



2020 Adopted 2021-2024 Concept Budget and 2020 Levy

City of Big Lake
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GUIDE TO THE DOCUMENT

A budget serves many purposes. It is the City’s annual financing and spending plan, providing a means for allocating resources to meet the needs and desires of the residents of the City. The budget balances City revenues with community priorities and requirements. The annual budget serves as a communication device, a policy document, a resource allocation tool, an accountability tool, and a management tool.

Pertinent Information about Big Lake

This section includes a list of public officials, City Management, and an organizational chart. Our Vision Statement goals are included. There is also a brief history of our community and area maps.

Budget Message

The City Administrator and Finance Director’s Budget Message summarizes the budget by outlining critical issues and challenges for the fiscal year and accomplishments of the prior year. The budget overview summarizes the financial components of the city, including revenue trends and significant new expenditures.

Financial Management

This section describes the financial management plan, budgetary controls, fund structures, the budget process, and City tax levy information.

Summary Budget, Overview & Analysis

This section of the budget contains summary information about the structure of the City government. It includes budget practices and policies, the City’s budget process, as well as summary financial tables.

Five Year Financial Plan

This section includes the long-term planning for the City.

City Departments

This section contains a list of all authorized positions for the City by department and provides historical staffing information, and services provided by each department.

General Fund

The accounts of the City are organized on the basis of funds and account groups. These funds and account groups are organized to segregate and account for restricted resources. Each fund and account group is a separate accounting entity. The General Fund is the primary revenue source for most services cities typically offer; these include public safety (building, police and fire), street maintenance, parks and recreation, and community services. Department detail is included.

Other Funds

The other funds section contains non-general fund sources of revenues. These funds are grouped into Special Revenue funds, General Capitol Improvement Funds and Enterprise funds. Each fund type is described in this section and a financial summary is provided for each.

Capital Improvement Plan

The capital improvement projects scheduled for funding in the budget year are summarized in this section.

Debt Service

This section contains information about the city's outstanding debt and repayment of those obligations.

Joint Powers Agreement – Fire Department

This section includes the budget for the Big Lake Fire Department.

Additional Information

This section includes the fee schedule and financial policies plus information pertaining to property taxes and Big Lake community.

Glossary

Budget terms and acronyms used in the budget document are provided for the reader's reference.

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PERTINENT INFORMATION ABOUT BIG LAKE

City Officials



Seth Hansen
Council Member
Term Expires 12/31/2020



Rose Johnson
Council Member
Term Expires 12/31/2020



Mike Wallen
Mayor
Term Expires 12/31/2020



Paul Knier
Council Member
Term Expires 12/31/2022



Scott Zettervall
Council Member
Term Expires 12/31/2020

City Management

Name	Position
Clay Wilfahrt	City Administrator
Gina Wolbeck	City Clerk
Deb Wegeleben	Finance Director
Hanna Klimmek	Community Development Director
Joel Scharf	Chief of Police
Matt Hayen	Deputy Chief of Police
Seth Hansen	Fire Chief – Paid on Call
Mark Hedstrom	Assistant Fire Chief – Paid on Call
Layne Otteson	City Engineer/Public Works Director
Dan Childs	Water/Wastewater Superintendent
Nick Abel	Street/Parks Superintendent
Greg Zurbey	Liquor Store Manager
Lisa Miller	Assistant Liquor Store Manager

City Organizational Chart – by Services



City of Big Lake Vision, Mission Statement and Objectives

Vision

The vision for Big Lake is to create a resilient and safe, family oriented, recreation and economic center that continues to prosper through a focus on majestic parks, beaches and community events, while providing diverse housing, exceptional schools and business friendly growth opportunities that create a vibrant and active community.

Mission Statement

Provide responsible governance through respect and trust while enhancing partnerships within the community and establish reasonable service expectations to meet the needs of the residents and business owners.

Strategic Objectives 2020-2024

1. **Promote Transparent, Positive and Constructive Communication**
 - ✓ Transparency
 - ✓ Influence
 - ✓ Accuracy
 - ✓ Reach
 - ✓ Positivity

2. **Focus on Financial Stability**
 - ✓ Seek creative funding sources
 - ✓ Continue to reduce debt burden
 - ✓ Long-term planning
 - ✓ Minimize utility increases

3. **Improve Quality of Life**
 - ✓ Ensure the high quality of Big and Mitchell Lakes
 - ✓ Encourage diversified housing stock
 - ✓ Continued investment in parks
 - ✓ Initiate bikeability and walkability

4. **Enhance Technology and Education**
 - ✓ Invest in technology improvements for the City
 - ✓ Offer staff education opportunities

5. **Foster Commercial and Industrial Growth**
 - ✓ Investment in infrastructure
 - ✓ Developer communication
 - ✓ Local incentives
 - ✓ Redevelopment

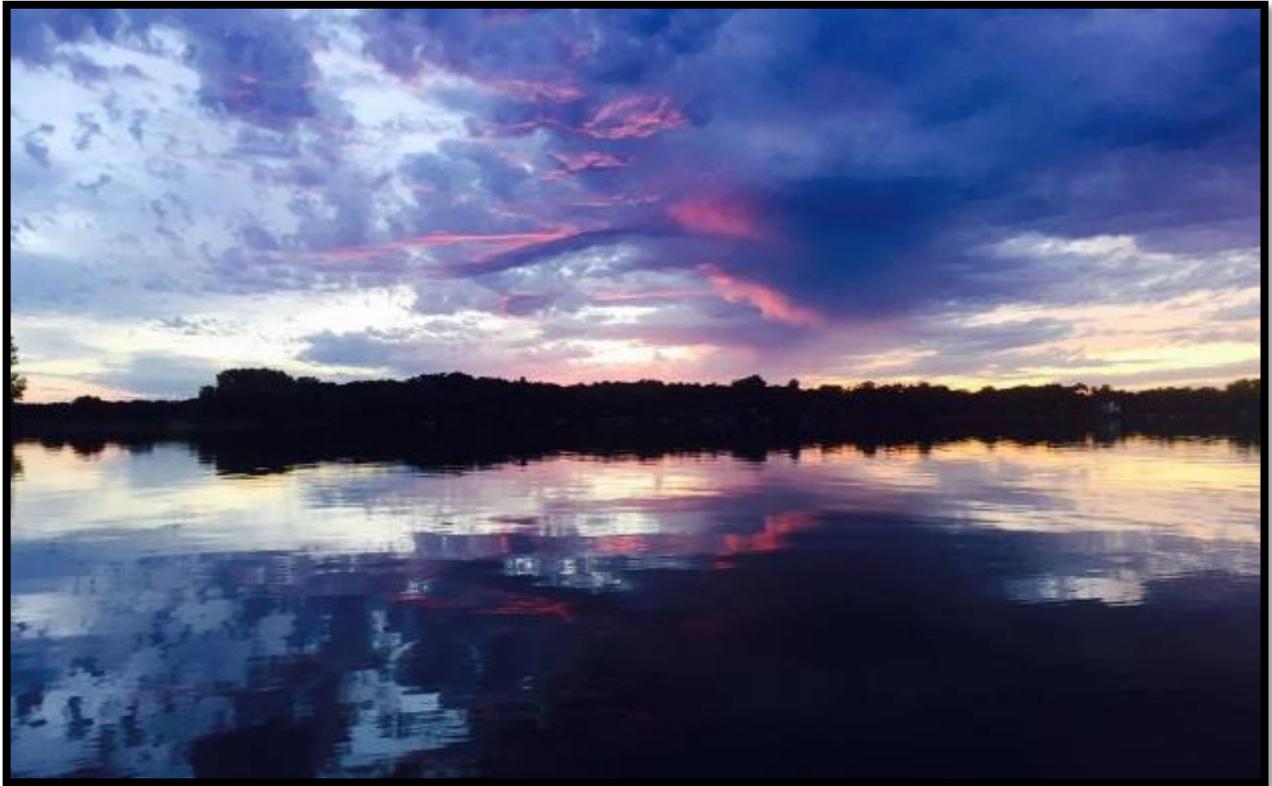
6. **Implement Comprehensive Plan**
 - ✓ Implement initiatives outlined in plan
 - ✓ Let plan help guide decisions
 - ✓ Upkeep plan

7. **Maintain Strong Relationships with Other Government Entities**
 - ✓ Communications
 - ✓ Mutual support
 - ✓ Exploring efficiencies

8. **Encourage Stability**
 - ✓ Fostering a strong contingent interest in local government

Long Term Goals

1. Big Lake to be a Premier Destination For Citizens, Businesses and Tourists
2. Expand Housing Opportunities For All Life Cycles
3. Maintain Harmonious City Council/Staff Relationships
4. Strive to be a Financially Strong, Stable and Fiscally Prudent City



Community Profile

The City of Big Lake is one of the youngest and fastest growing Cities in the State of Minnesota. Located a short drive northwest of Minneapolis/St. Paul, Big Lake has long been a popular destination for quick escapes from the city for summer recreation. That same proximity now allows residents to commute to the Minneapolis/St. Paul urban area for work while enjoying the natural beauty of a “beyond the suburbs” community, with Interstate 94 and Highway 10 connecting the City of Big Lake to the Minneapolis/St Paul Metro Area as well as the St Cloud Area. It was incorporated in 1898 and covers 7.85 square miles.

The City is a Plan A Statutory City with a City Council/City Administrator form of government. The City Council consists of a Mayor and four Council Members elected at large. The City has 45 Full-time positions, 16 part-time as well as 12 seasonal employees.

Big Lakes population is approximately 11,456 and is primarily young families with a median age of 31 years. Big Lake values the quality of life that its residents have come to love. Big Lake ensures quality of life by actively enhancing community cohesiveness, cultural events, parks and natural resources, technology advancements, and financial transparency. Big Lake’s population is an ideal workforce – prosperous, family-oriented, and highly educated. It also supports a robust partnership with the Big Lake School District.

Engaged Big Lake citizens find ideal recreational opportunities in 19 well-appointed and maintained city parks, 20 miles of hiking and biking trails, and a beautiful swimming beach. Weekly Farmer’s Market and Music in the Park events highlight the summer season; similar community gatherings are scheduled year-around.

BOND RATING

Standard & Poor’s has assigned the City’s bonds a rating of AA. This rating is the highest rating the City has received and reflects the city’s ongoing maintenance of extremely strong available reserves, steady growth in the city’s economic base, market value in particular, and the adoption of the more robust financial policies and practices, as reflected in its now – “strong” Financial Management Assessment (FMA) and very strong overall management.

TAX BASE

Big Lake tax base majority is residential; however Big Lake has seen new growth in the commercial base. Total market value has fluctuated over the past 10 years. The total taxable market value has increased eight percent over the last ten years from \$727 million in 2010 to \$833 million in 2020. In years 2011-2014, market value growth decreased by 30.97%, then in 2015 market values increased by 10.20%. In the next three years 2016-2018, market values increased by 16.10%. In 2019 market values increased by 12.59%, and for 2020 the market value is projected to increase 9.87%.

ECONOMIC DEVELOPMENT

Past utility infrastructure investments have prepared Big Lake for capacity expansion for years to come, and have created unique opportunities to reduce risk for developers. Multiple sites have been certified under the

Shovel Ready program that offer public utilities, three phased electricity, along with a high-speed fiber broadband connection.

Established and prospective businesses will have a positive development and/or expansion experience including: a welcoming and friendly relationship with city staff, local and regional financial incentives, a workforce with Midwest talent and ethics, variety of housing types, strong school district, access to a full service community hospital and opportunity to participate in many exciting community events that Big Lake has found to be successful.

PUBLIC SAFETY

The City’s public safety services include a police department employing 13 police officers, 1 community service officers, 2 support staff, 1 police canine, a volunteer fire department with 36 firefighters, and a building department which ensures building code is met. Big Lake has been named the safest city under a population of 20,000 as of 2019, which reflects the strong core values of the departments.

PARKS

There are nearly 215 acres of parkland, 20 miles of trail and sidewalk and 3.5 acres of green way in Big Lake. The Big Lake park system includes parks with playgrounds, ball fields and picnic areas. Visitors and residents alike can enjoy beach access at Lakeside Park along with a boat landing and fishing pier.

WATER AND SEWER

The City’s Water & Sewer public utility provides water to over 3700 residential and business customers. The City operates 7 wells, a water treatment plant as well as a wastewater treatment facility. The original wastewater treatment facility was constructed in 1981 and was updated in 1996, 1999 and an expansion was done in 2009. In 2019 the City was granted a million dollar grant from the state, which will be used to further expand the wastewater facility.

LAKE LIQUOR STORE

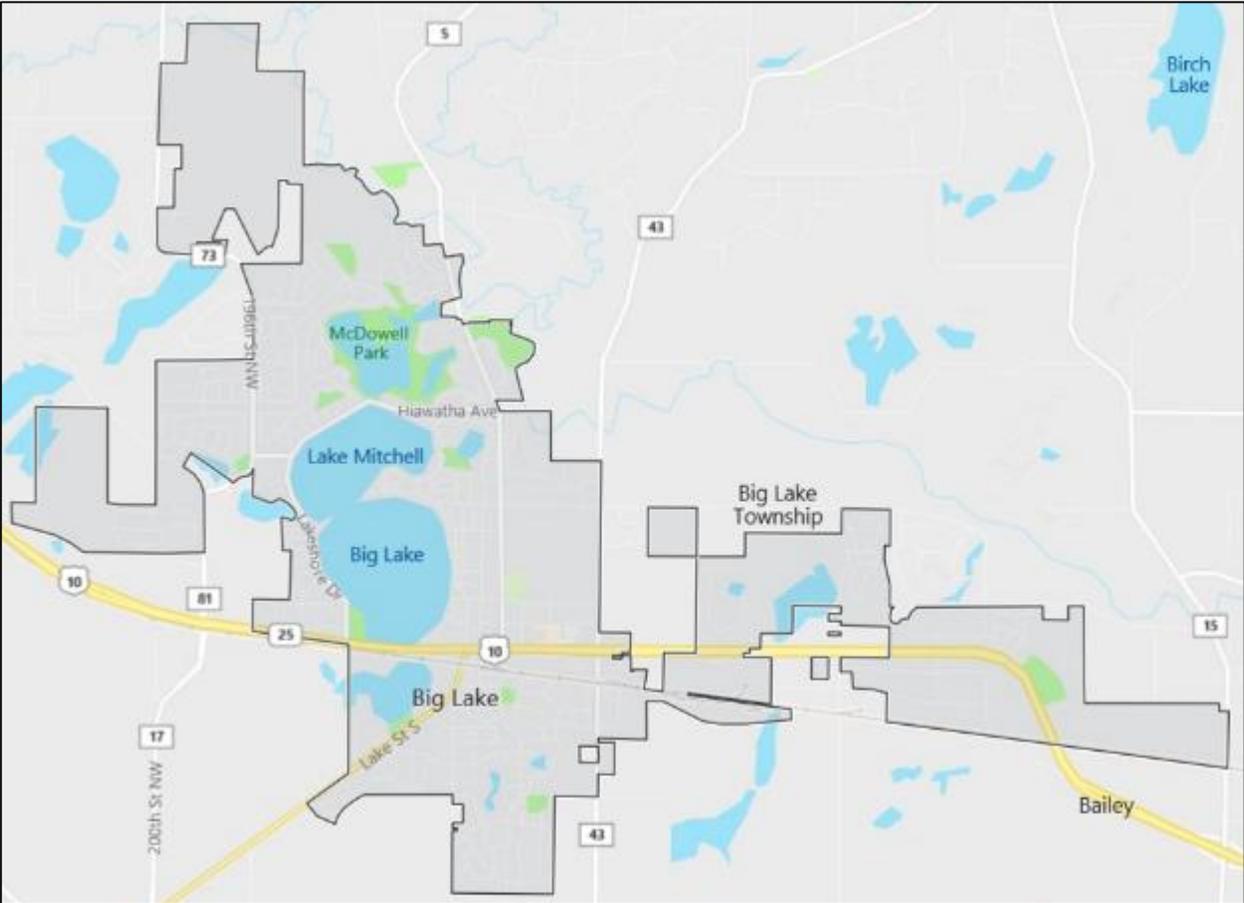
Lake Liquors is a municipal liquor store operated by the City of Big Lake. The goal of Lake Liquors is to control the sale of alcoholic beverages while generating revenue for the community. Lake Liquor pours its profits back into the community by providing for property tax relief. If it was not for the generosity of the citizens shopping at Lake Liquor, the city would not be able to transfer funds from the Liquor Store to the General Fund and the City would either have to increase the levy or cut services.

SCHOOLS

The Big Lake School District is the heart of the Big Lake community. Diverse educational offerings paired with a wonderful community makes Big Lake Schools an excellent choice for any family. The District is focused on individualized learning, employs high quality teachers, and ensures graduates will be career and/or college ready.

Comprised of one high school (9-12), one middle school (6-8), one intermediate school (3-5), and one primary school (early childhood – 2). The school has a total student population that averages around 3,200 students.

The Big Lake School District is technology focused with the partnering of the District of Big Lake Youth Apprenticeship program with the City of Big Lake, Wright Technical Center and local manufactures to maintain a strong, highly-skilled, highly-paid work force.



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BUDGET MESSAGE



Honorable Mayor and Council Members:

Annually, the City Finance Director, at the direction of the City Administrator, must prepare a budget and present it to the City Council. The following budget report represents a summary of the adopted proposals for all services provided by the city in 2020.

The Adopted 2020 Budget includes the operations of the General Fund and Debt Service Funds that are supported by property taxes and the budgets for the Special Revenue, Capital Project, and Enterprise Funds. The City Council reviewed the budget in work sessions beginning in August of 2019 and adopted the preliminary property tax levy on September 9, 2019. The 2020 Budget and final property tax levy were adopted at the December 11, 2019, City Council meeting and the final property tax levy was submitted to Sherburne County on December 16, 2019.

The city budget is more than a financial document as it reflects the city's plans, policies, procedures, and objectives for services to be provided in fiscal year 2020 and beyond.

City Initiatives

In recent years, the city has conducted a number of long-term strategic planning studies to shape its future development and redevelopment including the Comprehensive Plan, Parks Master Plan and strategic updates. These plans are guiding documents that are periodically reviewed and updated.

After much discussion and planning, the Wayfinding Plan was adopted to add improved community signage in McDowall Park and Big Lake.

The city began to see the impacts of an improving economy with our largest number of new residential housing starts since 2009. The commercial/industrial sector has experienced modest growth, expansion and reinvestment as well. It is anticipated that residential development will continue to rebound in 2020.

Highlights of the Past Year

Several significant events occurred during the past year including the following:

- The City of Big Lake was voted safest city, in the state of Minnesota, for city population over 10,000 but less than 20,000
- Received a \$1,000,000 appropriation from the 2018 legislative session for the Big Lake treatment facility expansion
- The City of Big Lake issued 77 new single family building permits

- The City of Big Lake welcomed the beginning of the development of a 38 townhome rental unit, a 105 rental unit as well as a 12-unit development project
- The City of Big Lake welcomed Williams Dingmann Funeral Home, Ice-O-Metric, French Twist, Minnco Credit Union, and Caribou Coffee
- The City of Big Lake welcomed the expansion of Lake Café, Cargill Kitchen, Third Rail Bar & Grill, and Lupulin Brewery
- The City of Big Lake saw an increase in the Farmers Market and ECFE in the Park
- The City of Big Lake credit rating increased to a AA in 2018
- The City of Big Lake tax capacity continues to increase, due to the increase in development. In 2019, the City's tax capacity increased by 9.41%. This was the third highest in Sherburne County
- The City of Big Lake continues to budget for future projects

With the Council's emphasis on providing services at a reasonable cost to the taxpayers while maintaining current service levels, the 2020 budget was adopted with this same intent. Staff will continue to focus on providing excellent service at current levels with the same resources.

Budget Initiatives

The General Fund and all other tax-supported budgets were developed based on the revenue generated from a net tax capacity increase of 9.4% and a tax rate of 50.62%. The enterprise fund budgets are not supported by tax revenue and were developed using estimated revenues from sales, connection fees, and customer charges.

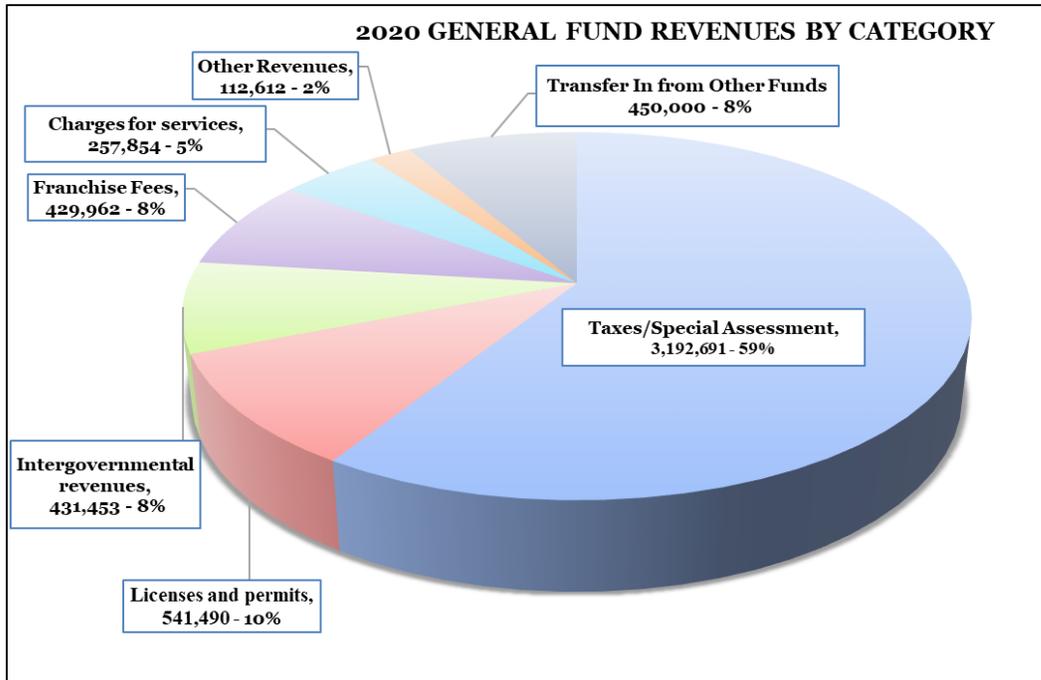
Following is a summary of the highlights and major initiatives undertaken for 2020:

General Fund

The overall General Fund budget increased 11.51% over the adopted 2019 budget. The increases are attributed to the following:

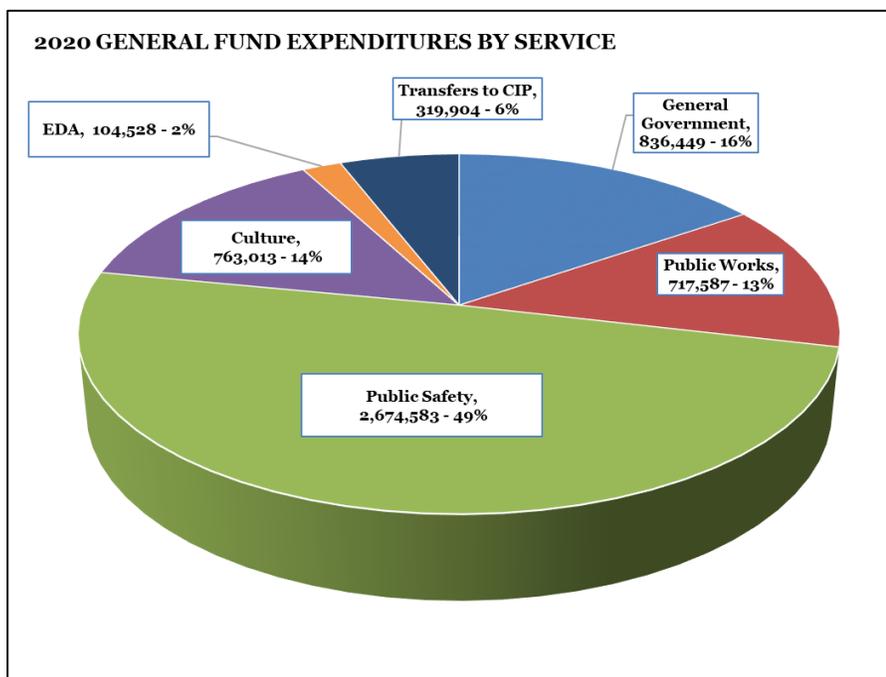
- Market increase to pay scale
- Step increases to employees with positive performance review
- Increase in insurance rates
- Potential increase of staff in Public Safety and Public Works Departments
- Increase of cost for general liability insurance
- Increase in contracted services
- Increase in rates for City's charge of water/sewer usage
- Future computer replacements, parks and trail projects and street projects

Currently 59% of all revenues received that are used to provide city services, come from property taxes. This is consistent through the prior years. The City is budgeting a transfer of \$450,000 from the projected 2020 profits of the liquor store. These funds are used to help support city services as well as future projects. Thank you to all who support the City liquor store as without the support the City would not be able to budget this transfer.



