

CITY OF SHOREWOOD
CITY COUNCIL RETREAT WORK SESSION
TUESDAY, NOVEMBER 30, 2021

24100 SMITHTOWN ROAD
EOC ROOM
9:00 A.M.

AGENDA

1. CONVENE CITY COUNCIL RETREAT WORK SESSION

A. Roll Call

Mayor Labadie _____
Siakel _____
Johnson _____
Callies _____
Gorham _____

B. Review and Adopt Agenda

ATTACHMENTS

2. LEAGUE OF MN TRAINING

3. DEPARTMENT SUMMARIES

Verbal

4. STREETS AND CAPITAL IMPROVEMENT PLAN

City Administrator memo
City Engineer memo
Director of Public Works memo
Finance Director memo

5. FLEXIBLE WORKPLACE

HR Director memo

6. CODE ENFORCEMENT

Planning Director memo

7. OTHER

1. NON-CONFORMING ZONING ISSUES

City Attorney

8. ADJOURN



City of Shorewood Council Meeting Item

Title/Subject: Capital Improvement Plan

Meeting Date: November 30, 2021

Prepared By: Greg Lerud, City Administrator

Reviewed By: Larry Brown, Director of Public Works; Joe Rigdon, Finance Director, and Andrew Budde, City Engineer

4

MEETING
TYPE
RETREAT

Attachments:

Background: This retreat item has four main topics for discussion under the umbrella of Capital Improvement Plan:

- A. The city's street minimum standard
- B. Communication policy
 - 1. Current policy
 - 2. Other ideas
 - a. Story map
 - b. Other
 - 3. Flow chart on process
 - 4. Council expectations on process
- C. Updated CIP schedule
- D. Water system

Attached to this cover memo, are memos about each topic. Staff's goal for each of the items is as follows:

- A. Explain how the city's minimum street standard was developed and the rationale behind it.
- B. Present the current communication plan and hear from the council what potential changes and opportunities there could be for communicating the plans.
- C. Making sure that the council expectations are met regarding each step of a project. Questions such as: What information is available at each point? What is not known? At what point in the process will certain information be available? What and when are the opportunities for public input? Providing clarity and aligning expectations for what will be known and when it will be known is critical for project success going forward.
- D. We will present the current CIP, as well as a couple of other possible scenarios along with financial implications of each option. These are not meant to be the final plan that

Mission Statement: *The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.*

Page 1

would be brought forward at a future meeting for council approval, but rather meant to generate some additional ideas for schedule as well as funding options.



City of Shorewood Council Meeting Item

Title/Subject: Minimum Street Standard
Meeting Date: Tuesday November 30, 2021
Prepared by: Andrew Budde, City Engineer
Reviewed by: Larry Brown, Director of Public Works
Attachments: Typical Section Details, Renderings

Explain how the city's minimum street standard was developed and the rationale behind it.

Background:

When reviewing the appropriate street width many factors are considered including the following:

1. Number of vehicles or Average Annual Daily Traffic (AADT)
2. Types and frequency of vehicles (ie: passenger, school bus, fire truck, semi-truck, RV's, boats/trailers, ect.)
3. Circulation patterns and connections to higher functional roadways
4. Vehicle speed
5. On-street parking
6. Bicycles/pedestrian use
7. Maintenance/snow plowing/emergency vehicle access
8. Drainage/utility placement

Within Shorewood jurisdiction there are two types of public streets. Per city code they are defined as:

1. **COLLECTOR.** Those streets, as identified in the Shorewood Comprehensive Plan, that carry traffic from local streets to the major system of arterials and highways. Collector streets primarily provide principal access to residential neighborhoods, including, to a lesser degree direct land access.
2. **LOCAL.** Those streets, as identified in the Shorewood Comprehensive Plan, that are used primarily for access to abutting properties and for local traffic movement.

Typically, collector roadways would require a larger width depending on several variables and the local roadways would end up being at a minimum width.

Emergency Response: One of the largest factors in determining a minimum width is the State Fire Code. Minnesota State Fire Code Section D103.1 states “where a fire hydrant is located on a fire apparatus access road, the minimum road width shall be 26 feet, exclusive of shoulders.”

There are areas within Shorewood where 24 feet or even 22 feet width has been approved. In these cases, the curb style is surmountable so that emergency vehicles can relatively easily mount the curb and drive in the boulevard as needed. This is not ideal as soft turf areas or accumulated snow can complicate its use. In areas where a vertical barrier curb is provided the width should remain at 26 feet face to face as a minimum.

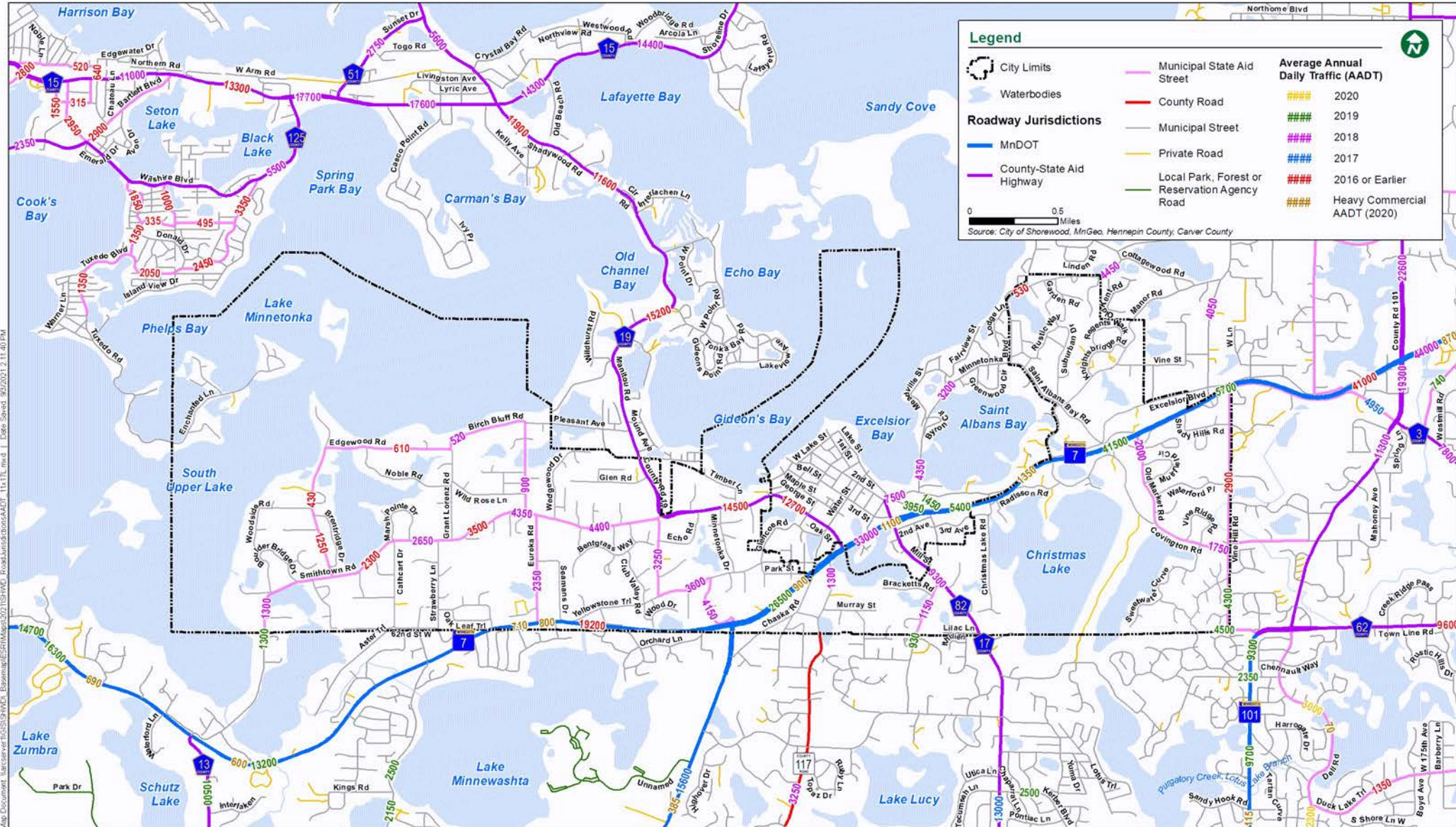
On Street Parking: The Shorewood standard street width of 26 feet face to face provides for 11.5 feet wide driving lanes and allows for on street parking on one side of the roadway. 1.5 feet on each side of the street is concrete curb and gutter and is not considered driving surface, however it can be utilized for on street parking, maintenance, and emergency vehicles. When looking at the utilization of on street parking for a 26-foot-wide street it becomes increasingly narrow depending on the amount of on street parking utilized (see attached renderings). If on street parking is heavily utilized for a length of several hundred feet, as can happen for events at parks and schools, congestion and safe passage of vehicles increasingly becomes an issue. If sporadic on street parking is utilized, it typically does not create congestion issues and can effectively work as a traffic calming measure.

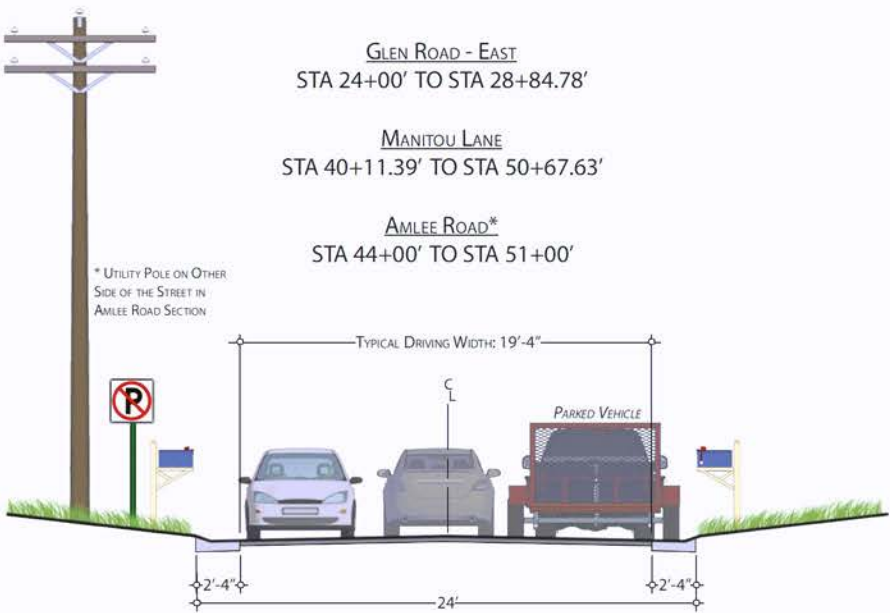
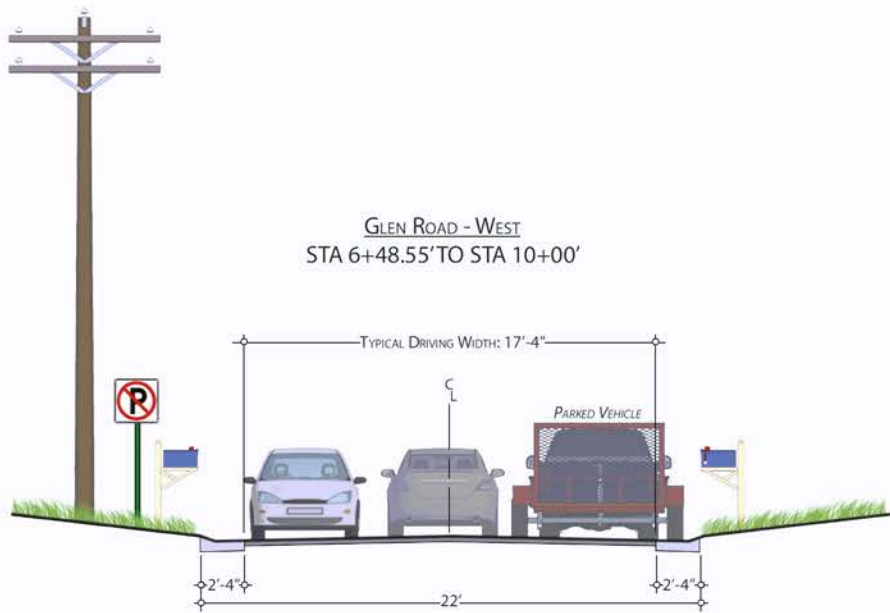
On roadways with higher functional use and AADT, such as a collectors, a designated parking width of 7 or 8 feet is typically required along with 12-foot-wide lanes for two way traffic. Narrower travel lanes can be utilized; however they are typically only used for multi-lane roadways, one-way roadways, or when accommodating multimodal uses such as bike lanes, sidewalks, or trails in largely urban environments with constrained right of way.

For Shorewood local streets at 26 feet face to face that allow for on street parking is a very economical use of resources, provides efficient use and balance of the roadway for the traveling public and residents that utilize on street parking. The on-street parking is also one of the most efficient methods for reducing vehicle speeds on a roadway.

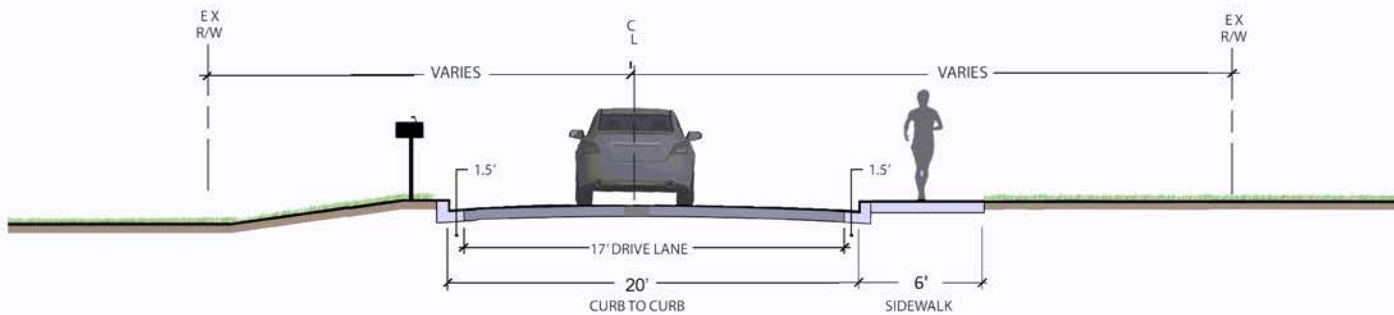
Utilities/Maintenance/Snow Plowing: Other factors to consider are utilities located within street. Typically, sanitary sewer is placed in the middle of the roadway and watermain is required to be offset a minimum of 10' from outside of pipe. If the minimum roadway width was narrower than the 26 feet watermain gate valves would fall within the curb line and fill with silt. This adds more maintenance efforts for city staff or can make valves unusable. Also, city snowplows are 12 feet wide. During snow events having 12-foot-wide lanes allows for safer removal of snow when competing with oncoming traffic and poor visibility.

Staff had completed an informal survey of other communities and 26 feet width is the minimum allowed in the communities that responded. Many minimum widths are 28 feet or 30 feet.

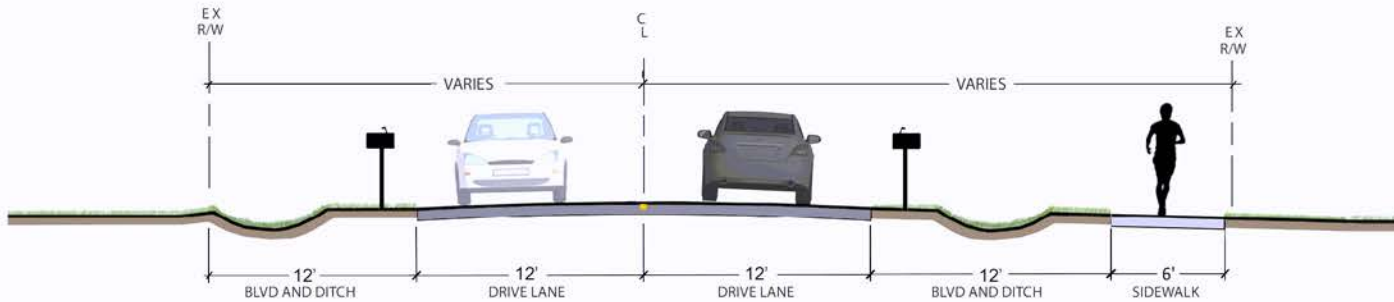




ONE WAY SECTION



RURAL SECTION



STANDARD SECTION

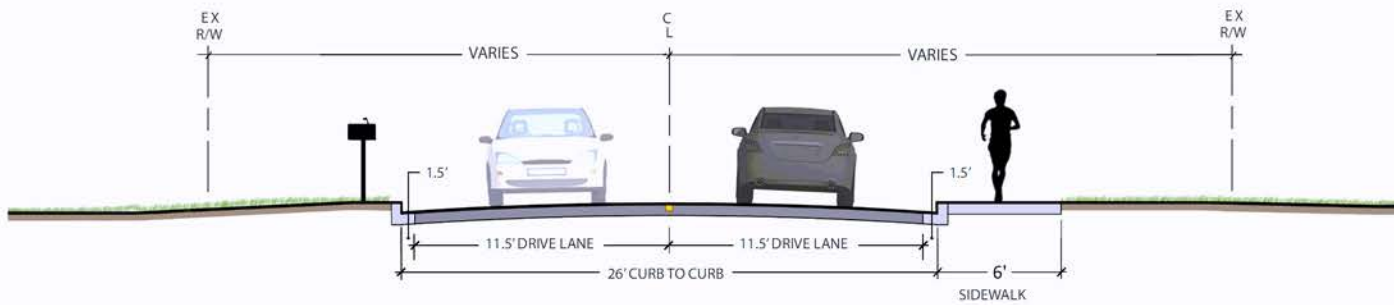
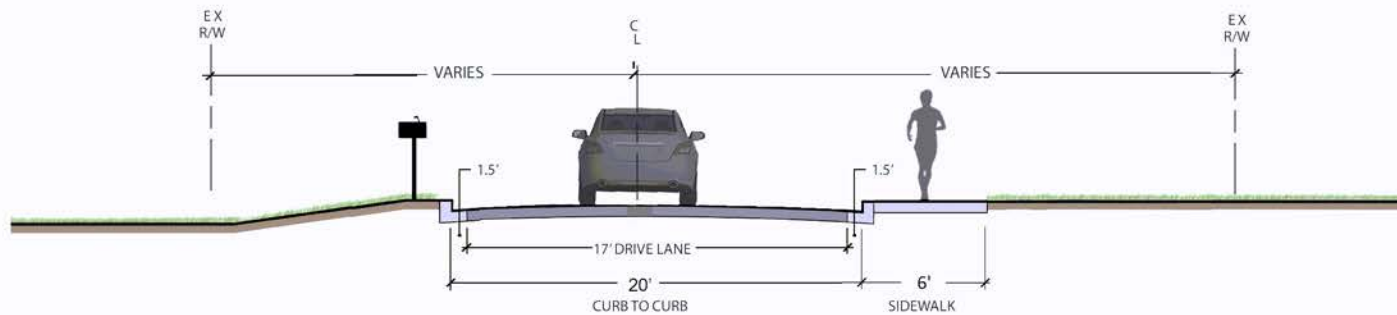


