$50,000 loaned to TIF 2 from GF for Street work in King's Bluff Estates
- C/O Approximately \$50,000 loaned to TIF 3 from GF for Design of Gaarder/Main Roundabout

TOTAL CAPITAL: \$1,377,875 (\$318,000 General Fund; \$159,875 New Note; \$900,000 TIF 2 & 3)

Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 Joint Tourism Groups (\$12,000)
- Costs associated with ED, participation in LADCO (\$2,500)

**Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 programing and services to area residents

Current Year Budget Implementation:

- Increases to account for larger facility—maintenance and utilities

TOTAL CAPITAL: Anticipated furniture/building requests that shall take place on a case-by-case basis, using both construction loan dollars and/or donated funds

Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 Storm Water Contribution to End Loader (\$40,000)
- C/O Storm Water Contribution to Hydraulic Breaker (\$4,000)
- C/O Storm Water Contribution to Bobcat (\$875)
- C/O Storm Water Holley Street Rebuild (\$28,000)

TOTAL CAPITAL: \$72,875

**Village of Holmen
Statement of Departmental Goals and Objectives
2019 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 Sewer Contribution to End Loader (\$110,000)
- C/O Sewer Contribution to Bobcat (\$875)
- C/O King's Bluff Lift Station (\$300,000)
- C/O New Sewer Plant 2019 Impact, Estimates Only (\$8 million) Environmental Loan; & Unknown from Reserve

TOTAL CAPITAL: \$8,410,875 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)