The 2020 General Fund budget is allocated for the following services:

- 49% for public safety, which includes our police, fire and building divisions; which maintains the safety of our community
- 16% for general government; which is general services and administration of the City
- 14% for culture, which includes parks, the library and community events; which promotes quality of life
- 13% for public works; which maintains the infrastructure of the community
- 6% for transfers; which are used for future projects or equipment
- 2% for EDA; which is used to promote Big Lake



Capital Improvements

The detailed 2020-2024 Capital Improvement Plan (CIP) was approved as a planning document at the December 11, 2019 City Council meeting.

The CIP coordinates the financing and timing of improvement projects, and the acquisition of capital equipment. The 2020-2024 projects are included in the CIP section of this document starting on page 197.

Major highlights of the Capital Improvement Plan for 2020 include:

- 2020 street improvement project
- Police car replacement
- Public Work equipment replacement
- Safe route to School sidewalks
- Lake side parking lot improvements
- Wastewater expansion
- Water meters and wells

Enterprise Funds

The enterprise funds include Water, Sanitary Sewer, Storm Sewer, and Municipal Liquor.

Water Fund

The Water Fund revenue is expected to increase 7.25% with a proposed 6% non-industrial customer rate increase and an 8% industrial customer rate increase.

The operating budget includes the new superintendent position, and two additional water/wastewater operator positions (all personnel is split 50% water and 50% sanitary sewer) in addition to many maintenance-related and capital expenditures.

Sanitary Sewer Fund

The Sanitary Sewer Fund revenue is expected to increase 10.85% with a proposed 5% non-industrial customer rate increase and an 8% industrial customer rate increase, along with the additional disposal fee revenue.

The operating budget includes the new superintendent position, and two additional water/wastewater operator positions (all personnel is split 50% water and 50% sanitary sewer) in addition to many maintenance-related and capital expenditures.

Storm Sewer Fund

The Storm Sewer revenue is expected to increase about 2% and this reflects the new development.

Liquor Fund

The City's municipal liquor store has a projected sales volume of \$4.49 million and a projected gross profit of 27%. Sales in 2020 are projected to remain comparable to 2019.

The operating budget for 2020 is projected to decrease by 4.31% due to a reduction of a \$150,000 in the budgeted transfer to general fund.

The net income derived from the store is used to fund city operations and projects to benefit the community. The 2020 transfer is as follows:

<u>Purpose</u>	<u>2020</u>
General Fund support	\$450,000

Conclusion

The city continues to maintain a positive financial position through sound management and by adhering to its financial policies. This strong financial condition can be sustained going forward.

The 2020 budget continues to focus on providing valuable services at a reasonable cost to our residents. The Council and staff are committed to providing quality of life services and maintaining the city's investment in infrastructure.

We would like to thank the City Council and city staff for their contributions to the budget process in developing a budget that maximizes and values every tax dollar the city receives.

Respectfully Submitted,



Deb Wegeleben
City Finance Director



Clay Wilfahrt
City Administrator



FINANCIAL MANAGEMENT

The City of Big Lake Finance Department is responsible for maintaining the accounting system and monitoring compliance with the budgetary controls and financial policies established by the City Council. Following is an overview of relevant financial management practices and year-end reporting.

Financial Management Plan

The City’s Financial Management Plan is a financial policy document that establishes principals to guide both staff and City Council to make consistent and informed financial decisions. The plan is reviewed annually and adopted by the City Council. It addresses policies in the following areas:

- Accounting, auditing and financial reporting
- Cash/Investments
- Capital Improvement
- Debt Management
- Budget and financial control
- Fixed Assets
- Fund Balance
- Operating Budget
- Purchasing
- Revenue Management
- Risk Management
- EDA policies

Basis of Accounting

The accounting system provides for a complete, self-balancing account group for each fund of the City. Accounting records are maintained on the modified accrual basis for the governmental type funds. The modified accrual basis of accounting recognizes revenues to the degree that they are available to finance expenditures of the fiscal period. Similarly, debt service payments and a number of specific accrued liabilities are only recognized as expenditures when payment is due because it is only at that time that they normally are liquidated with expendable available financial resources. The budgetary basis of accounting is the same basis of accounting used to prepare the City’s financial statements as included in the City’s Comprehensive Annual Financial Report at the fund statement level.

The full accrual basis of accounting is utilized for the proprietary type funds as defined in the notes to the City’s financial statements. The full accrual basis of accounting recognizes revenues as they are earned and expenses as soon as a liability is incurred, regardless of related cash inflows and outflows. For budget purposes the funds use the accrual basis except for capital assets and debt payments which are budgeted on a modified accrual basis within each finance plan. Depreciation is included in the finance plan; however principal debt payments are just noted at the bottom of the finance plan.

Comprehensive Annual Financial Report (CAFR)

The City operates on a calendar fiscal year and reports its year-end financial position in a Comprehensive Annual Financial Report (CAFR), prepared by the City Finance staff with the assistance of BerganKDV. Completed copies of the CAFR/Financial Statements are available to the public upon completion in June, and a summary of results is published in the official newspaper.

The city's financial statements are audited upon completion by the independent audit firm of BerganKDV to ensure accuracy and compliance with federal and state laws and regulations.

Budgetary Controls

A budgetary system of accounts is maintained for all budgeted funds. Control is maintained by the monthly review of actual expenditures compared to budgeted amounts. Budgetary activity is monitored to ensure that total expenditures are within budgetary allocations. For the past several years, budgeted expenditures have been within approximately 98 percent of the budget. The budgetary level of control is at the fund and department level. There is a budget amendment process for unplanned expenditures and revenues and all amendments are presented to the City Council throughout the year for approval, at the direction of the Finance Director.

Internal Controls

In developing and altering the City's accounting system, consideration is given to the adequacy of internal accounting controls. These controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgements by management. All internal control evaluations occur within the above framework. The Finance Department believes the City's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

Cash Management

The investment portfolio of the City is designed to invest public funds in a manner which provides safety, liquidity and yield (return on investments) that conforms to all federal, state and local regulations governing the investment of public funds. All investments purchased by the City are expected to be held until maturity. The City invests in securities that match the City's operational, short-term and longer-term core reserve needs.

Risk Management

The City has a risk management policy, the purpose of which is to maintain the integrity and financial stability of the City, protect its employees from injury, and reduce overall cost of operations. To avoid and reduce risk, the City maintains an active safety committee comprised of employees who periodically conduct educational safety and risk avoidance programs within City departments. The City has insurance coverage through the League of Minnesota Cities Insurance Trust to insure City property and assets against loss. The blanket policy includes coverage for buildings, personal property, contractors and miscellaneous equipment, crime,

employee performance bonds, autos, municipal liquor liability, data security breach and general liability. General liability coverage amounts to tort limits of \$1,500,000 per occurrence, with a \$2,500 deductible.

The City's worker's compensation insurance is also through the League of Minnesota Cities Insurance Trust, with a deductible of \$250 per occurrence.

Fund Structure

The accounting system maintains a standard fund structure for a typical Minnesota city government. Following is a description of the funds included that are subject to appropriation, for which financial plans and budget appropriations are prepared annually. The funds are the General Fund, Special Revenue Funds, Enterprise Funds, Debt Service Funds, and Capital Project Funds.

General Fund – Accounts for all revenues and expenditures not required to be accounted for in other funds. It has more diverse revenue sources than other funds, including property taxes, licenses, permits, fines, intergovernmental revenues, service charges, and investment earnings. The fund's resources finance a wide range of functions, including operations for general government, public safety, public works and general service expenditures.

Special Revenue Funds – Established to account for revenues derived from taxes and other specific revenue sources. Resources provided by Special Revenue funds are restricted by statute or ordinance to finance specific City functions or activities. Big Lake currently only has six funds in this category, the Economic Development Authority (EDA) fund, Narcotic Forfeiture fund, DWI forfeiture fund, Traffic Safety Program fund, Farmers Market fund and the Veterans Memorial Fund. Of these six funds, the City only budgets anticipated revenues and expenditures for the EDA fund and Farmers Market Fund.

Enterprise Funds – Enterprise funds account for business-type activities. These activities provide services where most of the cost are recovered through user fees and charges. The City has four Enterprise funds. The Enterprise Funds use the accrual basis of accounting for financial statement purposes. For budget purposes the funds use accrual basis except for capital assets and debt payments which are budgeted on a modified accrual basis within each finance plan. Depreciation is considered an operating expense for each of the Enterprise Funds.

- **Water and Sewer Funds** – receives its revenues from charges to all property owners to provide water and sanitary sewer utilities, fund operations and maintenance and capital improvements.
- **Storm Sewer fund** – receives its revenues from charges to all property owners to fund water quality projects, operations and maintenance, and capital improvements.
- **Liquor Store Fund** – receives its revenues from the sale of alcoholic beverages and covers the cost of the operations, maintenance and capital improvements of the liquor store. Profits received from the liquor store are poured back into the community via a substantial transfer to the general fund each year.

Capital Project Funds – Account for the resources used for the acquisition and construction of capital facilities, except for facilities financed by the enterprise funds, replacement of equipment for current and future needs. Beginning in 2016 the City included the Capital Project Funds in the adopted budget, as the resources used to finance the approved projects were Local Government Aid, State Aid and transfer from the Liquor Store.

- **Parks Development Fund** – is used for development of new City parks and improvement of existing parks. Revenue is primarily from park development fees and transfers from the General Fund.
- **Equipment, Vehicle & Building Funds** – records capital purchases of equipment, software, computers, vehicles and purchases or improvements of buildings. The revenues used for the purchases are from the Local Government Aid received, sale of existing equipment and transfers from the General Fund.
- **Infrastructure Improvement Funds** – reflects revenues and expenditures for street rehabilitation projects, major street maintenance projects, parks or trails projects, and lake maintenance. The resources are provided by the Local Government Aid, State Aid, Grants and transfers from the General Fund.
- **Capital Projects/Street Improvement Fund** – includes receipt and disbursement of bond proceeds or other sources obtained to finance improvements and additions to the City's infrastructure.

Debt Service Funds – Account for the accumulation of resources for the payment of general long-term debt principal and interest. The City maintains individual debt service funds for each bond issued. The City has established annual financial plans for all general obligation bond funds and certificate of indebtedness funds which is shown in total as the GO Debt funds. The Debt Funds use the modified accrual basis for both financial statement and budgeting purposes.

Revenue Sources

Property Taxes: Levied for the general operations of the City, as well as the repayment of outstanding debt. The General Fund receives the largest share of the levy, with debt service funds being the only other use for this revenue source.

Licenses & Permits: These revenues are received from businesses, and individuals licensed by the City. Building permits and license fees approximate the direct and indirect cost of issuing the licenses and policing the licensed activities.

Intergovernmental Revenue: These are revenues received from federal, state, and county sources.

Charges for Services: These are user fees, charged to provide the funding needed to operate facilities from those who use them. The largest example of this in the City is utility charges. These are revenue sources in the enterprise funds of the City.

Fines & Forfeitures: This type of revenue is generated by violations of the City code and ordinances.

Franchise Fees: These are revenues received from utility companies, (Xcel, Connexus and CenterPoint) for the use and maintenance of City owned right-away.

Donations & Contributions: These revenues are typically received from charitable organizations for specific one-time expenditures purposes and/or to benefit a cause.

Transfers In: This revenue source is for revenue that is transferred from one City Fund to another City Fund. An annual transfer from the Liquor Fund to the General Fund is done to help cover operational costs within the General Fund. For 2020, a transfer of \$450,000 is budgeted for the General Fund.

Other: Includes investment income, and other miscellaneous revenue sources.

Expenditure Categories

Personnel: Consists of salaries, health benefits, and the city’s contribution towards FICA, Medicare, PERA, and worker’s compensation insurance. The City currently has 45 Full-time, 16 Part-time and 12 Seasonal employees.

Retirement costs: Employees are covered by defined benefit plans administered by the Public Employees Retirement Associated of Minnesota (PERA). They are established and administered in accordance with Minnesota Statutes, Chapters 353 and 356.

Retirement Plan	2012	2013	2014	2015	2016	2017	2018	2019	2020
Coordinated Plan	7.25%	7.25%	7.25%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
Police and Fire Fund	14.40%	14.40%	15.30%	16.20%	16.20%	16.20%	16.20%	16.95%	17.70%

Professional Services: Includes services provided to the City by outside sources, including engineering, legal, audit, building inspections, contractors, etc.

Operations: Costs associated with maintaining the core functions of each department. Examples include office supplies, computer maintenance, electricity, gas, cleaning, fuel, advertising, uniforms, etc.

Capital Improvements: Items that are greater than \$5,000 with a useful life of more than one year and all infrastructure and building construction projects that are capitalized.

General Fund - City Departments

General Government

Mayor/Council: The City of Big Lake is a statutory city governed by an elected mayor and four council members. As elected officials for the community, the mayor and council exercise legislative power by which all matters of policy are determined. They also exercise control through the adoption of an annual budget and by appointing advisory committees to provide advice and recommendations for action on policy-related matters.

Planning: The Planning Department provides planning and zoning related services to ensure compliance with City ordinances and the city’s long-range comprehensive plan.

The Planning Commission: meets monthly to review various planning applications and provide recommendations to aid in the decision making of the City Council. The mayor and city council appoint the members of this board.

Administration/Finance: This department oversees the general administration and financial functions for the City. This includes human resources, accounting, payroll, debt and investment management, clerk functions, elections, and general city administration activities.

IT – Computer/Software: This department oversees the information technology for the City, including computer and software replacement schedule. Currently this department is outsourced.

Public Safety

Building Inspections: The City’s Building Official is responsible for all residential and commercial building permit inspection and plan review for the City.

Police: The City maintains its own police department. During 2015, the department relocated to Big Lake Community Service Center at 790 Minnesota Avenue. Law Enforcement Labor Services, Inc., Local 164 represents the police officers. The current contract runs through December 31, 2020.

Fire: The City of Big Lake, through a joint powers agreement with Big Lake Township, provides fire protection services for the City and Township. The department also services certain sections of Orrock Township through a separate fire services contract.

Streets & Highways

Engineering: The City Engineer / Public Works Director is responsible for the planning, budgeting, design, development and maintenance of the City’s infrastructure. The City Engineer will also be responsible for overseeing all public works activities.

Streets: The Streets Department is included in the overall public works department for the City. This department is responsible for the maintenance of a quality transportation system for the City; including signage, lighting, seal coating, street striping, snow removal, and other maintenance activities.

Local 49 Union represents the public works employees. The current contract runs through December 31, 2021.

Culture & Recreation

Parks: The Parks Department is included in the overall public works department for the City. This department is responsible for the maintenance of various parks throughout the City. Duties include mowing, park equipment maintenance, oversight of Lakeside Park, and other maintenance activities.

The Parks Committee: appointed by the mayor and city council. This board meets monthly to review various park-related matters and provide recommendations to aid in the decision-making of the city council. This committee also provides long term strategic planning to identify areas within the City where resources should be committed towards existing parks or for new dedicated open space.

Recreational – Community (other): The Recreational Department is included in the community development department of the City. This department is responsible in developing a comprehensive program of community recreation. Conduct activities, events and programs that will employ the leisure time for the citizens in a wholesome and constructive manner. Such events include Movie in the Park, farmers market and ECFE in the Park.

Big Lake Community Services Center (BLCSC): In December of 2013, The City acquired the property located at 790 Minnesota Avenue. The building is being used, in part, to provide space for the Big Lake branch of the Great River Regional Library (GRRL). Through the City’s agreement with GRRL, the City is responsible for providing and maintaining space for the operations of the library. Staffing for the library, as well as inventory, is handled through GRRL. The Big Lake Township currently contributed \$10,000 to help cover the cost of housing the library in 2019. The same contribution amount was budgeted for 2020. The remaining space within the building is occupied by the Big Lake Police Department.

Economic Development

Economic Development: This department is responsible for overseeing the various development and redevelopment efforts of the City, as well as promoting the City to various residential and commercial developers that consider investing in our community.

Special Revenue Funds

Economic Development Authority Fund

The City of Big Lake Economic Development Authority (EDA) is a legal entity separate from the City. Although legally separate, the City of Big Lake EDA (BLEDA) is reported as if it were part of the primary government because it provides services exclusively for the City of Big Lake.

The EDA was granted authority under an enabling resolution originally passed in 1990 by the City of Big Lake. Minnesota Statute 469 details the authorized activities the EDA may participate in. The resolution establishing the City of Big Lake EDA identifies any conditions or limitations to the statutorily allowed powers of the EDA.

Big Lake Economic Development Authority (BLEDA) meets on a monthly basis to review current development and future economic goals throughout the City. BLEDA provides recommendations to the city council to aid in the decision-making processes of the council. The mayor and city council appoint members of the board.

Farmers Market

This fund is used for all transaction pertaining to the Farmer’s Market that is held May through September on every Wednesday as well as the winter market that is held once a month from November until April. The recreational - communication coordinator is responsible for the farmer’s market.

Veteran Memorial

This fund is used for creation of the Veterans Memorial Park that was funded by donations and an interfund loan from the Capital Improvement Fund. This loan will be paid back by the yearly donations received.

Capital Improvement Funds

These funds are used for current replacement of equipment, building, and City infrastructure. In addition, these funds are used for long term planning as funds can be earmarked for future projects.

Enterprise Funds

Water Fund

This fund is responsible for the maintenance and supply of the City's water system. Capital and infrastructure relating to the water supply system of the City are also tracked in this fund.

Sewer Fund

This fund is responsible for the maintenance and operations of the City's sanitary sewer system. Similar to the water fund, and all enterprise funds, capital and infrastructure relating to the sanitary sewer operations of the City are also tracked in this fund. In 2018 the City was awarded a \$1,000,000 grant from the State Bonding Bill. These funds along with reserves will be used in the expansion for the water treatment plant beginning in 2019 and finishing up in 2020.

Storm Sewer Fund

This fund is responsible for the maintenance and operations of the City's storm sewer system. This enterprise was created in 2005 to help fund the increasing storm water management costs of the city.

Liquor Fund

The City owns and operates a municipal liquor store. The store moved to its current site in 2006. This move more than doubled the size of the operation. Sales have been steadily increasing and it is anticipated that they will continue to do so in the coming years. Profits from the liquor store are transferred to the General Fund to help cover the costs of operations of the General Government as well as to the Capital Improvement fund to help cover the costs of improvements to governmental assets.

Budget Process and Calendar

The City of Big Lake budget development is not just an annual process that occurs at a set time every year. In actuality, the entire process is an on-going approach that fits into an overall framework of the four primary principles of sound local government budgeting, which are:

1. Establish broad goals to guide government decision making
2. Develop approaches to achieve goals
3. Develop a budget consistent with approaches to achieve goals
4. Evaluate performance and make adjustments.



The City's budget process is built on a strong foundation of financial policies and goal setting. The City's budget process begins with a review of the City's Financial Management Plan which is the policy document that provides the framework for financial decision making. The strategic planning defines the Council's, staff and community goals for the City of Big Lake.

In June the Finance Director provides budget worksheets to each department director with projections in revenues and expenditures for the next five years and the impact on the levy. In July the Finance Director and City Administrator meets with each department and discusses any changes needed from the preliminary budget documents provided by finance. In August during the budget workshops, Council reviews the preliminary needs and revenue sources of each department to determine if needs reflect that of the strategic planning and City Council priorities.

Each year the City Council is required to adopt a maximum tax levy ceiling and preliminary budget by September 30. The tax levy figures establish the maximum tax levy increase that the Council can consider for the next budget year and is the amount used for the individual parcel specific Truth-in-Taxation notices. Historically, the City has used the maximum tax levy as a means for preserving flexibility in decision making until later in the year when considering final budget adoption.

The City Council will meet on November 26 to review the recommended 2020 budget in preparation for the final budget adoption of the budget. The meeting is open to the public and the public is invited to comment on the budget. A review of the City's 2020 budget is available on the City's website.

On December 11, the City Council will consider adoption of the final budget.

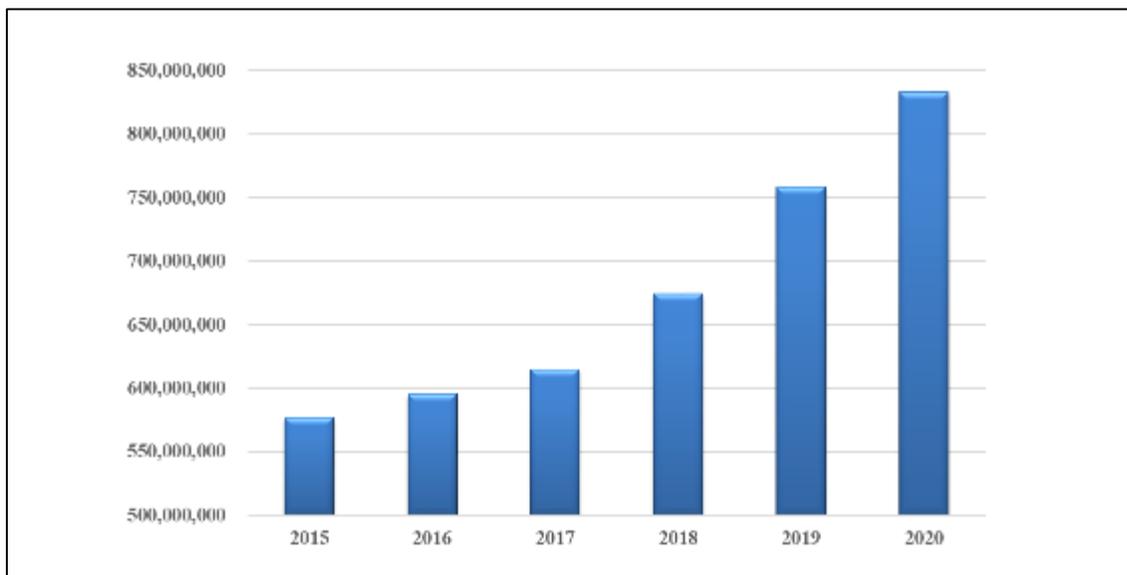
City of Big Lake	
2020 Financial Planning and Budget Calendar	
Meeting Dates	Discussion Topics
June 7	Financial Management Plan Review and provided to department directors
July 17	Meeting with departments regarding needs
Aug 14 & 28	Council work sessions to reviews preliminary budgets
September 11	Council Adopts Maximum Tax Levy
Oct & Nov	Council works session on the Budgets to find additional savings
November 26	Public input meeting regarding final levy and budget for 2020
December 11	Council Adopts Final Tax Levies and Budgets

Council and staff at the City of Big Lake strive to make responsible financial decisions, preparing for the future and providing high-quality services to residents and businesses. The community expects this of its City government and the City staff, with the encouragement of City Council, works hard to make those expectations reality. City staff takes pride in our efforts to provide high-quality services cost effectively, and this is reflected in the 2020 budgeted adopted December 11, 2019.

City Tax Levy Information

Taxable Market Value

For 2020, the City’s Taxable Market Value, which is the estimated market value of all properties (real estate and personal property) within the city less any applicable market value exclusion, increased by 9.87%, from \$759 million in 2019 to \$833 million for 2020. When the City’s Taxable Market Value changes, there is an impact to the City’s Tax Rate. Since 2015, the City’s Taxable Market Value has increased by 44%.