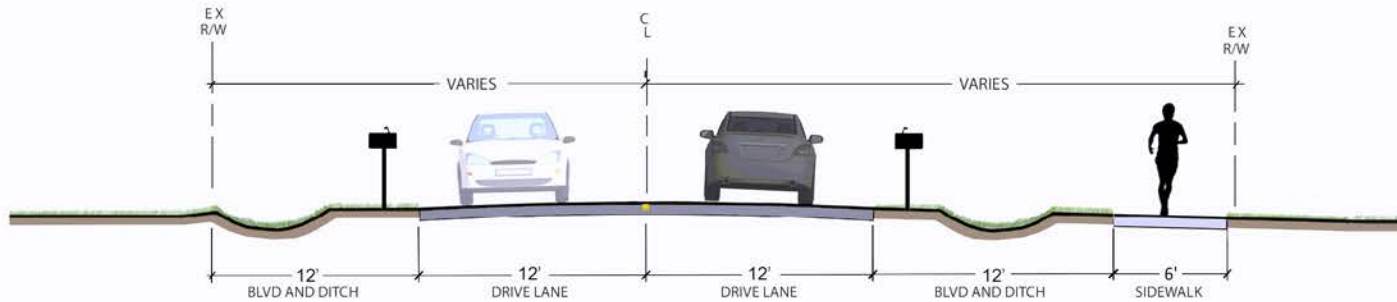
Figure 6



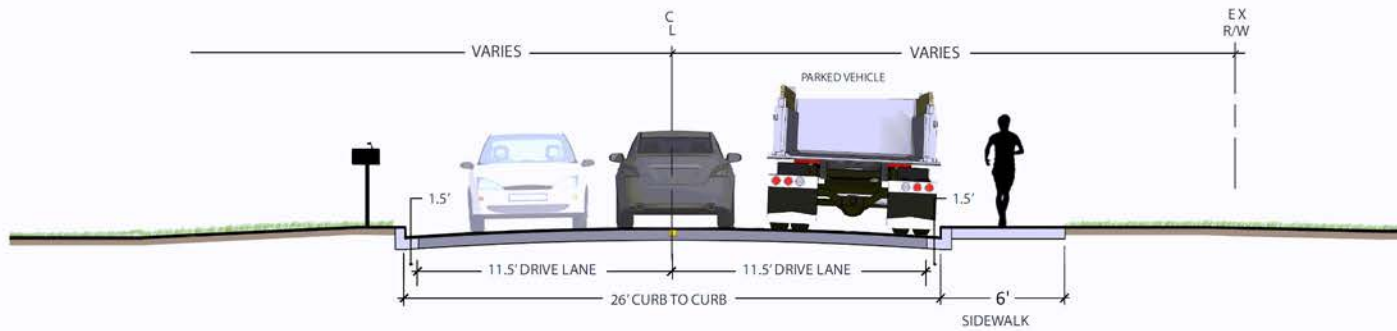
ONE WAY SECTION

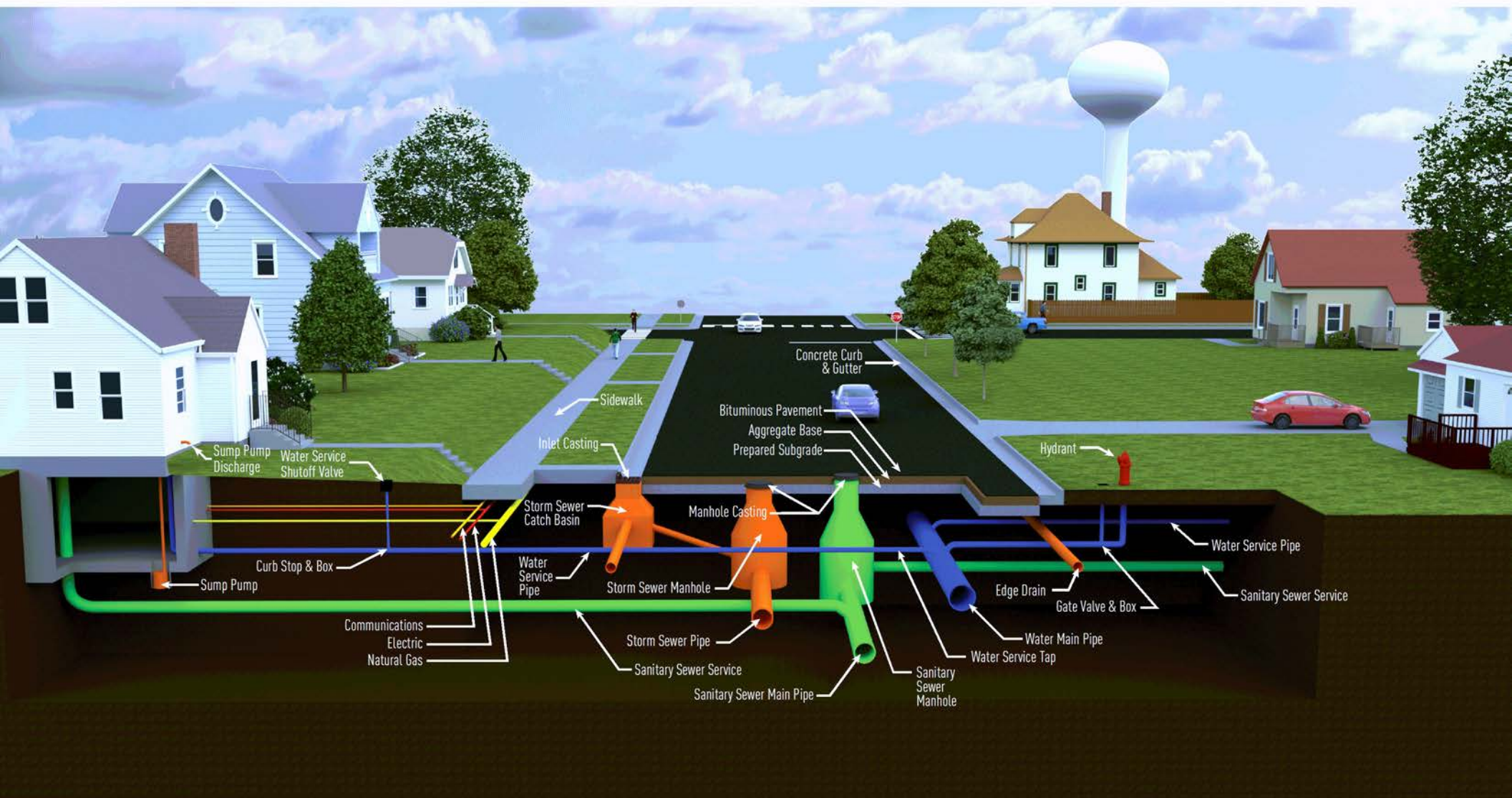


RURAL SECTION



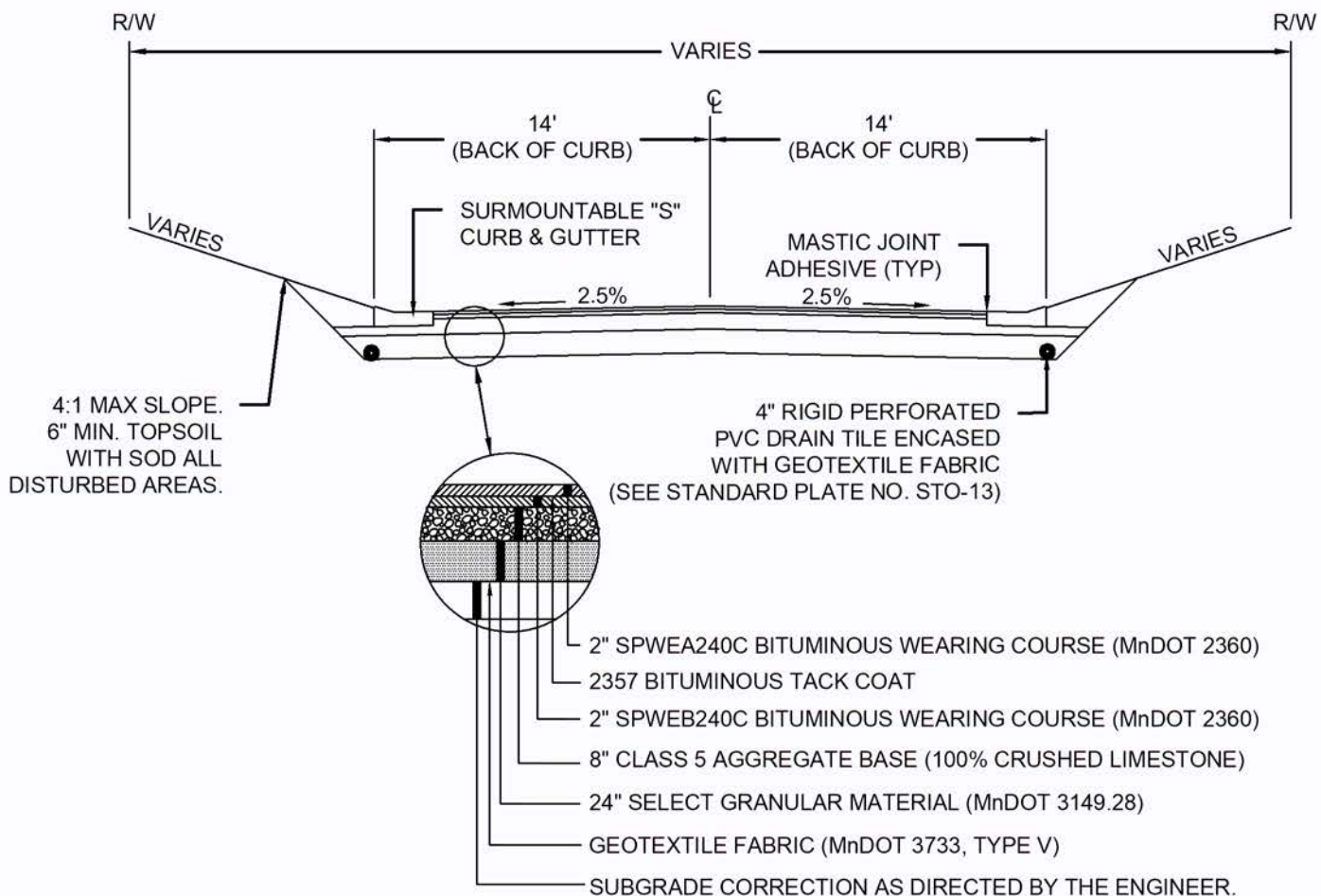
STANDARD SECTION





What's Under My Street?

RDW-01



NOTES

1. DRAINTILE SHALL BE INSTALLED BEHIND CURB IN ALL SILTY, LOAMY, AND SANDY CLAY SOILS WHEN REAR LOT CORNERS ARE ABOVE STREET CENTERLINE. DRAINTILE TO BE INSTALLED AS REQUIRED TO DRAIN ALL SELECT GRANULAR FILL AREAS. DRAINTILE SHALL BE INSTALLED BEHIND CURB AT LOW POINTS 50' IN EACH DIRECTION (SEE STANDARD PLATE NO. RDW-09 & STO-13).
2. THE CITY RESERVES THE RIGHT TO INCREASE THE STREET SECTION BASED ON SOIL CONDITIONS.
3. CONSTRUCT FINAL LIFT OF BITUMINOUS WEAR COURSE ONE FREEZE/THAW CYCLE AFTER UTILITIES ARE INSTALLED.
4. SEE STANDARD PLATES NO. RDW-12, RDW-13 & RDW-16 FOR BIKE PATH & SIDEWALK SECTIONS.



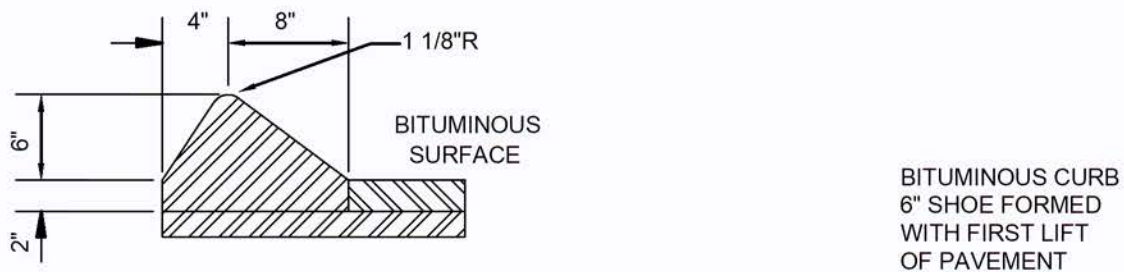
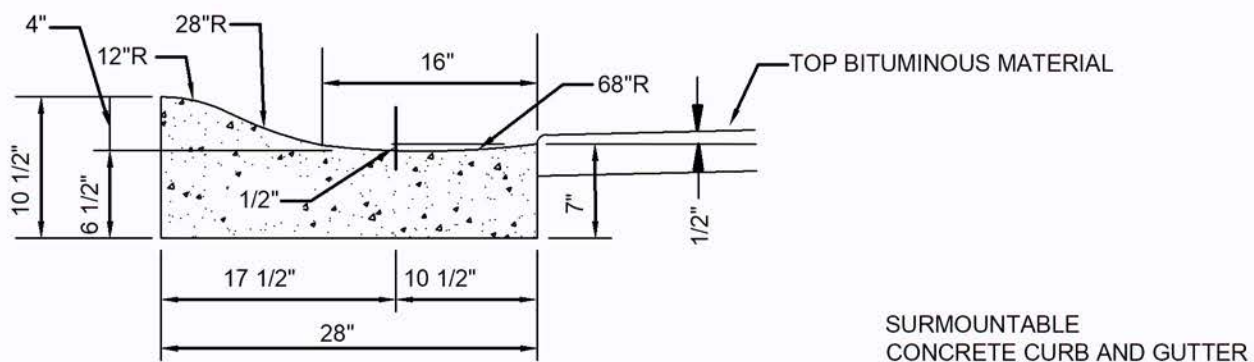
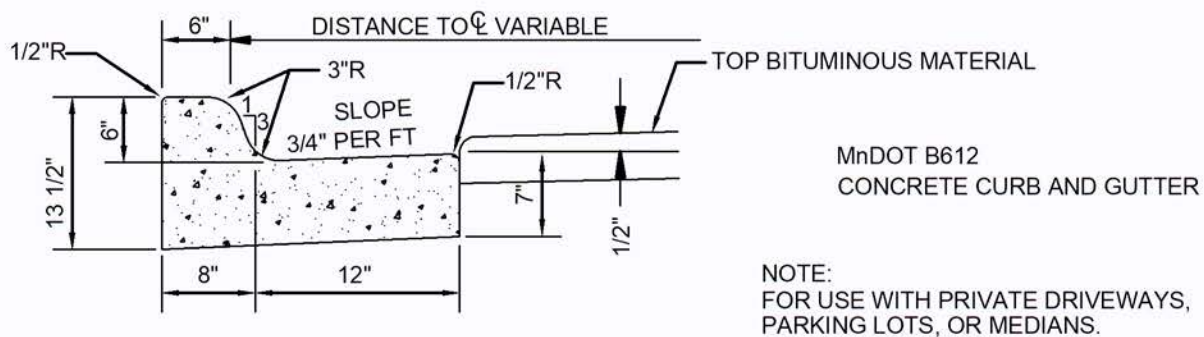
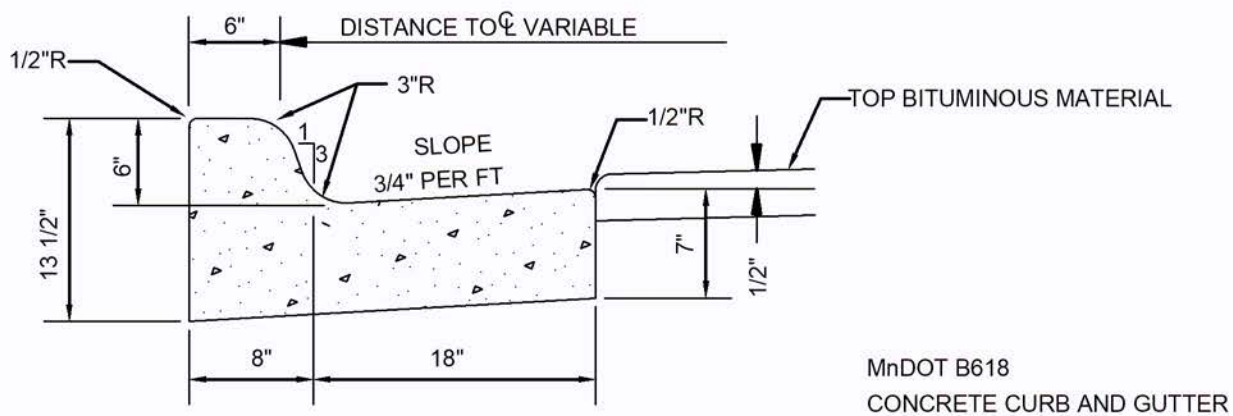
TYPICAL URBAN RESIDENTIAL SURMOUNTABLE CURB STREET DETAIL

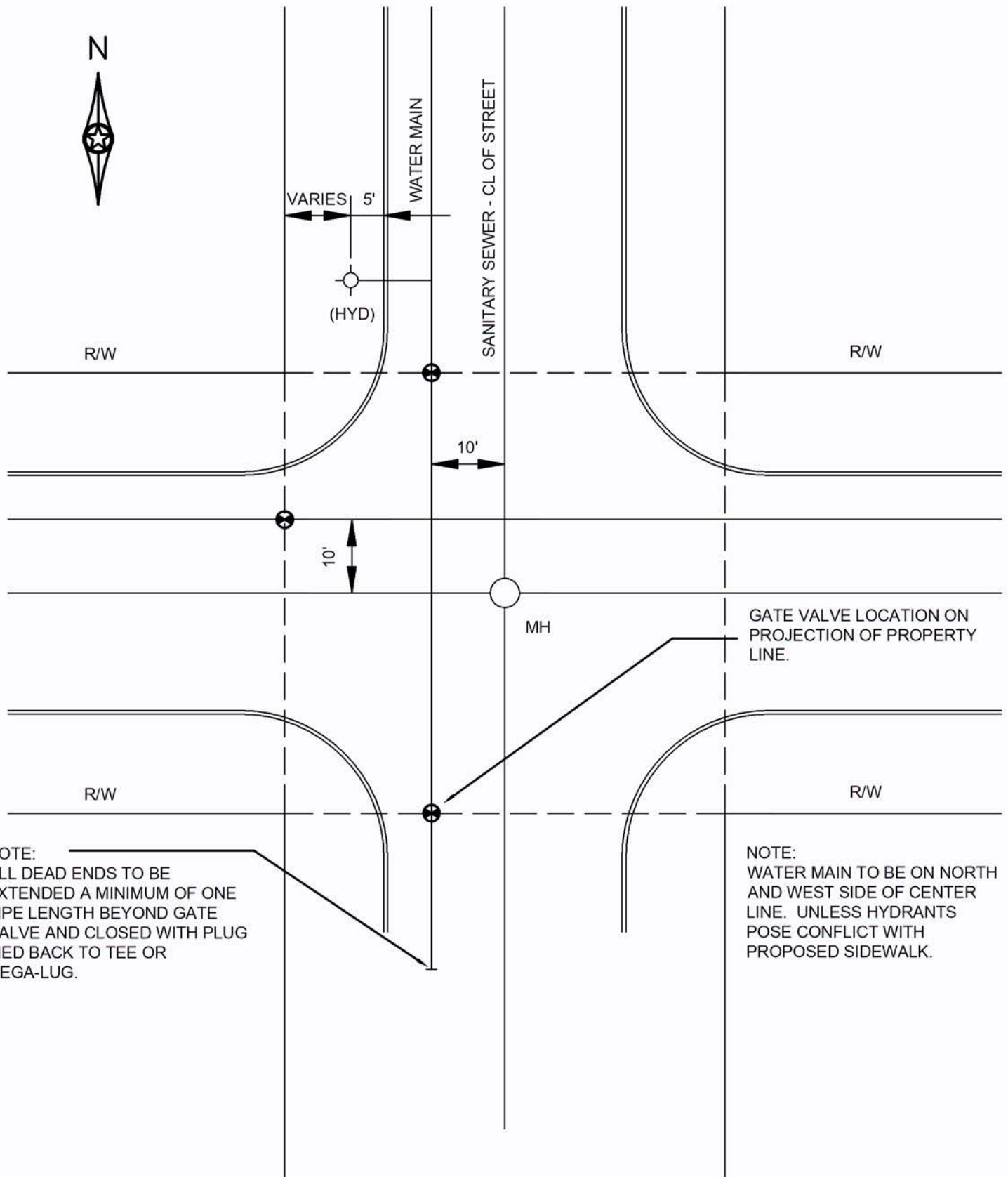
Special Details

Date: JAN. 2016

Revised: DEC. 2017

RDW-02





NOTE:
ALL DEAD ENDS TO BE
EXTENDED A MINIMUM OF ONE
PIPE LENGTH BEYOND GATE
VALVE AND CLOSED WITH PLUG
TIED BACK TO TEE OR
MEGA-LUG.

NOTE:
WATER MAIN TO BE ON NORTH
AND WEST SIDE OF CENTER
LINE. UNLESS HYDRANTS
POSE CONFLICT WITH
PROPOSED SIDEWALK.

ALL WATERMAIN SHALL BE WRAPPED IN POLYETHYLENE



TYPICAL INTERSECTION

Special Details

Date: JAN. 2016

Revised:

WAT-01



City of Shorewood Council Meeting Item

Title/Subject: Communications Plan for Projects

Meeting Date: November 30, 2021

Prepared By: Greg Lerud, City Administrator; Andrew Budde, City Engineer

Reviewed By: Larry Brown, Director of Public Works

4B1

MEETING
TYPE
RETREAT

Attachments: Current communications plan

Background: During the course of the plan development for the Strawberry Lane/Strawberry Court/Peach Circle street and utility project, the council has discussed possible improvements to the current plan for communicating with residents about upcoming projects.

At the retreat we will go through the current communications plan, which was developed in 2018, as well as present potential changes or different methods to present plan information. The goal is to make sure there is an understanding of the process; what information is available (and perhaps more importantly, what information is not available) at each step in the process, and finally to ensure that the communication plan that is adopted by the council aligns with those expectations.



City of Shorewood Council Meeting Item

Title / Subject: Communication Plan for Capital Improvement Projects

Meeting Date: September 24, 2018

Prepared by: Alyson Fauske, PE, City Engineer

Reviewed by: Greg Lerud, City Administrator
Larry Brown, PE, Director of Public Works

Attachments: None

Background: Based on resident feedback on communication on proposed projects- most recently the response to proceeding with the feasibility study for Glen Road/Amlee Road/Manitou Lane- staff has formulated a communication plan to better inform residents. A summary of the process is as follows:

1. Two years prior to the proposed construction, send a letter to the residents introducing the project and a brief overview of the process.
2. In areas where water main extension is an option, conduct an online survey to gauge resident support.
3. Hold a neighborhood open house before the proposed project to discuss the proposed project scope
4. Present City Council with survey results and a summary of the open house comments prior to taking action on a proposal for feasibility study.
5. Hold a neighborhood open house when a draft of the feasibility study is available. More detailed project information, including a preliminary opinion of probable cost would be available at this time.
6. If the council proceeds with the project, hold a neighborhood open house prior to construction to discuss the project and answer residents' questions.

This plan provides an outline of the process; staff anticipates that the communication plan will be project specific based on factors such as the scope of the project and the engagement of the residents. Similarly, the outline provided will be reviewed and adjusted to better the process.

Recommendation / Action Requested:

Provide feedback on the communication plan and/or provide direction to staff.



City of Shorewood Council Meeting Item

Title / Subject: Flow Chart Process

Meeting Date: November 30, 2021

Prepared by: Larry Brown, Director of Public Works

Attachments: Flow Chart

Background / Previous Action: Staff revisited the Communications Plan to add a flow chart. The intent is to provide residents with a high-level view of the overall project path, provide background information as to key points for input, and to provide information as to what details are known or unknown at each stage of the improvement process.

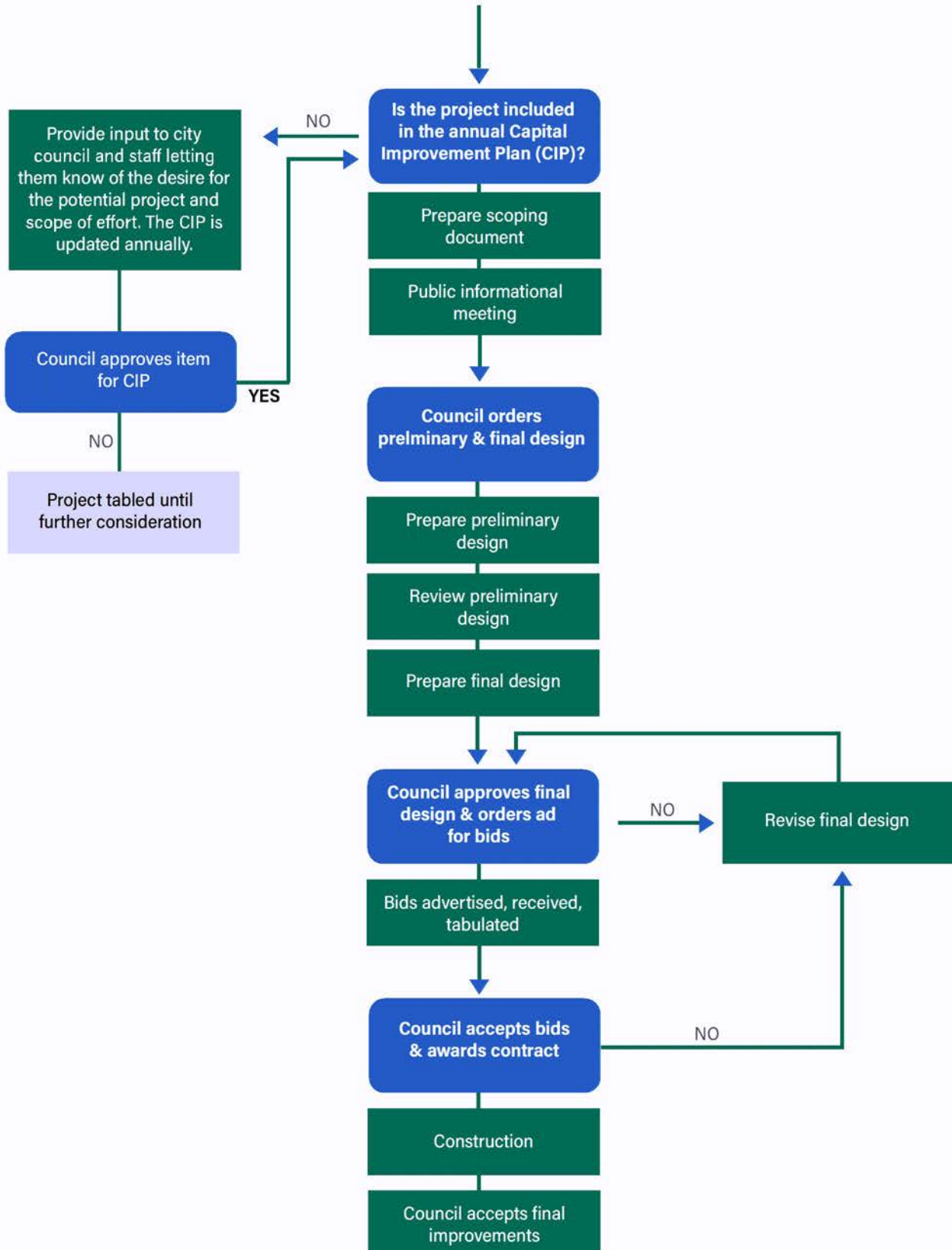
As proposed, this would be an online tool. As one “mouses over” the shapes of the design process, a few of the items have popup windows that appear to provide the details of the process. Staff has discussed whether this type of document could also be distilled into a paper format. While this is possible, the added pages of popup text present minor challenges in the process in making it convenient to read.