Net Tax Capacity Value

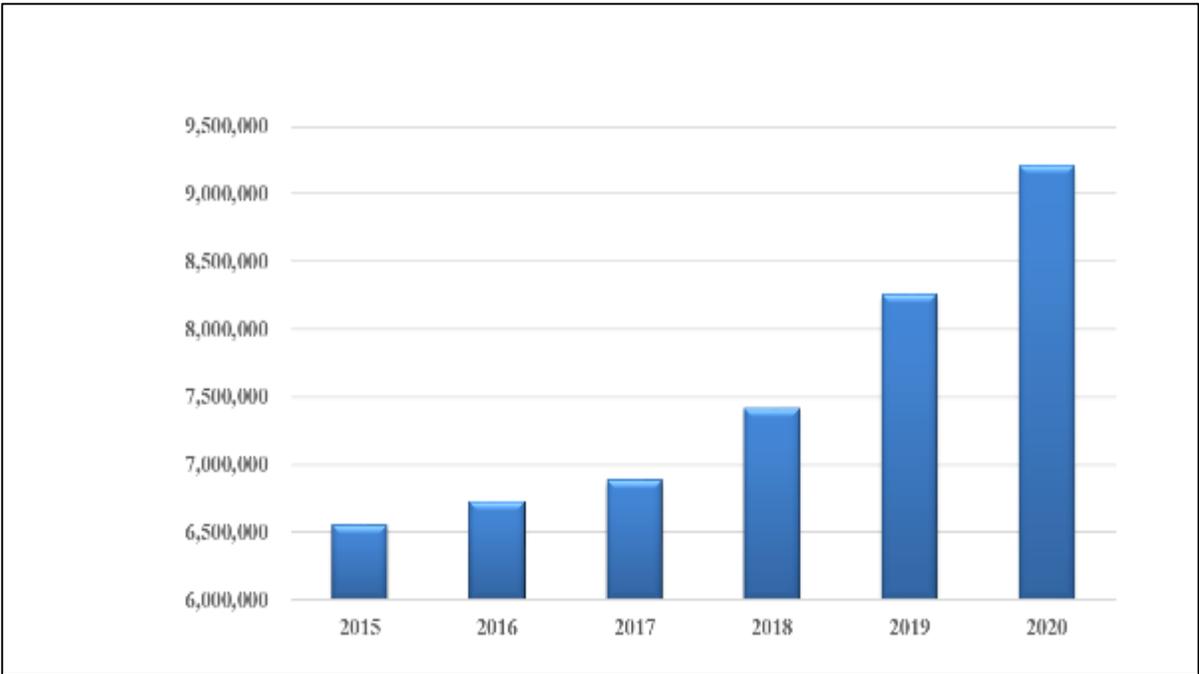
The County Assessor determines the market value for each parcel by January 2 of the year before taxes are payable. In addition, each parcel is assigned a class rate based on the use of the property as determined by the legislature. To determine the parcel tax capacity, the parcel market value (less exclusion) is multiplied by the class rate to equal the parcel tax capacity.

PARCEL MARKET VALUE * CLASS RATE = PARCEL TAX CAPACITY

Property Tax Class			
Class	Rate	Class	Rate
Residential Homestead		Market-rate Apartments	1.25%
1st \$500,000	1%	Commercial/Industrial	
>\$500,000	1.25	1st \$150,000	1.50%
Residential - Non Homestead		>\$150,000	2.00%
Single Unit			
1st \$500,000	1%		
>\$500,000	1.25%		
2-3 unit builings	1.25%		

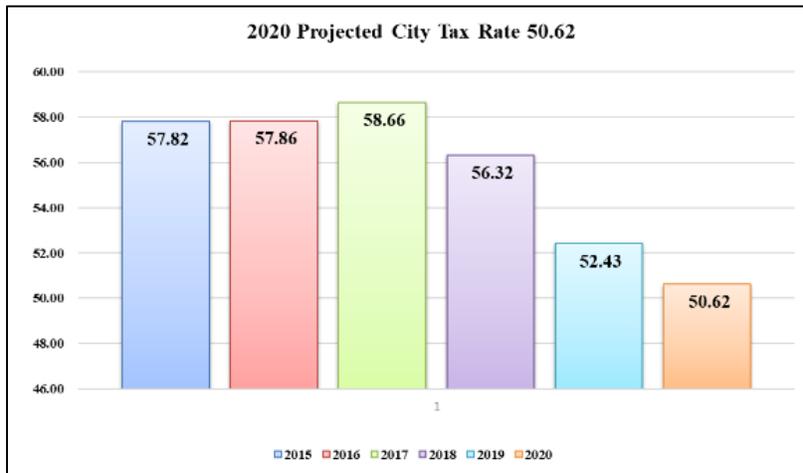
The legislature can change the classification system which would shift property tax burden from one type of property to another.

The City’s Net Tax Capacity Value (net tax capacity of all taxable parcels within the city, excluding property located in a tax increment financing district) is used to calculate the City’s tax rate. As the taxable market value increases the City’s net tax capacity will increase. Since 2015 the City’s tax capacity has increased by 29%. For 2020, the City’s tax capacity has increased by 9.4% to \$9,034,647.

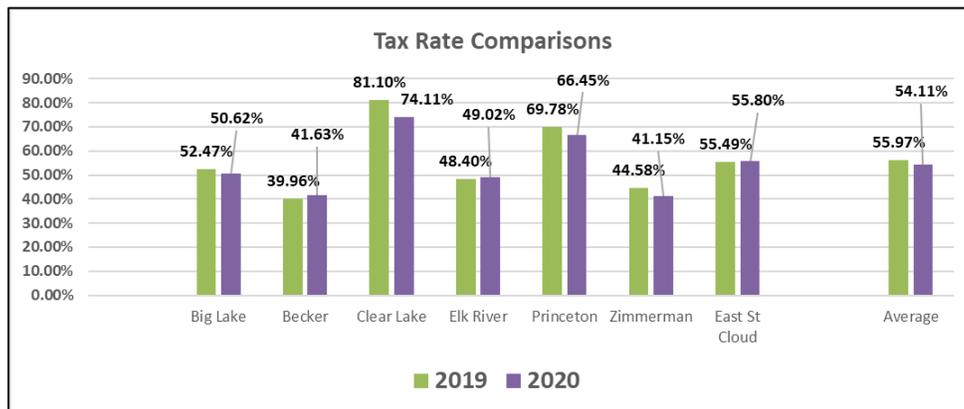


City Tax Rate

Local Governments do not directly set the tax rate, but instead the tax rate is a function of the levy and the local tax base. The City's tax rate is calculated based on the total levy amount (funds needed to cover city services) divided by the city's net tax capacity for that year. For 2020 even though the total levy increased by \$236,543 the city's tax rate will decrease by 1.85%.



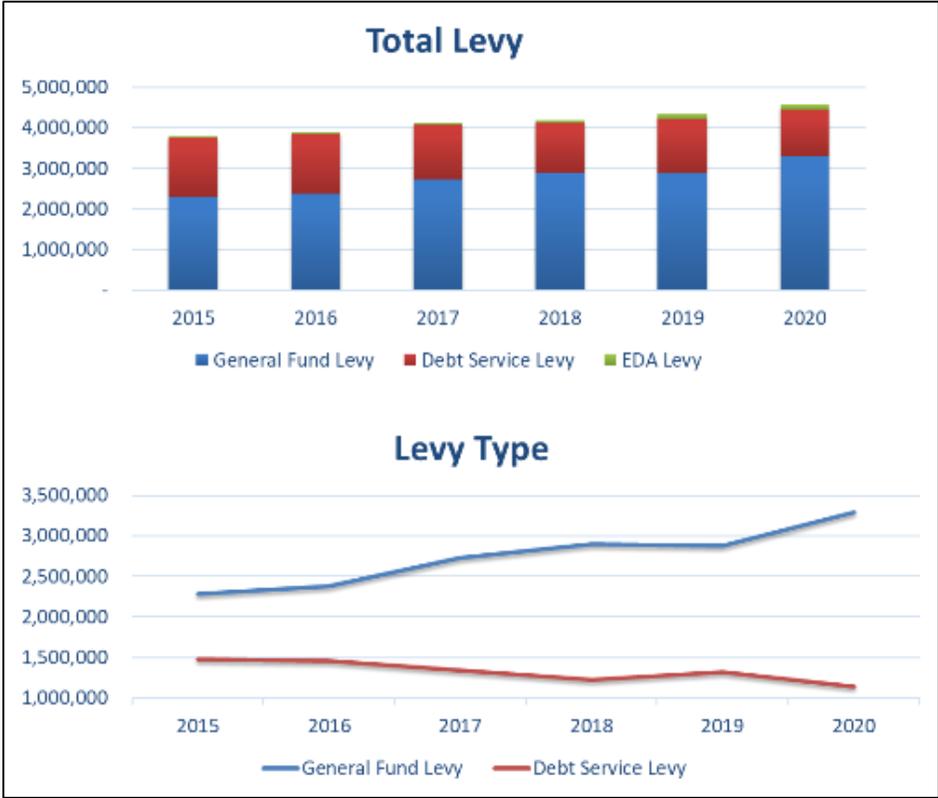
Compared to other City's in Sherburne County, the City's tax rate is below the average of 54.11% for 2020. Currently the City's market values are comprised of 90% residential and the remaining 10% commercial and industrial. As new development occurs, the tax base will grow in the City and the City's tax rate will go down. Also notice that the City's total tax capacity increase is in the top percentage for all increases in Sherburne County, which is a sign of growth.



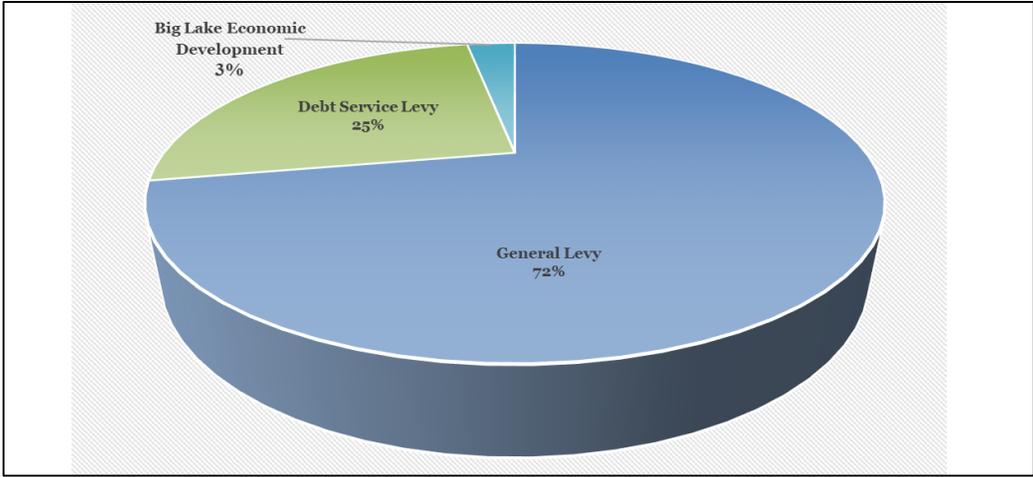
Tax Capacity Comparison	2019	2020	% Change
City of Big Lake	8,257,673	9,034,647	9.41%
City of Becker	17,876,630	17,795,990	-0.45%
City of Clear Lake	467,045	511,349	9.49%
City of Elk River	26,006,616	27,917,994	7.35%
City of Princeton	2,630,146	2,743,415	4.31%
City of Zimmerman	1,030,467	1,062,916	3.15%
City of East St. Cloud	3,808,301	4,206,118	10.45%

City Tax Levy

The total levy for the City has increased an average of 4.5% per year from 2015 through 2020. The general fund levy, these are the funds that are used to provide the services to the tax payers, has increased since 2015. This increase is a reflection of the population increase of 13% since 2015 and the inflationary increase of 8.7%. The Debt Service levy has decreased since 2015 by 23%.



When reviewing the proposed 2020 tax levy, 3% is allocated toward the Big Lake Economic Development Authority, 25% for Debt Service and the remaining 72% is the general levy. The general levy are the funds needed to balance the budget in order to provide the services for the city.



Before setting the actual levy, the City must estimate the expected city expenditures during the next calendar year. This is done through the preparation of the City Budget, which begins each June and continues on until the final budget is adopted in December. After taking into consideration, all anticipated non-property tax revenues, including various state aids, the city subtracts the total anticipated non-property tax revenues from the anticipated expenditures, this leaves a substantial amount of money that the City will need to collect through the property tax levy.

In 2020, the total property tax levy will be \$4,565,953, of which \$3,291,711 is needed to balance the General Fund budget, \$1,144,242 will be allocated for the 2020 Debt Service payments, and the remaining \$130,000 is for the Big Lake Economic Development Authority.

2020 Final Tax Levy				
Component of Tax Levy	2019	2020	\$ Change	% Change
General Levy	2,878,446	3,291,711	413,265	14.36%
Debt Service Levy	1,320,964	1,144,242	(176,722)	-13.38%
Big Lake Economic Development	130,000	130,000	-	0.00%
	<u>4,329,410</u>	<u>4,565,953</u>	<u>236,543</u>	<u>5.46%</u>

2020 Tax Levy Detail

	<u>2019</u>	<u>2020</u>	<u>Inc/(Dec)</u>	<u>% Change</u>
Total General Levy:	\$ 2,878,446.00	\$ 3,291,711.00	\$ 413,265.00	14.36%
Specials:				
2014A Go Tax Abatement Bonds - less ren	24,750.00	24,750.00	-	0.00%
2016A GO Taxable Refunding Bonds TIF 1-	242,857.00	207,976.00	(34,881.00)	-14.36%
			-	
Debt:				
2010A GO Improvement Bonds	132,981.00	-	(132,981.00)	-100.00%
2011A GO Improvement Bonds	100,000.00	50,000.00	(50,000.00)	-50.00%
2011B GO Improvement Bonds	250,000.00	280,000.00	30,000.00	12.00%
2012A GO Refunding Bonds	15,000.00	15,000.00	-	0.00%
2015A GO Refunding Bonds	313,348.00	300,811.00	(12,537.00)	-4.00%
2016B GO Capital Improvement Plan Bonds	54,976.00	59,637.00	4,661.00	8.48%
2016C GO Crossover Refunding (2010A)	187,052.00	206,068.00	19,016.00	10.17%
EDA Levy	130,000.00	130,000.00	-	0.00%
Total Debt & EDA Levy:	\$ 1,450,964.00	\$ 1,274,242.00	\$ (176,722.00)	-12.18%
Total Levy:	\$ 4,329,410.00	\$ 4,565,953.00	\$ 236,543.00	5.46%
	less EDA	4,199,410	4,435,953	
	Debt Levy	1,320,964	1,144,242	
		2019	2020	
TAX RATE	52.472%	50.62%	-1.85%	

Impact on Taxpayers

For an owner of an average home in Big Lake valued at \$216,000 the estimated annual property tax bill from the City will increase \$54.80, which is \$4.56 a month. Residential values have increased an average of 8 percent for taxes payable in 2020. Commercial/Industrial property values have seen an average valuation increase of 2 percent. Under the adopted levy, an average commercial property valued at \$1 million for payable tax year 2020 will have an increase in City taxes of about \$224 per year.

While property tax revenue provides a significant share of the City’s revenue, the other major revenue sources are the transfer from the Liquor store and charges for services. Fees are based on Council policy for establishing fees. The budget document includes a section that lists every City fee.

Taxes Help Maintain Our Quality of Life:

		
<p>For the safety of our community it costs \$1.17 per day, less than the cost of an espresso</p>	<p>For the maintenance of the wonderful parks and lakes it costs \$0.43 per day, less than the cost of an ice-cream cone</p>	<p>For the great crew that keeps our street in order it costs \$0.26 per day</p>

Levy Per Capita in comparison to surrounding cities

Levy Per Capita	2019 Population	2019 City Levy	Levy Per Capita
City of Becker	4,538	6,997,153	\$ 1,542
City of Zimmerman	5,829	1,694,019	\$ 291
City of Big Lake	11,629	4,199,433	\$ 361
City of Monticello	14,535	9,962,100	\$ 685
City of Elk River	24,845	11,938,852	\$ 481

Comparing the City of Big Lake’s levy per capita to those cities around us, the City Levy per Capita in 2019 was \$361 compared to Elk River, which is double the population to Big Lake, which was \$481. The City of Big Lake takes great pride in being very responsible with tax payers dollars. For 2020 the Levy per Capita for the City of Big Lake is \$393. For the 2020 General Fund budget, the cost per capita to the tax payers of Big Lake is \$418.

Long-Term Approach to Financial Management

One of the strengths of the Council’s budgeting process is that it considers budget data not only for the upcoming year but also projections for subsequent years. Council understands that decisions it makes today will have a financial impact not just on next year’s budget, but also for the future. Council strives to keep its focus on the policy level – the big picture – and to rely on staff to effectively and efficiently carry out its policy goals with the resources provided. The Council’s vision reflects the commitment to keep Big Lake a thriving community – a great community to live and work. Staff ties its work to the Council adopted Strategic Plan, which guides our work.

The Five-Year Plans prepared for each City Fund are intended to provide information on the fund’s present financial condition, including the impact of prior actions and decisions and plans, as well as projections for the fund’s performance over the next years. The Plans are a source of information for the Council to identify where the need or desire for policy change may exist. Below are key issues by fund detailing assumption for long-term planning.

General Fund

The Five-Year plan for the General Fund reflects tax levy increases necessary to deliver the current scope of services and capital replacement plans, assuming normal budget “pressures”.

Health Insurance – The City’s five-year plan reflects a 10 percent increase each year to the budget, which is consistent with past practices.

Wages – The City’s five-year plan reflects a 6 percent increase each year to the budget to reflect step increases as well as market value increases to the total pay plan to remain competitive in the market. It also reflects additional staffing needs.

Building Permits – The City’s five-year plan reflects growth to be slow and steady with only 50 new home permits a year.

Operational Expenditures – The City’s five-year plan reflects a three percent increase in some operation expenditures such as supplies and utilities to reflect trends.

Transfers to other funds – The City’s five-year plan reflects a yearly transfer, of \$25,000, to the Industrial Park fund to be applied to the outstanding Sewer Interfund loan. In addition, beginning year 2023, the plan reflects a \$350,000 transfer to the Street Maintenance fund for future projects.

Capital Project

The Five-Year plan for the capital project funds reflect the future street and trail projects as well as the future capital purchases for the years 2020 through 2024 that will be funded if approved by the Council each budget year.

Economic Development Fund

The Five-Year plan for economic development fund continue with the increase levy amount from \$50,000 to \$130,000. Beginning with the 2019 budget, Council increased this levy to pay for 50 percent of the executive director's salary, which is the Community Development Director for the City. This change will decrease the expenditure for wages to the general fund for this position by 50 percent. In addition, beginning year 2020, the Big Lake Economic Development Authority will be paying \$46,362 for the Industrial Park Special Assessments.

Water and Sanitary Sewer Funds

The Five-Year plan for the water and sewer funds reflect a conservative approach when budgeting for future revenues. The anticipated number of new connections is 50 for 2020 and then down to 40 for 2021-2024. The expenses take into consideration any future improvements to the infrastructure, such as new meters, wells and expansions to the wastewater treatment plant.

The water treatment plant is arguably the most critical facility in the City. Its continuous safe and efficient operation is required to provide safe drinking water to more than 11,000 residents. With the award of the \$1,000,000 grant from the State, the City will begin the expansion to the wastewater treatment plant that is needed to be able to service the continued growth of Big Lake.

Budget Overview

The 2020 Adopted and 2021 - 2024 Concept budget is the fourth, four-year budget cycle for the City. The use of a four-year projection for budget purposes assists in long-term planning and provides a more stable accounting of city revenues and expenditures. Economic challenges in the past years have made long-range planning even more important for the City. This budget is a comprehensive decision-making document, reflecting an accurate description of the city's operations.

Work began on the 2020 Budget in June of 2019. Four budget workshops were held with council, as well as several additional department meetings to identify additional revenue sources, non-core services that could be cut or reduced, and review of future debt payment requirements. For the 2016 budgets and beyond, the City has decided to budget capital improvements and replacements in a separate capital asset fund. In addition, the City has decided to allocate the Local Government Aid, State Aid, excess fund balance as well as a portion of the transfer from the Liquor Store to the capital improvement fund to fund the budgeted improvements and replacements.

A public hearing to solicit resident input was held on November 26, 2019. The public hearing replaces the former Truth-In-Taxation Hearing, which was repealed by the state legislature.

Council adopted the Budgets, and the Capital Improvement Plan, as well as the 2020 Levy, on December 11, 2019.

Conclusion

The remaining portions of this budget document provide detail on the funding sources and uses. The City sincerely hopes that all interested parties will find this document useful in evaluating the City's programs and services. Supplemental information may be obtained from the Finance Department.



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SUMMARY BUDGET, OVERVIEW & ANALYSIS

All Funds Budget Summary

STATEMENT OF REVENUES AND EXPENDITURES - SUMMARY BUDGET ALL FUNDS - CITY OF BIG LAKE ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2016, 2017 AND 2018, AND BUDGET FOR THE YEARS ENDED DECEMBER 31, 2019 AND 2020							
	Actual			Budget		2019-2020	
	2016	2017	2018	2019	2020	\$ Change	% Change
REVENUE & OTHER USES							
General Fund							
Taxes	\$ 2,275,498	\$ 2,625,717	\$ 2,873,459	\$ 2,717,153	\$ 3,190,691	\$ 473,538	17.43%
Special assessments	2,343	2,149	2,955	500	2,000	1,500	300.00%
Licenses and permits	499,653	619,442	536,720	364,100	541,490	177,390	48.72%
Intergovernmental revenues	488,223	375,428	450,858	402,450	431,453	29,003	7.21%
Franchise Fees	442,833	434,945	422,562	415,273	429,962	14,689	3.54%
Charges for services	257,309	316,189	260,659	251,057	257,854	6,796	2.71%
Fines and forfeitures	43,467	50,773	53,063	46,525	51,750	5,225	11.23%
Interest earnings	42,698	37,181	(30,464)	31,500	31,500	-	-
Contributions/Donations	68,405	50,370	65,227	6,000	3,000	(3,000)	-50.00%
Miscellaneous revenue	169,013	67,314	17,411	7,000	4,000	(3,000)	-42.86%
Transfer In from Other Funds	364,568	300,000	375,000	600,000	450,000	(150,000)	-25.00%
Total General Fund	\$ 4,654,010	\$ 4,879,508	\$ 5,027,450	\$ 4,841,558	\$ 5,393,700	\$ 552,142	11.40%
Capital Funds							
Taxes & Tax Increment	\$ 126,650	\$ 142,631	\$ 188,976	\$ 231,044	\$ 231,044	\$ -	-
Special assessments	31,966	-	-	41,513	16,975	(24,538)	-59.11%
Intergovernmental revenues	1,221,503	1,144,966	984,072	841,056	1,487,815	646,759	76.90%
Franchise Fees	-	-	75,015	66,806	50,000	(16,806)	-25.16%
Charges for services	92,024	16,422	33,979	101,051	19,007	(82,044)	-81.19%
Interest earnings	10,402	25,872	57,769	60,000	60,000	-	-
Contributions/Donations	4,500	-	12,950	4,000	4,000	-	-
Miscellaneous revenue	6,408	9,628	8,798	-	-	-	-
Issuance of Debt	39,746	-	2,274,521	-	3,832,000	3,832,000	100.00%
Sales of Capital Assets	190,976	6,925	28,913	13,500	13,500	-	-
Transfer In from Other Funds	643,732	1,850,627	1,288,766	1,434,859	519,904	(914,955)	-63.77%
Total Capital Funds	\$ 2,367,907	\$ 3,197,071	\$ 4,953,759	\$ 2,793,829	\$ 6,234,245	\$ 3,440,416	123.14%
Special Revenue Funds							
Taxes	\$ 49,905	\$ 49,933	\$ 50,073	\$ 129,200	\$ 129,200	\$ -	-
Licenses and permits	1,000	1,435	2,225	2,100	2,200	100	4.76%
Intergovernmental revenues	4,000	1,743	4,437	1,769	1,750	(19)	-1.07%
Charges for services	16,164	53,073	1,000	100	100	-	-
Fines and forfeitures	11,189	10,828	19,609	22,000	22,000	-	-
Interest earnings	2,089	1,710	1,277	1,100	-	(1,100)	-100.00%
Contributions/Donations	34,782	26,591	23,662	25,266	8,000	(17,266)	-68.34%
Miscellaneous revenue	896	500	25,047	25,000	-	(25,000)	-100.00%
Transfer In from Other Funds	-	11,000	-	-	-	-	-
Total Special Revenue Funds	\$ 120,025	\$ 156,813	\$ 127,330	\$ 206,535	\$ 163,250	\$ (43,285)	-20.96%
Debit Service Funds							
Taxes	\$ 1,468,283	\$ 1,351,337	\$ 1,234,564	\$ 1,320,965	\$ 1,144,242	\$ (176,723)	-13.38%
Special assessments	576,362	534,302	637,361	236,101	219,671	(16,430)	-6.96%
Intergovernmental revenues	263,245	256,688	247,527	246,830	195,572	(51,258)	-20.77%
Interest earnings	16,647	12,410	49,381	10,000	10,000	-	-
Issuance of Debt & Premium	5,412,589	-	98,863	-	-	-	-
Transfer In from Other Funds	8,410,295	216,028	189,187	178,822	287,239	108,417	60.63%
Total Debt Service Funds	\$ 16,147,421	\$ 2,370,765	\$ 2,456,883	\$ 1,992,718	\$ 1,856,724	\$ (135,994)	-6.82%
Enterprise Funds							
Charges for services	\$ 3,940,355	\$ 4,335,074	\$ 4,269,843	\$ 4,400,244	\$ 4,826,149	\$ 425,905	9.68%
Intergovernmental Revenues	-	-	-	-	1,000,000	1,000,000	100.00%
Interest earnings	77,531	83,558	139,390	58,585	57,946	(639)	-1.09%
Trunk and Access Charges	727,387	2,158,106	494,250	662,900	649,890	(13,010)	-1.96%
Miscellaneous revenue	109,409	81,313	64,965	43,593	44,077	484	1.11%
Capital Contribution	192,242	-	-	-	-	-	-
Sales	4,192,588	4,161,219	4,239,809	4,696,287	4,494,607	(201,680)	-4.29%
Total Enterprise Funds	\$ 9,239,512	\$ 10,819,270	\$ 9,208,257	\$ 9,861,609	\$ 11,072,669	\$ 1,211,060	12.28%
TOTAL REVENUES & OTHER SOURCES:							
	\$ 32,528,875	\$ 21,423,427	\$ 21,773,679	\$ 19,696,249	\$ 24,720,588	\$ 5,024,339	25.51%

All Funds Budget Summary – (continued)

STATEMENT OF REVENUES AND EXPENDITURES - SUMMARY BUDGET ALL FUNDS - CITY OF BIG LAKE ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2016, 2017 AND 2018, AND BUDGET FOR THE YEARS ENDED DECEMBER 31, 2019 AND 2020							
	Actual			Budget		2019-2020	
	2016	2017	2018	2019	2020	\$ Change	% Change
EXPENDITURES & OTHER USES							
General Fund							
Personnel Services	\$ 2,568,836	\$ 2,722,711	\$ 2,915,726	\$ 3,125,009	\$ 3,482,934	\$ 357,925	11.45%
Professional Services	142,582	110,443	105,243	140,853	156,452	15,599	11.07%
Operational	1,085,986	1,157,573	1,309,648	1,308,463	1,447,890	139,427	10.66%
Debt Service Payments	13,068	11,614	10,517	8,883	8,883	-	
Capital Outlay	61,823	24,193	61,351	-	-	-	
Transfers Out	461,232	648,259	637,874	273,990	319,904	45,914	16.76%
Total General Fund	\$ 4,333,527	\$ 4,674,793	\$ 5,040,359	\$ 4,857,198	\$ 5,416,063	\$ 558,865	11.51%
Capital Funds							
Operational	\$ 215,302	\$ 803,206	\$ 277,783	\$ 359,700	\$ 327,900	\$ (31,800)	-8.84%
Debt Service Payments	24,823	28,923	32,101	8,883	8,883	-	
Capital Outlay	1,032,296	1,794,396	2,951,756	3,962,874	367,940	(3,594,934)	-90.72%
Transfers Out	302,043	1,130,399	677,675	1,996,995	189,796	(1,807,199)	-90.50%
Total Capital Funds	\$ 1,574,464	\$ 3,756,924	\$ 3,939,315	\$ 6,328,452	\$ 894,519	\$ (5,433,933)	-85.87%
Special Revenue Funds							
Personnel Services	\$ -	\$ 4,360	\$ 917	\$ 61,851	\$ 72,590	\$ 10,739	17.36%
Operational	40,257	88,089	41,709	20,710	78,029	57,319	276.77%
Debt Service Payments	6,029	5,127	3,927	1,377	1,377	-	
Capital Outlay	7,458	5,753	15,626	-	-	-	
Transfers Out	-	-	-	-	46,362	46,362	100.0%
Total Special Revenue Funds	\$ 53,744	\$ 103,329	\$ 62,179	\$ 83,938	\$ 198,358	\$ 114,420	136.31%
Debt Service Funds							
Debt Service Payments	\$ 9,883,922	\$ 2,528,385	\$ 2,463,160	\$ 4,907,948	\$ 2,529,536	\$ (2,378,412)	-48.46%
Transfers Out	8,175,083	21,032	24,341	723,972	50,927	(673,045)	-92.97%
Total Debt Service Funds	\$ 18,059,005	\$ 2,549,417	\$ 2,487,501	\$ 5,631,920	\$ 2,580,463	\$ (3,051,457)	-54.18%
Enterprise Funds							
Personnel Services	\$ 1,486,592	\$ 1,600,482	\$ 1,667,991	\$ 1,865,542	\$ 1,955,368	\$ 89,826	4.82%
Operational	3,367,647	3,438,967	3,441,343	3,495,037	3,692,183	197,146	5.64%
Cost of Goods Sold	2,786,995	2,995,521	3,061,062	3,350,832	3,301,250	(49,582)	-1.48%
Debt Service Payments	628,175	562,683	510,705	591,811	563,202	(28,609)	-4.83%
Transfers Out	480,237	577,964	513,063	600,000	942,787	342,787	57.13%
Total Enterprise Funds	\$ 8,749,646	\$ 9,175,617	\$ 9,194,164	\$ 9,903,222	\$ 10,454,790	\$ 551,568	5.57%
TOTAL EXPENDITURE/EXPENSES	\$ 32,770,386	\$ 20,260,080	\$ 20,723,518	\$ 26,804,730	\$ 19,544,193	\$ (7,260,537)	-27.09%
& OTHER SOURCES:							
CHANGE IN Fund Balance	\$ (241,511)	\$ 1,163,347	\$ 1,050,161	\$ (7,108,481)	\$ 5,176,395	\$12,284,876	-172.82%
Fund Balance January 1	\$ 42,515,184	\$ 42,273,673	\$ 43,437,020	\$ 44,487,181	\$ 37,378,700		
Fund Balance December 31	42,273,673	43,437,020	44,487,181	37,378,700	42,555,095		

General Fund Operations Budget Summary

STATEMENT OF REVENUES AND EXPENDITURES - SUMMARY BUDGET - GENERAL FUND							
ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2017 AND 2018, AND BUDGET FOR THE YEARS ENDED DECEMBER 31, 2019, 2020 AND 2021							
	Actual		YTD Actual	Budget			
	2017	2018	2019	2019	2020	+/- to last year	2021
REVENUE							
Taxes	\$ 2,625,717	\$ 2,873,463	\$ 2,806,999	\$ 2,717,153	\$ 3,190,691	\$ 473,538	3,221,160
Special assessments	2,149	2,955	2,573	500	2,000	1,500	2,000
Licenses and permits	646,793	554,781	581,528	364,100	541,490	177,390	578,250
Intergovernmental revenues	375,599	452,504	439,624	402,450	431,453	29,003	441,608
Franchise Fees	434,945	422,562	427,104	415,273	429,962	14,689	432,362
Charges for services	328,328	258,421	280,884	251,057	257,854	6,797	260,504
Fines and forfeitures	49,273	51,563	51,919	46,525	51,750	5,225	56,850
Interest earnings	37,181	(30,464)	68,103	31,500	31,500	-	31,500
Contributions/Donations	50,370	63,227	26,974	6,000	3,000	(3,000)	3,000
Miscellaneous revenue	29,153	3,442	75,366	7,000	4,000	(3,000)	4,000
Transfer In from Other Funds	300,000	375,000	600,044	600,000	450,000	(150,000)	450,000
Total Current year revenues	4,879,508	5,027,454	5,361,117	4,841,558	5,393,700	552,143	5,481,234
Prior year Donations - Designed Fund Balance	-	8,322	25,520	15,640	22,362	6,722	10,000
TOTAL GENERAL FUND REVENUES BUDGET	4,879,508	5,035,776	5,386,637	4,857,198	5,416,062	558,865	5,491,234
EXPENDITURES							
Mayor/Council	33,885	34,445	33,498	33,773	34,171	398	34,195
Planning and Zoning	116,903	158,431	166,919	172,160	156,448	(15,712)	166,669
Elections	1,226	15,703	1,218	1,400	24,550	23,150	1,800
Administration and Finance	526,751	525,726	497,335	513,741	542,979	29,238	571,321
IT - Computer/Software/Maintenance	-	-	63,436	77,786	78,300	514	95,331
BLCSC	61,041	61,956	60,360	64,383	69,491	5,108	72,428
EDA	139,539	169,693	119,102	120,222	104,528	(15,694)	110,528
Building Inspection	242,875	186,684	184,142	195,566	203,664	8,098	216,871
Engineering	44,217	58,023	52,371	60,636	86,568	25,932	92,119
Streets	463,665	536,726	550,303	580,485	631,019	50,534	655,377
Parks	472,846	497,759	505,361	532,231	590,739	58,508	649,308
Police	1,590,136	1,776,234	1,856,556	1,865,962	2,054,458	188,496	2,175,577
Fire	306,028	293,668	277,651	263,117	416,460	153,343	432,721
Community - Recreation	18,356	85,192	70,319	101,745	102,783	1,038	107,208
Transfers out	657,335	640,124	353,651	273,990	319,904	45,914	109,571
TOTAL GENERAL FUND EXPENDITURES	4,674,802	5,040,364	4,792,222	4,857,198	5,416,062	558,865	5,491,024
NET REVENUE OVER (UNDER) EXPENSE	\$ 204,706	\$ (4,589)	\$ 594,415	\$ (0)	\$ (0)	\$ 0	\$ 210
Unassigned Fund Balance - Projected	\$ 3,054,570	\$ 3,049,981		\$ 3,049,980	\$ 3,049,980		3,050,190
Percentage of Expenditures:							
Unassigned Fund Balance must remain 50%	60.60%	62.79%		56.31%	55.54%		55.55%

City Wide Budgets

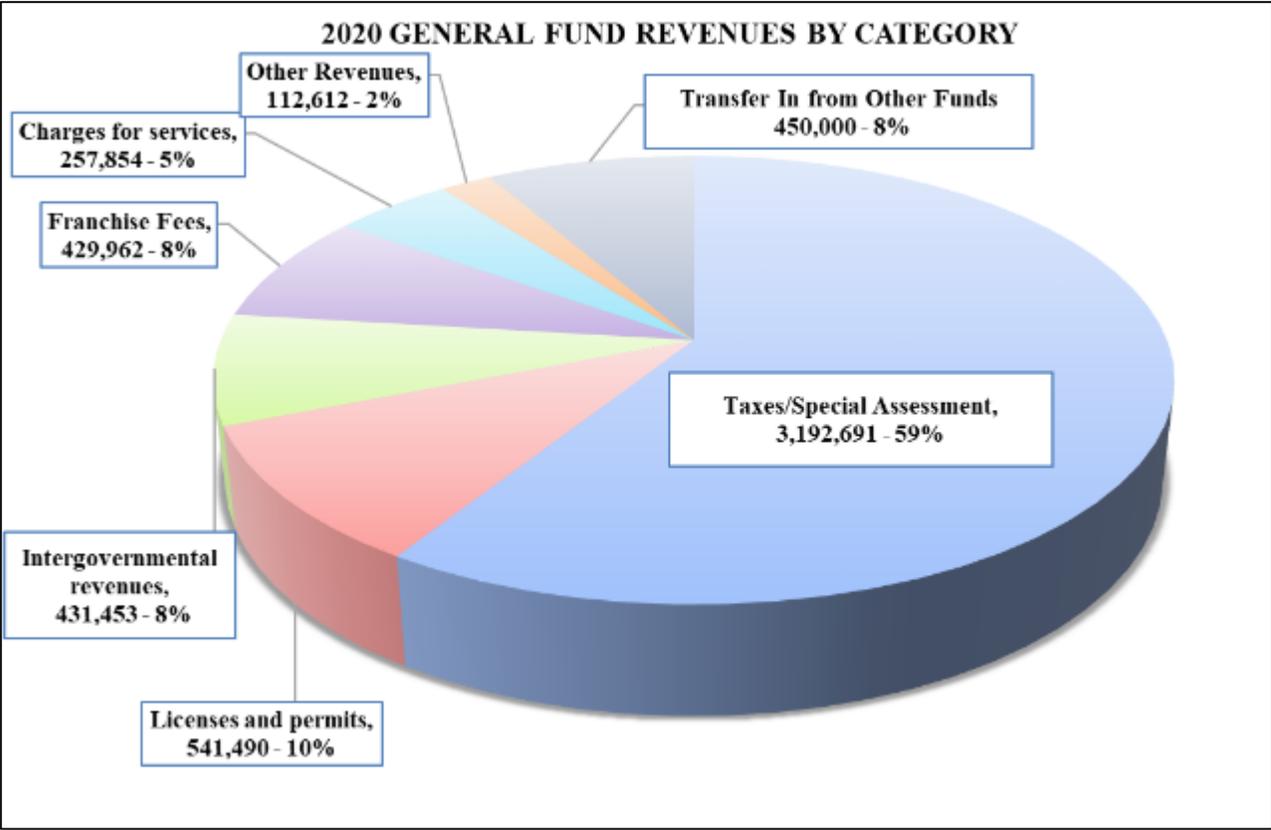
In reviewing the budgets, it is important to note the strong role the City Council plays in creating the budgets. The Council governs by providing strategic leadership and articulating a collective community vision. The Council reviews budget information at a policy level by concentrating on achieving desired results within a broad context of what the community can afford.

As in previous years, the budget reflects the hard work and dedication of many. The attention to detail and demonstrated interest in quality services ensures that the recommended budget exists as a realistic target,

striving to fulfill Council’s broadest and highest policy directives. The Council provides specific direction annually on the maximum amount of property tax that the Council will consider. The Council is sensitive to fee levels in addition to the property tax.

Revenue Sources

The 2020 total General Fund Revenues budget is \$5,416,062, an increase of \$558,865 over 2019. Property taxes are the largest revenue source for the City which makes up 59 percent of the City’s revenue. The transfer from the Liquor store represents 8 percent of the City’s revenue. Without the continued growth of Lake Liquor, the City would not be able to transfer the funds and would either have to increase the levy or cut services offered. Other sources consist of franchise fees, licenses and permits, intergovernmental sources, charges for services, fines and forfeits, donations and investment income.



Property Taxes

The adopted tax levy is \$4,565,953 is a 5.46 percent increase over the 2019 levy. This increase is inclusive of all City Council adopted levies as well as the Economic Development Authority (EDA) special levy. This is the maximum property tax levy the Council adopted in September. The levy includes a decrease of \$176,722 for the Debt Service levy, no change for the EDA levy, and an increase of \$416,265 to the General levy.

The table that follows provides a comparison of the 2020 adopted property tax levy to the 2019 adopted levy.

	<u>2019</u>	<u>2020</u>	<u>Inc/(Dec)</u>	<u>% Change</u>
Total General Levy:	\$ 2,878,446.00	\$ 3,291,711.00	\$ 413,265.00	14.36%
<u>Specials:</u>				
2014A Go Tax Abatement Bonds - less ren	24,750.00	24,750.00	-	0.00%
2016A GO Taxable Refunding Bonds TIF 1-	242,857.00	207,976.00	(34,881.00)	-14.36%
			-	
<u>Debt:</u>				
2010A GO Improvement Bonds	132,981.00	-	(132,981.00)	-100.00%
2011A GO Improvement Bonds	100,000.00	50,000.00	(50,000.00)	-50.00%
2011B GO Improvement Bonds	250,000.00	280,000.00	30,000.00	12.00%
2012A GO Refunding Bonds	15,000.00	15,000.00	-	0.00%
2015A GO Refunding Bonds	313,348.00	300,811.00	(12,537.00)	-4.00%
2016B GO Capital Improvement Plan Bond	54,976.00	59,637.00	4,661.00	8.48%
2016C GO Crossover Refunding (2010A)	187,052.00	206,068.00	19,016.00	10.17%
EDA Levy	130,000.00	130,000.00	-	0.00%
Total Debt & EDA Levy:	\$ 1,450,964.00	\$ 1,274,242.00	\$ (176,722.00)	-12.18%
Total Levy:	\$ 4,329,410.00	\$ 4,565,953.00	\$ 236,543.00	5.46%
	less EDA	4,199,410	4,435,953	
	Debt Levy	1,320,964	1,144,242	
		2019	2020	
	TAX RATE	52.472%	50.62%	-1.85%

Tax Rates

The Council certifies to the County the property taxes to be collected from the taxpayers. How this tax burden is then distributed between commercial and industrial, apartments, and residential is based on decisions made by the state as well as changes in property values driven by market conditions and other factors.

Annual changes to the property tax capacity rate are driven by the following factors: 1) changes to the certified property tax levy; 2) changes in assessed property valuations; and 3) changes to tax increment. The Council certainly has a significant impact on the property tax capacity rate by what is certified for the tax levy, but the Council has no control over how taxes are spread across the various properties in the City. The State made a significant change in 2012 eliminating Market Value Homestead Credit and replacing it with Market Value Homestead Exclusion for residential property thus changing the distribution of taxes among properties by reducing the total taxable value within the city.

Based on the proposed increase in the tax levy, the City’s 2020 property tax capacity rate is estimate to be 50.62 percent compared to 52.47 for 2019, including EDA. This is not a final number for 2020 at this time.

The Council does not set the property tax capacity rate. The City's tax rate is calculated by Sherburne County once the City certifies a final levy. There was a net increase in total valuation of properties within the City. Most of the valuation increase was due to a net increase of existing residential and apartment properties and with a small net increase in valuation of commercial and industrial properties. Total valuation increase on existing properties was 9.87 percent with residential valuations increasing about 8 percent, apartments valuations increased by 4.3 percent, commercial increased by 2 percent, and Agricultural decreased by 6 percent. Of the total valuation increase 1.63 percent was due to new construction.

Transfer in from Other Funds

The budgeted transfer for 2020 from Lake Liquor, is \$450,000. This is a decrease of \$150,000 over 2019. In 2019, additional funds were budgeted to pay for the resurfacing of McDowall trail. In 2020, the City does not anticipate any special projects. Once again the City needs to thank the citizens of Big Lake for supporting Lake Liquor, as without the continued growth the City would not be able to budget for the transfer and would have to either eliminate services or increase the levy.

Franchise Fees

The City of Big Lake adopted the Franchise Ordinance in 2014, this ordinance allows the City to charge public utility providers for the continued use and maintenance of City-owned Right of Way. The fees are charged to utility providers, who pass the fee along to their account holders. While many feel that Franchise Fees are simply another form of taxation, this alternate method of revenue collection will impact more than just tax payers. Those that are typically exempt from property taxes but still benefit from essential City services, such as renters, non-profits, and schools will all pay the same fees. All revenues collected from the franchise fees are dedicated to the General Fund and help offset the cost of providing various services to the community. The current rate the utility providers charge their customers are \$4.00 per month for residential accounts and \$8.00 per month for Commercial accounts. As with the transfer from the liquor store, without the adoption of the Franchise Ordinance, the City would have to eliminate services or raise the tax levy. The slight increase for 2020 budget represents the new development within the City.

License and Permits

For the 2020 General Fund budget, license and permits are budgeted for an increase of \$177,390. This is to reflect the normal trend of 50 new home permits plus additional commercial development. The prior two years, the City had budgeted for 100 new home permits. However, to be more conservative the City will only budget for 50 homes for 2019 – 2020 and then for 2021-2023 will budget for only 40 new home permits. The City is predicting a modest increase in population of 3% per year and taking that into consideration when budgeting for revenues.

All other revenue sources are budgeted for slight increases.

Charges for Services/Fees

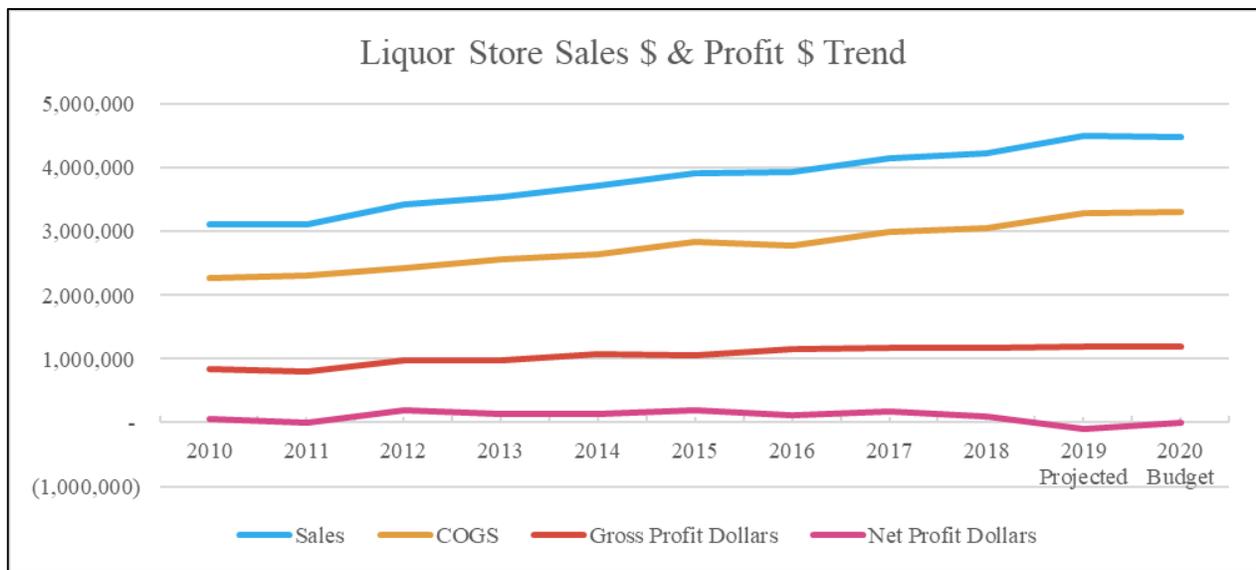
Fee increase are consistent with policy and Council direction. The budget document includes the Fees and Charges section with details all the specific fees for 2020.

Fees and charges are reviewed and adjusted annually based on the following criteria:

- Market Comparison
- Maximum set by external source – fees set by legislation or building code
- Cost of service
- Utility fees

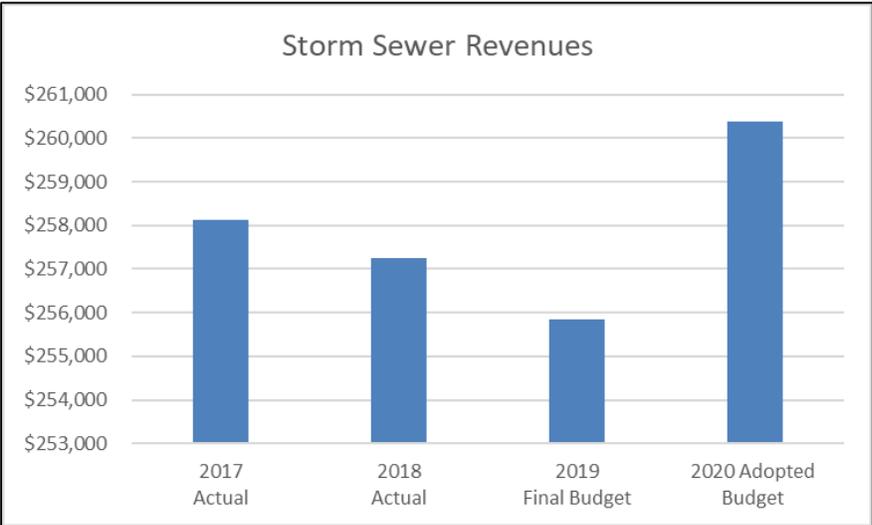
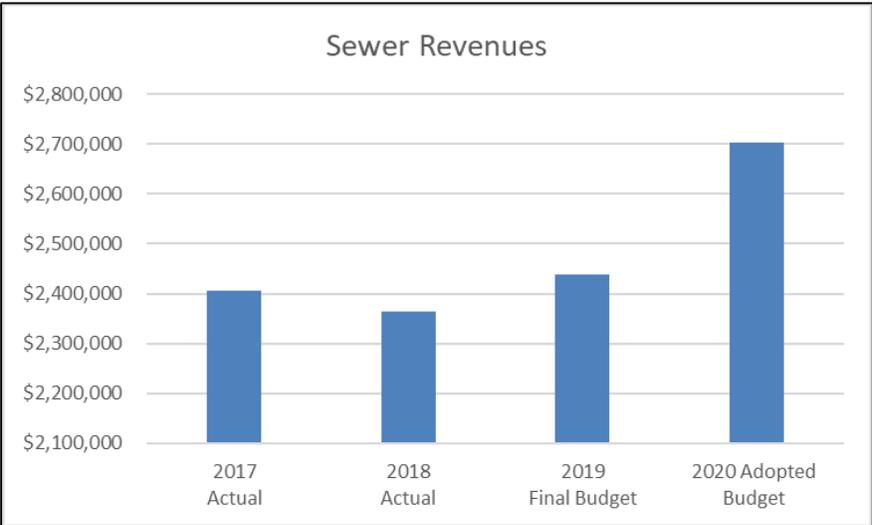
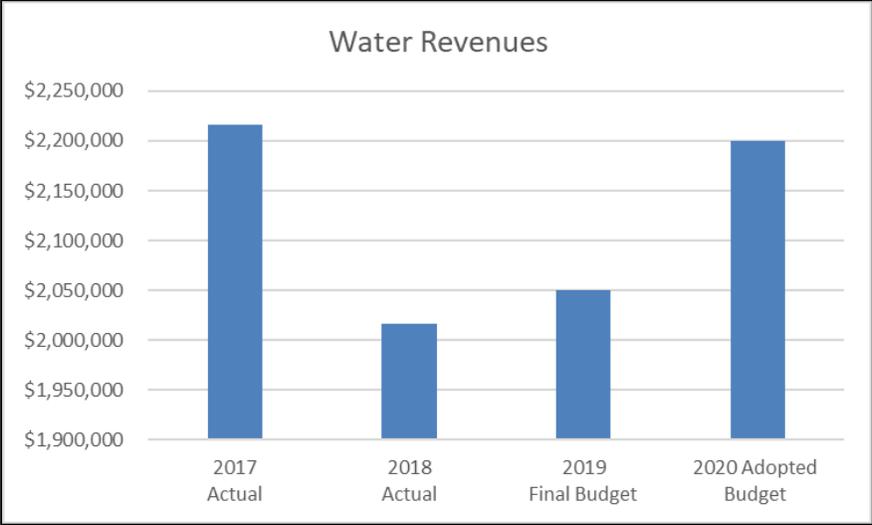
Liquor Store Revenue

Sales are the main revenue source for the Liquor fund and sales are expected to increase slightly in 2020. However, the budget shows a decrease over 2019's budget as the revenues were over estimated. Cost of goods sold could see an increase of about 3%. Gross profit has ranged fairly consistent around 27% over the past couple of years and that trend is expected to continue in 2020.