The flowchart is presented on the following page, in addition to staff presenting this during the retreat.



City of Shorewood PROCESS AND DECISION CHART

START



Title / Subject: Capital Improvement Plan

Meeting Date: November 30, 2021

Prepared by: Joe Rigdon, Finance Director

Reviewed by: Greg Lerud, City Administrator

Attachments: Street and Utility Improvements Capital Improvement Plan

Capital Improvement Plan:

On an annual basis, the City Council adopts a Capital Improvement Plan (CIP). The CIP lists major capital improvements, and the sources to pay for them. Items in the CIP are not mandated, and the Council reviews capital spending throughout the year. The CIP provides an estimation of the timing and cost of future projects. Future fund balance surplus (deficit) projections for the City's street improvement capital project funds are included to assist in financial planning. For utility funds, future cash balance projections are provided.

For each of the applicable proposed street and utility improvement projects, it is assumed that the Water, Sewer, and Stormwater funds will fund associated utility costs. Without financing assistance and beginning in 2020, the Street Improvement fund activities were originally projected to result in a significant fund deficit. In addition, the City's utility funds were projected to be significantly depleted. In order to complete the proposed street and utility projects, Street Reconstruction bonds and utility revenue bonds are proposed to be issued annually to allow for the spreading of repayments over a period of years. To repay the bonded debt, a combination of annual property tax levies and utility fund rate increases and contributions will be necessary.

Street Improvements: City staff has discussed overall infrastructure system recommendations and is providing two options for the plan. Amounts are estimates and projections, and are susceptible to change.

- OPTION A: The first option is a 10 year plan for 2022 to 2031 that was created based upon the current CIP street/project schedule. (SEE OPTION A PAGES 1-15)
- OPTION B: The second option is a 16 year plan for 2022 to 2037. This plan was created partly in response to financial pressures on the City's street and utility funds and future property tax levies, and provides a schedule with projects occurring every other year, commencing in 2024. This would move projects and financing back a cumulative of 6 years from 2031 to 2037. (SEE OPTION B PAGES 1-20)

Mission Statement: *The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.*

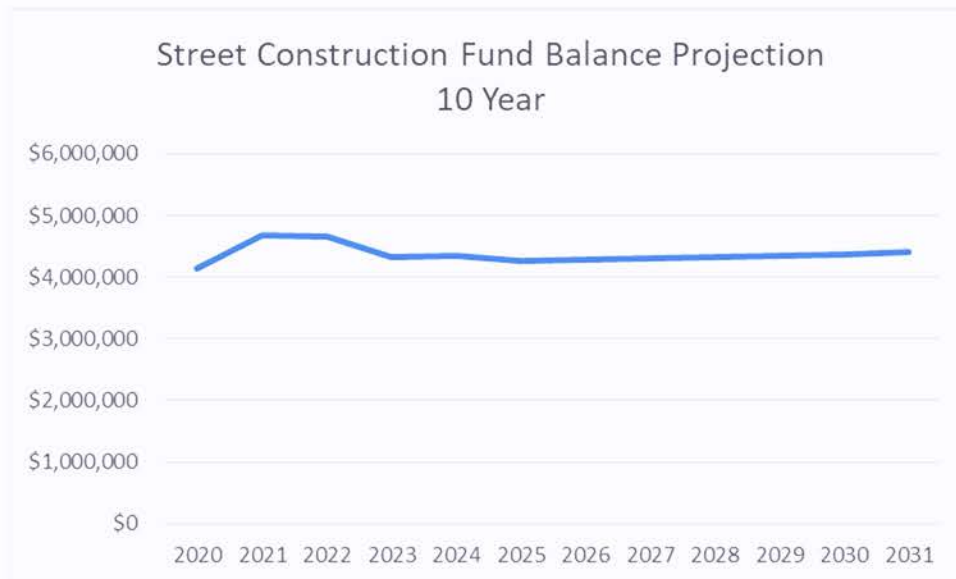
OPTION A (10 Year):

Option A shows projects scheduled in each year from 2022 to 2031, with the exception of 2029. Issuance of street bonds and utility bonds can provide financing for each of the project years. The City began incurring bonded indebtedness with debt issued in both 2020 and 2021. To repay the streets portion of the bonds, debt service is repaid by certifying annual property taxes in amounts sufficient to pay the principal and interest on the bonds. The utility portion of the bonds are repaid with available user charges, hookup fees and existing balances. Increases to annual utility rates have been occurring in recent years and rates are projected to continue being increased in order to pay debt service on bonds.

Since the street bonds and utility bonds, respectively, are planned to be issued with 12 year and 20 year repayment schedules, the City's outstanding debt will essentially grow larger each year until the first bonds issued in 2020 are paid off.

As the outstanding bonds increase each year, the property tax levy needed each year to pay the debt service also increases, and can be significant. For example, the streets fund projected debt levy for 2023 is 27% higher than for 2022, and the projected levy for 2024 is 65% higher than for 2023 (due to two larger projects in 2023 – Strawberry Lane and Birch Bluff Road). The City could opt to reduce part of the debt levy by using existing Street Reconstruction funds available.

The following 10 year chart indicates a stable fund balance in the Street Improvement Fund when assuming that future projects are fully funded by property taxes. If the City were to reduce its bonded debt levy by pledging its Street Improvement balance, the projected balances in the chart would decline.



The chart below shows the Water fund and Sewer fund cash balances in a deficit position in the next several years. An internal loan from another fund, such as the Storm Water fund, could be utilized until the Water and Sewer fund cash balances become positive.



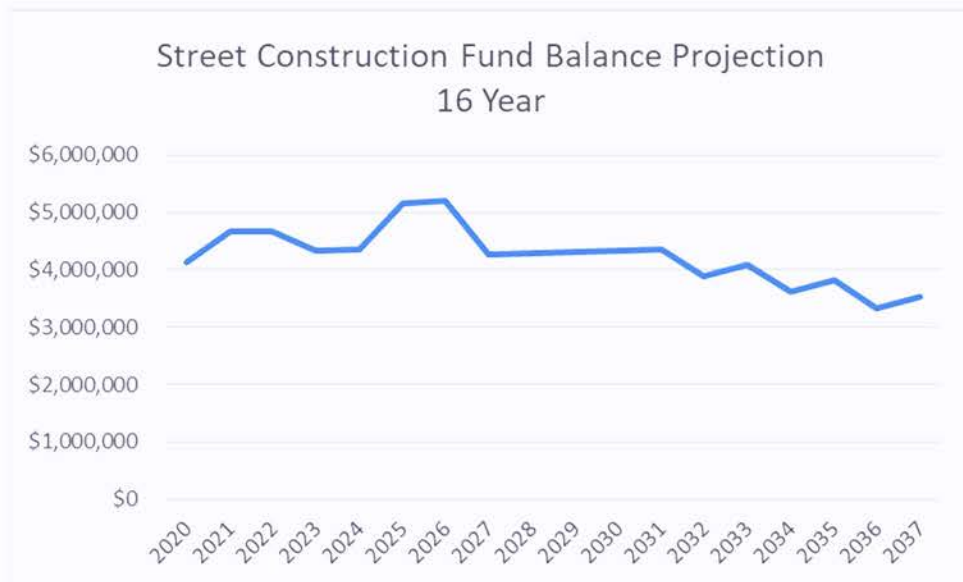
OPTION B (16 Year):

This option shows projects in 2022 – 2023, but no projects scheduled in 2024 and every other year thereafter. This extension of the project durations may allow for less financial pressure in the financing and administration of projects. Issuance of street bonds and utility bonds can provide financing for each of the project years. The City began incurring bonded indebtedness with debt issued in both 2020 and 2021. Since the street bonds and utility bonds, respectively, are planned to be issued with 12 year and 20 year repayment schedules, the City's outstanding debt will essentially grow larger each year until the first bonds issued in 2020 are paid off.

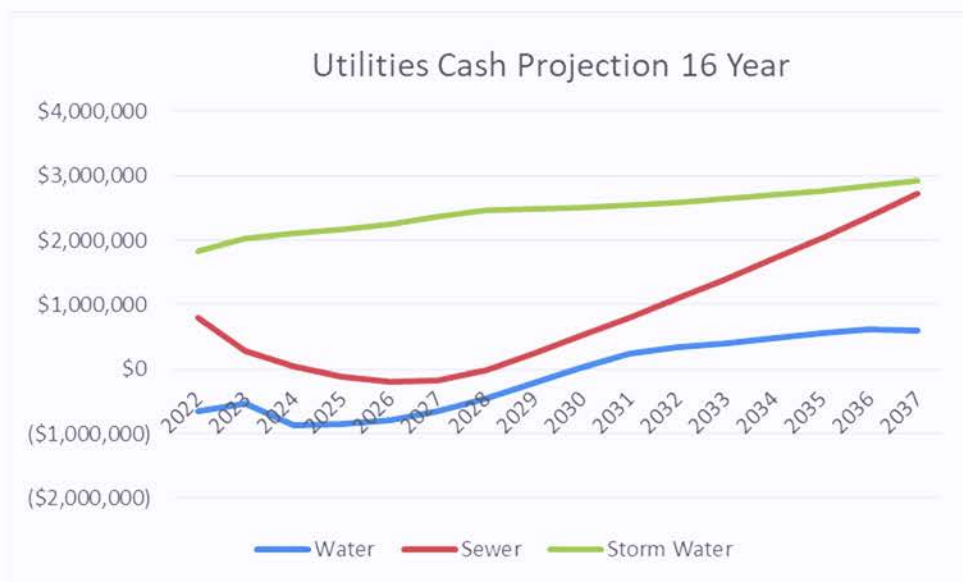
As in the 10 year plan, to repay the streets portion of the bonds, debt service is repaid by certifying annual property taxes in amounts sufficient to pay the principal and interest on the bonds. Also, to repay the utilities portion of the bonds, debt service is repaid by using user fees, hookup charges, and existing balances.

Since the 2022 and 2023 projects may be unlikely to be moved to other years, the Streets fund projected debt levy for 2023 in the 16 year plan is the same as in the 10 year plan (27% higher than for 2022, and 65% higher than for 2023).

The following 16 year chart indicates a stable fund balance in the Street Improvement Fund when assuming that future projects are fully funded by property taxes. If the City were to reduce its bonded debt levy by pledging its Street Improvement balance, the projected balances in the chart would decline.



The chart below shows the Water fund and Sewer fund cash balances in a deficit position in the next several years. An internal loan from another fund, such as the Storm Water fund, could be utilized until the Water and Sewer fund cash balances become positive.



Franchise fees:

Franchise fees for electric and gas have historically been recorded in the Street Improvement fund, and amount to approximately \$315,000 combined per year. However, staff is recommending a change to record future use of the franchise fees within the Storm Water utility fund.

**PROJECTS BY SOURCE - 10 YEAR
2022 TO 2031
OPTION A**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
STREET RECONSTRUCTION FUND											
Infrastructure											
Mill & Overlay and Striping	732,500		479,845		540,244		585,086		633,385		2,971,060
Strawberry LN ROW Acquisition	150,000										150,000
Edgewood Rd Reclaim						1,100,698					1,100,698
Excelsior Blvd Reclaim										947,002	947,002
Strawberry Court Reclaim		220,338									220,338
Peach Circle Recon		353,671									353,671
Strawberry Lane Recon		1,983,677									1,983,677
Grant Lorenz Reclaim					831,837						831,837
Eureka Rd N Mill & Overlay			674,147								674,147
Birch Bluff Rd Recon		1,952,123									1,952,123
Noble Road Recon				1,134,466							1,134,466
Noble Road Reclaim				464,800							464,800
Galpin Lake Rd/Trail				1,185,368							1,185,368
Sweetwater Curve Reclaim									1,388,112		1,388,112
Knightsbridge Rd Reclaim									579,547		579,547
Mill Street Trail ROW-County Led			106,090								106,090
Mill Street Trail Construction				109,273							109,273
Smithtown Pond Trail Connection	40,000										40,000
Total Infrastructure	922,500	4,509,809	1,260,082	2,893,907	1,372,081	1,100,698	585,086	0	2,601,044	947,002	16,192,209

**PROJECTS BY SOURCE - 10 YEAR
2022 TO 2031
OPTION A**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
WATER											
Infrastructure											
Edgewood Rd Reclaim						666,583					666,583
Birch Bluff Rd Recon		859,020									859,020
Noble Road Reclaim											0
Noble Road Recon				392,289							392,289
Strawberry Court Reclaim		283,250									283,250
Peach Circle Recon		115,824									115,824
Strawberry Lane Recon		394,943									394,943
Galpin Lake Rd/Trail				373,816							373,816
Grant Lorenz Reclaim					0						0
Sweetwater Curve Reclaim										0	0
Excelsior Blvd Reclaim										1,069,914	1,069,914
Eureka Rd N Mill & Overlay											0
Amesbury Watermain									1,235,101		1,235,101
Knightsbridge Rd Reclaim									501,641		501,641
Total Infrastructure	0	1,653,037	0	766,105	0	666,583	0	0	1,736,742	1,069,914	5,892,381
Other Improvements											
Boulder Bridge VT well motor replace	35,000										35,000
Amesbury well pipe coatings and corrosion prev											0
Replace well house meter - SE area well											0
Programmable logic controller SE area well/plant											0
Rebuild well pump SE VT well				25,000							25,000
Amesbury well house LED light conversion											0
Programmable logic controller Badger well											0
SE area well motor replace	45,000										45,000
Dehumidification system Amesbury well											0
Rebuild well pump Amesbury VT well					25,000						25,000
Replace VFDA Amesbury Well											0
Programmable logic controller Amesbury well											0
Rebuild well pump Badger VT well	30,000						35,000				65,000
SE area well & iron plant LED light conversion											0
Badger Field well LED light conversion											0
Rebuild well control valve SE well											0
SE area well pipe coatings and corrosion prev	25,000										25,000
Rebuild well pump Boulder Bridge VT well						35,000					35,000
Filter media changeout rehab iron removal filter SE plant	40,000										40,000
Rebuild well pump Amesbury submersible well		30,000						36,000			66,000
Rebuild well pump Boulder Bridge submersible well			30,000								30,000
East water tower paint & reconditioning			380,000								380,000
Replace VFD SE Area Well			10,000								10,000
Replace VFD Badger Well					12,000						12,000
Water main reconstruction activity			100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	940,000
Total Other Improvements	175,000	30,000	520,000	130,000	147,000	150,000	155,000	161,000	130,000	135,000	1,733,000
Equipment											
Air compressor											0
Generator											0
Dodge Grand Caravan											0

PROJECTS BY SOURCE - 10 YEAR
2022 TO 2031
OPTION A

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Pickup 4 x 4 Ford F150											0
Freightliner water truck 50%	57,350										57,350
Total Equipment	57,350	0	0	0	0	0	0	0	0	0	57,350
Total Water	232,350	1,683,037	520,000	896,105	147,000	816,583	155,000	161,000	1,866,742	1,204,914	7,682,731

**PROJECTS BY SOURCE - 10 YEAR
2022 TO 2031
OPTION A**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
SEWER											
Infrastructure											
Edgewood Rd Reclaim						202,873					202,873
Birch Bluff Rd Recon		120,510									120,510
Noble Road Reclaim											0
Noble Road Recon				191,227							191,227
Strawberry Lane Recon		180,250									180,250
Grant Lorenz Reclaim					131,685						131,685
Sweetwater Curve Reclaim						0					0
Excelsior Blvd Reclaim										152,658	152,658
Eureka Rd N Mill & Overlay			124,125								124,125
Total Infrastructure	0	300,760	124,125	191,227	131,685	202,873	0	0	0	152,658	1,103,328
Other Improvements											
Lift station 11 rehab - 20465 Radisson Rd		240,000									240,000
Lift station 9 rehab - 20995 Minnetonka Blvd	240,000										240,000
Lift station 10 rehab - 4773 Lakeway Terrace	150,000										150,000
Lift station 20 rehab - 26550 Noble Road											0
Lift station 7 rehab - 5600 Woodside Road	240,000										240,000
CIP sewer repairs assoc with roadway reconstr	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Televising & cleaning	0	0	0	0	0	0	0	0	0	0	0
Infiltration and inflow reduction	70,000	70,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	780,000
Additional			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	200,000
Total Other Improvements	750,000	360,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	2,350,000
Equipment											
Sewer jetter - sereco trailer mount											0
Generator											0
Freightliner water truck 50%	57,350										57,350
Sewer truck mounted vactor jet truck											0
Total Equipment	57,350	0	0	0	0	0	0	0	0	0	57,350
Total Sewer	807,350	660,760	279,125	346,227	286,685	357,873	155,000	155,000	155,000	307,658	3,510,678

**PROJECTS BY SOURCE - 10 YEAR
2022 TO 2031
OPTION A**

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
STORMWATER											
Lake Mary Outlet											0
Beverly Drive Wetland											0
Shorewood Oaks Drainage											0
Grant Street Drainage											0
Edgewood Rd Reclaim						164,617					164,617
Birch Bluff Rd Recon		387,280									387,280
Noble Road Reclaim				69,935							69,935
Noble Road Recon				453,482							453,482
Noble Road Channel Widening				251,327							251,327
Smithtown Pond/Freeman Park Outlet	1,699,134										1,699,134
Strawberry Court Reclaim		52,242									52,242
Peach Circle Recon		46,515									46,515
Strawberry Lane Recon		1,352,236									1,352,236
Stream Restoration - Smithtown/Freeman	500,000			1,639,091							2,139,091
Galpin Lake Rd/Trail				378,084							378,084
Grant Lorenz Reclaim					124,931						124,931
Grant Lorenz Channel					258,867						258,867
Shorewood Lane Ravine	250,000										250,000
Sweetwater Curve Reclaim									63,339		63,339
Excelsior Blvd Reclaim										162,563	162,563
Eureka Rd N Mill & Overlay			0								0
Total Infrastructure	2,449,134	1,838,273	0	2,791,919	383,798	164,617	0	0	63,339	162,563	7,853,643
Other Improvements											
Culvert replacement Brackets Rd Struts 31-6,7,8											0
Culvert replace - Galpin Lake Rd and Mayflower Rds											0
Culvert replace - 22630/22695 Murray St											0
Culvert replace - 22535 Murray St/6180 Cardinal Dr	11,000										11,000
Manor Park pond											0
Catch basin reconstruction	30,000	35,000	35,000	35,000	35,000	35,000	35,000	40,000	40,000	40,000	360,000
Disposal of street sweepings	37,100	37,800	38,600	39,400	40,200	41,000	41,800	42,600	43,400	44,200	406,100
Storm Pond Sediment Cleaning & Disposal	100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000	145,000	1,225,000
Additional			100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	940,000
Total Other Improvements	178,100	177,800	283,600	294,400	305,200	316,000	326,800	342,600	353,400	364,200	2,942,100
Equipment											
Pump - 4' discharge		62,400									62,400
Total Equipment	0	62,400	0	0	0	0	0	0	0	0	62,400
Total Stormwater	2,627,234	2,078,473	283,600	3,086,319	688,998	480,617	326,800	342,600	416,739	526,763	10,858,143

**WATER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Water										
Water Sales Increase (Rate Increase & New Growth)	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Total Operating Revenues	\$573,630	\$489,600	\$608,400	\$668,240	\$734,064	\$806,470	\$886,117	\$973,729	\$1,070,102	\$1,176,112
Operating Expenses										
Personnel Services	\$249,655	\$283,955	\$298,146	\$307,091	\$316,305	\$325,794	\$335,567	\$345,633	\$356,002	\$366,682
Supplies	\$83,383	\$107,600	\$133,300	\$137,299	\$141,418	\$145,661	\$150,032	\$154,532	\$159,168	\$163,944
Other Services and Charges	\$502,386	\$549,650	\$550,500	\$567,015	\$584,026	\$601,549	\$619,595	\$638,182	\$657,329	\$677,049
Other Improvements/Machinery & Equipment	\$7,850	\$108,700	\$232,350	\$30,000	\$520,000	\$130,000	\$147,000	\$150,000	\$155,000	\$161,000
Total Operating Expenses	\$843,274	\$1,049,905	\$1,214,296	\$1,041,405	\$1,561,749	\$1,203,004	\$1,252,194	\$1,288,347	\$1,327,499	\$1,368,675
Operating Income (Loss)	(\$269,644)	(\$560,305)	(\$605,896)	(\$373,165)	(\$827,685)	(\$396,534)	(\$366,077)	(\$314,618)	(\$257,397)	(\$192,563)
Nonoperating Revenues										
Interest Payments on Lease Receivable (Fire Truck)	\$9,480	\$6,382	\$3,223	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Payments on TIF Internal Loan \$1,015,044	\$70,665	\$74,384	\$43,989	\$39,036	\$37,608	\$36,123	\$34,576	\$32,968	\$31,295	\$29,554
Water Connection Fees	\$197,500	\$100,000	\$105,000	\$110,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$135,000
Other	\$30,765	\$1,100	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Revenues	\$308,410	\$181,866	\$153,212	\$149,036	\$152,608	\$156,123	\$159,576	\$162,968	\$166,295	\$164,554
Nonoperating Expenses										
Bond Interest (Existing)	\$7,635	\$5,848	\$2,030	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Interest (New)	\$0	\$8,551	\$17,003	\$16,642	\$49,212	\$48,635	\$61,948	\$59,910	\$70,545	\$67,803
Fiscal Agent Fees	\$2,245	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$6,086	\$11,397	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$209,320	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$28,466	\$250,116	\$31,533	\$29,142	\$61,712	\$61,135	\$74,448	\$72,410	\$83,045	\$80,303
Change in Net Position	\$10,300	(\$628,555)	(\$484,217)	(\$253,271)	(\$736,789)	(\$301,546)	(\$280,949)	(\$224,060)	(\$174,147)	(\$108,312)
Net Position										
Net Position, Beginning of Year	\$7,379,466	\$7,389,766	\$6,761,211	\$6,276,994	\$6,023,723	\$5,286,935	\$4,985,389	\$4,704,440	\$4,480,379	\$4,306,233
Net Change in Net Position	\$10,300	(\$628,555)	(\$484,217)	(\$253,271)	(\$736,789)	(\$301,546)	(\$280,949)	(\$224,060)	(\$174,147)	(\$108,312)
Net Position, Ending of Year	\$7,389,766	\$6,761,211	\$6,276,994	\$6,023,723	\$5,286,935	\$4,985,389	\$4,704,440	\$4,480,379	\$4,306,233	\$4,197,921