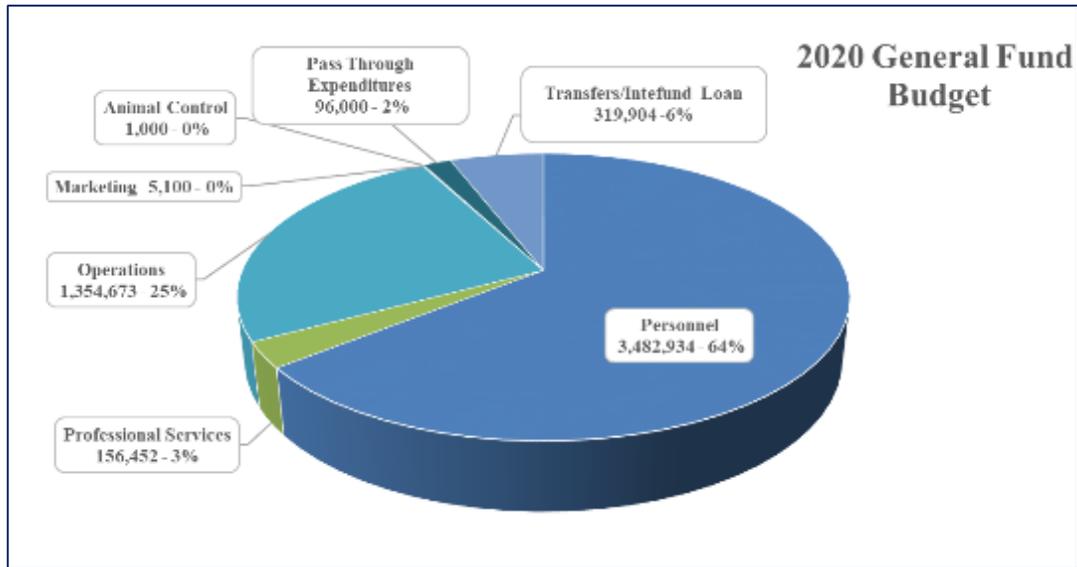
Utility Fees Revenue

Utility fees are based on a review of actual level of operating and capital spending compared to appropriations, as well as review of cash balance and net asset levels. For 2020 fixed rates for water and sewer will remain the same as 2019 for all accounts except municipal and industrial (contract). Water usage fees will increase by 6 percent for all accounts except municipal and industrial (contract). Sewer usage fees will increase by 5 percent for all accounts except for municipal and industrial (contract). For industrial (contract) both fixed and usage fees for water and sewer will increase by 8 percent per the signed contract. For municipal accounts, fixed and usage fees for water will increase by 35 percent. The increase to the municipal accounts is at Council's direction to subsidize the water and sewer fund. The increase is budgeted in the 2020 General Fund Expenditures and will help to maintain the utility fees at a consistent rate for all other users.



Expenditures by category

For 2020 the General Fund Expenditures budget is \$5,416,062 which is the same amount budgeted for revenues, so therefore the City has a balance budget and will not be using any unassigned fund balance. The anticipated unassigned fund balance for 2020 is 55.54 percent of expenditures. This is above the 50 percent required per the City's financial policies.



Employee Services

Of the total budget about 64 percent or \$3.483 million is for personnel costs, this would be expected as the main purpose of the City is to provide services to the citizens and businesses of Big Lake. Personnel cost are comprised of wages, health and dental insurance costs, and other benefits such as employer taxes, employer pension contribution, workers' compensation insurance, disability insurance, life insurance and wellness program. The personnel budget increased over 2019 by \$339,925. The main reasons for the increase are as follows:

- Market increase to the pay plan, to remain competitive, of 2.5 percent for police and non-union employees
- Market increase to the pay plan for public works union member of 3 percent per contract
- Step increase of 3 percent to employees with positive performance reviews that are not at the top of the 9 step pay plan
- Potential increase of staff in Public Safety and Public Works Departments
- 10 percent increase in insurance rates

The City does not pay a percent of family health insurance premiums but rather a fixed dollar amount toward the benefit. Management annually reviews this fixed dollar contribution and recommend to the Council during the budget process a proposed amount for the City contribution. When premiums increase, it does not mean the employer contribution towards benefits automatically increase.

Operations Expenditures

Of the total budget about 25% or \$1.35 million is for operational expenditures. The operational expenditures increased over 2019 by \$137,327. The main reasons for the increase are as follows:

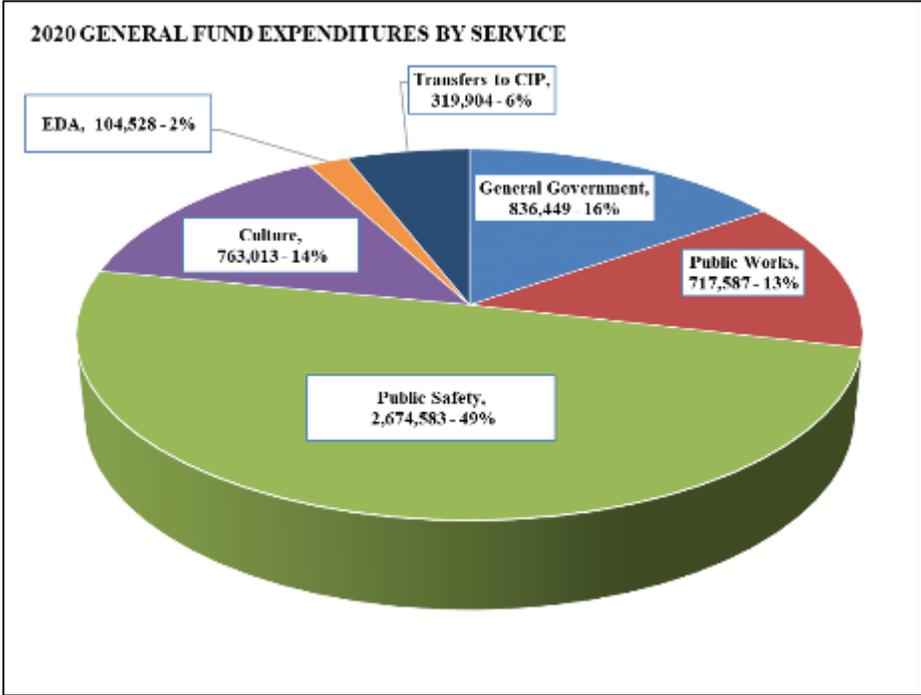
- Increase of cost for general liability insurance
- Increase in rates for municipal water/sewer fees
- Increase in contracted services

Transfers

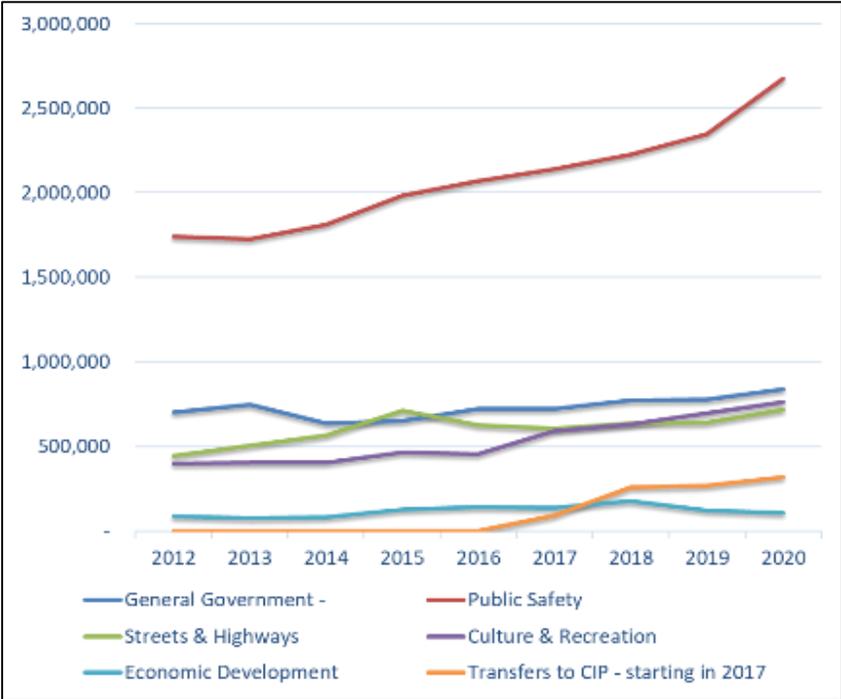
Of the total budget 6% of \$319,049 is for transfers to other funds. This is an increase of \$45,914 over 2019. These transfer are to the Capital Replacement and Infrastructure funds for future projects such as computer and other equipment replacements, parks and trail projects, building improvements, and future street projects.

Expenditures by services

Of the 2020 budget, \$2,674,583 or 49 percent is allocated to public safety, this includes the Police Department, Fire Department and Building Division, which is one reason Big Lake is a very safe community and great place to live and work, 16% for general government; this is general services and administration of the city, 14% for culture; this includes parks, the library and community events which promotes quality of life, 13% for public works; which maintains the infrastructure of the community, 6% for transfers; which are used for future projects or equipment, and 2% for EDA; which is used to promote Big Lake.



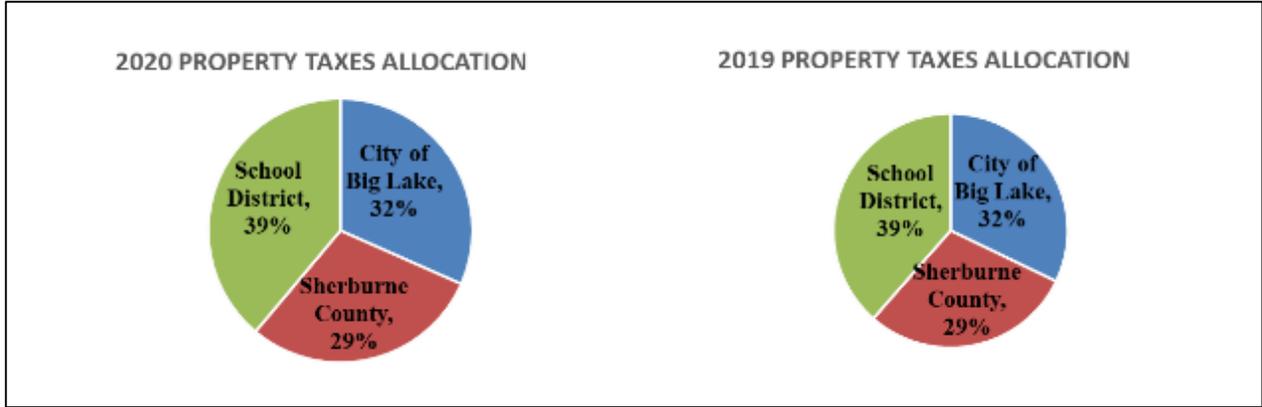
Reviewing further, the breakdown per type of service, as the population has increased through the years so has the city services, which then the budget per services also increased. The City did not start transferring funds to the Capital Improvement fund for future projects until 2017. The only services that is showing a decrease is the EDA and this is because part of the staff’s wages and benefits are allocated to the Big Lake Economic Development Authorities budget considering that staff member is also the Authorities executive director. Public Safety is showing a larger increase due to the proposed positions within both the police and fire departments.



Property Taxes breakdown

The property taxes paid help to support the services for Sherburne County, the Big Lake School District and the City of Big Lake.

The allocation between taxing authorities is the same for 2020 as it was for 2019; 32% is for City Services, 39% for the School District, and 29% for Sherburne County.



The total local tax rate is anticipated to go down 3.7% compared to 2019.

Tax Rates	2019 LEVY	2020 LEVY	% CHANGE
City of Big Lake	52.472%	50.620%	-1.85%
Sherburne County	47.899%	47.363%	-0.54%
School District Voter Approved	<u>42.767%</u>	<u>41.383%</u>	-1.38%
Total Local Tax Rate (NTC)	143.138%	139.366%	-3.77%
School District Other local levies (Market)	0.18183%	0.19101%	0.009%



City Taxes Illustration

2020 estimates of change to property tax for City Levy -
****estimate property values to increase 8% for 2020**

Residential Property -		30,400.00	76,000.00	8%	2020	52.47%	50.62%	-1.85%		
Value - 2018	Value - 2019	Homestead Credit	Taxable Market Value	Class Rate	Prop Tax Capacity	2019	2020	+/- to 2019	per month	% of Change
125,000.00	135,000.00	25,090.00	109,910.00	0.01	1,099.10	516.95	556.37	39.41	3.28	7.62%
150,000.00	162,000.00	22,660.00	139,340.00	0.01	1,393.40	658.63	705.34	46.71	3.89	7.09%
175,000.00	189,000.00	20,230.00	168,770.00	0.01	1,687.70	800.30	854.32	54.02	4.50	6.75%
200,000.00	216,000.00	17,800.00	198,200.00	0.01	1,982.00	941.98	1,003.29	61.32	5.11	6.51%
225,000.00	243,000.00	15,370.00	227,630.00	0.01	2,276.30	1,083.65	1,152.27	68.62	5.72	6.33%
250,000.00	270,000.00	12,940.00	257,060.00	0.01	2,570.60	1,225.33	1,301.24	75.92	6.33	6.20%
275,000.00	297,000.00	10,510.00	286,490.00	0.01	2,864.90	1,367.00	1,450.22	83.22	6.93	6.09%
300,000.00	324,000.00	8,080.00	315,920.00	0.01	3,159.20	1,508.67	1,599.20	90.52	7.54	6.00%
Residential Property - Non Homestead										
Value - 2018	Value - 2019	Homestead Credit	Taxable Market Value	Class Rate	Prop Tax Capacity	2019	2020	+/- to 2019	per month	
125,000.00	135,000.00	-	135,000.00	0.01	1,350.00	655.90	683.37	27.47	2.29	4.19%
150,000.00	162,000.00	-	162,000.00	0.01	1,620.00	787.08	820.05	32.97	2.75	4.19%
175,000.00	189,000.00	-	189,000.00	0.01	1,890.00	918.26	956.72	38.46	3.21	4.19%
200,000.00	216,000.00	-	216,000.00	0.01	2,160.00	1,049.44	1,093.40	43.96	3.66	4.19%
250,000.00	270,000.00	-	270,000.00	0.01	2,700.00	1,311.80	1,366.75	54.95	4.58	4.19%
300,000.00	324,000.00	-	324,000.00	0.01	3,240.00	1,574.16	1,640.10	65.94	5.49	4.19%
Apartments - increase 4.31% class rate is 1.25%										
1,000,000.00	1,043,100.00	-	1,043,100.00	0.0125	13,038.75	6,559.00	6,600.25	41.25	3.44	0.63%
1,500,000.00	1,564,650.00	-	1,564,650.00	0.0125	19,558.13	9,838.50	9,900.37	61.87	5.16	0.63%
2,000,000.00	2,086,200.00	-	2,086,200.00	0.0125	26,077.50	13,118.00	13,200.50	82.50	6.87	0.63%
Commercial - increased 2% - 1st \$150,000 class rate is 1.5% remainder at 2%										
150,000.00	150,000.00	-	150,000.00	0.015	2,250.00	1,180.62	1,138.96	(41.66)	(3.47)	-3.53%
300,000.00	306,000.00	-	306,000.00	0.02	6,120.00	2,754.78	2,718.31	(36.47)	(3.04)	-1.32%
500,000.00	510,000.00	-	510,000.00	0.02	10,200.00	4,853.66	4,783.61	(70.05)	(5.84)	-1.44%
1,000,000.00	1,020,000.00	-	1,020,000.00	0.02	20,400.00	10,100.86	9,946.88	(153.98)	(12.83)	-1.52%
1,500,000.00	1,530,000.00	-	1,530,000.00	0.02	30,600.00	15,348.06	15,110.15	(237.91)	(19.83)	-1.55%
2,500,000.00	2,550,000.00	-	2,550,000.00	0.02	51,000.00	25,842.46	25,436.68	(405.78)	(33.82)	-1.57%
3,500,000.00	3,570,000.00	-	3,570,000.00	0.02	71,400.00	36,336.86	35,763.21	(573.65)	(47.80)	-1.58%
5,000,000.00	5,100,000.00	-	5,100,000.00	0.02	102,000.00	52,078.46	51,253.01	(825.45)	(68.79)	-1.59%

Based on a residential parcel with the 2020 value of \$216,000.



Capital Project Fund Budget Summary

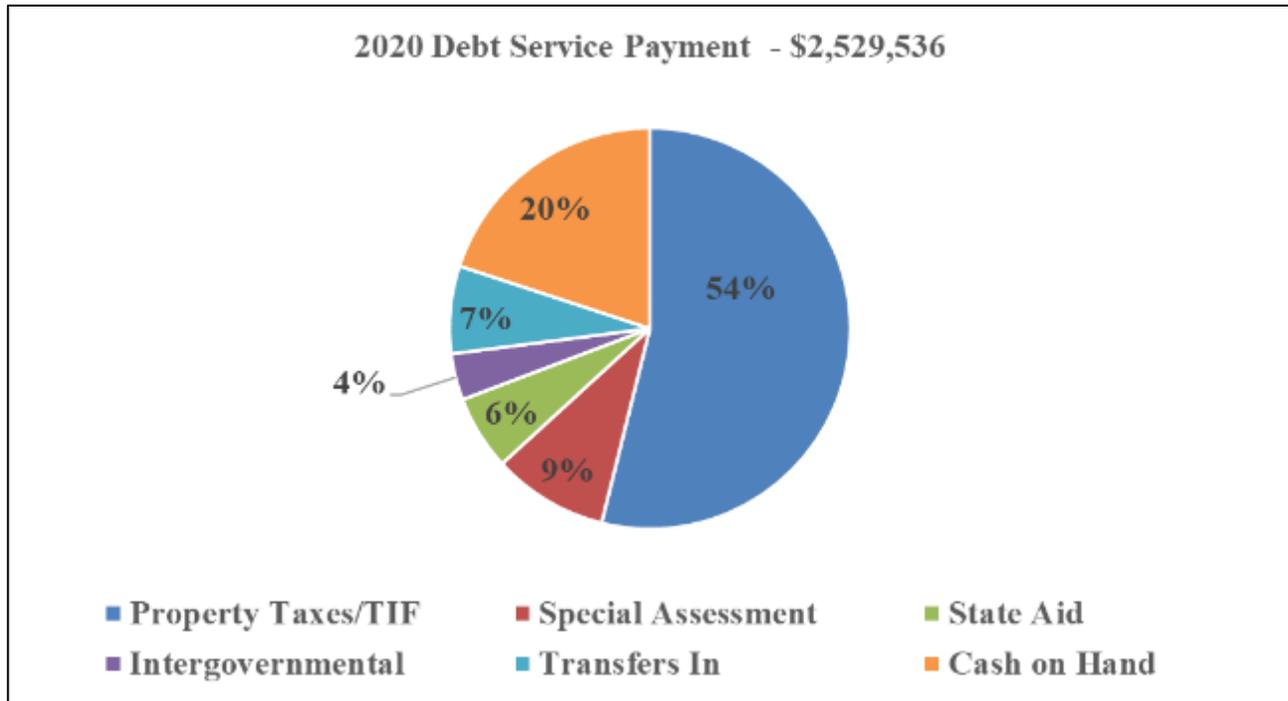
STATEMENT OF REVENUES AND EXPENDITURES - SUMMARY BUDGET - CAPITAL PROJECTS FUND 175									
ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2016, 2017 AND 2018 AND BUDGET FOR THE YEARS ENDED DECEMBER 31, 2019, 2020 - 2024									
	Actual					Budget			
	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUE									
Property Tax Paid Special Assessment	\$ 9,154	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pre-Paid Special Assessments	22,812	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	2,071,778	-	3,832,000	-	2,627,241	-	3,121,261
Interest Income	332	(49)	237	-	-	-	-	-	-
Other Revenues	-	558	-	-	-	-	-	-	-
Transfer In from Other Funds	117,235	1,086,034	580,561	731,827	130,874	-	372,796	-	-
TOTAL REVENUES	149,533	1,086,543	2,652,576	731,827	3,962,874	-	3,000,037	-	3,121,261
EXPENDITURES/ALLOCATION									
Streets Projects	4,062	141,881	1,986,072	303,702	3,832,000	-	2,627,241	-	3,121,261
Signal Projects	-	-	509,831	231,652	-	-	-	-	-
Trail / Sidewalk Projects	176,219	1,023,146	1,118	196,473	130,874	-	372,796	-	-
Interfund Loan payments	2,196	-	-	-	-	-	-	-	-
Transfers out to other funds/Debt Service	-	-	28,000	-	-	-	-	-	-
TOTAL EXPEND/ALLOCATIONS	182,477	1,165,027	2,525,021	731,827	3,962,874	-	3,000,037	-	3,121,261
NET REVENUE OVER (UNDER) EXPENSE	\$ (32,944)	\$ (78,484)	\$ 127,555	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Fund Balance	\$ (9,674)	\$ (88,158)	\$ 39,397	\$ 39,397	39,397	39,397	39,397	39,397	39,397

Capital Improvement Funds Budget Summary

STATEMENT OF REVENUES AND EXPENDITURES -										
SUMMARY BUDGET - CAPITAL IMPROVEMENT FUNDS 194-199										
ACTUAL FOR THE YEAR ENDED DECEMBER 31, 2016, 2017 AND 2018, AND BUDGET FOR THE YEARS ENDED DECEMBER 31, 2019, 2020 THROUGH 2024										
	Actual				Budgets					
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUE										
Local Govt Aid - Fund 199	\$ -	\$ 410,000	\$ 543,623	\$ 196,805	\$ 577,696	556,611	620,194	623,795	627,414	631,051
Local Govt Aid - Fund 198	-	128,954	-	225,000	45,000	160,000	100,000	100,000	100,000	100,000
Franchise Fee - Utilities	-	-	-	-	-	-	-	-	350,000	350,000
Intergovernmental	-	39,318	-	2,000	-	-	-	-	-	-
Lease Proceeds	-	39,746	-	-	-	-	-	-	-	-
Special Assessment -Mill/Overlay	-	-	-	-	41,513	16,975	15,946	15,946	15,946	15,946
Grants	-	55,455	372,000	-	681,408	89,796	-	285,597	-	-
Sales of Fix Assets	-	190,976	6,925	28,913	27,000	26,000	26,000	13,000	26,000	26,000
Miscellaneous revenue	-	1,970	2,395	10,405	-	-	-	-	-	-
Interest Income	1,210	6,145	18,710	33,348	2,500	2,500	2,500	2,500	2,500	2,500
Transfer In from Other Funds	1,034,478	526,497	764,593	270,000	266,840	284,073	76,740	74,740	44,100	42,100
TOTAL REVENUES	1,035,688	1,862,333	1,879,272	1,056,607	1,641,957	1,135,955	841,380	1,115,578	1,165,960	1,167,597
EXPENDITURES/ALLOCATION										
Administration and Finance	2,627	4,880	122,829	60,380	228,000	53,000	50,000	40,000	25,000	25,000
BLCSC	48,392	173,023	16,724	23,644	6,000	-	6,000	-	-	-
Computers/Scanners/Software (194)	-	-	-	61,833	-	180,900	24,600	24,600	24,600	24,600
Elections	-	20,778	-	2,560	2,000	-	2,000	-	2,000	2,000
Fire	37,260	71,000	-	77,112	82,000	163,833	210,833	711,133	299,300	142,500
Parks/Recreation	-	91,065	-	-	11,700	80,000	130,000	75,000	75,000	10,000
Parks - Trail Maintenance (195)	-	-	-	-	-	14,000	14,000	14,000	14,000	14,000
Police	-	168,560	88,490	143,196	95,240	100,940	94,840	85,690	99,200	88,900
Streets	70,499	-	246,711	-	466,000	267,000	210,000	275,000	35,000	125,000
Streets Maintenance (196)	-	-	-	-	30,000	200,000	55,000	30,000	350,000	350,000
Streets/Trail Projects (198)	-	455,960	1,088,099	24,369	858,091	89,796	-	371,996	-	-
Transfers out -debt payment	-	-	-	343,305	792,025	100,000	100,000	100,000	100,000	100,000
TOTAL EXPEND/ALLOCATIONS	158,778	986,374	1,574,280	767,396	2,571,056	1,249,469	897,273	1,727,419	1,024,100	882,000
NET REVENUE OVER (UNDER) EXPENSE	\$ 876,910	\$ 875,959	\$ 304,992	\$ 289,211	\$ (929,099)	\$(113,514)	\$ (55,893)	\$(611,841)	\$ 141,860	\$ 285,597
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Fund Balance	\$ 923,712	\$ 1,799,671	\$ 2,104,663	\$ 2,393,874	\$ 1,464,775	1,351,261	1,295,369	683,528	825,388	1,110,985

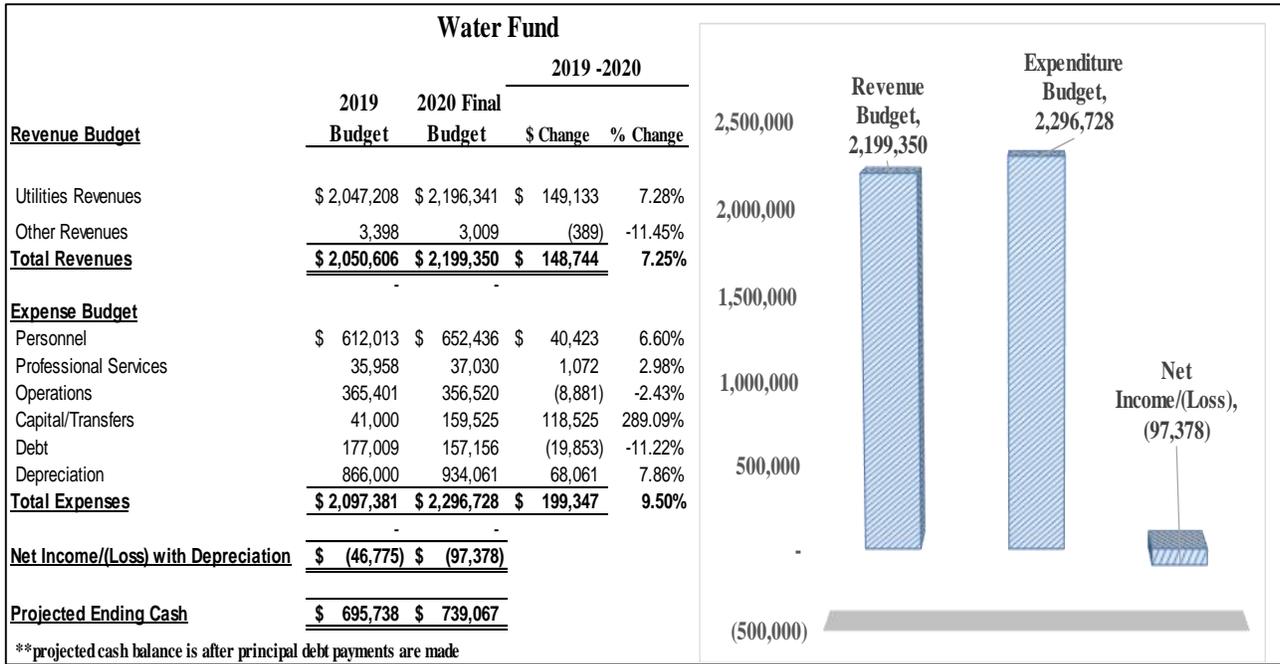
Debt Service Funds Budget Summary

Fund #	Bond Name	Maturity Date	Authorized and Issued	Balance 12/31/2019	Current Portion	Long - Term Portion
G.O. Bonds, Including Refunding Bonds						
224	G.O. Capital Improvement Bond of 2016B	2/1/2028	590,000	455,000	50,000	405,000
212	G.O. Improvement Bonds of 2010A	2/1/2026	3,590,000	-	-	-
214	G.O. Refunding Improvement Bonds 2011A	2/1/2020	2,095,000	410,000	410,000	-
216	G.O. Refunding Improvement Bonds 2011B	2/1/2022	3,415,000	1,075,000	425,000	650,000
217	G.O. Refunding Improvement Bonds 2012A	2/1/2026	1,040,000	180,000	45,000	135,000
222	G.O. Refunding Improvement Bonds 2015A	2/1/2029	4,330,000	2,870,000	520,000	2,350,000
226	G.O. Refunding Improvement Bonds 2016C	2/1/2026	1,875,000	1,875,000	200,000	1,675,000
227	G.O. Improvement Bonds of 2018A	2/1/2034	2,350,000	2,350,000	130,000	2,220,000
Total G.O. Bonds, Including Refunding Bonds			19,285,000	9,215,000	1,780,000	7,435,000
Tax Abatement Bonds						
221	G.O. Taxable Tax Abatement Bonds 2014A - split with	2/1/2025	296,530	185,844	30,063	155,781
Total Tax Abatement Bonds			296,530	185,844	30,063	155,781
G.O. Tax Increment Bonds						
223	G.O. Taxable Refunding Bond 2016A -	2/1/2030	2,885,000	2,250,000	250,000	2,000,000
250	G.O. Tax Increment Bonds of 2004C	2/1/2030	795,000	-	-	-
Total G.O. Tax Increment Bonds			3,680,000	2,250,000	250,000	2,000,000
Other Financing						
211	Transportation Revolving Loan Fund	8/20/2029	2,465,000	1,392,000	129,000	1,263,000
199	Capital Lease on Portable Radios	9/15/2021	39,746	16,381	7,968	8,413
Total Other Financing			2,504,746	1,408,381	136,968	1,271,413
Total Governmental Debt			25,766,276	13,059,225	2,197,031	10,862,194

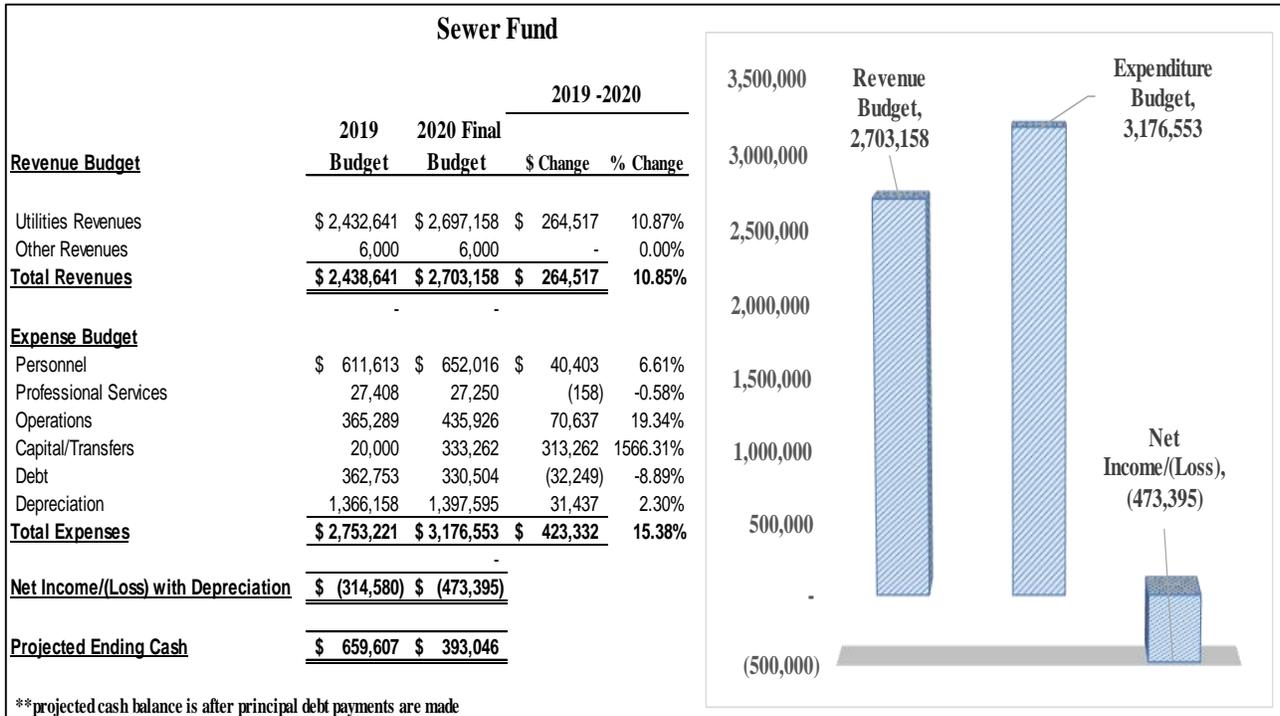


Enterprise Funds Summary

Water Fund

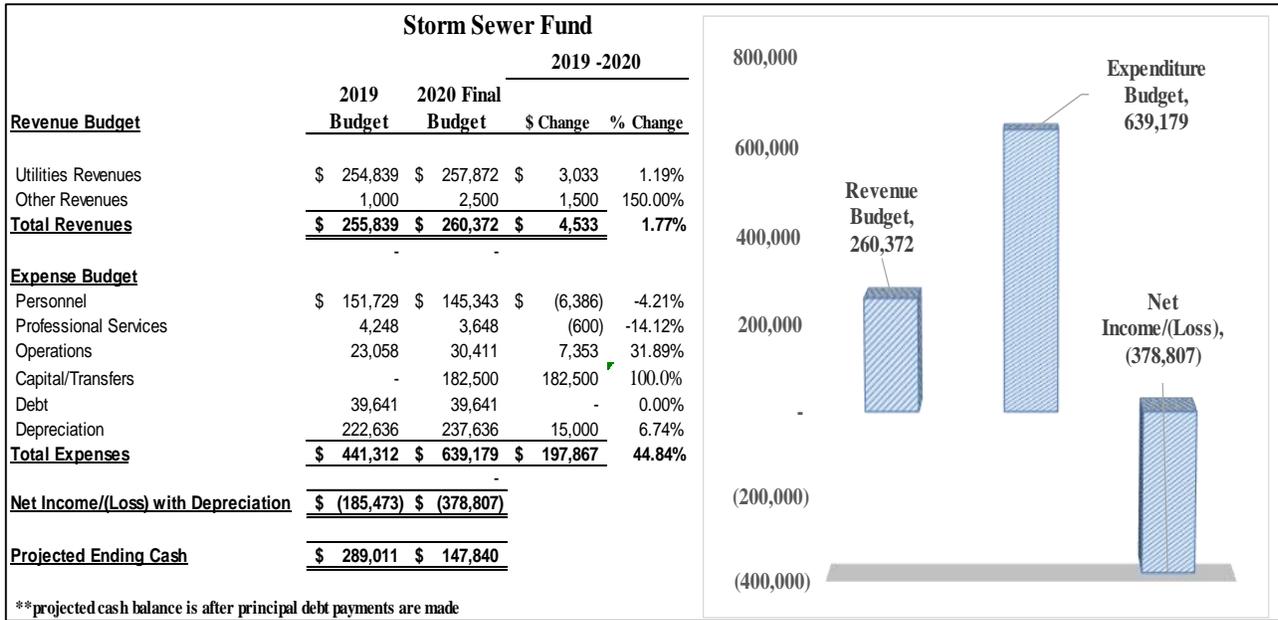


Sewer Fund

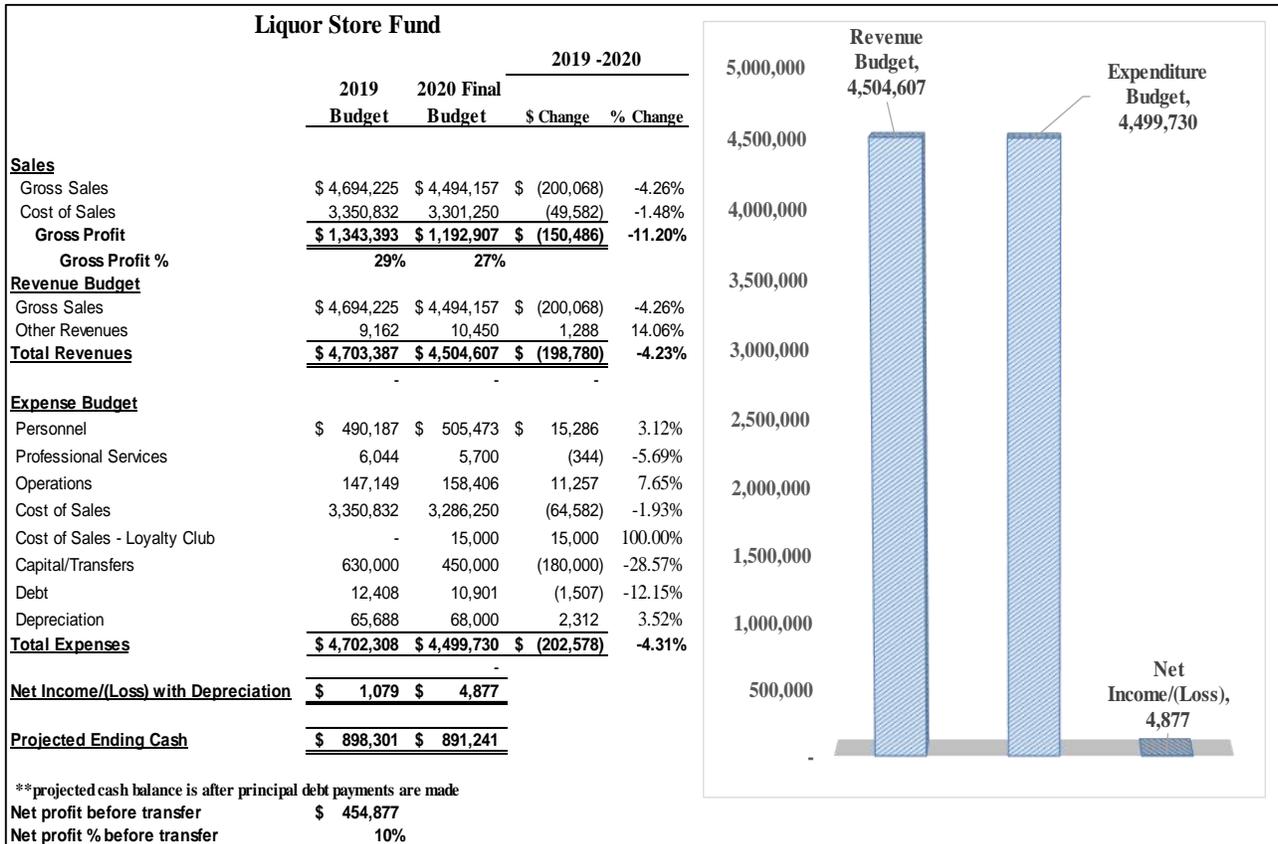


Enterprise Funds Summary - Continued

Storm Sewer Fund



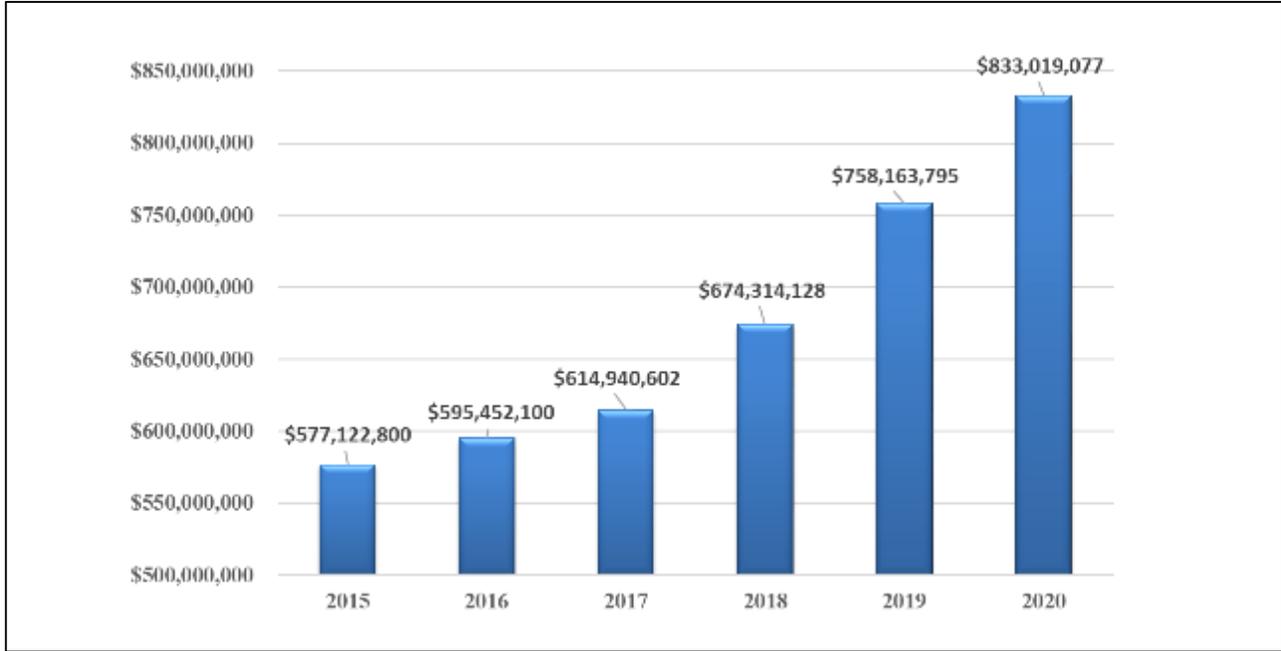
Liquor Fund



Broad Indicators

Taxable Market Value

One of the most significant indicators of Big Lake’s success is demonstrated in the consistent growth in total taxable market value. The City’s taxable market value increased approximately 9.87%, to over \$833 million. When taxable market value increase, then the city tax capacity increases which has an effect on the city’s tax rate.



The market value for each year is determined as of January 1 based on prior year sales, the anticipated increase for 2020 is 9.87 percent. From 2015 until 2020 taxable values have increased 44 percent or an average of 8.8 percent per year.

Bond Rating



Rationale

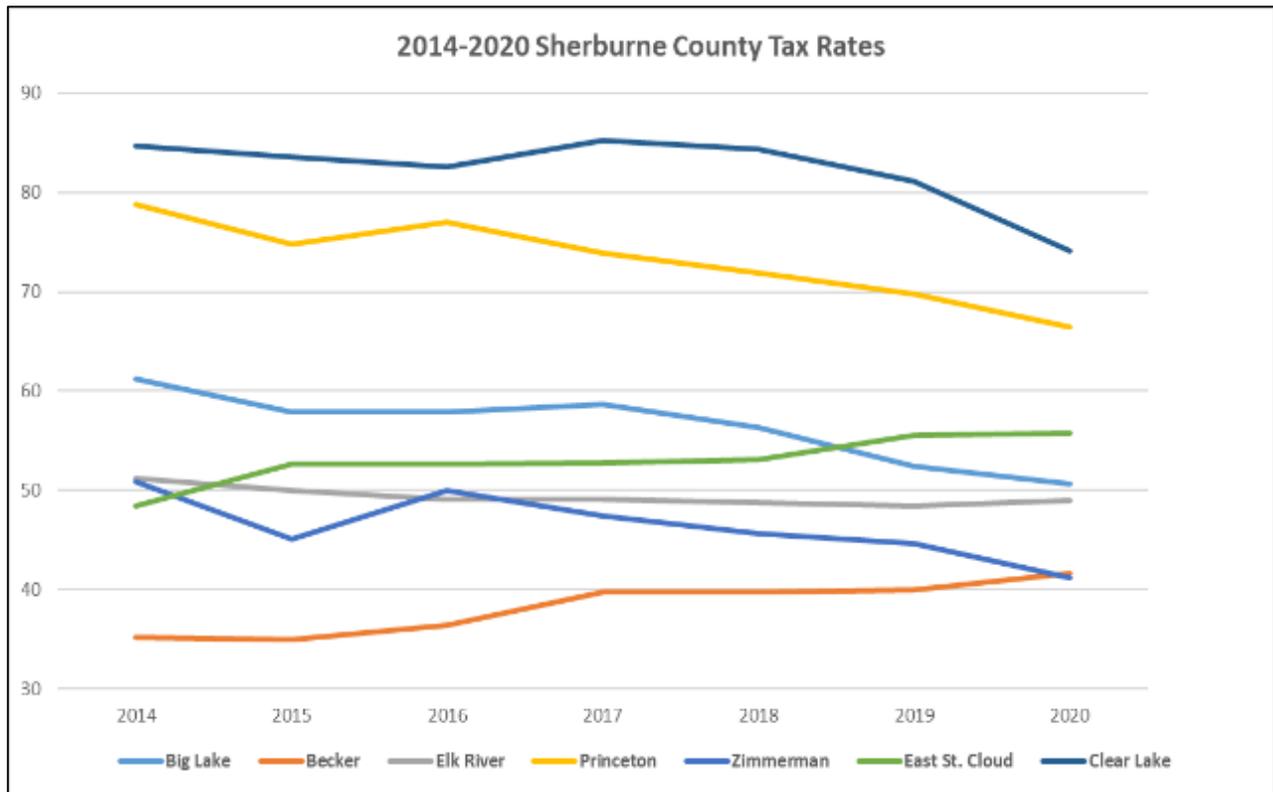
S&P Global Ratings raised its rating on Big Lake, Minn.'s general obligation (GO) debt to 'AA' from 'AA-'. The outlook is stable. The upgrade reflects our view of the combination of the city's ongoing maintenance of extremely strong available reserves, steady growth in the city's economic base, market value in particular, and the adoption of more robust financial policies and practices, as reflected its now-"strong" Financial Management Assessment (FMA) and very strong overall management.

The 'AA' rating reflects S&P view of the city's:

- Adequate economy, with access to a broad and diverse metropolitan statistical area (MSA)
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment (FMA) methodology
- Strong budgetary performance, with an operating surplus in the general fund but a slight operating deficit at the total governmental fund level in fiscal 2017
- Very strong budgetary flexibility, with a high available fund balance in fiscal 2017 of 93% of operating expenditures
- Very strong liquidity, with total government available cash at 1.5x total governmental fund expenditures and 5.1 x governmental debt service, and access to external liquidity we consider strong
- Weak debt and contingent liability position, with debt service carrying charges at 30.0% of expenditures and net direct debt that is 186.1% of total governmental fund revenue, but rapid amortization, with 86.5% of debt scheduled to be retired in 10 years
- Strong institutional framework score

City Tax Rate Comparison

The following table shows a comparison of city tax rates from 2014 through 2020 as proposed, with other Sherburne County cities. Final adopted rates for 2020 are not available at this time, the data below reflects what was available for Truth in Taxation. The following chart reflects the City tax levies as well as any special levies, such as Housing Redevelopment Authority (HRA), Economic Development Authority (EDA) or Met Transit levies that the cities certify.



The table below shows a comparison of Big Lake’s 2019 actual city tax rates for City services with other market cities. This comparison only includes the City Tax rate not any special levies. Big Lake’s tax rate was the third highest out of the seven county cities. This information will be collected for 2020 when the information is available. Big Lake’s comparison to the seven county cities will likely remain similar for the year 2020.