**WATER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Cash										
Cash, Beginning of Year	(\$134,519)	\$379,364	(\$457,990)	(\$659,642)	(\$530,802)	(\$877,200)	(\$856,361)	(\$803,794)	(\$713,493)	(\$561,132)
Change in Net Position	\$10,300	(\$628,555)	(\$484,217)	(\$253,271)	(\$736,789)	(\$301,546)	(\$280,949)	(\$224,060)	(\$174,147)	(\$108,312)
Bond/Loan Issuance	\$763,923	\$553,852	\$0	\$1,653,037	\$0	\$766,105	\$0	\$666,583	\$0	\$0
Bond Principal (Existing)	(\$275,000)	(\$275,000)	(\$280,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Principal (New)	\$0	\$0	(\$11,963)	(\$47,037)	(\$51,309)	(\$132,260)	(\$134,474)	(\$167,394)	(\$169,439)	(\$199,815)
Principal Payments on Lease Receivable Issued (Fire Truck)	\$154,876	\$157,973	\$161,133	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Payments on TIF Internal Loan \$1,015,044	\$0	\$0	\$30,395	\$35,348	\$36,776	\$38,262	\$39,808	\$41,416	\$43,089	\$44,830
CIP Street Reconstruction Plan	(\$461,558)	(\$1,028,625)	\$0	(\$1,653,037)	\$0	(\$766,105)	\$0	(\$666,583)	\$0	\$0
Water connection fees recorded as assessments receivable	(\$75,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water connection fees collected against assessments receivable	\$15,500	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Depreciation Add Back	\$347,753	\$360,000	\$360,000	\$370,800	\$381,924	\$393,382	\$405,183	\$417,338	\$429,858	\$442,754
Net Change in Other Accruals	\$33,089	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash, Ending of Year	\$379,364	(\$457,990)	(\$659,642)	(\$530,802)	(\$877,200)	(\$856,361)	(\$803,794)	(\$713,493)	(\$561,132)	(\$358,675)
Less: Cash with Escrow Agent	(\$279,313)	(\$282,525)								
Cash Available	\$100,051	(\$740,515)	(\$659,642)	(\$530,802)	(\$877,200)	(\$856,361)	(\$803,794)	(\$713,493)	(\$561,132)	(\$358,675)
Water Connection Fee	\$10,000	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000	\$12,500	\$13,000	\$13,500	\$13,500
Additional Households (paid or assessed)	20	10	10	10	10	10	10	10	10	10

**WATER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2030 Preliminary Budget	2031 Preliminary Budget
Water		
Water Sales Increase (Rate Increase & New Growth)	3%	3%
Operating Expenses Increase	3%	3%
Total Operating Revenues	<u>\$1,211,095</u>	<u>\$1,247,128</u>
Operating Expenses		
Personnel Services	\$377,684	\$389,014
Supplies	\$168,861	\$173,927
Other Services and Charges	\$697,362	\$718,282
Other Improvements/Machinery & Equipment	<u>\$165,830</u>	<u>\$170,805</u>
Total Operating Expenses	<u>\$1,409,737</u>	<u>\$1,452,028</u>
	\$1,409,737	
Operating Income (Loss)	<u>(\$198,642)</u>	<u>(\$204,900)</u>
Nonoperating Revenues		
Interest Payments on Lease Receivable (Fire Truck)	\$0	\$0
Interest Payments on TIF Internal Loan \$1,015,044	\$27,743	\$25,859
Water Connection Fees	\$135,000	\$135,000
Other	<u>\$0</u>	<u>\$0</u>
Total Nonoperating Revenues	<u>\$162,743</u>	<u>\$160,859</u>
Nonoperating Expenses		
Bond Interest (Existing)	\$0	\$0
Bond Interest (New)	\$64,466	\$95,793
Fiscal Agent Fees	\$0	\$0
Bond Issuance Costs	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$0
Other	<u>\$0</u>	<u>\$0</u>
Total Nonoperating Expenses	<u>\$76,966</u>	<u>\$108,293</u>
Change in Net Position	<u>(\$112,865)</u>	<u>(\$152,334)</u>
Net Position		
Net Position, Beginning of Year	\$4,197,921	\$4,085,056
Net Change in Net Position	<u>(\$112,865)</u>	<u>(\$152,334)</u>
Net Position, Ending of Year	<u>\$4,085,056</u>	<u>\$3,932,723</u>

**WATER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2030 Preliminary Budget	2031 Preliminary Budget
Cash		
Cash, Beginning of Year	(\$358,675)	(\$163,855)
Change in Net Position	(\$112,865)	(\$152,334)
Bond/Loan Issuance	\$1,736,742	\$1,069,914
Bond Principal (Existing)	\$0	\$0
Bond Principal (New)	(\$202,493)	(\$206,079)
Principal Payments on Lease Receivable Issued (Fire Truck)	\$0	\$0
Principal Payments on TIF Internal Loan \$1,015,044	\$46,641	\$48,525
CIP Street Reconstruction Plan	(\$1,736,742)	(\$1,069,914)
Water connection fees recorded as assessments receivable	\$0	\$0
Water connection fees collected against assessments receivable	\$7,500	\$0
Depreciation Add Back	\$456,037	\$469,718
Net Change in Other Accruals	\$0	\$0
Cash, Ending of Year	(\$163,855)	(\$4,024)
Less: Cash with Escrow Agent		
Cash Available	(\$163,855)	(\$4,024)
Water Connection Fee	\$13,500	\$13,500
Additional Households (paid or assessed)	10	10

**SEWER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Sewer										
Sewer Sales Increase (Rate Increase & New Growth)	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Total Operating Revenues	\$1,069,397	\$1,111,680	\$1,229,550	\$1,335,167	\$1,455,221	\$1,586,081	\$1,728,718	\$1,884,192	\$2,053,659	\$2,238,378
Operating Expenses										
Personnel Services	\$206,363	\$238,704	\$252,039	\$259,600	\$267,388	\$275,409	\$283,671	\$292,181	\$300,947	\$309,975
Supplies	\$5,594	\$12,600	\$14,600	\$15,038	\$15,489	\$15,954	\$16,434	\$16,928	\$17,436	\$17,959
Other Services and Charges	\$1,026,798	\$1,194,599	\$1,260,550	\$1,298,367	\$1,337,318	\$1,377,437	\$1,418,759	\$1,461,321	\$1,505,161	\$1,550,316
Other Improvements/Machinery & Equipment	\$608	\$122,400	\$807,350	\$360,000	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000
Total Operating Expenses	\$1,239,363	\$1,568,303	\$2,334,539	\$1,933,005	\$1,775,195	\$1,823,800	\$1,873,864	\$1,925,430	\$1,978,544	\$2,033,250
Operating Income (Loss)	(\$169,966)	(\$456,623)	(\$1,104,989)	(\$597,838)	(\$319,974)	(\$237,719)	(\$145,146)	(\$41,238)	\$75,115	\$205,128
Nonoperating Revenues										
Other	\$27,273	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Nonoperating Revenues	\$27,273	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Nonoperating Expenses										
Bond Interest	\$0	\$4,013	\$4,910	\$4,813	\$10,691	\$13,001	\$16,378	\$18,454	\$21,791	\$20,949
Fiscal Agent Fees	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$2,856	\$922	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$167,090	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$15,356	\$187,025	\$17,410	\$17,313	\$23,191	\$25,501	\$28,878	\$30,954	\$34,291	\$33,449
Change in Net Position	(\$158,049)	(\$638,648)	(\$1,112,399)	(\$605,151)	(\$333,165)	(\$253,220)	(\$164,024)	(\$62,192)	\$50,824	\$181,679
Net Position										
Net Position, Beginning of Year	\$4,459,601	\$4,301,552	\$3,662,904	\$2,550,505	\$1,945,354	\$1,612,188	\$1,358,969	\$1,194,945	\$1,132,753	\$1,183,577
Net Change in Net Position	(\$158,049)	(\$638,648)	(\$1,112,399)	(\$605,151)	(\$333,165)	(\$253,220)	(\$164,024)	(\$62,192)	\$50,824	\$181,679
Net Position, Ending of Year	\$4,301,552	\$3,662,904	\$2,550,505	\$1,945,354	\$1,612,188	\$1,358,969	\$1,194,945	\$1,132,753	\$1,183,577	\$1,365,256
Cash										
Cash, Beginning of Year	\$2,155,964	\$2,481,980	\$1,806,351	\$793,338	\$283,570	\$47,028	(\$123,632)	(\$207,411)	(\$194,038)	(\$69,936)
Change in Net Position	(\$158,049)	(\$638,648)	(\$1,112,399)	(\$605,151)	(\$333,165)	(\$253,220)	(\$164,024)	(\$62,192)	\$50,824	\$181,679
Bond/Loan Issuance	\$358,494	\$44,829	\$0	\$300,760	\$124,125	\$191,227	\$131,685	\$202,873	\$0	\$0
Bond Principal	\$0	\$0	(\$5,614)	(\$12,767)	(\$14,772)	(\$32,177)	(\$37,934)	(\$46,159)	(\$52,098)	(\$61,487)
CIP Street Reconstruction Plan	(\$79,149)	(\$186,809)	\$0	(\$300,760)	(\$124,125)	(\$191,227)	(\$131,685)	(\$202,873)	\$0	\$0
Depreciation Add back	\$102,474	\$105,000	\$105,000	\$108,150	\$111,395	\$114,737	\$118,179	\$121,724	\$125,376	\$129,137
Net Change in Other Accruals	\$102,246	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash, Ending of Year	\$2,481,980	\$1,806,351	\$793,338	\$283,570	\$47,028	(\$123,632)	(\$207,411)	(\$194,038)	(\$69,936)	\$179,393

**SEWER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2030 Preliminary Budget	2031 Preliminary Budget
Sewer		
Sewer Sales Increase (Rate Increase & New Growth)	3%	3%
Operating Expenses Increase	3%	3%
Total Operating Revenues	\$2,305,493	\$2,374,621
Operating Expenses		
Personnel Services	\$319,276	\$328,854
Supplies	\$18,497	\$19,052
Other Services and Charges	\$1,596,826	\$1,644,731
Other Improvements/Machinery & Equipment	\$159,650	\$164,440
Total Operating Expenses	\$2,094,249	\$2,157,077
Operating Income (Loss)	\$211,244	\$217,544
Nonoperating Revenues		
Other	\$10,000	\$10,000
Total Nonoperating Revenues	\$10,000	\$10,000
Nonoperating Expenses		
Bond Interest	\$19,925	\$18,882
Fiscal Agent Fees	\$0	\$0
Bond Issuance Costs	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$0
Total Nonoperating Expenses	\$32,425	\$31,382
Change in Net Position	\$188,819	\$196,162
Net Position		
Net Position, Beginning of Year	\$1,365,256	\$1,554,075
Net Change in Net Position	\$188,819	\$196,162
Net Position, Ending of Year	\$1,554,075	\$1,750,237
Cash		
Cash, Beginning of Year	\$179,393	\$438,918
Change in Net Position	\$188,819	\$196,162
Bond/Loan Issuance	\$0	\$152,658
Bond Principal	(\$62,305)	(\$63,540)
CIP Street Reconstruction Plan	\$0	(\$152,658)
Depreciation Add back	\$133,011	\$137,001
Net Change in Other Accruals	\$0	\$0
Cash, Ending of Year	\$438,918	\$708,541

**STORM WATER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2020 Actual	2021 final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Storm Water										
Storm Water Charges Increase (Rate Increase & New Growth)	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Operating Revenues	\$411,374	\$432,000	\$466,560	\$503,885	\$544,196	\$587,732	\$634,751	\$685,531	\$740,373	\$799,603
Operating Expenses										
Personnel Services	\$55,601	\$73,588	\$77,467	\$79,791	\$82,185	\$84,650	\$87,190	\$89,805	\$92,499	\$95,274
Supplies	\$1,953	\$5,600	\$8,850	\$9,116	\$9,390	\$9,671	\$9,961	\$10,259	\$10,567	\$10,883
Other Services and Charges	\$146,700	\$178,145	\$161,300	\$166,139	\$171,126	\$176,259	\$181,548	\$186,995	\$192,606	\$198,384
Other Improvements/Machinery & Equipment	\$1,671	\$233,400	\$178,100	\$240,200	\$283,600	\$294,400	\$305,200	\$316,000	\$326,800	\$342,600
Total Operating Expenses	\$205,925	\$490,733	\$425,717	\$495,246	\$546,301	\$564,980	\$583,899	\$603,059	\$622,472	\$647,141
Operating Income (Loss)	\$205,449	(\$58,733)	\$40,843	\$8,639	(\$2,105)	\$22,752	\$50,852	\$82,472	\$117,901	\$152,462
Nonoperating Revenues										
Franchise Fees	\$0	\$0	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000
Other	\$71,753	\$1,000	\$587,000	\$1,392,376	\$1,000	\$129,504	\$1,000	\$1,000	\$1,000	\$1,000
Total Nonoperating Revenues	\$71,753	\$1,000	\$902,000	\$1,707,376	\$316,000	\$444,504	\$316,000	\$316,000	\$316,000	\$316,000
Nonoperating Expenses										
Bond Interest	\$0	\$37,469	\$46,180	\$82,608	\$90,250	\$87,088	\$136,543	\$140,347	\$137,537	\$131,014
Fiscal Agent Fees	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$26,668	\$9,081	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to Streets Fund	\$0	\$320,546	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$26,668	\$369,596	\$46,180	\$82,608	\$90,250	\$87,088	\$136,543	\$140,347	\$137,537	\$131,014
Change in Net Position	\$250,534	(\$427,329)	\$896,663	\$1,633,407	\$223,645	\$380,168	\$230,309	\$258,125	\$296,364	\$337,448
Net Position										
Net Position, Beginning of Year	\$4,167,643	\$4,418,177	\$3,990,848	\$4,887,511	\$6,520,918	\$6,744,564	\$7,124,732	\$7,355,041	\$7,613,166	\$7,909,531
Net Change in Net Position	\$250,534	(\$427,329)	\$896,663	\$1,633,407	\$223,645	\$380,168	\$230,309	\$258,125	\$296,364	\$337,448
Net Assets, Ending of Year	\$4,418,177	\$3,990,848	\$4,887,511	\$6,520,918	\$6,744,564	\$7,124,732	\$7,355,041	\$7,613,166	\$7,909,531	\$8,246,978
Cash										
Cash, Beginning of Year	\$450,800	\$3,224,590	\$1,484,499	\$1,821,739	\$2,020,822	\$2,108,271	\$2,159,140	\$2,185,434	\$2,130,483	\$2,096,379
Change in Net Position	\$250,534	(\$427,329)	\$896,663	\$1,633,407	\$223,645	\$380,168	\$230,309	\$258,125	\$296,364	\$337,448
Bond/Loan Issuance	\$3,347,583	\$441,318	\$1,867,134	\$446,897	\$0	\$2,663,415	\$383,798	\$164,617	\$0	\$0
Bond Principal	\$0	\$0	(\$52,423)	(\$120,198)	(\$215,765)	(\$282,750)	(\$288,429)	(\$400,022)	(\$420,023)	(\$435,149)
Contrib. of Capital Assets Deduct	(\$40,731)	\$0	(\$582,000)	(\$1,391,376)	\$0	(\$128,504)	\$0	\$0	\$0	\$0
CIP Street Reconstruction Plan	(\$852,342)	(\$1,824,080)	(\$1,867,134)	(\$446,897)	\$0	(\$2,663,415)	(\$383,798)	(\$164,617)	\$0	\$0
Depreciation Add Back	\$68,095	\$70,000	\$75,000	\$77,250	\$79,568	\$81,955	\$84,414	\$86,946	\$89,554	\$92,241
Net Change in Other Accruals	\$651									
Cash, Ending of Year	\$3,224,590	\$1,484,499	\$1,821,739	\$2,020,822	\$2,108,271	\$2,159,140	\$2,185,434	\$2,130,483	\$2,096,379	\$2,090,918

**STORM WATER FUND - 10 YEAR
2022 TO 2031
OPTION A**

Description	2030 Preliminary Budget	2031 Preliminary Budget
Storm Water		
Storm Water Charges Increase (Rate Increase & New Growth)	3%	3%
Operating Expenses Increase	3%	3%
Operating Revenues	\$823,591	\$848,299
Operating Expenses		
Personnel Services	\$98,132	\$101,074
Supplies	\$11,210	\$11,547
Other Services and Charges	\$204,335	\$210,465
Other Improvements/Machinery & Equipment	\$352,878	\$363,464
Total Operating Expenses	\$666,555	\$686,550
Operating Income (Loss)	\$157,036	\$161,749
Nonoperating Revenues		
Franchise Fees	\$315,000	\$315,000
Other	\$64,339	\$163,563
Total Nonoperating Revenues	\$379,339	\$478,563
Nonoperating Expenses		
Bond Interest	\$124,247	\$117,352
Fiscal Agent Fees	\$0	\$0
Bond Issuance Costs	\$0	\$0
Operating Transfers - to General Fund	\$0	\$0
Operating Transfers - to Streets Fund	\$0	\$0
Total Nonoperating Expenses	\$124,247	\$117,352
Change in Net Position	\$412,128	\$522,960
Net Position		
Net Position, Beginning of Year	\$8,246,978	\$8,659,106
Net Change in Net Position	\$412,128	\$522,960
Net Assets, Ending of Year	\$8,659,106	\$9,182,066
Cash		
Cash, Beginning of Year	\$2,090,918	\$2,094,733
Change in Net Position	\$412,128	\$522,960
Bond/Loan Issuance	\$0	\$0
Bond Principal	(\$439,983)	(\$448,658)
Contrib. of Capital Assets Deduct	(\$63,339)	(\$162,563)
CIP Street Reconstruction Plan	\$0	\$0
Depreciation Add Back	\$95,008	\$97,858
Net Change in Other Accruals		
Cash, Ending of Year	\$2,094,733	\$2,104,329

**STREET IMPROVEMENT FUND - 10 YEAR
2022 TO 2031
OPTION A**

Bond Interest Rate 2.00%
Bond Duration (Years) 12

	12/31/2019	Actual 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029
REVENUES											
Franchise Fees - Electric		167,525	167,000	-	-	-	-	-	-	-	-
Franchise Fees - Gas		148,200	148,000	-	-	-	-	-	-	-	-
Interest Earnings		48,908	20,697	23,389	23,306	21,625	21,733	21,341	21,448	21,555	21,663
Grants		-	-	-	-	-	-	-	-	-	-
MSA Funds - Galpin Lake Rd/Trail		-	-	-	-	-	800,000	-	-	-	-
Miscellaneous revenue		-	-	-	-	-	-	-	-	-	-
Transfers in - Excess Reserves		-	-	-	-	-	-	-	-	-	-
Transfers in - 2020A Bond Proceeds Re-allocation (from utilities)		-	696,956	-	-	-	-	-	-	-	-
Bond Proceeds (Based on Eligible Costs)		2,992,232	3,200,539	1,464,500	5,541,703	1,260,082	2,122,187	1,372,081	1,100,698	585,086	-
Levy											
Capital Levy (formerly transfers in - Budget through 2020)		835,000	693,614	118,000	123,000	128,000	133,000	138,000	143,000	148,000	153,000
Debt Levy		-	208,186	515,373	681,776	1,201,019	1,315,395	1,521,790	1,646,650	1,756,350	1,806,688
Debt Levy Reduction		-	-	-	-	-	-	-	-	-	-
Total Levy		835,000	901,800	633,373	804,776	1,329,019	1,448,395	1,659,790	1,789,650	1,904,350	1,959,688
TOTAL REVENUES		4,191,865	5,134,992	2,121,262	6,369,785	2,610,726	4,392,315	3,053,212	2,911,796	2,510,991	1,981,351
Total Levy Change				-30%	27%	65%	9%	15%	8%	6%	3%
EXPENDITURES											
CIP Street Reconstruction Plan (bonded and non-bonded)		1,733,716	4,288,449	1,504,500	5,901,183	1,260,082	3,022,411	1,372,081	1,100,698	585,086	-
Sealcoating/Overlay, pavement marking & Other		79,078	100,000	118,000	123,000	128,000	133,000	138,000	143,000	148,000	153,000
Debt Service - Street Reconstruction Bonds		-	208,186	515,373	681,776	1,201,019	1,315,395	1,521,790	1,646,650	1,756,350	1,806,688
TOTAL EXPENDITURES		1,812,794	4,596,635	2,137,873	6,705,959	2,589,101	4,470,806	3,031,871	2,890,348	2,489,436	1,959,688
Revenues Over/(Under) Expenditures		2,379,071	538,357	(16,611)	(336,174)	21,625	(78,491)	21,341	21,448	21,555	21,663
Beginning Fund Balance		1,760,424	4,139,495	4,677,852	4,661,242	4,325,068	4,346,693	4,268,203	4,289,544	4,310,991	4,332,546
Ending Fund Balance		1,760,424	4,139,495	4,677,852	4,661,242	4,325,068	4,346,693	4,268,203	4,310,991	4,332,546	4,354,209
Street Capital Improvement (FUND 404)											
2021 - Glen/Amlee/Manitou (FUND 407)		2,007,778									
2020 - Woodside (FUND 408)		(79,424)									
2023 - Strawberry (FUND 409)		(32,101)									
2020 - Islands (FUND 410)		(7,406)									
		(128,423)									
		<u>1,760,424</u>									
Street Reconstruction Bonds - Ineligible Costs to be funded by cash reserves			1,087,910	40,000	359,480	-	900,224	-	-	-	-

**STREET IMPROVEMENT FUND - 10 YEAR
2022 TO 2031
OPTION A**

	Budget 2030	Budget 2031
REVENUES		
Franchise Fees - Electric	-	-
Franchise Fees - Gas	-	-
Interest Earnings	21,771	21,880
Grants	-	-
MSA Funds - Galpin Lake Rd/Trail	-	-
Miscellaneous revenue	-	-
Transfers in - Excess Reserves	-	-
Transfers in - 2020A Bond Proceeds Re-allocation (from utilities)	-	-
Bond Proceeds (Based on Eligible Costs)	2,664,383	1,109,566
Levy		
Capital Levy (formerly transfers in - Budget through 2020)	158,000	163,000
Debt Levy	1,806,950	2,053,559
Debt Levy Reduction	-	-
Total Levy	1,964,950	2,216,559
TOTAL REVENUES	4,651,104	3,348,005
	-	-
	0%	13%
EXPENDITURES		
CIP Street Reconstruction Plan (bonded and non-bonded)	2,664,383	1,109,566
Sealcoating/Overlay, pavement marking & Other	158,000	163,000
Debt Service - Street Reconstruction Bonds	1,806,950	2,053,559
TOTAL EXPENDITURES	4,629,333	3,326,125
	-	-
Revenues Over/(Under) Expenditures	21,771	21,880
Beginning Fund Balance	4,354,209	4,375,980
Ending Fund Balance	4,375,980	4,397,860
	-	-
Street Capital Improvement (FUND 404)		
2021 - Glen/Amlée/Manitou (FUND 407)		
2020 - Woodside (FUND 408)		
2023 - Strawberry (FUND 409)		
2020 - Islands (FUND 410)		
Street Reconstruction Bonds - Ineligible Costs to be funded by cash reserves	-	-

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2022	2023	2024	2025	2026	2027	2028	2029	2030
STREET RECONSTRUCTION FUND									
Infrastructure									
Mill & Overlay and Striping	732,500			494,240				590,339	
Strawberry LN ROW Acquisition	150,000								
Edgewood Rd Reclaim									
Excelsior Blvd Reclaim									
Strawberry Court Reclaim		220,338							
Peach Circle Recon		353,671							
Strawberry Lane Recon		1,983,677							
Grant Lorenz Reclaim								908,970	
Eureka Rd N Mill & Overlay				694,371					
Birch Bluff Rd Recon		1,952,123							
Noble Road Recon						1,203,555			
Noble Road Reclaim						493,107			
Galpin Lake Rd/Trail						1,257,557			
Sweetwater Curve Reclaim									
Knightsbridge Rd Reclaim									
Mill Street Trail ROW-County Led				109,273					
Mill Street Trail Construction						115,927			
Smithtown Pond Trail Connection	40,000								
Total Infrastructure	922,500	4,509,809	0	1,297,884	0	3,070,146	0	1,499,309	0

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2031	2032	2033	2034	2035	2036	2037	Total
STREET RECONSTRUCTION FUND								
Infrastructure								
Mill & Overlay and Striping			678,275		734,267			3,229,621
Strawberry LN ROW Acquisition								150,000
Edgewood Rd Reclaim	1,238,846							1,238,846
Excelsior Blvd Reclaim							1,130,770	1,130,770
Strawberry Court Reclaim								220,338
Peach Circle Recon								353,671
Strawberry Lane Recon								1,983,677
Grant Lorenz Reclaim								908,970
Eureka Rd N Mill & Overlay								694,371
Birch Bluff Rd Recon								1,952,123
Noble Road Recon								1,203,555
Noble Road Reclaim								493,107
Galpin Lake Rd/Trail								1,257,557
Sweetwater Curve Reclaim					1,609,203			1,609,203
Knightsbridge Rd Reclaim					671,854			671,854
Mill Street Trail ROW-County Led								109,273
Mill Street Trail Construction								115,927
Smithtown Pond Trail Connection								40,000
Total Infrastructure	1,238,846	0	678,275	0	3,015,324	0	1,130,770	17,362,863

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2022	2023	2024	2025	2026	2027	2028	2029	2030
WATER									
Infrastructure									
Edgewood Rd Reclaim									
Birch Bluff Rd Recon		859,020							
Noble Road Reclaim									
Noble Road Recon						416,179			
Strawberry Court Reclaim		283,250							
Peach Circle Recon		115,824							
Strawberry Lane Recon		394,943							
Galpin Lake Rd/Trail						396,582			
Grant Lorenz Reclaim									
Sweetwater Curve Reclaim									
Excelsior Blvd Reclaim									
Eureka Rd N Mill & Overlay									
Amesbury Watermain									
Knightsbridge Rd Reclaim									
Total Infrastructure	0	1,653,037	0	0	0	812,761	0	0	0
Other Improvements									
Boulder Bridge VT well motor replace	35,000								
Amesbury well pipe coatings and corrosion prev									
Replace well house meter - SE area well									
Programmable logic controller SE area well/plant									
Rebuild well pump SE VT well				25,000					
Amesbury well house LED light conversion									
Programmable logic controller Badger well									
SE area well motor replace	45,000								
Dehumidification system Amesbury well									
Rebuild well pump Amesbury VT well					25,000				
Replace VFDA Amesbury Well									
Programmable logic controller Amesbury well									
Rebuild well pump Badger VT well	30,000						35,000		
SE area well & iron plant LED light conversion									
Badger Field well LED light conversion									
Rebuild well control valve SE well									
SE area well pipe coatings and corrosion prev	25,000								
Rebuild well pump Boulder Bridge VT well						35,000			
Filter media changeout rehab iron removal filter SE plant	40,000								
Rebuild well pump Amesbury submersible well		30,000						36,000	
Rebuild well pump Boulder Bridge submersible well			30,000						
East water tower paint & reconditioning			380,000						
Replace VFD SE Area Well			10,000						
Replace VFD Badger Well					12,000				
Water main reconstruction activity			100,000	105,000	110,000	115,000	120,000	125,000	130,000

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2031	2032	2033	2034	2035	2036	2037	Total
WATER								
Infrastructure								
Edgewood Rd Reclaim	750,245							750,245
Birch Bluff Rd Recon								859,020
Noble Road Reclaim								0
Noble Road Recon								416,179
Strawberry Court Reclaim								283,250
Peach Circle Recon								115,824
Strawberry Lane Recon								394,943
Galpin Lake Rd/Trail								396,582
Grant Lorenz Reclaim								0
Sweetwater Curve Reclaim								0
Excelsior Blvd Reclaim							1,277,533	1,277,533
Eureka Rd N Mill & Overlay								0
Amesbury Watermain					1,431,820			1,431,820
Knightsbridge Rd Reclaim					581,539			581,539
Total Infrastructure	750,245	0	0	0	2,013,359	0	1,277,533	6,506,935
Other Improvements								
Boulder Bridge VT well motor replace								35,000
Amesbury well pipe coatings and corrosion prev								0
Replace well house meter - SE area well								0
Programmable logic controller SE area well/plant								0
Rebuild well pump SE VT well								25,000
Amesbury well house LED light conversion								0
Programmable logic controller Badger well								0
SE area well motor replace								45,000
Dehumidification system Amesbury well								0
Rebuild well pump Amesbury VT well								25,000
Replace VFDA Amesbury Well								0
Programmable logic controller Amesbury well								0
Rebuild well pump Badger VT well								65,000
SE area well & iron plant LED light conversion								0
Badger Field well LED light conversion								0
Rebuild well control valve SE well								0
SE area well pipe coatings and corrosion prev								25,000
Rebuild well pump Boulder Bridge VT well								35,000
Filter media changeout rehab iron removal filter SE plant								40,000
Rebuild well pump Amesbury submersible well								66,000
Rebuild well pump Boulder Bridge submersible well								30,000
East water tower paint & reconditioning								380,000
Replace VFD SE Area Well								10,000
Replace VFD Badger Well								12,000
Water main reconstruction activity	135,000	140,000	145,000	150,000	155,000	160,000	165,000	1,855,000

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2022	2023	2024	2025	2026	2027	2028	2029	2030
Total Other Improvements	175,000	30,000	520,000	130,000	147,000	150,000	155,000	161,000	130,000
Equipment									
Air compressor									
Generator									
Dodge Grand Caravan									
Pickup 4 x 4 Ford F150									
Freightliner water truck 50%	57,350								
Total Equipment	57,350	0	0	0	0	0	0	0	0
Total Water	232,350	1,683,037	520,000	130,000	147,000	962,761	155,000	161,000	130,000

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2031	2032	2033	2034	2035	2036	2037	Total
Total Other Improvements	135,000	140,000	145,000	150,000	155,000	160,000	165,000	2,648,000
Equipment								
Air compressor								0
Generator								0
Dodge Grand Caravan								0
Pickup 4 x 4 Ford F150								0
Freightliner water truck 50%								57,350
Total Equipment	0	0	0	0	0	0	0	57,350
Total Water	885,245	140,000	145,000	150,000	2,168,359	160,000	1,442,533	9,212,285

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2022	2023	2024	2025	2026	2027	2028	2029	2030
SEWER									
Infrastructure									
Edgewood Rd Reclaim									
Birch Bluff Rd Recon		120,510							
Noble Road Reclaim									
Noble Road Recon						202,873			
Strawberry Lane Recon		180,250							
Grant Lorenz Reclaim								143,895	
Sweetwater Curve Reclaim									
Excelsior Blvd Reclaim									
Eureka Rd N Mill & Overlay				127,849					
Total Infrastructure	0	300,760	0	127,849	0	202,873	0	143,895	0
Other Improvements									
Lift station 11 rehab - 20465 Radisson Rd		240,000							
Lift station 9 rehab - 20995 Minnetonka Blvd	240,000								
Lift station 10 rehab - 4773 Lakeway Terrace	150,000								
Lift station 20 rehab - 26550 Noble Road									
Lift station 7 rehab - 5600 Woodside Road	240,000								
CIP sewer repairs assoc with roadway reconstr	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Televising & cleaning	0	0	0	0	0	0	0	0	0
Infiltration and inflow reduction	70,000	70,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Additional			25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Other Improvements	750,000	360,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Equipment									
Sewer jetter - sereco trailer mount									
Generator									
Freightliner water truck 50%	57,350								
Sewer truck mounted vactor jet truck									
Total Equipment	57,350	0	0	0	0	0	0	0	0
Total Sewer	807,350	660,760	155,000	282,849	155,000	357,873	155,000	298,895	155,000

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2031	2032	2033	2034	2035	2036	2037	Total
SEWER								
Infrastructure								
Edgewood Rd Reclaim	228,335							228,335
Birch Bluff Rd Recon								120,510
Noble Road Reclaim								0
Noble Road Recon								202,873
Strawberry Lane Recon								180,250
Grant Lorenz Reclaim								143,895
Sweetwater Curve Reclaim								0
Excelsior Blvd Reclaim							182,282	182,282
Eureka Rd N Mill & Overlay								127,849
Total Infrastructure	228,335	0	0	0	0	0	182,282	1,185,994
Other Improvements								
Lift station 11 rehab - 20465 Radisson Rd								240,000
Lift station 9 rehab - 20995 Minnetonka Blvd								240,000
Lift station 10 rehab - 4773 Lakeway Terrace								150,000
Lift station 20 rehab - 26550 Noble Road								0
Lift station 7 rehab - 5600 Woodside Road								240,000
CIP sewer repairs assoc with roadway reconstr	50,000	50,000	50,000	50,000	50,000	50,000	50,000	800,000
Televising & cleaning								0
Infiltration and inflow reduction	80,000	80,000	80,000	80,000	80,000	80,000	80,000	1,260,000
Additional	25,000	25,000	25,000	25,000	25,000	25,000	25,000	350,000
Total Other Improvements	155,000	155,000	155,000	155,000	155,000	155,000	155,000	3,280,000
Equipment								
Sewer jetter - sereco trailer mount								0
Generator								0
Freightliner water truck 50%								57,350
Sewer truck mounted vactor jet truck								0
Total Equipment	0	0	0	0	0	0	0	57,350
Total Sewer	383,335	155,000	155,000	155,000	155,000	155,000	337,282	4,523,344

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2022	2023	2024	2025	2026	2027	2028	2029	2030
STORMWATER									
Lake Mary Outlet									
Beverly Drive Wetland									
Shorewood Oaks Drainage									
Grant Street Drainage									
Edgewood Rd Reclaim									
Birch Bluff Rd Recon		387,280							
Noble Road Reclaim						74,194			
Noble Road Recon						481,099			
Noble Road Channel Widening						266,633			
Smithtown Pond/Freeman Park Outlet	1,699,134								
Strawberry Court Reclaim		52,242							
Peach Circle Recon		46,515							
Strawberry Lane Recon		1,352,236							
Stream Restoration - Smithtown/Freeman	500,000					1,738,911			
Galpin Lake Rd/Trail						401,109			
Grant Lorenz Reclaim									136,516
Grant Lorenz Channel									282,871
Shorewood Lane Ravine	250,000								
Sweetwater Curve Reclaim									
Excelsior Blvd Reclaim									
Eureka Rd N Mill & Overlay			0						
Total Infrastructure	2,449,134	1,838,273	0	0	0	2,961,946	0	0	419,387
Other Improvements									
Culvert replacement Brackets Rd Struts 31-6,7,8									
Culvert replace - Galpin Lake Rd and Mayflower Rds									
Culvert replace - 22630/22695 Murray St									
Culvert replace - 22535 Murray St/6180 Cardinal Dr	11,000								
Manor Park pond									
Catch basin reconstruction	30,000	35,000	35,000	35,000	35,000	35,000	35,000	40,000	40,000
Disposal of street sweepings	37,100	37,800	38,600	39,400	40,200	41,000	41,800	42,600	43,400
Storm Pond Sediment Cleaning & Disposal	100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000
Additional			100,000	105,000	110,000	115,000	120,000	125,000	130,000
Total Other Improvements	178,100	177,800	283,600	294,400	305,200	316,000	326,800	342,600	353,400
Equipment									
Pump - 4' discharge		62,400							
Total Equipment	0	62,400	0	0	0	0	0	0	0
Total Stormwater	2,627,234	2,078,473	283,600	294,400	305,200	3,277,946	326,800	342,600	772,787

**PROJECTS BY SOURCE - 16 YEAR
2022 TO 2037
OPTION B**

	2031	2032	2033	2034	2035	2036	2037	Total
STORMWATER								
Lake Mary Outlet								0
Beverly Drive Wetland								0
Shorewood Oaks Drainage								0
Grant Street Drainage								0
Edgewood Rd Reclaim	185,278							185,278
Birch Bluff Rd Recon								387,280
Noble Road Reclaim								74,194
Noble Road Recon								481,099
Noble Road Channel Widening								266,633
Smithtown Pond/Freeman Park Outlet								1,699,134
Strawberry Court Reclaim								52,242
Peach Circle Recon								46,515
Strawberry Lane Recon								1,352,236
Stream Restoration - Smithtown/Freeman								2,238,911
Galpin Lake Rd/Trail								401,109
Grant Lorenz Reclaim								136,516
Grant Lorenz Channel								282,871
Shorewood Lane Ravine								250,000
Sweetwater Curve Reclaim					73,427			73,427
Excelsior Blvd Reclaim							194,109	194,109
Eureka Rd N Mill & Overlay								0
Total Infrastructure	185,278	0	0	0	73,427	0	194,109	8,121,554
Other Improvements								
Culvert replacement Brackets Rd Struts 31-6,7,8								0
Culvert replace - Galpin Lake Rd and Mayflower Rds								0
Culvert replace - 22630/22695 Murray St								0
Culvert replace - 22535 Murray St/6180 Cardinal Dr								11,000
Manor Park pond								0
Catch basin reconstruction	40,000	40,000	40,000	40,000	40,000	40,000	40,000	600,000
Disposal of street sweepings	44,200	45,000	45,800	46,400	47,200	48,000	48,800	687,300
Storm Pond Sediment Cleaning & Disposal	145,000	150,000	155,000	160,000	165,000	170,000	175,000	2,200,000
Additional	135,000	140,000	145,000	150,000	155,000	160,000	165,000	1,855,000
Total Other Improvements	364,200	375,000	385,800	396,400	407,200	418,000	428,800	5,353,300
Equipment								
Pump - 4' discharge								62,400
Total Equipment	0	0	0	0	0	0	0	62,400
Total Stormwater	549,478	375,000	385,800	396,400	480,627	418,000	622,909	13,537,254

**WATER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Water										
Water Sales Increase (Rate Increase & New Growth)	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Total Operating Revenues	\$573,630	\$489,600	\$608,400	\$668,240	\$734,064	\$806,470	\$886,117	\$973,729	\$1,070,102	\$1,176,112
Operating Expenses										
Personnel Services	\$249,655	\$283,955	\$298,146	\$307,091	\$316,305	\$325,794	\$335,567	\$345,633	\$356,002	\$366,682
Supplies	\$83,383	\$107,600	\$133,300	\$137,299	\$141,418	\$145,661	\$150,032	\$154,532	\$159,168	\$163,944
Other Services and Charges	\$502,386	\$549,650	\$550,500	\$567,015	\$584,026	\$601,549	\$619,595	\$638,182	\$657,329	\$677,049
Other Improvements/Machinery & Equipment	\$7,850	\$108,700	\$232,350	\$30,000	\$520,000	\$130,000	\$147,000	\$150,000	\$155,000	\$161,000
Total Operating Expenses	\$843,274	\$1,049,905	\$1,214,296	\$1,041,405	\$1,561,749	\$1,203,004	\$1,252,194	\$1,288,347	\$1,327,499	\$1,368,675
Operating Income (Loss)	(\$269,644)	(\$560,305)	(\$605,896)	(\$373,165)	(\$827,685)	(\$396,534)	(\$366,077)	(\$314,618)	(\$257,397)	(\$192,563)
Nonoperating Revenues										
Interest Payments on Lease Receivable (Fire Truck)	\$9,480	\$6,382	\$3,223	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Payments on TIF Internal Loan \$1,015,044	\$70,665	\$74,384	\$43,989	\$39,036	\$37,608	\$36,123	\$34,576	\$32,968	\$31,295	\$29,554
Water Connection Fees	\$197,500	\$100,000	\$105,000	\$110,000	\$115,000	\$120,000	\$125,000	\$130,000	\$135,000	\$135,000
Other	\$30,765	\$1,100	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Revenues	\$308,410	\$181,866	\$153,212	\$149,036	\$152,608	\$156,123	\$159,576	\$162,968	\$166,295	\$164,554
Nonoperating Expenses										
Bond Interest (Existing)	\$7,635	\$5,848	\$2,030	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Interest (New)	\$0	\$8,551	\$17,003	\$16,642	\$49,212	\$48,635	\$46,626	\$44,588	\$58,777	\$56,678
Fiscal Agent Fees	\$2,245	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$6,086	\$11,397	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$209,320	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$28,466	\$250,116	\$31,533	\$29,142	\$61,712	\$61,135	\$59,126	\$57,088	\$71,277	\$69,178
Change in Net Position	\$10,300	(\$628,555)	(\$484,217)	(\$253,271)	(\$736,789)	(\$301,546)	(\$265,627)	(\$208,738)	(\$162,379)	(\$97,187)
Net Position										
Net Position, Beginning of Year	\$7,379,466	\$7,389,766	\$6,761,211	\$6,276,994	\$6,023,723	\$5,286,935	\$4,985,389	\$4,719,762	\$4,511,024	\$4,348,645
Net Change in Net Position	\$10,300	(\$628,555)	(\$484,217)	(\$253,271)	(\$736,789)	(\$301,546)	(\$265,627)	(\$208,738)	(\$162,379)	(\$97,187)
Net Position, Ending of Year	\$7,389,766	\$6,761,211	\$6,276,994	\$6,023,723	\$5,286,935	\$4,985,389	\$4,719,762	\$4,511,024	\$4,348,645	\$4,251,458

**WATER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Cash										
Cash, Beginning of Year	(\$134,519)	\$379,364	(\$457,990)	(\$659,642)	(\$530,802)	(\$877,200)	(\$856,361)	(\$788,472)	(\$651,319)	(\$455,028)
Change in Net Position	\$10,300	(\$628,555)	(\$484,217)	(\$253,271)	(\$736,789)	(\$301,546)	(\$265,627)	(\$208,738)	(\$162,379)	(\$97,187)
Bond/Loan Issuance	\$763,923	\$553,852	\$0	\$1,653,037	\$0	\$0	\$0	\$812,761	\$0	\$0
Bond Principal (Existing)	(\$275,000)	(\$275,000)	(\$280,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Principal (New)	\$0	\$0	(\$11,963)	(\$47,037)	(\$51,309)	(\$132,260)	(\$134,474)	(\$135,863)	(\$137,278)	(\$173,027)
Principal Payments on Lease Receivable Issued (Fire Truck)	\$154,876	\$157,973	\$161,133	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Payments on TIF Internal Loan \$1,015,044	\$0	\$0	\$30,395	\$35,348	\$36,776	\$38,262	\$39,808	\$41,416	\$43,089	\$44,830
CIP Street Reconstruction Plan	(\$461,558)	(\$1,028,625)	\$0	(\$1,653,037)	\$0	\$0	\$0	(\$812,761)	\$0	\$0
Water connection fees recorded as assessments receivable	(\$75,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water connection fees collected against assessments receivable	\$15,500	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Depreciation Add Back	\$347,753	\$360,000	\$360,000	\$370,800	\$381,924	\$393,382	\$405,183	\$417,338	\$429,858	\$442,754
Net Change in Other Accruals	\$33,089	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash, Ending of Year	\$379,364	(\$457,990)	(\$659,642)	(\$530,802)	(\$877,200)	(\$856,361)	(\$788,472)	(\$651,319)	(\$455,028)	(\$214,659)
Less: Cash with Escrow Agent	(\$279,313)	(\$282,525)								
Cash Available	\$100,051	(\$740,515)	(\$659,642)	(\$530,802)	(\$877,200)	(\$856,361)	(\$788,472)	(\$651,319)	(\$455,028)	(\$214,659)
Water Connection Fee	\$10,000	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000	\$12,500	\$13,000	\$13,500	\$13,500
Additional Households (paid or assessed)	20	10	10	10	10	10	10	10	10	10

**WATER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2030 Preliminary Budget	2031 Preliminary Budget	2032 Preliminary Budget	2033 Preliminary Budget	2034 Preliminary Budget	2035 Preliminary Budget	2036 Preliminary Budget	2037 Preliminary Budget
Water								
Water Sales Increase (Rate Increase & New Growth)	3%	3%	3%	3%	3%	3%	3%	3%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%
Total Operating Revenues	\$1,211,095	\$1,247,128	\$1,284,242	\$1,322,469	\$1,361,843	\$1,402,398	\$1,444,170	\$1,487,195
Operating Expenses								
Personnel Services	\$377,684	\$389,014	\$400,684	\$412,705	\$425,085	\$437,838	\$450,972	\$464,501
Supplies	\$168,861	\$173,927	\$179,146	\$184,521	\$190,057	\$195,759	\$201,632	\$207,680
Other Services and Charges	\$697,362	\$718,282	\$739,832	\$762,026	\$784,888	\$808,433	\$832,686	\$857,668
Other Improvements/Machinery & Equipment	\$165,830	\$170,805	\$175,929	\$181,207	\$186,643	\$192,242	\$198,009	\$203,949
Total Operating Expenses	\$1,409,737	\$1,452,028	\$1,495,591	\$1,540,459	\$1,586,673	\$1,634,272	\$1,683,299	\$1,733,798
Operating Income (Loss)	\$1,409,737							
	(\$198,642)	(\$204,900)	(\$211,349)	(\$217,990)	(\$224,830)	(\$231,874)	(\$239,129)	(\$246,603)
Nonoperating Revenues								
Interest Payments on Lease Receivable (Fire Truck)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Payments on TIF Internal Loan \$1,015,044	\$27,743	\$25,859	\$23,898	\$21,858	\$19,737	\$17,529	\$15,232	\$12,842
Water Connection Fees	\$135,000	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Revenues	\$162,743	\$160,859	\$23,898	\$21,858	\$19,737	\$17,529	\$15,232	\$12,842
Nonoperating Expenses								
Bond Interest (Existing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Interest (New)	\$53,877	\$51,015	\$63,084	\$60,073	\$56,332	\$52,402	\$88,566	\$84,359
Fiscal Agent Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$66,377	\$63,515	\$75,584	\$72,573	\$68,832	\$64,902	\$101,066	\$96,859
Change in Net Position	(\$102,276)	(\$107,556)	(\$263,035)	(\$268,705)	(\$273,925)	(\$279,247)	(\$324,963)	(\$330,620)
Net Position								
Net Position, Beginning of Year	\$4,251,458	\$4,149,182	\$4,041,626	\$3,778,591	\$3,509,886	\$3,235,961	\$2,956,714	\$2,631,751
Net Change in Net Position	(\$102,276)	(\$107,556)	(\$263,035)	(\$268,705)	(\$273,925)	(\$279,247)	(\$324,963)	(\$330,620)
Net Position, Ending of Year	\$4,149,182	\$4,041,626	\$3,778,591	\$3,509,886	\$3,235,961	\$2,956,714	\$2,631,751	\$2,301,131