Tax Rate Comparisons	Adopted 2018 Tax Rate	Adopted 2019 Tax Rate	% of Change
City of Becker	38.925	39.137	0.54%
City of Zimmerman	45.656	44.578	-2.36%
City of Elk River	46.011	45.907	-0.23%
City of East St. Cloud	48.195	49.994	3.73%
City of Big Lake	55.643	50.698	-8.89%
City of Princeton	71.907	69.782	-2.96%
City of Clear Lake	84.330	81.104	-3.83%
Average	55.81	54.46	-2.42%

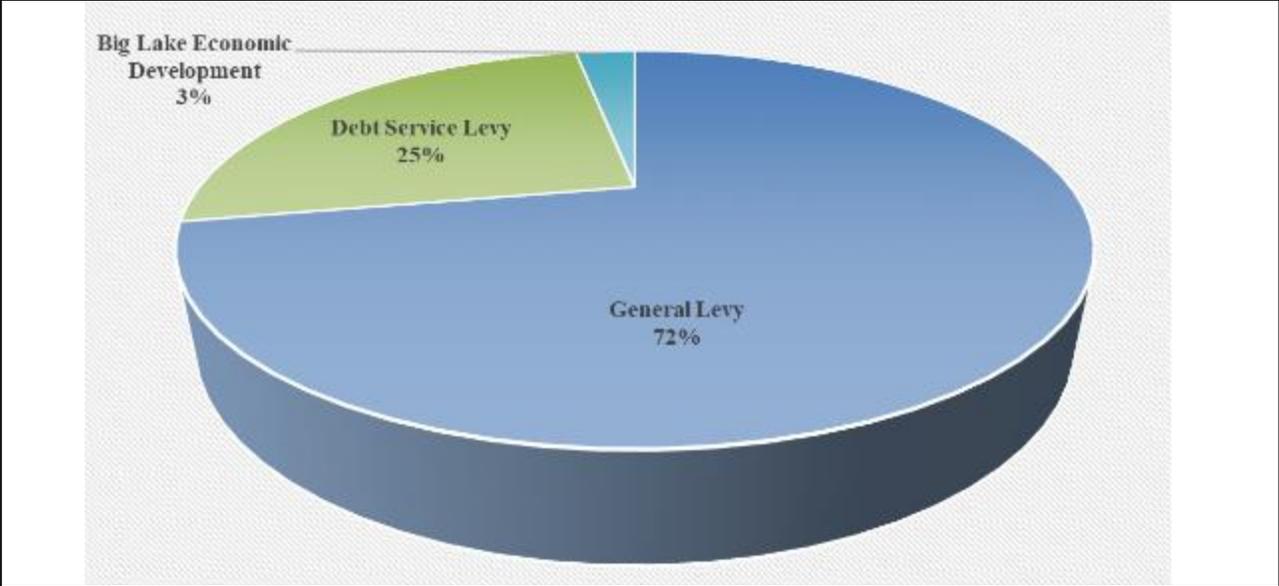




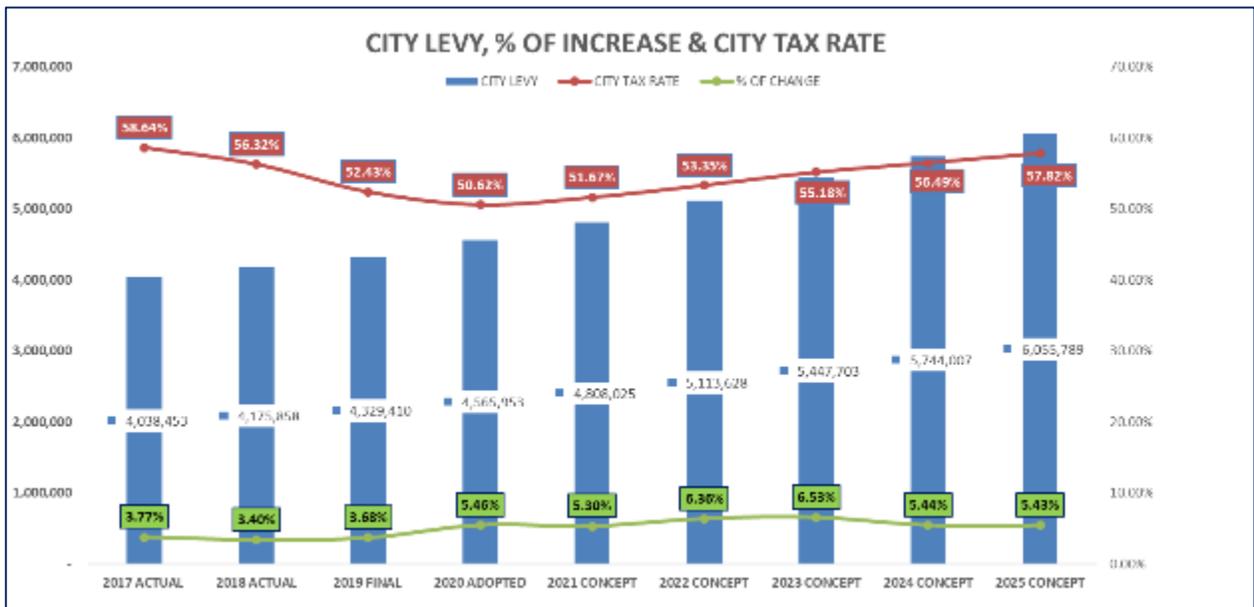
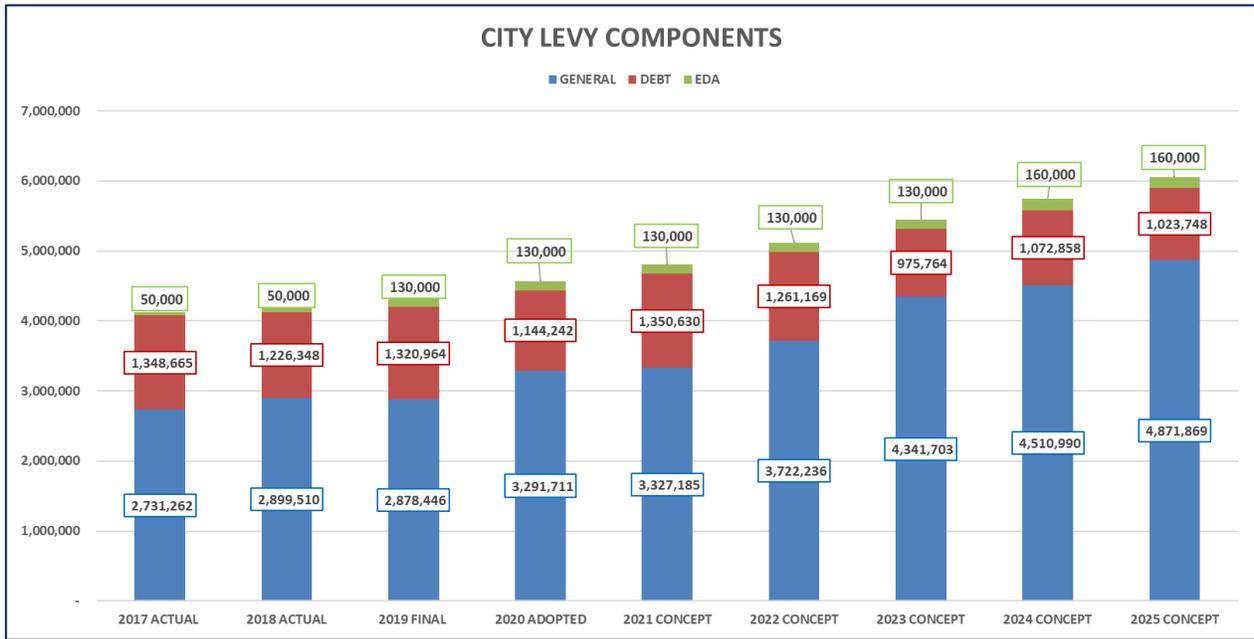
FIVE YEAR FINANCIAL PLAN

City of Big Lake Levy Long-Term Planning

The property taxes received are allocated in three different ways, the majority is in the General Fund Levy, which for 2020 represents 72 percent of the total levy amount. The second component is the Debt Levy which is used for the budget year’s debt payments that are not covered by assessments, enterprise funds or other allocations as dictated by Council, for 2020 this levy represents 25% of the total levy amount. The final component is the Big Lake Economic Development levy which is used for economic development within the City. The total levy for the City of Big Lake including the Big Lake Economic Development for the 2020 Budget is \$4,565,953. This is an increase of 5.46% over 2019.



For the long term planning, the assumptions used were that the tax capacity would increase 3 percent and the increase to the total levy would be in the 5 percent to 7 percent increase, which would take into consideration the growth anticipated for upcoming years. Below is a graph indicating the estimated levy for the City of Big Lake through 2025, as indicated in the graph the General Fund Levy estimated increase is an average of 8.3 percent per year.



General Fund Long-Term Planning

The General Fund is used to account for the revenues and expenditures necessary to provide basic governmental services for the city. The principal sources of revenues are property taxes, transfers from the Liquor Store fund, franchise fees, intergovernmental revenues and licenses and permits. Expenditures are for general government, public safety, streets, culture & recreation and economic development.

The General Fund has consistently remained in sound financial condition from year to year due to effective management of sources and uses within this fund.

The Fund had \$3.215 million in total fund balance at year end 2018, with a projected fund balance for 2019 of \$3.272 million, and an estimated fund balance for 2020 of \$3.364 million.

Below is a summary of past and recent year-end fund balance reserves as well as projection for future balances.

Fund Balance	2013	2014	2015	2016	2017	2018	2019 Budget	2020 Estimate
Nonspendable	113,861	94,296	101,344	82,185	88,501	103,486	108,660	114,093
Restricted	17,498	-	-	-	-	-	-	-
Assigned	108,270	94,978	73,220	145,579	150,013	147,167	114,329	150,000
Unassigned	2,047,571	2,412,141	2,529,125	2,796,408	2,990,373	2,965,325	3,049,981	3,099,981
Total Fund Balance	\$2,287,200	\$2,601,415	\$2,703,689	\$3,024,172	\$3,228,887	\$3,215,978	\$3,272,970	\$3,364,074

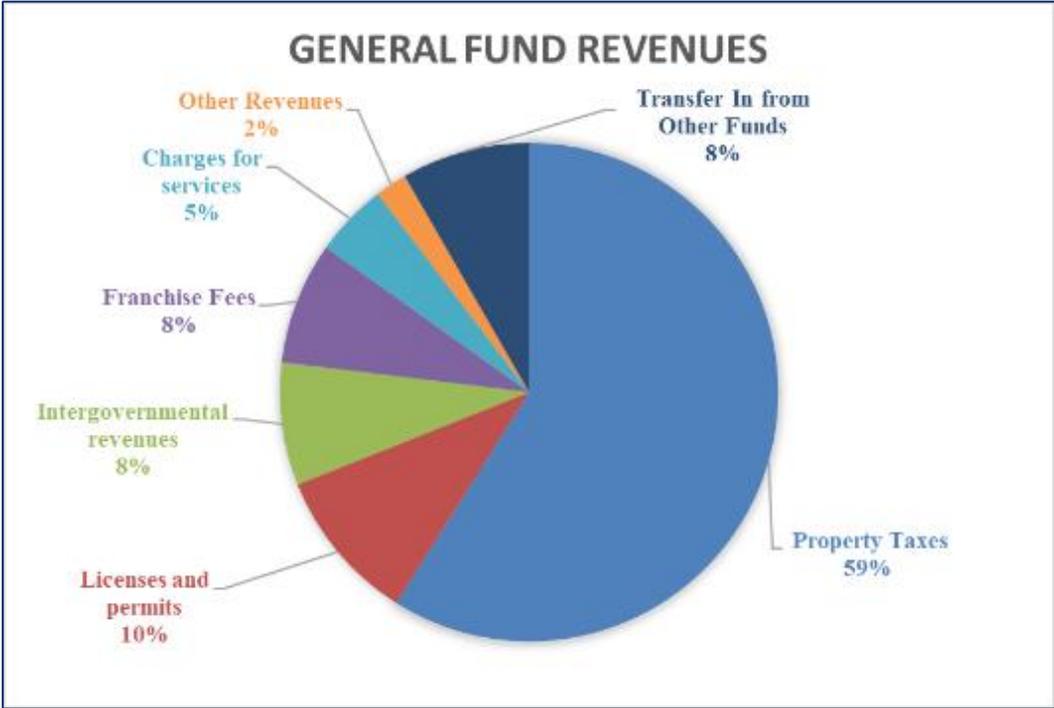
Unassigned Fund Balance Policy

Must maintain 50% of the next year's expenditure budget

Fund Balance	2013	2014	2015	2016	2017	2018	2019	2020
Expenditure Budget for next year	3,499,664	3,939,974	4,011,628	4,286,269	4,580,541	5,040,364	4,857,198	5,416,062
Policy Minimum Requirement 50%	1,749,832	1,969,987	2,005,814	2,143,135	2,290,271	2,520,182	2,428,599	2,708,031
Projected Ending Fund Balance to Expenditure:	65.35%	66.03%	67.40%	70.55%	70.49%	63.80%	67.38%	62.11%

Source of Funds

The primary source of funding for the General Fund is the property tax. Property taxes represent approximately 59% of total revenues in the General Fund. Services such as public safety, which are the largest expenditure areas in the General Fund, are highly dependent on the property tax for funding. Over half of the total property tax levy the City collects goes toward support of public safety. The following pie-chart provides a break-down of General Fund Revenues.



The sum of all non-property tax revenue total the remaining 41% of all revenues in the General Fund. The majority of the non-property tax revenue comes from charges for services, licenses and permits. The City has historically set charges for services and licenses and permits at a level sufficient to cover the full cost of services provided. All fees and charges are reviewed annually to ensure they remain at both a reasonable and competitive level. The following provides information on the General Fund revenue sources, including future projections, summarized by major category.

Property Taxes

The proposed property tax levy for the General Fund is \$3,291,711, this is an increase of \$413,265 from the 2019 General Fund levy. The reason for this increase is due to additional staffing, insurance, and transfers to capital improvement funds for future projects. This is approximately a 5.46 percent increase over 2019. The property tax figure for the General Fund is a net figure adjusted for an estimate of delinquent and uncollectible taxes.

The City's average residential values increased by 8 percent for pay 2020. Commercial/Industrial average values increased by 2 percent from 2019.

For planning purposes, future property tax revenues shown in the Five-year Financial Plan are calculated to show the level of tax funding needed to balance the annual budget assuming that the present level of services are provided. In addition, a 3 percent growth in property value is assumed. The future property tax amounts shown in the Five-year Financial Plan are for projection purposes only to show the demand for additional levy before other decisions are made to determine final levy by year.

Licenses & Permits

Licenses and permit revenue of approximately \$541,490 for the General Fund represents approximately 10 percent of the General Fund revenues. In the past few years the City had some large commercial developments as well as a national home builder acquire several parcels for new homes, resulting in higher revenues in licenses and permits. Estimates for 2020 and beyond are based on an average year and this line item will be carefully monitored and changes in estimates recommended as needed.

Charges for Services

Charges for services revenue of approximately \$257,857 for the General Fund represents approximately 5 percent of the General Fund revenues. This estimate is approximately \$7,000 higher than the 2019 budget. Street lights fees will be higher due to the new homes constructed in the past prior two years. Also included in this category is lease revenue for the antenna site rental fees, which are approximately \$50,000 a year, with a projection of approximately 1 percent a year based on contract. In addition, engineering charges for staff time for projects will be higher due to the fact that the City now has an in-house engineer.

Fines & Forfeitures

Fines and forfeitures revenue of approximately \$51,750 for the General Fund represents approximately 1 percent of the General Fund revenues, the estimate is based on results of recent years. This is just a slight increase to the 2019 budget estimate. The revenue category includes mainly court fines from traffic enforcement.

Intergovernmental Revenues

Intergovernmental revenues of \$431,453 for the General fund represents approximately 8 percent of the General Fund revenues. Revenues received from the State for the Police and Fire retirement contribution, street maintenance, grants and the Big Lake Township contribution towards the City's library. For projection purpose this category is budgeted relatively consistent year over year.

Franchise Fees

Franchise fees revenues of \$429,962 for the General Fund represents 8 percent of the General Fund revenues. These revenues are used to help offset the cost of providing services to the community. Estimates for 2020 and on take into consideration any new development in housing or commercial business with just a slight increase to show the anticipated slow but steady growth in the City.

Transfer in from Other Funds

The Liquor Store fund transfers funds each year to the General Fund to help offset the cost of providing services to the community. In 2019, the Liquor Store fund transferred \$600,000 to the General Fund, for 2020 the budgeted transfer is \$450,000 and represents 8 percent of the General Fund revenues. Once again the City needs to thank the citizens of Big Lake for supporting Lake Liquor, as without the continued growth the City would not be able to budget for the transfer and would have to either eliminate services or increase the levy.

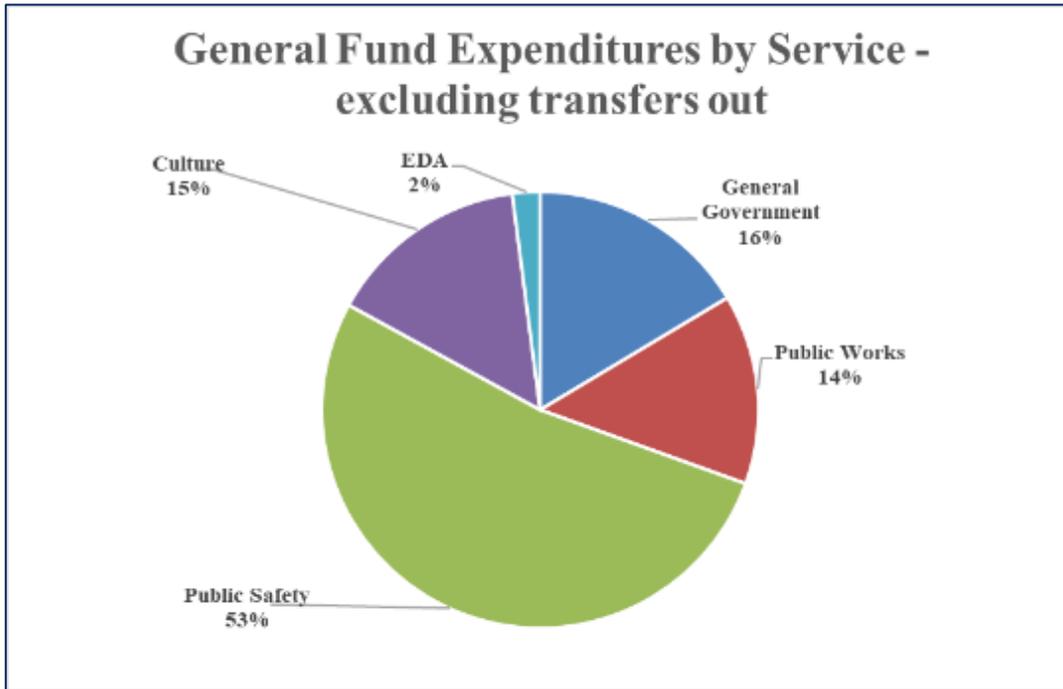
For future projects the transfer is estimated at approximately \$450,000, however this will have to be monitored each year and estimated adjusted based on the profits of the Liquor Store.

Use of Designed Assigned Fund Balance

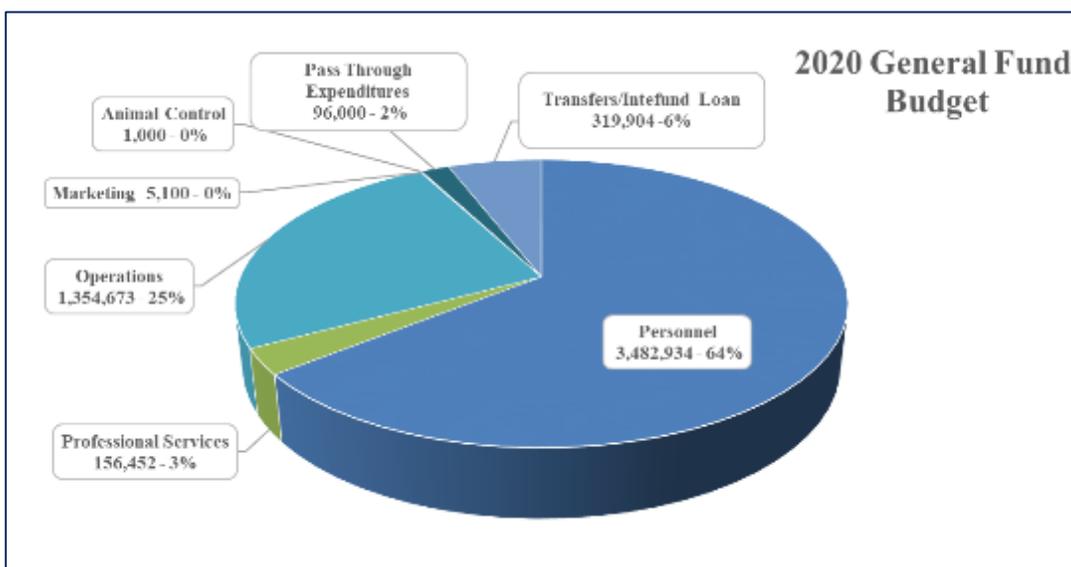
Budget use of assigned fund balance in 2020 is \$22,362, this is prior year donations for the contribution to the reading in the park provided by Early Childhood Family Education (ECFE) program and the Lake Grant that was received in 2016. Each year Council allows staff to allocate remaining donations received and not yet used as an assigned designated fund balance for each department. The department then can budget for the expenditures the next year and use designated fund balance instead of having to increase the tax levy for the services provided.

Use of Funds

Expenditures from the General Fund are for general governmental services such as police, fire, building inspections, street maintenance, engineering, regulatory services, recreation, parks, planning and zoning, finance and general administration. Public Safety, which consists of police, fire and building division comprise the largest share, 53 percent, of the total expenditure budget in the General Fund. The following chart provides a break-down by major services areas within the General Fund, excluding transfers.



Use of Funds in the General Fund can also be broken down into the following spending categories for which further explanation and comparison of change from 2019 to 2020 is provided.



Personnel Costs

Personnel costs are comprised of wages, health, dental, and life insurance costs, and other benefits such as employer taxes, employer pension contribution, worker's compensation insurance, wellness program and disability insurance. In December the City Council approved the market increase to the pay-scale for the police union and non-union employees at 2.50 percent increase. For the public works union, per the existing contract, the increase to the pay-scale is 3 percent. Workers' compensation insurance has been trending down due to the improvement in overall experience ratings. Health insurance premiums are trending an average of 10 percent increase. For the 2020 budget the total personnel cost is estimated at a 10.88 percent increase over 2019. For the Five-year plan, the personnel expenditures are projected at an annual of approximately 6.5 percent increase.

Professional Services

Legal, auditing, informational technology and other consultants are included in professional services and represents approximately 2.89 percent of the total General Fund expenditures budget. The 2020 budget estimates are \$156,452 or 11 percent greater than the 2019 budget, due to the increase IT support. Future years' professional services expenditures were projected out with a constant inflationary factor.

Operations

Supplies, advertising, utilities, fuel, subscriptions, dues, training, and maintenance on vehicles, equipment or buildings are included in the operations and represents approximately 25 percent of the total General Fund expenditures budget. Fuel costs have been favorable for the past few years. The City budgets for fuel based on average prices and the trending usage for department from prior years. Training of City staff is very important to Council, so the training budget is consistent year to year, however it does take into consideration any new training that will be needed in the future. Future year operations expenditure were projected out with a constant inflationary factor.

Transfers

Major capital expenses for facilities, fleet and other capital items or projects are accounted for in the Infrastructure Improvement/Replacement Capital Fund and the Equipment and Building Replacement Capital Fund. Since 2016, the City has budgeted the Local Government Aid received from the State into these two Capital Funds. In addition, the 2020 General Fund expenditure budget is estimating a \$319,904 transfer to the Capital Funds for future projects. Future year transfers also take into consideration transfers from the General Fund to the Capital Funds for future projects based on the City's Capital Improvement Plan.

Debt

The General Fund does not make any direct debt services payment, but the fund does transfer revenue received from the lease of a portion of the Liquor Store to the Jerky Shoppe to the debt service fund for the bonds used to purchase the liquor store building.

Fund Balance

It is important for the financial stability of the City to maintain fund balance for unanticipated expenditures or unforeseen emergencies, as well as to provide adequate working capital for current operating needs as to avoid short-term borrowing.

The City will maintain fund balances in the General Fund at a level which will avoid issuing short-term debt to meet the cash flow needs of the current operating budget. The goal of the City is to maintain a minimum total General Fund unassigned fund balance of 50 percent of the projected next year's operating budget per the City's financial policies. In addition, per the finance policies if at year-end the unassigned fund balance is more than the required level, such excess may be transferred into the Capital Improvement Funds for Infrastructure or Equipment/Building Replacement.

For long-term planning, 2022 – 2024, the City is budgeting excess revenues to maintain a 50% fund balance of current year expenditures.