**WATER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2030 Preliminary Budget	2031 Preliminary Budget	2032 Preliminary Budget	2033 Preliminary Budget	2034 Preliminary Budget	2035 Preliminary Budget	2036 Preliminary Budget	2037 Preliminary Budget
Cash								
Cash, Beginning of Year	(\$214,659)	\$18,074	\$250,552	\$341,377	\$409,081	\$485,699	\$568,089	\$619,012
Change in Net Position	(\$102,276)	(\$107,556)	(\$263,035)	(\$268,705)	(\$273,925)	(\$279,247)	(\$324,963)	(\$330,620)
Bond/Loan Issuance	\$0	\$750,245	\$0	\$0	\$0	\$2,013,359	\$0	\$1,277,533
Bond Principal (Existing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Principal (New)	(\$175,169)	(\$178,209)	(\$180,436)	(\$214,442)	(\$217,378)	(\$223,889)	(\$227,798)	(\$314,631)
Principal Payments on Lease Receivable Issued (Fire Truck)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Payments on TIF Internal Loan \$1,015,044	\$46,641	\$48,525	\$50,486	\$52,526	\$54,647	\$56,855	\$59,152	\$61,542
CIP Street Reconstruction Plan	\$0	(\$750,245)	\$0	\$0	\$0	(\$2,013,359)	\$0	(\$1,277,533)
Water connection fees recorded as assessments receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water connection fees collected against assessments receivable	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation Add Back	\$456,037	\$469,718	\$483,810	\$498,324	\$513,274	\$528,672	\$544,532	\$560,868
Net Change in Other Accruals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash, Ending of Year	\$18,074	\$250,552	\$341,377	\$409,081	\$485,699	\$568,089	\$619,012	\$596,171
Less: Cash with Escrow Agent								
Cash Available	\$18,074	\$250,552	\$341,377	\$409,081	\$485,699	\$568,089	\$619,012	\$596,171
Water Connection Fee	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500
Additional Households (paid or assessed)	10	10	0	0	0	0	0	0

**SEWER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Sewer										
Sewer Sales Increase (Rate Increase & New Growth)	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Total Operating Revenues	\$1,069,397	\$1,111,680	\$1,229,550	\$1,335,167	\$1,455,221	\$1,586,081	\$1,728,718	\$1,884,192	\$2,053,659	\$2,238,378
Operating Expenses										
Personnel Services	\$206,363	\$238,704	\$252,039	\$259,600	\$267,388	\$275,409	\$283,671	\$292,181	\$300,947	\$309,975
Supplies	\$5,594	\$12,600	\$14,600	\$15,038	\$15,489	\$15,954	\$16,434	\$16,928	\$17,436	\$17,959
Other Services and Charges	\$1,026,798	\$1,194,599	\$1,260,550	\$1,298,367	\$1,337,318	\$1,377,437	\$1,418,759	\$1,461,321	\$1,505,161	\$1,550,316
Other Improvements/Machinery & Equipment	\$608	\$122,400	\$807,350	\$360,000	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000
Total Operating Expenses	\$1,239,363	\$1,568,303	\$2,334,539	\$1,933,005	\$1,775,195	\$1,823,800	\$1,873,864	\$1,925,430	\$1,978,544	\$2,033,250
Operating Income (Loss)	(\$169,966)	(\$456,623)	(\$1,104,989)	(\$597,838)	(\$319,974)	(\$237,719)	(\$145,146)	(\$41,238)	\$75,115	\$205,128
Nonoperating Revenues										
Other	\$27,273	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Nonoperating Revenues	\$27,273	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Nonoperating Expenses										
Bond Interest	\$0	\$4,013	\$4,910	\$4,813	\$10,691	\$10,518	\$12,628	\$12,172	\$15,666	\$15,092
Fiscal Agent Fees	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$2,856	\$922	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$167,090	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$15,356	\$187,025	\$17,410	\$17,313	\$23,191	\$23,018	\$25,128	\$24,672	\$28,166	\$27,592
Change in Net Position	(\$158,049)	(\$638,648)	(\$1,112,399)	(\$605,151)	(\$333,165)	(\$250,737)	(\$160,274)	(\$55,910)	\$56,949	\$187,536
Net Position										
Net Position, Beginning of Year	\$4,459,601	\$4,301,552	\$3,662,904	\$2,550,505	\$1,945,354	\$1,612,188	\$1,361,451	\$1,201,178	\$1,145,267	\$1,202,217
Net Change in Net Position	(\$158,049)	(\$638,648)	(\$1,112,399)	(\$605,151)	(\$333,165)	(\$250,737)	(\$160,274)	(\$55,910)	\$56,949	\$187,536
Net Position, Ending of Year	\$4,301,552	\$3,662,904	\$2,550,505	\$1,945,354	\$1,612,188	\$1,361,451	\$1,201,178	\$1,145,267	\$1,202,217	\$1,389,753
Cash										
Cash, Beginning of Year	\$2,155,964	\$2,481,980	\$1,806,351	\$793,338	\$283,570	\$47,028	(\$121,149)	(\$196,070)	(\$168,596)	(\$24,974)
Change in Net Position	(\$158,049)	(\$638,648)	(\$1,112,399)	(\$605,151)	(\$333,165)	(\$250,737)	(\$160,274)	(\$55,910)	\$56,949	\$187,536
Bond/Loan Issuance	\$358,494	\$44,829	\$0	\$300,760	\$0	\$127,849	\$0	\$202,873	\$0	\$143,895
Bond Principal	\$0	\$0	(\$5,614)	(\$12,767)	(\$14,772)	(\$32,177)	(\$32,826)	(\$38,340)	(\$38,703)	(\$47,824)
CIP Street Reconstruction Plan	(\$79,149)	(\$186,809)	\$0	(\$300,760)	\$0	(\$127,849)	\$0	(\$202,873)	\$0	(\$143,895)
Depreciation Add back	\$102,474	\$105,000	\$105,000	\$108,150	\$111,395	\$114,737	\$118,179	\$121,724	\$125,376	\$129,137
Net Change in Other Accruals	\$102,246	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash, Ending of Year	\$2,481,980	\$1,806,351	\$793,338	\$283,570	\$47,028	(\$121,149)	(\$196,070)	(\$168,596)	(\$24,974)	\$243,876

**SEWER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2030 Preliminary Budget	2031 Preliminary Budget	2032 Preliminary Budget	2033 Preliminary Budget	2034 Preliminary Budget	2035 Preliminary Budget	2036 Preliminary Budget	2037 Preliminary Budget
Sewer								
Sewer Sales Increase (Rate Increase & New Growth)	3%	3%	3%	3%	3%	3%	3%	3%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%
Total Operating Revenues	\$2,305,493	\$2,374,621	\$2,445,823	\$2,519,161	\$2,594,699	\$2,672,503	\$2,752,641	\$2,835,183
Operating Expenses								
Personnel Services	\$319,276	\$328,854	\$338,719	\$348,880	\$359,346	\$370,126	\$381,229	\$392,666
Supplies	\$18,497	\$19,052	\$19,623	\$20,211	\$20,816	\$21,441	\$22,085	\$22,748
Other Services and Charges	\$1,596,826	\$1,644,731	\$1,694,075	\$1,744,897	\$1,797,245	\$1,851,162	\$1,906,696	\$1,963,898
Other Improvements/Machinery & Equipment	\$159,650	\$164,440	\$169,373	\$174,454	\$179,688	\$185,079	\$190,631	\$196,350
Total Operating Expenses	\$2,094,249	\$2,157,077	\$2,221,790	\$2,288,442	\$2,357,095	\$2,427,808	\$2,500,641	\$2,575,662
Operating Income (Loss)	\$211,244	\$217,544	\$224,033	\$230,719	\$237,604	\$244,695	\$252,000	\$259,521
Nonoperating Revenues								
Other	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Nonoperating Revenues	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Nonoperating Expenses								
Bond Interest	\$17,219	\$16,455	\$15,556	\$14,640	\$13,688	\$12,689	\$11,648	\$10,572
Fiscal Agent Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Operating Transfers - to Streets Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$29,719	\$28,955	\$28,056	\$27,140	\$26,188	\$25,189	\$24,148	\$23,072
Change in Net Position	\$191,525	\$198,589	\$205,977	\$213,579	\$221,416	\$229,506	\$237,852	\$246,449
Net Position								
Net Position, Beginning of Year	\$1,389,753	\$1,581,278	\$1,779,867	\$1,985,844	\$2,199,423	\$2,420,839	\$2,650,345	\$2,888,198
Net Change in Net Position	\$191,525	\$198,589	\$205,977	\$213,579	\$221,416	\$229,506	\$237,852	\$246,449
Net Position, Ending of Year	\$1,581,278	\$1,779,867	\$1,985,844	\$2,199,423	\$2,420,839	\$2,650,345	\$2,888,198	\$3,134,646
Cash								
Cash, Beginning of Year	\$243,876	\$520,044	\$800,387	\$1,091,543	\$1,393,435	\$1,706,811	\$2,031,425	\$2,367,868
Change in Net Position	\$191,525	\$198,589	\$205,977	\$213,579	\$221,416	\$229,506	\$237,852	\$246,449
Bond/Loan Issuance	\$0	\$228,335	\$0	\$0	\$0	\$0	\$0	\$182,282
Bond Principal	(\$48,368)	(\$55,247)	(\$55,932)	(\$57,031)	(\$57,744)	(\$59,088)	(\$60,230)	(\$61,387)
CIP Street Reconstruction Plan	\$0	(\$228,335)	\$0	\$0	\$0	\$0	\$0	(\$182,282)
Depreciation Add back	\$133,011	\$137,001	\$141,111	\$145,344	\$149,704	\$154,195	\$158,821	\$163,586
Net Change in Other Accruals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash, Ending of Year	\$520,044	\$800,387	\$1,091,543	\$1,393,435	\$1,706,811	\$2,031,425	\$2,367,868	\$2,716,516

**STORMWATER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2020 Actual	2021 Final Budget	2022 Preliminary Budget	2023 Preliminary Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget	2029 Preliminary Budget
Storm Water										
Storm Water Charges Increase (Rate Increase & New Growth)	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Operating Revenues	\$411,374	\$432,000	\$466,560	\$503,885	\$544,196	\$587,732	\$634,751	\$685,531	\$740,373	\$799,603
Operating Expenses										
Personnel Services	\$55,601	\$73,588	\$77,467	\$79,791	\$82,185	\$84,650	\$87,190	\$89,805	\$92,499	\$95,274
Supplies	\$1,953	\$5,600	\$8,850	\$9,116	\$9,390	\$9,671	\$9,961	\$10,259	\$10,567	\$10,883
Other Services and Charges	\$146,700	\$178,145	\$161,300	\$166,139	\$171,126	\$176,259	\$181,548	\$186,995	\$192,606	\$198,384
Other Improvements/Machinery & Equipment	\$1,671	\$233,400	\$178,100	\$240,200	\$283,600	\$294,400	\$305,200	\$316,000	\$326,800	\$342,600
Total Operating Expenses	\$205,925	\$490,733	\$425,717	\$495,246	\$546,301	\$564,980	\$583,899	\$603,059	\$622,472	\$647,141
Operating Income (Loss)	\$205,449	(\$58,733)	\$40,843	\$8,639	(\$2,105)	\$22,752	\$50,852	\$82,472	\$117,901	\$152,462
Nonoperating Revenues										
Franchise Fees	\$0	\$0	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000
Other	\$71,753	\$1,000	\$587,000	\$1,392,376	\$1,000	\$129,504	\$1,000	\$1,000	\$1,000	\$1,000
Total Nonoperating Revenues	\$71,753	\$1,000	\$902,000	\$1,707,376	\$316,000	\$444,504	\$316,000	\$316,000	\$316,000	\$316,000
Nonoperating Expenses										
Bond Interest	\$0	\$37,469	\$46,180	\$82,608	\$90,250	\$87,088	\$80,704	\$76,833	\$132,267	\$128,405
Fiscal Agent Fees	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$26,668	\$9,081	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to Streets Fund	\$0	\$320,546	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$26,668	\$369,596	\$46,180	\$82,608	\$90,250	\$87,088	\$80,704	\$76,833	\$132,267	\$128,405
Change in Net Position	\$250,534	(\$427,329)	\$896,663	\$1,633,407	\$223,645	\$380,168	\$286,148	\$321,639	\$301,634	\$340,057
Net Position										
Net Position, Beginning of Year	\$4,167,643	\$4,418,177	\$3,990,848	\$4,887,511	\$6,520,918	\$6,744,564	\$7,124,732	\$7,410,880	\$7,732,519	\$8,034,153
Net Change in Net Position	\$250,534	(\$427,329)	\$896,663	\$1,633,407	\$223,645	\$380,168	\$286,148	\$321,639	\$301,634	\$340,057
Net Assets, Ending of Year	\$4,418,177	\$3,990,848	\$4,887,511	\$6,520,918	\$6,744,564	\$7,124,732	\$7,410,880	\$7,732,519	\$8,034,153	\$8,374,210
Cash										
Cash, Beginning of Year	\$450,800	\$3,224,590	\$1,484,499	\$1,821,739	\$2,020,822	\$2,108,271	\$2,159,140	\$2,241,273	\$2,364,742	\$2,468,907
Change in Net Position	\$250,534	(\$427,329)	\$896,663	\$1,633,407	\$223,645	\$380,168	\$286,148	\$321,639	\$301,634	\$340,057
Bond/Loan Issuance	\$3,347,583	\$441,318	\$1,867,134	\$446,897	\$0	(\$128,504)	\$0	\$2,961,946	\$0	\$0
Bond Principal	\$0	\$0	(\$52,423)	(\$120,198)	(\$215,765)	(\$282,750)	(\$288,429)	(\$285,116)	(\$287,023)	(\$414,618)
Contrib. of Capital Assets Deduct	(\$40,731)	\$0	(\$582,000)	(\$1,391,376)	\$0	(\$128,504)	\$0	\$0	\$0	\$0
CIP Street Reconstruction Plan	(\$852,342)	(\$1,824,080)	(\$1,867,134)	(\$446,897)	\$0	\$128,504	\$0	(\$2,961,946)	\$0	\$0
Depreciation Add Back	\$68,095	\$70,000	\$75,000	\$77,250	\$79,568	\$81,955	\$84,414	\$86,946	\$89,554	\$92,241
Net Change in Other Accruals	\$651									
Cash, Ending of Year	\$3,224,590	\$1,484,499	\$1,821,739	\$2,020,822	\$2,108,271	\$2,159,140	\$2,241,273	\$2,364,742	\$2,468,907	\$2,486,588

**STORMWATER FUND - 16 YEAR
2022 TO 2037
OPTION B**

Description	2030 Preliminary Budget	2031 Preliminary Budget	2032 Preliminary Budget	2033 Preliminary Budget	2034 Preliminary Budget	2035 Preliminary Budget	2036 Preliminary Budget	2037 Preliminary Budget
Storm Water								
Storm Water Charges Increase (Rate Increase & New Growth)	3%	3%	3%	3%	3%	3%	3%	3%
Operating Expenses Increase	3%	3%	3%	3%	3%	3%	3%	3%
Operating Revenues	\$823,591	\$848,299	\$873,748	\$899,960	\$926,959	\$954,768	\$983,411	\$1,012,913
Operating Expenses								
Personnel Services	\$98,132	\$101,074	\$104,106	\$107,229	\$110,445	\$113,758	\$117,171	\$120,687
Supplies	\$11,210	\$11,547	\$11,894	\$12,250	\$12,617	\$12,996	\$13,386	\$13,788
Other Services and Charges	\$204,335	\$210,465	\$216,777	\$223,281	\$229,981	\$236,882	\$243,988	\$251,308
Other Improvements/Machinery & Equipment	\$352,878	\$363,464	\$374,368	\$385,599	\$397,167	\$409,082	\$421,354	\$433,995
Total Operating Expenses	\$666,555	\$686,550	\$707,145	\$728,359	\$750,210	\$772,718	\$795,899	\$819,778
Operating Income (Loss)	\$157,036	\$161,749	\$166,603	\$171,601	\$176,749	\$182,050	\$187,512	\$193,135
Nonoperating Revenues								
Franchise Fees	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000
Other	\$64,339	\$163,563	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Total Nonoperating Revenues	\$379,339	\$478,563	\$316,000	\$316,000	\$316,000	\$316,000	\$316,000	\$316,000
Nonoperating Expenses								
Bond Interest	\$122,048	\$115,572	\$108,966	\$102,229	\$95,183	\$87,733	\$79,943	\$71,866
Fiscal Agent Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issuance Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - to Streets Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Nonoperating Expenses	\$122,048	\$115,572	\$108,966	\$102,229	\$95,183	\$87,733	\$79,943	\$71,866
Change in Net Position	\$414,327	\$524,740	\$373,637	\$385,372	\$397,566	\$410,317	\$423,569	\$437,269
Net Position								
Net Position, Beginning of Year	\$8,374,210	\$8,788,537	\$9,313,277	\$9,686,914	\$10,072,286	\$10,469,852	\$10,880,169	\$11,303,738
Net Change in Net Position	\$414,327	\$524,740	\$373,637	\$385,372	\$397,566	\$410,317	\$423,569	\$437,269
Net Assets, Ending of Year	\$8,788,537	\$9,313,277	\$9,686,914	\$10,072,286	\$10,469,852	\$10,880,169	\$11,303,738	\$11,741,007
Cash								
Cash, Beginning of Year	\$2,486,588	\$2,513,543	\$2,546,281	\$2,588,813	\$2,637,667	\$2,697,041	\$2,761,624	\$2,834,038
Change in Net Position	\$414,327	\$524,740	\$373,637	\$385,372	\$397,566	\$410,317	\$423,569	\$437,269
Bond/Loan Issuance	\$356,048	\$22,715	\$0	\$0	\$0	\$73,427	\$0	\$194,109
Bond Principal	(\$419,041)	(\$427,297)	(\$431,898)	(\$440,337)	(\$445,125)	(\$455,875)	(\$464,600)	(\$473,425)
Contrib. of Capital Assets Deduct	(\$63,339)	(\$162,563)	\$0	\$0	\$0	\$0	\$0	\$0
CIP Street Reconstruction Plan	(\$356,048)	(\$22,715)	\$0	\$0	\$0	(\$73,427)	\$0	(\$194,109)
Depreciation Add Back	\$95,008	\$97,858	\$100,794	\$103,818	\$106,933	\$110,141	\$113,445	\$116,848
Net Change in Other Accruals								
Cash, Ending of Year	\$2,513,543	\$2,546,281	\$2,588,813	\$2,637,667	\$2,697,041	\$2,761,624	\$2,834,038	\$2,914,730

**STREET IMPROVEMENT FUND - 16 YEAR
2022 TO 2037
OPTION B**

Bond Interest Rate 2.00%
Bond Duration (Years) 12

	12/31/2019	Actual 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030
REVENUES												
Franchise Fees - Electric		167,525	167,000	-	-	-	-	-	-	-	-	-
Franchise Fees - Gas		148,200	148,000	-	-	-	-	-	-	-	-	-
Interest Earnings		48,908	20,697	23,389	23,306	21,625	21,733	25,842	25,971	21,326	21,433	21,540
Grants		-	-	-	-	-	-	-	-	-	-	-
MSA Funds - Galpin Lake Rd/Trail		-	-	-	-	-	800,000	-	-	-	-	-
Miscellaneous revenue		-	-	-	-	-	-	-	-	-	-	-
Transfers in - Excess Reserves		-	-	-	-	-	-	-	-	-	-	-
Transfers in - 2020A Bond Proceeds Re-allocation (from utilities)		-	696,956	-	-	-	-	-	-	-	-	-
Bond Proceeds (Based on Eligible Costs)		2,992,232	3,200,539	1,464,500	5,541,703	-	1,297,884	-	2,251,428	-	1,499,309	-
Levy												
Capital Levy (formerly transfers in - Budget through 2020)		835,000	693,614	118,000	123,000	128,000	133,000	138,000	143,000	148,000	153,000	158,000
Debt Levy		-	208,186	515,373	681,776	1,201,019	1,196,242	1,324,691	1,319,808	1,538,320	1,533,333	1,675,369
Debt Levy Reduction		-	-	-	-	-	-	-	-	-	-	-
Total Levy		835,000	901,800	633,373	804,776	1,329,019	1,329,242	1,462,691	1,462,808	1,686,320	1,686,333	1,833,369
TOTAL REVENUES			5,134,992	2,121,262	6,369,785	1,350,644	3,448,859	1,488,533	3,740,207	1,707,646	3,207,075	1,854,909
Total Levy Change			-	-30%	27%	65%	0%	10%	0%	15%	0%	9%
EXPENDITURES												
CIP Street Reconstruction Plan (bonded and non-bonded)		1,733,716	4,288,449	1,504,500	5,901,183	-	1,297,884	-	3,206,476	-	1,499,309	-
Sealcoating/Overlay, pavement marking & Other		79,078	100,000	118,000	123,000	128,000	133,000	138,000	143,000	148,000	153,000	158,000
Debt Service - Street Reconstruction Bonds		-	208,186	515,373	681,776	1,201,019	1,196,242	1,324,691	1,319,808	1,538,320	1,533,333	1,675,369
TOTAL EXPENDITURES		1,812,794	4,596,635	2,137,873	6,705,959	1,329,019	2,627,126	1,462,691	4,669,284	1,686,320	3,185,642	1,833,369
Revenues Over/(Under) Expenditures		2,379,071	538,357	(16,611)	(336,174)	21,625	821,733	25,842	(929,077)	21,326	21,433	21,540
Beginning Fund Balance		1,760,424	4,139,495	4,677,852	4,661,242	4,325,068	4,346,693	5,168,427	5,194,269	4,265,192	4,286,518	4,307,951
Ending Fund Balance		1,760,424	4,139,495	4,677,852	4,661,242	4,325,068	4,346,693	5,168,427	5,194,269	4,265,192	4,307,951	4,329,490
Street Capital Improvement (FUND 404)	2,007,778											
2021 - Glen/Amlee/Manitou (FUND 407)	(79,424)											
2020 - Woodside (FUND 408)	(32,101)											
2023 - Strawberry (FUND 409)	(7,406)											
2020 - Islands (FUND 410)	(128,423)											
	<u>1,760,424</u>											
Street Reconstruction Bonds - Ineligible Costs to be funded by cash reserves			1,087,910	40,000	359,480	-	-	-	955,048	-	-	-

**STREET IMPROVEMENT FUND - 16 YEAR
2022 TO 2037
OPTION B**

	Budget 2031	Budget 2032	Budget 2033	Budget 2034	Budget 2035	Budget 2036	Budget 2037
REVENUES							
Franchise Fees - Electric	-	-	-	-	-	-	-
Franchise Fees - Gas	-	-	-	-	-	-	-
Interest Earnings	21,647	21,756	19,443	20,405	18,037	19,042	16,617
Grants	-	-	-	-	-	-	-
MSA Funds - Galpin Lake Rd/Trail	-	-	-	-	-	-	-
Miscellaneous revenue	-	-	-	-	-	-	-
Transfers in - Excess Reserves	-	-	-	-	-	-	-
Transfers in - 2020A Bond Proceeds Re-allocation (from utilities)	-	-	-	-	-	-	-
Bond Proceeds (Based on Eligible Costs)	1,238,845	-	678,275	-	3,088,751	-	1,324,880
Levy							
Capital Levy (formerly transfers in - Budget through 2020)	163,000	168,000	173,000	178,000	183,000	188,000	193,000
Debt Levy	1,670,035	1,792,052	1,660,009	1,414,527	1,274,995	1,047,161	1,045,912
Debt Levy Reduction	-	-	-	-	-	-	-
Total Levy	1,833,035	1,960,052	1,833,009	1,592,527	1,457,995	1,235,161	1,238,912
TOTAL REVENUES	3,093,528	1,981,808	2,530,726	1,612,932	4,564,783	1,254,203	2,580,408
	0%	7%	-6%	-13%	-8%	-15%	0%
EXPENDITURES							
CIP Street Reconstruction Plan (bonded and non-bonded)	1,238,845	-	678,275	-	3,088,751	-	1,324,880
Sealcoating/Overlay, pavement marking & Other	163,000	652,387	-	671,958	-	692,117	-
Debt Service - Street Reconstruction Bonds	1,670,035	1,792,052	1,660,009	1,414,527	1,274,995	1,047,161	1,045,912
TOTAL EXPENDITURES	3,071,880	2,444,439	2,338,284	2,086,486	4,363,746	1,739,278	2,370,792
Revenues Over/(Under) Expenditures	21,647	(462,631)	192,443	(473,553)	201,037	(485,075)	209,617
Beginning Fund Balance	4,329,490	4,351,138	3,888,507	4,080,949	3,607,396	3,808,433	3,323,358
Ending Fund Balance	4,351,138	3,888,507	4,080,949	3,607,396	3,808,433	3,323,358	3,532,975
Street Capital Improvement (FUND 404)	-	-	-	-	-	-	-
2021 - Glen/Amlee/Manitou (FUND 407)	-	-	-	-	-	-	-
2020 - Woodside (FUND 408)	-	-	-	-	-	-	-
2023 - Strawberry (FUND 409)	-	-	-	-	-	-	-
2020 - Islands (FUND 410)	-	-	-	-	-	-	-
Street Reconstruction Bonds - Ineligible Costs to be funded by cash reserves	-	-	-	-	-	-	-



City of Shorewood Council Meeting Item

Title / Subject: Water System Description and Presentation

Meeting Date: November 30, 2021

Prepared by: Larry Brown, Director of Public Works

Attachments: Water System, Water Schematic

Background / Previous Action: As part of the retreat, staff is providing an overview of the water system, in addition to performing a brief demonstration of the city's SCADA system.

Attachment 1 to this report is to be an overall map of the city's water system. Due to the Federal Security Regulations surrounding water systems, it is ill advised to publish a detailed schematic of the City's water system in such detail. Therefore, staff will present this at the meeting.

The overall system is comprised of three separate systems. The "East System," the "West System," and a third system that is supplied by the City of Chanhassen. Historically, this was known as the "Woodhaven Well System" that has long since been abandoned and connected to the City of Chanhassen's water system.

The East Water System: As shown on Attachment 2, the East Water System is comprised of 3 wells, 1 water Tower, and an iron removal plant at the SE Area Well. Water stored at the water tower on Old Market Road is supplied by both the SE Area Well and the Amesbury Wells.

This system is interconnected with the City of Minnetonka in one location, and the City of Chanhassen in two locations. Interconnections are manually opened and closed, when needed.

The West Water System: Also on Attachment 2 is shown the West Water System. This system is comprised of 3 wells and 1 water tower. Water stored at the water tower on the Minnewashta School site is supplied by the Badger Well and the two Boulder Bridge wells.

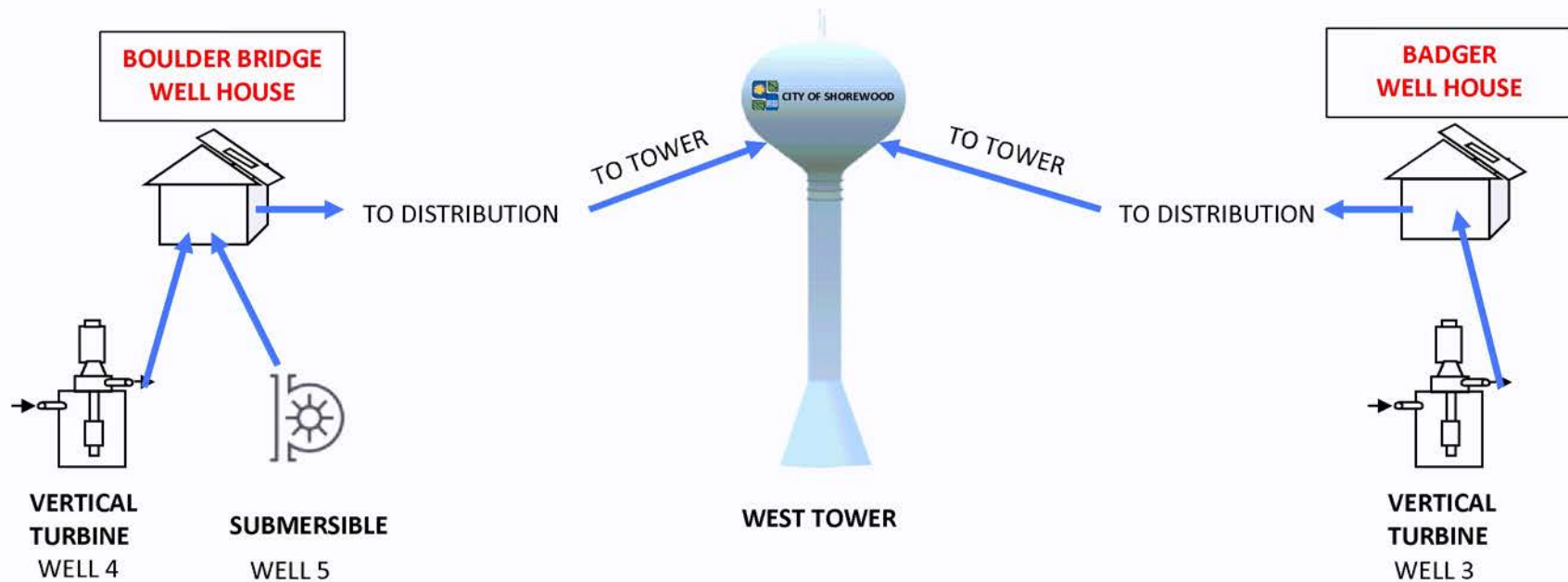
This system is interconnected with the City of Tonka Bay in two locations, and the City of Victoria in one location. Interconnections on this system are also operated manually.

The Woodhaven Water System: This is an area centered around Apple Rad and Stratford Place that has approximately 40 homes. The supply for this system is made by a connection to the City of Chanhassen's water system on Apple Road.

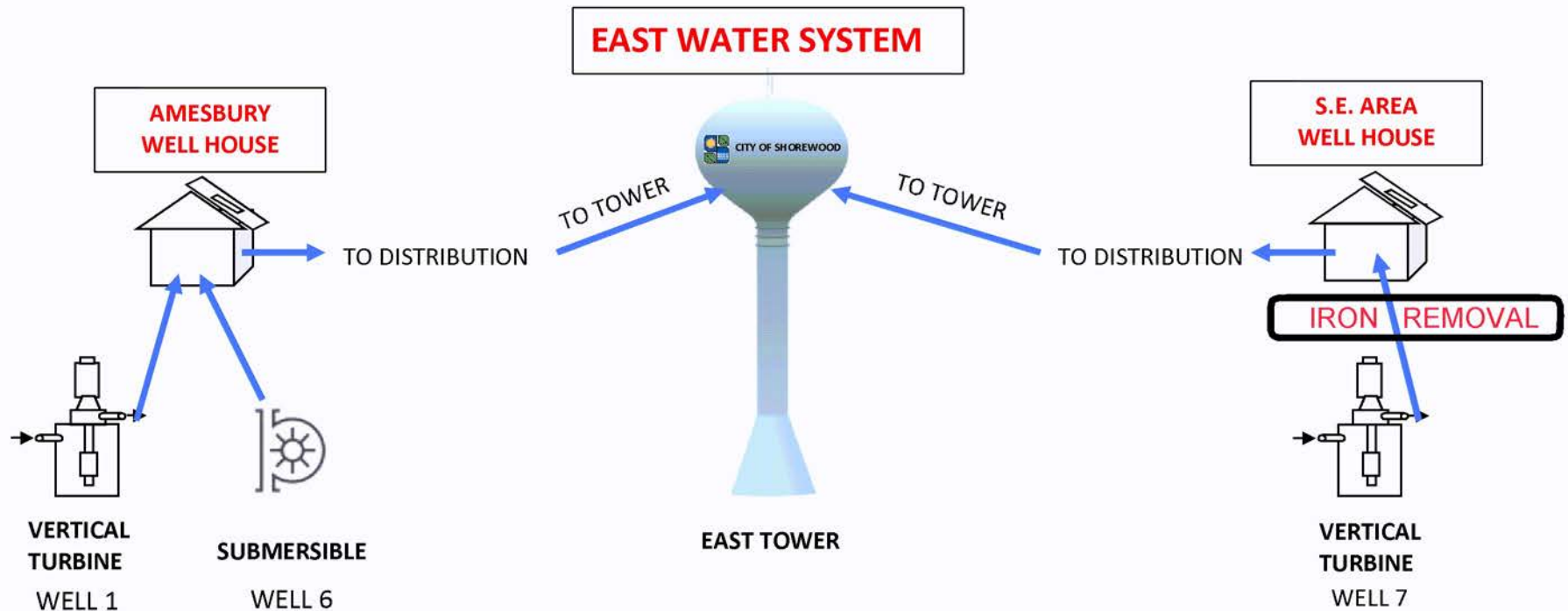
Staff will be demonstrating the online capabilities of the SCADA (Superior Control and Data Acquisition) system. (Got to love those engineer's and their acronyms!)

Mission Statement: *The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.*

WEST WATER SYSTEM



EAST WATER SYSTEM



NOTE: THERE IS NO INTERCONNECTION BETWEEN THE EAST AND WEST WATER SYSTEMS.



City of Shorewood Council Staff Retreat

Title/Subject: Flexible Workplace

Meeting Date: Tuesday, November 23, 2021

Prepared by: Sandie Thone, City Clerk/HR Director

Reviewed by: Greg Lerud, City Administrator

Attachments: Flexible Workplace Employee Survey

Personnel Policy 4.0 Section 4

Proposed Flexible Work Arrangement Policy

Proposed Flexible Work Arrangement Form

Performance Appraisal Non-Supervisory Qualitative Evaluation

5

MEETING TYPE
Council/Staff
Retreat

Discussion:

In **MARCH of 2020** as a result of the pandemic the city of Shorewood created a remote and flexible workplace out of necessity

In **MAY of 2021** an employee survey was provided to employees to gather feedback on flexible work arrangements

In **JUNE of 2021** staff proposed a Flexible Work Arrangement Policy to the city council

In **JUNE of 2021** the city council agreed to bring back the discussion regarding the Policy to a later date

In **NOVEMBER of 2021** at the annual Council/Staff Retreat the council will review the proposal and provide direction to staff

Connection to Vision/Mission: Consistency in providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.



Flexible Workplace

CITY OF SHOREWOOD

“A company is only as good as the people it keeps”

CITY OF SHOREWOOD

Background and Timeline

March 2020 As a Result of the Pandemic City Pivots and Creates a Remote and Flexible Workplace

May 2021 Shorewood Employee Survey Provided Regarding Flexible Work Arrangement Policy

June 2021 Flexible Work Arrangement Policy Proposed

June 2021 Flexible Work Arrangement Policy Postponed

November 2021 Flexible Workplace Discussion Continues at Council/Staff Retreat

Flexible Workplace Considerations

- NOT a new policy – exists in the current Personnel Policy
- Replaces irrelevant language and adds policy parameters
- Majority of MN state, county and city offices are offering flexible workplace options
- Of 300 organizations surveyed, 85% will make remote options permanent
- 100% of city employees surveyed support flexible work and would be interested in some form if available for their position
- Over 85% of city employees surveyed believe it improves morale and allows for a better life/work balance
- Almost 80% of city employees surveyed believe it increases retention and commitment to the organization

Shorewood Employee Survey Results

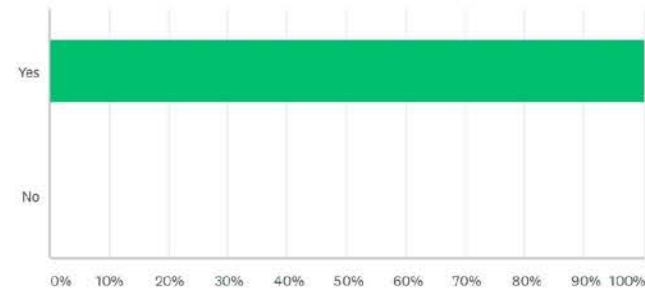
(14 of 22 employees
responding)

Question:

Do you support flexible
work arrangements in the
workplace?

Q1 Do you support flexible work arrangements in the workplace?

Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	14
No	0.00%	0
TOTAL		14

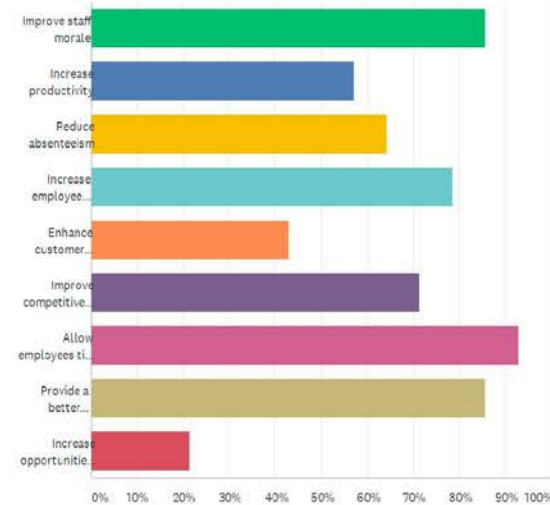
Shorewood Employee Survey Results

Question:

Do you believe that flexible work arrangements (check all that apply)?

Q2 Do you believe flexible work arrangements (check all that apply)

Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Improve staff morale	85.71%	12
Increase productivity	57.14%	8
Reduce absenteeism	64.29%	9
Increase employee retention/commitment to the organization	78.57%	11
Enhance customer satisfaction	42.86%	6
Improve competitive hiring advantage	71.43%	10
Allow employees time to handle personal responsibilities	92.86%	13
Provide a better work/life balance	85.71%	12
Increase opportunities for cross-training	21.43%	3
Total Respondents: 14		

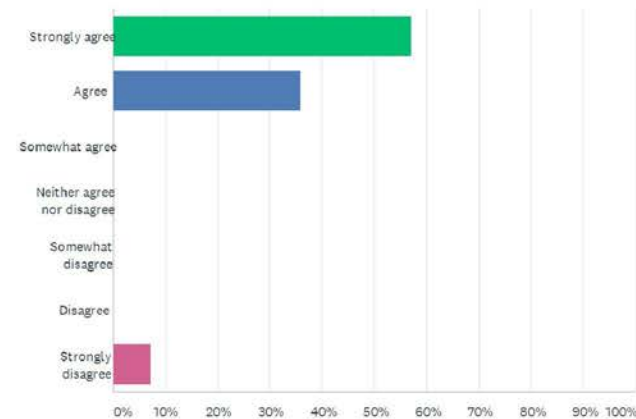
Shorewood Employee Survey Results

Question:

Would a flexible work arrangement increase your commitment to the city?

Q3 Would a flexible work arrangement increase your commitment to the City?

Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	57.14%	8
Agree	35.71%	5
Somewhat agree	0.00%	0
Neither agree nor disagree	0.00%	0
Somewhat disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	7.14%	1
TOTAL		14

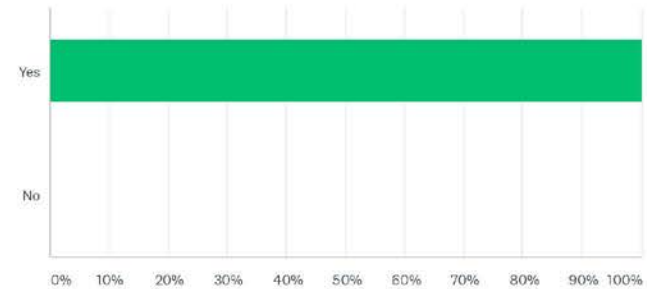
Shorewood Employee Survey Results

Question:

If available in your current position, is a flexible work arrangement something you may be interested in?

Q4 If available in your current position, is a flexible work arrangement something you may be interested in?

Answered: 14 Skipped: 0

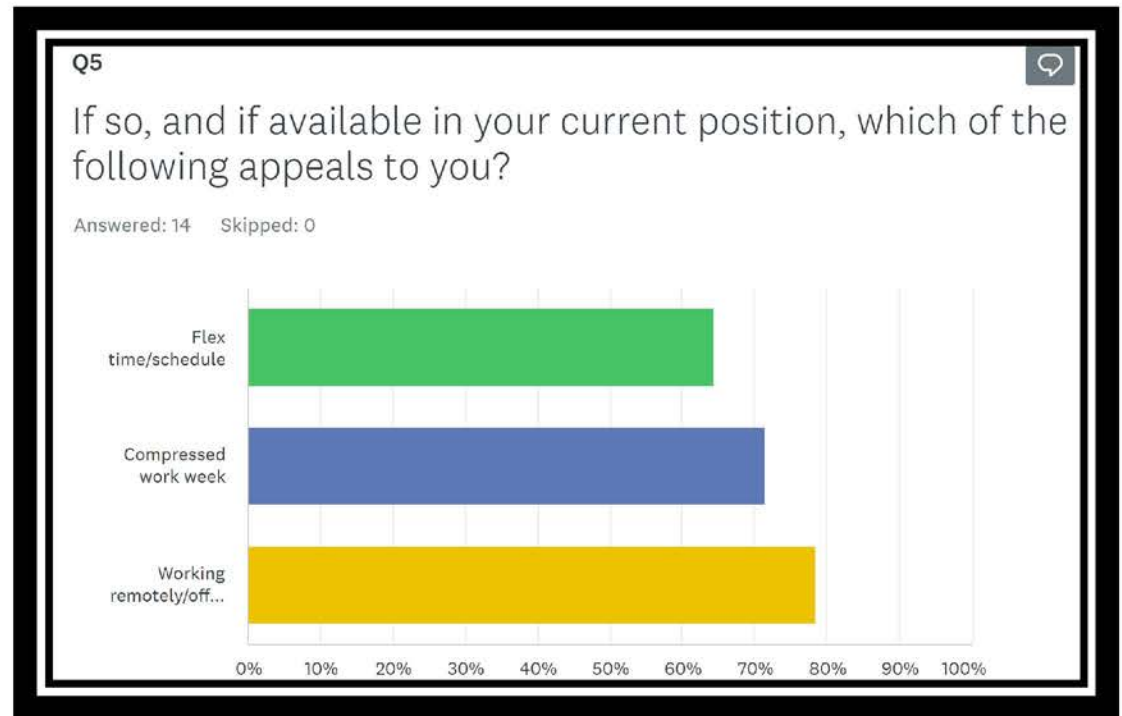


ANSWER CHOICES	RESPONSES
Yes	100.00% 14
No	0.00% 0
TOTAL	14

Shorewood Employee Survey Results

Question:

If so, and if available in your current position, which of the following appeals to you?



Shorewood Employee Survey Results

Working
Remotely/Offsite:

10 of 14 Employees
responded they would
like the option of
working remotely

10 of 14 Employees responded they
would like the option of working
remotely

- | | |
|---------------------|-------------|
| ➤ 1 day per week | 2 employees |
| ➤ 1-2 days per week | 3 employees |
| ➤ 2 days per week | 2 employees |
| ➤ 2-3 days per week | 2 employees |
| ➤ Did not specify | 1 employee |

Shorewood Employee Survey Results

Compressed Work Week:

11 of 14 Employees
responded they would
like the option of a
compressed work
week

11 of 14 Employees responded they
would like the option of a compressed
work week

- 4-10 hour days 6 employees
- 9-9 hour days (e/o Friday off) 3 employees
- 8-9 hour days (w/early Fridays) 2 employees
- Did not specify 2 employees

Shorewood Employee Survey Results

Compressed Work Week:

8 of 14 Employees
responded they would
like a flexible
schedule

8 of 14 Employees responded
they would like the option of a
flexible schedule * no specifics
were requested in survey

- | | |
|---------------------|-------------|
| ➤ Early start/leave | 1 employee |
| ➤ Late start/leave | 1 employee |
| ➤ Flex w/meetings | 1 employee |
| ➤ *Did not specify | 5 employees |



We appreciate our employees every day for the work they do for the community!
Thank you for your time and care in responding to this survey

We appreciate management who took the time and care to value the employee's input and bring it forth to council

We appreciate the city council in taking the time and care to consider making Shorewood a Flexible Workplace

Shorewood Personnel Policy – Current Language

*The proposal would include this language being removed from the current Personnel Policy and replaced with the Flexible Work Arrangement Policy which allows more detailed parameters for flexible work arrangements. Information in this language is no longer valid (b. the proposal includes a limit of 1-2 days remote work if approved, not 3 days as allowed in this policy language; c. office phones are no longer forwarded to mobile phones, Cisco jabber is used; f. employees no longer use personal computers to access the network).

4.0 RESPONSIBILITIES OF EMPLOYEES

Section 4. Telecommuting and Remote Access

- a. The City provides employees the ability to connect remotely to the worksite to access their e-mail and documents from home or other remote location. The City provides this access for the convenience of the employee, to provide added work schedule flexibility when needed, and other related benefits.
- b. Employees who wish to telecommute must propose a schedule with their supervisor and obtain approval of the city administrator before the telecommuting begins. The schedule shall not be for more than three (3) days per week and shall not affect services provided to the public if the position provides direct customer service.
- c. The employee is responsible to provide their own internet access and shall follow all the provisions of this policy while telecommuting. A department head who chooses to work from home and who has a mobile communications device shall forward their office phone to their mobile phone for that day.
- d. A non-exempt employee who is on vacation or home on sick leave, is not expected to access their e-mail or files and work from home during this period. Working from home while on sick leave does not constitute a regular day and will be counted as a sick day.
- e. The city may monitor and track employees who telecommute with or without their knowledge.
- f. An employee who uses their personal computer to connect to the City's secure network to access from home or telecommute, are required to maintain current anti-virus software and shall not retain government data on their personal computer.
- g. The City Administrator may terminate an employee's remote access and telecommuting schedule at any time and for any reason.

CITY OF SHOREWOOD

FLEXIBLE WORK ARRANGEMENT POLICY

Introduction

The City of Shorewood supports workplace flexibility to promote a highly productive work environment and recognizes that flexible work arrangements can help the organization retain valuable employees and reduce turnover costs while also benefiting staff by offering an alternative approach to completing work through non-traditional work hours and worksites. Therefore, in recognition of the ever-evolving workplace, it is the policy of the City of Shorewood to provide flexible work environments to eligible employees.

To participate in this program, an employee's work and responsibilities must be conducive to a flexible work arrangement without causing disruption to performance, disruptions to fellow employee work schedules, and/or service delivery. The employee is expected to perform all duties as assigned.

The policy is a business and workplace strategy. It is not an entitlement, it is not a city-wide benefit, and in no way changes the terms and conditions of employment with the city, and outstanding service to the public will remain paramount to how we work.

Options

Flexible work arrangement is an all-encompassing term that includes flex time, a compressed work week, or working offsite. Definitions:

Flextime: Agreed-upon starting and departure times that differ from the standard schedule for the department, division, or work group, that typically occurs over a period of at least two months. Flextime does not reduce the total number of hours worked in a given workweek. Flextime options include fixed starting/ending times that change periodically or are fixed.

Compressed workweek: A traditional 40-hour workweek condensed into fewer than five workdays.

Working offsite (remote): A regular, routine work arrangement that allows the employee to perform a portion of their job outside City facilities. This type of arrangement specifies the number of hours and/or days to be worked outside the office.

Criteria

To maintain a flexible work arrangement the following parameters must be met:

- Employees requesting formal flexible work arrangements must have exhibited above-average work performance.
- The schedule for working offsite shall be defined by the supervisor in communication with the employee.

- Any flexible workplace agreement made may be discontinued, at any time, at the request of the employee or the City.
- Employees who work in a flexible workplace must conform to all City of Shorewood policies, especially those relating to the use of City equipment, data privacy, and computer security.
- Appropriate communication is expected with the employee's supervisor and coworkers regarding offsite arrangements. This communication includes the use and sharing of an employee's Outlook calendar, along with use of Cisco Jabber so coworkers are aware of an employee's availability.

General Guidelines

- A flexible work arrangement is a business and workplace strategy, not an employee right or universal employee benefit.
- The probationary period is integral to employee development. Probationary employees will not be eligible for flexible work arrangements, unless there are extraordinary circumstances, as determined by the Human Resources Director and the City Administrator.
- A flexible work arrangement is not a substitute for dependent care, or other personal needs, commitments, or requirements.
- Flexible work arrangement requests are not the same as the occasional need for flexibility. Flexible work arrangements generally last longer than two months and are a regular and predictable part of the employee's work schedule.
- Not all requests will be accommodated and not all positions are appropriate for flexible work options.
- The operational needs of the department or work group cannot be compromised by flexible work options.
- Performance expectations remain the same regardless of the employee's work schedule or location.
- Flexible work arrangements are not guaranteed or permanent.
- The supervisor or city administrator may temporarily adjust work schedules or location as needed to meet the operational needs of the work group.
- When making decisions regarding flexible work arrangements, the impact on other staff members should be considered. This includes, but is not limited to, coverage for each department during regular City Hall hours will be maintained.
- Customers and staff should not be adversely affected by a flexible work arrangement. A flexible work arrangement may be discontinued if adverse effects arise.
- Flexible work arrangements must follow the city's information security and data policies as well as all other city policies.
- This policy is not designed to replace the temporary schedule deviations that the city and employee manage from time to time.
- Meetings or trainings already established should not be rescheduled because of flexible work arrangements.
- Employees working offsite should be accessible as they would be in City offices. The arrangement must be seamless to residents and customers.

- P. When working under a flexible work arrangement, travel to and from a city office for the purpose of meetings or other work requirements are not considered eligible for compensation and mileage will not be reimbursed.
- Q. The department head retains the right to require an employee to work onsite, even on days that were previously approved for offsite work. This right shall only be exercised for specific dates and times, and not regularly exercised.
- R. The decision from the city administrator regarding a flexible work arrangement shall be final and not appealable. Nothing prevents the employee from submitting future flexible work arrangement requests.
- S. Failure to comply with any of the provisions of a flexible work arrangement agreement or this policy will result in the immediate termination of the agreement and may be grounds for discipline.
- T. All Flexible Work Arrangements will be done on a trial basis as determined by the Department Head.
- U. Fixed Standards: when considering requests, the following *must* be considered:
 - 1. Maintaining regular business hours (CH: 8 a.m. to 4:30 p.m.; PW 7 a.m. to 3:30 p.m.)
 - 2. Maintain coverage at city hall for each day of the week for each department
 - 3. Remote work arrangements will not exceed one day/week for compressed work schedules and two days per week for non-compressed work schedules and will not include days that fall on either side of a weekend.
 - 4. Eight hours of pay is the maximum allowed per holiday. If a holiday falls on a day that an employee is scheduled to work more than eight hours, the employee must use vacation or personal leave *or* work the additional hours in that pay period to supplement the rest of the scheduled workday *as approved* by their supervisor.
 - 5. City employees are ambassadors of the community and should always conduct themselves professionally regardless of where the employee is located.

Working Offsite Guidelines

- The work area should be suitable to complete work assigned, safe, ergonomically appropriate, and located in a space where the employee can conduct business professionally. Employees that work offsite must have internet access with enough bandwidth to reliably connect to the city's VPN.
- Equipment, software, or other supplies provided by the City of Shorewood remain the property of the City and are subject to the same business use restrictions as if located at the employee's primary work site. No personal software may be loaded on City-owned equipment.
- All city provided equipment must be used for City business only and must be used exclusively by the employee.
- The City will provide maintenance, repair and replacement of City-owned equipment and software.
- Office furniture/equipment provided by the employee will be at no cost to the City and will be maintained by the employee.
- The internet service needed by the employee to work remotely will need to be procured by the employee and at no cost to the City. Issues with the internet service shall be resolved through the internet service provider and not the city's IT vendor.

- Provisions of the Minnesota Government Data Practices Act and data privacy policies must be followed when performing work at a remote location. Employees will be expected to ensure the confidentiality and security of all City data assessed from or transported to the offsite location.
- The City of Shorewood shall have no liability to third parties for injuries or property damage occurring at the employee's home. The employee will remain responsible for such injuries and damages and should consult with their homeowner's or renter's insurance agent to protect themselves.
- Employees are responsible for submitting claims for stolen or damage city-owned equipment to their personal insurance company and for filing a police report with their local police department. The employee shall promptly notify their city supervisor of any such claim.
- The employee is responsible for establishing a safe and secure work environment. However, if the employee sustains an injury during the course and scope of performing assigned work responsibilities, the City of Shorewood may provide workers' compensation benefits subject to review of the injury and applicable law. The employee is obligated to provide prompt notice of an injury.
- In accordance with the Occupational Safety and Health Administration (OSHA) Home Worksite Directive, OSHA will not hold employers liable for employee's home offices, and there is no expectation that the City will inspect the home office of their employees. The City, however, retains the right to visit the site to determine if it meets the safety standards. Such visit will be scheduled with a minimum 24- hour advance notice.

Performance Standards

Performance expectations remain consistent whether on a flexible work arrangement or not. If performance standards are not met, the ability to work a flexible work arrangement may be revoked until such a time that performance meets the above-average expectation to utilize the policy.

Supervisors and employees shall work together to establish performance metrics related to the position that are clearly defined in the FWA agreement before executing. Determine a review date when these measures will be assessed. Include customer satisfaction (including internal and external customers alike), responsiveness, communication, self-discipline, productivity related to work product, etc. Make sure the performance metrics are specific, measurable, achievable, relatable, and timely (see example below).

- Self-discipline is the capacity to work independently and measures an employee's ability to complete a specific task in an allotted time frame. A straightforward measurement for self-discipline is quantifying how many tasks an employee completes on schedule, omitting delays outside the employee's control. Define the "tasks" that fit the position.

Any changes to the agreed upon schedule shall be reviewed and approved in advance, by the supervisor.

Regular progress check-ins, that focus on productivity, between the supervisor and employee are highly encouraged. "Getting the work done and being highly responsive" should be the measurement.

Foster and promote regular team building and brainstorming sessions with remote and in-office employees alike, increasing communication tools and interactivity for this hybrid model.

FLEXIBLE WORK ARRANGEMENT PROPOSAL FORM

Complete this form and provide to Department Head.

Name: _____ Date Submitted: _____

Title: _____ Dept: _____

Type of Flexible Work Arrangement being proposed:

☐ Flextime

☐ Working Offsite

☐ Compressed Workweek

Length of Request _____

Prior to submitting this proposal, I have reviewed the City's Flexible Work Arrangement Policy. I understand that the City of Shorewood is not obligated to approve the proposed flexible work arrangement for any employee. I understand that the decision to approve my proposal is at the discretion of my Department Head in consultation with the City Human Resources Director and City Administrator. I understand that if my proposal is denied I will be provided with a written explanation.

Employee Signature

Date

PROPOSED WORK ARRANGEMENT

		Week 1			Week 2	
	Start-End	Total	Location	Start-End	Total	Location
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						

WORK RESPONSIBILITY DETAILS

Employee/Department Head – list any potential concerns with any of the following:

Impact on customers, co-workers, supervisors, departments, etc.:

Potential distractions of working offsite:

Performance standards:

Description of City equipment that will be used if working offsite (model number, maker, etc.)

DETERMINATION

- ☐ Request approved
- ☐ Request denied; explanation:

AGREEMENT

Flexible work schedules are subject to ongoing review and may be terminated at any time for any reason or no reason at all. The supervisor and the employee will endeavor to provide at least 30 days' notice prior to ending or changing an approved arrangement. Certain City or personal needs may necessitate less advanced notice. In some instances, a resumption of the original schedule may no longer be possible, and alternatives will be considered. Upon termination of a Working Offsite agreement, all City-owned or provided equipment will immediately be returned to the City unless other arrangements have been made with the City Administrator.

Employee Signature

Date

Department Head

Date

Human Resources Director

Date

City Administrator

Date

Trial Period: Arrangement will be reviewed on _____



City of Shorewood

Employee:	Title:
Department:	Review Period:
Supervisor:	Date of Review:

Performance Appraisal – Non-Supervisory Qualitative Evaluation Summary

Annual reviews have traditionally focused on reaching minimal job performance thresholds and then grading upwards if someone has gone beyond the norm. This updated appraisal process is designed to drive individual and organizational change and improvement by setting the bar on highly effective performance and then grading downward if employees are not reaching their full potential. This will allow leaders to provide for more realistic feedback and aligns actual performance better with the reality of the employee's contribution and potential.

The Superior (4) ratings are for those who are generally recognized as standouts amongst their peers. The Distinguished (5) rating is for those that would be considered a role model amongst those in their occupation/field of study in their extraordinary accomplishments in all major areas of responsibility or performed above and beyond under exceptional circumstances.

Raising expectations in the core competence categories drives higher levels of performance. In comparison to the past review system; on a scale of 1 through 5, 5 being the highest, the same individual who scored a 4 or 5 (Very Good or Exceptional) on a past review may only score a 3 (Fully Successful/Effective Performance) on the updated *Qualitative Evaluation*. It should be noted a rating of 3 indicates a completely successful performance with distinction!

This performance appraisal system is based on and includes raised expectations in core competencies and highlights the city's key values, goals, and priorities. People often want to perform at higher levels, but the next level of performance is often not well-defined. In fact, matching annual performance to a job description can be a mistake since the job description typically will define the lowest acceptable standards.

This *Qualitative Evaluation* reflects enhanced descriptions of excellence so that employees can gauge their performance and conduct to the highest, not the most minimal, standards and expectations. What gets measured – gets managed, and helps to justify expectations.

PERFORMANCE APPRAISAL - NON-SUPERVISORY QUALITATIVE EVALUATION

Performance Ratings Key

(5) Distinguished Performance/Role Model Status

Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Performed above and beyond expectations under exceptional circumstances during the review period. Others rarely equal performance of this caliber in similar roles.

(4) Superior/Highly Effective Performance

Performance is continually and consistently superior and regularly goes beyond what is expected. An exceptional contributor whose performance exceeds expectations on a consistent and sustainable basis.

(3) Fully Successful/Effective Performance

Performance consistently meets the critical requirements of the position, continually achieves preset goals and performs with distinction. Incumbent performance is reliable and consistent in adding value to the department and organization.

(2) Partially Successful Performance/Needs Improvement

Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

(1) Unsuccessful Performance/Unacceptable Performance – Requires Performance Improvement Plan (PIP)

Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is required. Complete PIP Form and Process with employee.

Performance Evaluation

List the main objectives and goals below for this employee during this review period and rate the performance for each objective accordingly (using the performance rating key above).

Main Objectives/Goals	Performance
1)	1)
2)	2)
3)	3)
4)	4)
5)	5)

PERFORMANCE APPRAISAL - NON-SUPERVISORY QUALITATIVE EVALUATION

Rate the following Attributes identified in and based on the Core City Values

Respect: Showing consideration and understanding for co-workers, council members, and treats them with fairness and dignity.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Integrity: Carrying out ones duties and responsibilities with a high degree of professionalism, honesty, and truthfulness.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Communication: Information is accurate, complete and provided in clear, direct, and understandable form whether written or verbal and is delivered in a professional manner. Actively listens to co-workers, the public, and council and seeks to understand the others point of view.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Positive Attitude: Approaches situations, issues, and problems with enthusiasm, an open mind and views each challenge as an opportunity.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Team Work: Working cooperatively with other staff by providing constructive input on projects. Shares insights in an honest, respectful manner and is willing to ask for assistance as well as provide assistance to co-workers.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Responsiveness: Promptly responds to telephone calls, emails, etc. within 24 hours. Organizes work flow based on established deadlines and priorities. Communicates in a timely manner when a deadline will not be met and re-establishes a reasonable completion date.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Rate the following Core Competencies and Performance Behaviors critical to job success

Job Knowledge, Professional and Technical Skills: Consistently demonstrates master-level performance and serves as an internal subject matter expert. Stays abreast of industry trends, active in relevant field partnerships, and training which positively influences their work and is beneficial to other team members. Consistently works on developing their professional and technical skills and finding opportunities to contribute to their knowledge and skillset and actively offers new approaches and procedures that benefit the department and organization.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Quality of Work: Work product is free from errors and mistakes. Consistently produces work with accuracy, excellent attention to detail, and completeness. Quality of work goes above and beyond what is expected. Regularly uses creativity and ingenuity in producing high-quality results.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Productivity, Quantity of Work: Consistently makes excellent use of their time at work. Reliable, trustworthy, and persistent dependence to be available for work, complete work properly, and complete work on time. Their quantity of work exceeds expectations. Consistently uses advanced problem-solving skills to come up with creative solutions to working smarter, more efficiently, and more effectively. Performs duties with minimal direction anticipating changes and displaying adaptability to pivoting and creating new plans to achieve the tasks at hand.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Reliability/Dependability: Consistently comes to work and conforms to scheduled work hours. Great work ethic and excellent follow-through, striving to always do what they say they will do. Consistently meets and exceeds deadlines. Demonstrates dedication, and conscientiousness in their work. Responds and follows through on all requests in a timely manner. Always strives to follow time off, notification, and break policies appropriately with adequate and advanced notice. Willing to take full responsibility for their work, their mistakes, and their behavior. This employee can always be counted on!

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

PERFORMANCE APPRAISAL - NON-SUPERVISORY QUALITATIVE EVALUATION

Human Relations, Customer Service: Consistently promotes a positive work environment for others. Demonstrates total commitment to outstanding customer service. Provides knock-your-socks-off customer service that consistently exceeds customer expectations. Consistently exhibits creativity and flexibility in resolving customer issues. Readily and often shares information in a concise, courteous and helpful manner. Provides exceptional customer service to both external and internal customers alike. Is authentic in their approach to others and welcomes all forms of feedback with diplomacy, respect, and sensitivity. Views complaints or issues as growth opportunities to creatively solve issues and for continued improvement. Exerts advanced follow-through to ensure issues are fully resolved and internal/external customers are satisfied.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Initiative/Professionalism: Ability to analyze work, set goals, and utilize time well. Actively participates in improving the organization. Consistently shows initiative, generates ideas, participates in group discussions, and makes suggestions for improvement. Responds to internal and external customers alike with the utmost professionalism and represents the city in the highest manner. Shows intentional motivation to perform at a high level. Effectively develops strategies to reflect changing priorities and then translates them into objectives and action plans. Demonstrates appropriate curiosity, inquisitiveness, and engagement in reinventing workflow in light of changing needs.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Adaptability: Demonstrates the ability to multitask and handle pressure or crisis situations; Remains resolute and calm when faced with challenges. Leans into changing priorities and adapts expectations to revised goals and deadlines.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Judgement, Decision Making: Consistently makes decisions that are sound and based on fact rather than emotion. Decisions are based on the greater good of the city and the team. Involves others in making decisions that impact them or the department/organization. Always willing to be open to other's suggestions and ideas. Consistently uses advanced problem-solving skills and offers solutions to problems in a constructive and timely manner. Follows through to ensure the actions taken are effective.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

PERFORMANCE APPRAISAL - NON-SUPERVISORY QUALITATIVE EVALUATION

Collaboration, Cooperation: Excellent team member who values and promotes teamwork. Adjusts priorities to meet the team or city's needs; encourages greater collaboration and open discussion with peers and team members. Willing to work harmoniously with others to get a job done and is always ready to respond positively to instruction. Willingly transfers knowledge to others to raise performance standards across all departments. Refrains from gossip and negative talk about other team members and officials.

5) Distinguished 4) Superior 3) Fully Successful 2) Partially Successful 1) Unsuccessful

Comments:

Noteworthy Accomplishments during this review period:

Areas for Improvement (Attach PIP for areas identified as Partially or Unacceptable):

Actions Taken to Improve OR Enhance Performance during this review period:

Employee Comments:

PERFORMANCE APPRAISAL - NON-SUPERVISORY QUALITATIVE EVALUATION

Employee Signature:	Date:
Supervisor Signature:	Date:
City Administrator Signature:	Date:
Human Resources Director Signature:	Date:
Copy to Employee <input type="checkbox"/>	File in Personnel File <input type="checkbox"/>



City of Shorewood Council Meeting Item

Title/Subject: Proactive Code Enforcement

Meeting Date: November 30, 2021

Prepared By: Marie Darling, Planning Director

What is Proactive Code Enforcement?

Proactive Code enforcement is a process of reviewing all the properties in a community regularly in addition to taking specific complaints about code violations.

What are the benefits of Proactive Enforcement?

Wide-spread code violations can be harmful to a community by devaluing property, as well as detracting and degrading the quality of any neighborhood. With regular code enforcement, residents get a broad understanding of what's expected of them and smaller nuisances can be spotted before they grow into larger situations.

The biggest advantage is that the rules are enforced more consistently. With a complaint-based system, those that are comfortable reaching out to the government are more likely to place complaints and frequently target people who are different from them, in terms of age, race or economic circumstances.

Additionally, a complaint-based system is also a means of using the government as a stick in neighbor disagreements.

What is the downside of Proactive Enforcement?

The downside of enforcement is the cost and the impact of more government services in a time of anti-government sentiment.

Staff impacts:

A successful code enforcement program requires setting goals and a thoughtful process of defining the size of the program and what the program should accomplish. It doesn't only involve the initial identification of the violations, the inspector(s) must have time to follow up on all the violations to the point of completion and must follow all laws and the laws are increasingly complex. The enforcement officer should be specifically trained in enforcement and have a good idea of how to work with residents to gain compliance.

Mission Statement: *The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.*

We contacted various other cities with proactive code enforcements (Bloomington, Brooklyn Park, Richfield, St. Louis Park, and West Saint Paul) for information on how they proceed and how many people they have as staff.

City	Pop.	Employees	How often are all properties inspected
Bloomington	89,987	9 FTE plus seasonal/interns (includes sanitarians and rental)	Once per year
Brooklyn Park	86,478	9 FTE plus seasonal /interns (includes sanitarians and rental)	Once each five years, six neighborhoods each year
Richfield	36,994	1.5 FTE	Staff may initiate complaints, no neighborhood sweeps
St. Louis Park	49,069	1	Once each two years
West St. Paul	20,615	1 FTE	Staff may initiate complaints, no neighborhood sweeps

To begin the program, the City would need to hire at least one full-time code enforcement person. That position could also take on the administration of the rental program and the related inspections as the rental inspections generally take place from November to January and code enforcement has its peak demand between early spring to late fall. The first few seasons of a proactive code enforcement program could reveal a significant number of violations and depending on how much of the city is reviewed each year, a summer intern/seasonal code enforcement person may also be necessary due to the likelihood of a high volume of violations.

Staff Turnover:

Code enforcement people have to contend with a lot of unhappy people. The importance of hiring a trained code enforcement person rather than to add those duties to an existing person is to prevent disillusionment and ongoing turnover. Although code enforcement people also burn out, most are fully prepared for the position once they are hired.

Scope and Limitations:

Proactive inspections are limited in that the inspectors are not permitted to enter the property. The inspections must be done from the street. With a complaint-based program, sometimes staff can gain access to rear yards by asking the complainant to provide legal access to their homes or back yards to complete the inspections.

Antigovernment Sentiment:

In 2017, the City conducted a survey for the Comprehensive Plan. One of the questions was regarding funding priorities and code enforcement. About 30 percent (61) of respondents thought that providing proactive code enforcement should be a funding

priority. At Matters from the Floor, a few residents have also recently said that code enforcement should be proactively done without needing neighborhood complaints.

Although this is the sentiment of those that are speaking up, staff assumes that there is another segment of the population that would be opposed to proactive code enforcement. Due to the current anti-government sentiment throughout the nation, staff are concerned that implementation of a new code enforcement program may have a substantial impact on public sentiment toward staff and the Council. This type of program should be well communicated before approving and public input should be encouraged.

Additional recommendation:

Whether or not the City Council directs staff to continue looking into this new program, staff would recommend amending Chapter 104 of city code so that staff has more autonomy in giving residents additional time to bring a property into compliance. By code, staff can only give a property owner 10 days to resolve a code violation. The City Council is required to give any more time to correct the situation.

We would recommend giving staff more flexibility to resolve the issues before residents have to face the City Council to request additional time.

Financial or Budget Considerations: Human Resources staff estimates at \$150,000 annually for the full-time employee, including salary and benefits. Based on recent code enforcement job listings, a seasonal code enforcement hourly person could be between \$21-\$27 per hour.