General Fund Five-Year Financial Plan

STATEMENT OF REVENUES AND EXPENDITURES - SUMMARY BUDGET - GENERAL FUND FIVE-YEAR FINANCIAL PLAN										
	Actual					Budget				
	2016	2017	2018	2019	2020	+/- to last year	2021	2022	2023	2024
REVENUE										
Taxes	\$2,275,498	\$2,625,717	\$2,873,463	\$2,717,153	\$3,190,691	\$473,538	\$3,220,950	\$3,610,559	\$4,224,294	\$4,387,539
Special assessments	2,343	2,149	2,955	500	2,000	1,500	2,000	2,000	2,000	2,000
Licenses and permits	518,961	646,793	554,781	364,100	541,490	177,390	578,250	600,300	620,250	662,300
Intergovernmental revenues	468,998	375,599	452,504	402,450	431,453	29,003	441,608	441,774	441,951	442,140
Franchise Fees	442,833	434,945	422,562	415,273	429,962	14,689	432,362	434,762	437,162	439,562
Charges for services	320,134	328,328	258,421	251,057	257,854	6,796	260,504	263,608	266,799	269,956
Fines and forfeitures	43,467	49,273	51,563	46,525	51,750	5,225	56,850	58,850	60,850	62,850
Interest earnings	42,698	37,181	(30,464)	31,500	31,500	-	31,500	31,500	31,500	31,500
Contributions/Donations	97,405	50,370	63,227	6,000	3,000	(3,000)	3,000	3,000	3,000	3,000
Miscellaneous revenue	77,106	29,153	3,442	7,000	4,000	(3,000)	4,000	4,000	4,000	4,000
Transfer In from Other Funds	364,568	300,000	375,000	600,000	450,000	(150,000)	450,000	450,000	450,000	450,000
Total Current year revenues	4,654,011	4,879,508	5,027,454	4,841,558	5,393,700	552,142	5,481,024	5,900,354	6,541,805	6,754,847
Prior year Donations - Designed Fund Balance	-	-	8,322	15,640	22,362	6,722	10,000	10,000	6,044	-
TOTAL GENERAL FUND REVENUES BUDGET	\$4,654,011	\$4,879,508	\$5,035,776	\$4,857,198	\$5,416,062	\$558,864	\$5,491,024	\$5,910,354	\$6,547,849	\$6,754,847
EXPENDITURES										
Mayor/Council	\$ 33,366	\$ 33,885	\$ 34,445	\$ 33,773	\$ 34,171	\$ 398	\$ 34,195	\$ 34,221	\$ 34,246	\$ 34,273
Planning and Zoning	106,681	116,903	158,431	172,160	156,448	(15,712)	166,669	175,384	184,676	194,561
Elections	15,678	1,226	15,703	1,400	24,550	23,150	1,800	24,700	1,800	26,700
Administration and Finance	801,545	537,752	525,726	513,741	542,979	29,238	571,321	600,535	632,282	666,706
IT - Computer/Software/Maintenance	-	-	-	77,786	78,300	514	95,331	96,540	97,777	99,045
BLCSC	47,685	61,041	61,956	64,383	69,491	5,108	72,428	75,878	80,000	85,009
EDA	146,194	139,539	169,693	120,222	104,528	(15,694)	110,528	116,273	122,404	128,903
Building Inspection	209,040	252,375	186,684	195,566	203,664	8,098	216,871	226,000	238,361	239,615
Engineering	-	47,311	58,023	60,636	86,568	25,932	92,119	97,421	103,083	109,107
Streets	501,599	463,665	536,726	580,485	631,019	50,534	655,377	681,876	710,373	704,804
Parks	433,247	472,846	497,759	532,231	590,739	58,508	649,308	717,184	802,507	818,602
Police	1,589,113	1,596,118	1,776,234	1,865,962	2,054,458	188,496	2,175,577	2,300,493	2,437,744	2,579,908
Fire	276,080	306,028	293,668	263,117	416,460	153,343	432,721	444,631	459,290	471,248
Community - Recreation	11,113	18,356	85,192	101,745	102,783	1,038	107,208	111,648	116,373	121,435
Transfers out	156,929	627,759	640,124	273,990	319,904	45,914	109,571	107,571	426,931	424,931
TOTAL GENERAL FUND EXPENDITURES	\$4,328,270	\$4,674,803	\$5,040,364	\$4,857,199	\$5,416,062	\$558,865	\$5,491,024	\$5,810,353	\$6,447,849	\$6,704,847
NET REVENUE OVER (UNDER) EXPENSE	\$ 325,740	\$ 204,705	\$ (4,589)	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 100,000	\$ 100,000	\$ 50,000
Unassigned Fund Balance - Projected	\$2,849,865	\$3,054,570	\$3,049,981	\$3,049,980	\$3,049,980		\$3,049,980	\$3,149,981	\$3,249,981	\$3,299,981
Percentage of Expenditures:										
Unassigned Fund Balance must remain 50%	60.96%	60.60%	62.79%	56.31%	55.54%		52.49%	48.85%	48.47%	49.22%

General Fund Five-Year Financial Plan Expenditure Budget

Summary by Category

Category:	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
						\$ Change	% Change				
Personnel	\$ 2,557,455	\$ 2,722,711	\$ 2,904,953	\$ 3,125,009	\$ 3,464,934	\$ 339,925	10.88%	\$ 3,690,150	\$ 3,917,448	\$ 4,162,334	\$ 4,375,415
Personnel - Elections	11,381	-	10,773	-	18,000	18,000	100.00%	-	18,000	-	20,000
Professional Services	142,582	110,443	105,243	140,853	156,452	15,599	11.07%	160,620	160,846	165,488	165,835
Operations	1,016,865	1,070,486	1,261,592	1,217,346	1,354,673	137,327	11.28%	1,428,584	1,504,388	1,590,996	1,616,567
Marketing	-	3,588	3,911	3,000	5,100	2,100	70.00%	5,100	5,100	5,100	5,100
Animal Control	858	602	858	1,000	1,000	-	0.00%	1,000	1,000	1,000	1,000
Pass Through Expenditures	96,867	98,024	102,393	96,000	96,000	-	0.00%	96,000	96,000	96,000	96,000
Interfund/Lease payment	12,668	11,614	10,517	-	-	-	0.00%	-	-	-	-
Transfers to other Funds	494,593	657,335	640,124	273,990	319,904	45,914	16.76%	109,571	107,571	426,931	424,931
Total - Budget	\$4,333,270	\$4,674,803	\$5,040,364	\$4,857,199	\$ 5,416,062	\$ 558,865	11.51%	\$5,491,024	\$5,810,353	\$6,447,849	\$6,704,847
% of budget	2016	2017	2018	2019	2020			2021	2022	2023	2024
Personnel	59.02%	58.24%	57.63%	64.34%	63.98%			67.20%	67.42%	64.55%	65.26%
Personnel - Elections	0.26%	0.00%	0.21%	0.00%	0.33%			0.00%	0.31%	0.00%	0.30%
Professional Services	3.29%	2.36%	2.09%	2.90%	2.89%			2.93%	2.77%	2.57%	2.47%
Operations	23.47%	22.90%	25.03%	25.06%	25.01%			26.02%	25.89%	24.67%	24.11%
Marketing	0.00%	0.08%	0.08%	0.06%	0.09%			0.09%	0.09%	0.08%	0.08%
Animal Control	0.02%	0.01%	0.02%	0.02%	0.02%			0.02%	0.02%	0.02%	0.01%
Pass Through Expenditures	2.24%	2.10%	2.03%	1.98%	1.77%			1.75%	1.65%	1.49%	1.43%
Interfund/Lease payment	0.29%	0.25%	0.21%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%
Transfers to other Funds	11.41%	14.06%	12.70%	5.64%	5.91%			2.00%	1.85%	6.62%	6.34%
	100.00%	100.00%	100.00%	100.00%	100.00%			100.00%	100.00%	100.00%	100.00%

Summary by Service

Service	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
					\$ Change	% Change				
General Government										
Mayor/Council	\$ 33,885	\$ 34,445	\$ 33,773	\$ 34,171	\$ 398	1.18%	\$ 34,195	\$ 34,221	\$ 34,246	\$ 34,273
Planning	116,903	158,431	172,160	156,448	(15,712)	-9.13%	166,669	175,384	184,676	194,561
Elections	3,726	15,703	3,400	24,550	21,150	622.06%	3,800	24,700	3,800	26,700
Administration/Finance	957,010	1,082,600	720,891	774,843	53,952	7.48%	604,152	633,366	1,015,113	1,049,537
IT - Computer/Software/Maintenance	-	-	85,786	101,700	15,914	18.55%	108,431	109,640	110,877	112,145
Total General Government	1,111,524	1,291,179	1,016,010	1,091,712	75,701	7.45%	917,247	977,311	1,348,713	1,417,216
Public Safety										
Police	1,638,118	1,785,234	1,868,602	2,057,098	188,496	10.09%	2,178,217	2,303,133	2,437,744	2,579,908
Fire	360,028	293,668	269,617	419,460	149,843	55.58%	432,721	444,631	459,290	471,248
Building	252,375	186,684	195,566	203,664	8,098	4.14%	216,871	226,000	238,361	239,615
Total Public Safety	2,250,521	2,265,586	2,333,785	2,680,223	346,437	14.84%	2,827,809	2,973,763	3,135,396	3,290,772
Streets & Highways										
Engineering	47,311	58,023	60,636	86,568	25,932	42.77%	92,119	97,421	103,083	109,107
Streets	573,665	566,726	616,485	666,020	49,535	8.04%	690,378	716,877	715,374	709,804
Total Streets & Highways	620,976	624,749	677,121	752,588	75,467	11.15%	782,497	814,298	818,457	818,911
Culture & Recreation										
Parks	472,846	540,009	543,931	614,739	70,808	13.02%	673,308	741,184	826,507	842,602
BLCSC	61,041	61,956	64,383	69,491	5,108	7.93%	72,428	75,878	80,000	85,009
Community - Recreation (other)	18,356	85,192	101,745	102,783	1,038	1.02%	107,208	111,648	116,373	121,435
Total Culture & Recreation	552,243	687,157	710,059	787,013	76,954	10.84%	852,944	928,709	1,022,880	1,049,046
Economic Development										
	139,539	171,693	120,222	104,528	(15,694)	-13.05%	110,528	116,273	122,404	128,903
Total General Fund Expenditures	\$ 4,674,803	\$ 5,040,364	\$ 4,857,199	\$ 5,416,062	\$ 558,864	11.51%	\$5,491,024	\$5,810,353	\$6,447,849	\$ 6,704,847

Special Revenue Funds Long Term Planning

The Special Revenue Funds are governmental funds to account for services and expenditures where revenue is restricted for a designated purpose. The City maintains six Special Revenue Funds, however only two are

budgeted funds using the modified accrual basis. All funds however do use the modified accrual basis for the financial statements.

Following are the Special Revenue Funds that are budgeted.

- **EDA Fund** – is the general fund for the Big Lake Economic Development Authority (EDA). The main revenue is the EDA tax levy for the purpose of funding development needs
- **Farmers Market Fund** – is the general fund for the Big Lake Farmers Market. The main revenue is donations and vendor licenses

EDA Fund Financial Plan

The Big Lake Economic Development Authority (EDA) Fund was created by the City Council in 1990. The EDA Fund accounts for the general activities of the EDA. The City Council appoints the seven members to serve as Board Commissioners, two of which are members of the City Council. The remaining five members are members of the community.

Under Minnesota Statutes Chapter 469-Economic Development, cities may establish an EDA, including approval for the EDA to serve as a Housing and Redevelopment Authority (HRA). The maximum general operational levy of HRAs allowed under State law is 0.185 percent of the taxable market value. The authorizing Statute permits the EDA to levy and collect a special benefit levy.

State law provides that expenditures maybe made from the EDA Fund based on the following criteria: 1) the EDA appropriates the funds as part of the annual budget, and/or 2) the EDA authorizes any amendment to the EDA budget outside of the annual appropriation process.

Source of Funds

The principal sources of revenue for this fund have been property tax levy and interest earned on cash balances in the funds. Property tax revenues are under the maximum allowable under the special levy law.

The finance plan shows the levy to remain the same for 2020 as it was for 2019. In 2019, the levy was increased by \$80,000, this increase is used to fund 50 percent of the Community Development Directors wage, as this position is also the Executive Director of the Big Lake Economic Development Authority. Prior to 2019 all wages of the Community Development Director were funded out of the General Fund. The long-term plan for this fund maintains the EDA special levy at \$130,000, until 2024 at which it will increase an additional \$30,000 to \$160,000. With this levy the fund will slowly begin to build up the fund balance to fund future economic developments. Without tax support from the special EDA levy, there is no other identified funding source to sustain this activity.

Use of Funds

According to State Statue, the proceeds from the EDA levy can be used for one or both of the following purposes: 1) for projects to remedy the shortage of housing for low and moderate-income residents, and/or 2) for public redevelopment costs in situations where private enterprise would not act without government participation. The City has used the EDA Funds for redevelopment purposes.

The 2020 budget includes use of funds for the annual transfer of \$25,000 to the Sewer Fund for a payment of debt. The debt to the Sewer Fund will be paid in full by budget year 2021. Beginning in 2020 and through 2023, there will be an annual transfer to the Industrial Park Expansion Land Purchase fund to pay for special assessment pertaining to a redevelopment project infrastructure. Other uses of the funds for 2020 include the staff position allocation, related marketing and department expenses.

Fund Balance

The City will maintain fund balances in the Special Revenue Funds at a level which will avoid issuing short-term debt to meet the cash flow needs of the current operating budget. The Plan maintains a fund balance within the EDA Fund to meet both anticipated and unanticipated future economic development needs. The City will annually evaluate the level of fund balance for its appropriateness.



Summary Budget

City of Big Lake Economic Development Fund												
Revenue Budget												
LEVY AMOUNT												
\$ 130,000												
2019 - 2020												
Levy \$160K												
Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
275-000-3101	RE & PP Taxes-Current	\$ 49,476	\$ 49,321	\$ 49,711	\$ 128,700	\$ 128,700	\$ -		\$ 128,700	\$ 128,700	\$ 128,700	\$ 158,400
275-000-3102	RE & PP Taxes-Delinquent	429	612	362	500	400	(100)	-20.00%	400	400	400	400
275-000-3155	Transfer In Revenue	-	-	-	-	25,000	25,000	100.00%	-	-	-	-
275-000-3999	Interest Earned	129	245	619	400	800	400	100.00%	800	800	800	800
Total Revenues		\$ 72,890	\$ 105,055	\$ 82,192	\$ 129,600	\$ 154,900	\$ 25,300	19.52%	\$ 129,900	\$ 129,900	\$ 129,900	\$ 159,600
Projected Cash Flow Change												
	Beginning Cash Balance	\$ 7,710	\$ 18,092	\$ 65,671	\$ 55,810	\$ 84,815			\$ 43,105	\$ 27,105	\$ 28,576	\$ 25,778
	Projected Excess Revenue	48,382	87,579	50,139	54,005	(16,710)			4,884	1,470	(2,797)	18,741
	Interfund Loan Principal Payments	(38,000)	(40,000)	(60,000)	(25,000)	(25,000)			(20,884)	-	-	-
	Projected Ending Cash	\$ 18,092	\$ 65,671	\$ 55,810	\$ 84,815	\$ 43,105			\$ 27,105	\$ 28,576	\$ 25,778	\$ 44,519
Expenditure Budget												
2019 - 2020												
Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
275-000-00-05-4002	Wages	\$ -	\$ -	\$ -	\$ 48,937	\$ 51,671	\$ 2,734	5.59%	\$ 54,771	\$ 58,058	\$ 61,541	\$ 65,233
275-000-00-05-4008	Insurance Benefits (er)	-	-	-	3,357	3,546	189	5.63%	3,759	3,984	4,223	4,477
275-000-00-05-4009	HSA Accounts	-	-	-	750	750	-		750	750	750	750
275-000-00-05-4010	F.I.C.A./Medicare (er)	-	-	-	3,744	3,953	209	5.58%	4,190	4,441	4,708	4,990
275-000-00-05-4012	P.E.R.A. (er)	-	-	-	3,670	3,876	206	5.61%	4,382	4,645	4,923	5,219
275-000-00-20-4140	Audit	-	-	-	500	500	-		500	515	515	515
275-000-00-20-4160	Engineering	500	2,836	-	1,000	500	(500)	-50.00%	500	500	500	500
275-000-00-20-4170	Legal	-	4,366	3,087	3,000	3,000	-		3,000	3,000	3,000	3,000
275-000-00-20-4180	Other Consultants	12,500	3,064	8,500	4,000	2,000	(2,000)	-50.00%	2,000	2,000	2,000	2,000
275-000-00-25-4134	Website	-	-	250	250	250	-		250	250	250	250
275-000-00-25-4206	Recording Fees	-	-	174	150	150	-		150	150	150	150
275-000-00-25-4212	Other Operations Expenses	382	21	6	250	50	(200)	-80.00%	50	50	50	50
275-000-00-25-4220	Advertising/Marketing	1,403	1,393	406	1,100	1,100	-		1,100	1,100	1,100	1,100
275-000-00-25-4220	Advertising/Marketing - New Marketing Project	-	-	-	-	50,000	50,000	100.00%	-	-	-	-
275-000-00-25-4235	Postage	-	-	55	60	25	(35)	-58.33%	25	25	25	25
275-000-00-25-4238	Training	89	469	1,030	1,000	1,000	-		1,000	1,000	1,000	1,000
275-000-00-25-4243	Meals	-	50	-	50	50	-		50	50	50	50
275-000-00-25-4257	Contractors Hired	985	-	302	500	300	(200)	-40.00%	300	300	300	300
275-000-00-25-4260	Subscriptions / Dues	-	-	-	650	650	-		750	750	750	750
275-000-00-25-4375	Snow Removal (lots owned)	-	-	631	1,000	500	(500)	-50.00%	500	500	500	500
275-000-00-71-4612	Transfer to FUND 141 - Special Assessment on Industri	-	-	-	-	46,362	46,362	100.00%	46,362	46,362	46,362	50,000
275-000-00-85-4625	Interfund Loan Interest	6,029	5,127	3,927	1,377	1,377	-		627	-	-	-
Total Expenditures		\$ 24,508	\$ 17,476	\$ 32,053	\$ 75,595	\$ 171,610	\$ 96,015	127.01%	\$ 125,016	\$ 128,430	\$ 132,697	\$ 140,859
Excess Revenues/(deficit)		48,382	87,579	50,139	54,005	(16,710)	-		4,884	1,470	(2,797)	18,741
CASHFLOW PURPOSE ONLY												
275-2070	Interfund Loan Principal (IFL)	38,000	40,000	60,000	25,000	25,000			20,884	-	-	-
Total Expenditures & IFL		\$ 62,508	\$ 57,476	\$ 92,053	\$ 100,595	\$ 196,610			\$ 145,900	\$ 128,430	\$ 132,697	\$ 140,859

Farmers Market Fund Financial Plan

This fund is used for all transactions pertaining to the Farmer’s Market that is held May through September on every Wednesday as well as the winter market that is held once a month from November until April. As of 2018 the newly created position of recreational coordinator is responsible for the farmer’s market. In 2017, the City implemented the EBT/Debit/Credit Card capability for purchases at the market, as well as the Power of Produce program. In 2019, music was added to the Farmers Market, and the market continues to see growth. The long-term plan indicated in 2020, the market plan will need to make adjustments to sustain the fund.

Source of Funds

The principal source of revenues for this fund is donations from organizations and vendor licenses. The finance plans show a constant level of donations and vendor licenses, without these sources of revenue there is no other identified funding source to sustain this activity.

Use of Funds

The expenditures related to this fund pertain to the staff position to coordinate the market, music and other entertainment during the market as well as operating supplies needed for the market.



Summary Budget

REVENUES									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
280-000-3155	Transfer In Revenue - Admin	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
280-000-3160	Inter-govt Revenue	-	437	-	-	-	-	-	-
280-000-3163	SHIP Grant	1,550	-	-	-	-	-	-	-
280-000-3200	Vendor Licenses	1,315	1,475	2,000	2,000	2,000	2,000	2,000	2,000
280-000-3203	Vendor Licenses - Winter	120	750	100	200	200	200	200	200
280-000-3230	Donations from Organization	6,700	11,000	6,000	8,000	8,000	8,000	8,000	8,000
280-000-3357	Farmers Market Bages	-	47	-	10	10	10	10	10
280-000-3999	Interest Earned	116	295	10	100	100	100	100	100
280-000-4200	Other Grant Proceeds	193	275	100	200	200	200	200	200
Total Revenues		\$ 20,994	\$ 14,279	\$ 8,210	\$ 10,510				
EXPENDITURES									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
280-000-00-05-4002	Wages	\$ 4,050	\$ 765	\$ 1,091	\$ 6,918	\$ 7,333	\$ 7,773	\$ 8,239	\$ 8,734
280-000-00-05-4008	Insurance Benefits (er)	-	-	101	609	670	737	811	892
280-000-00-05-4009	HSA Accounts	-	-	30	180	180	180	180	180
280-000-00-05-4010	F.I.C.A./Medicare (er)	310	59	83	530	561	595	630	668
280-000-00-05-4012	P.E.R.A. (er)	-	57	82	519	587	622	659	699
280-000-00-05-4016	W/C Insurance	-	36	6	38	40	42	44	46
280-000-00-25-4110	Bank Charges	215	331	350	420	420	420	420	420
280-000-00-25-4130	Computers/Software	1,090	104	200	-	-	-	-	-
280-000-00-25-4210	Operating Supplies	750	262	700	500	500	500	500	500
280-000-00-25-4212	Other Operations Expenses	1,486	2,870	1,500	3,000	3,000	3,000	3,000	3,000
280-000-00-25-4220	Advertising	632	642	650	650	650	650	650	650
280-000-00-25-4238	Training/Schools	110	50	50	50	50	50	50	50
280-000-00-25-4255	Rent/Lease	50	300	200	-	-	-	-	-
280-000-00-25-4257	Contractors Hired	2,730	2,975	3,000	4,000	4,000	4,000	4,000	4,000
280-000-00-25-4260	Subscriptions/Dues	-	258	300	540	540	540	540	540
Total Expenditures		\$ 11,440	\$ 8,709	\$ 8,343	\$ 17,954	\$ 18,531	\$ 19,108	\$ 19,723	\$ 20,378
EXCESS REVENUES OVER EXPENDITURES		\$ 9,554	\$ 5,570	\$ (133)	\$ (7,444)	\$ (8,021)	\$ (8,598)	\$ (9,213)	\$ (9,868)
Projected Cash Flow Change		2017	2018	2019	2020	2021	2022	2023	2024
Beginning Cash Balance		\$ 521	\$ 10,075	\$ 15,645	\$ 15,511	\$ 8,067	\$ 47	\$ (8,552)	\$ (17,765)
Projected Excess Revenue		9,554	5,570	(133)	(7,444)	(8,021)	(8,598)	(9,213)	(9,868)
Projected Ending Cash		\$ 10,075	\$ 15,645	\$ 15,511	\$ 8,067	\$ 47	\$ (8,552)	\$ (17,765)	\$ (27,634)

Capital Project Funds

Capital Project Funds account for the acquisition and construction of major capital facilities, infrastructure maintenance and equipment replacement, except for those financed by proprietary funds. The City has four budgeted funds in this category. The Capital Project Funds use the modified accrual basis for both financial statement and budgeting purposes.

- **The Capital Project/Street Improvement Funds** – includes receipt and disbursement of bond proceeds or other sources obtained to finance improvement and additions to the City's infrastructure
- **Infrastructure Improvement Funds** – includes revenues received from the Local Government Aid, MSA State Aid for street improvement, grants, transfer from the General Fund for future street maintenance. Disbursement include transfers to the Capital Project fund for infrastructure improvements, trail maintenance and park improvements, and transfers to the debt service funds for new bonding of street reconstruction projects. The City financial plans do not have any new debt

payments affiliated with the 2018 street improvement to be levied until 2025, instead the payments will be made from transfers from the Infrastructure Improvement Fund

- **Equipment and Building Replacement Funds** – includes revenues received from the Local Government Aid, sales of fixed assets as well as transfer in from the General Fund. Disbursement and/or allocations of fund balance are based on the Capital Improvement Plan Summary and approved each budget year by Council
- **Park Development Fund** – reflects development of new City parks and improvement of existing parks. Revenue is primarily from park development fees and in the future transfers from the Infrastructure Improvement Fund

Capital Project/Street Improvement Fund Financial Plan

This fund accounts for all receipts and disbursement pertaining to the construction or improvements of the City’s infrastructure.

Source of Funds

The principal source of revenues for this fund are the proceeds from bonds issued to fund the improvements.

Use of Funds

The expenditures related to this fund pertain to the cost of infrastructure improvements. The City has decided to do street reconstruction projects every other year beginning in 2018.

Summary Budget

Capital Projects Fund 175	Actual					Budget			
	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUE									
Property Tax Paid Special Assessment	\$ 9,154	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pre-Paid Special Assessments	22,812	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	2,071,778	-	3,832,000	-	2,627,241	-	3,121,261
Interest Income	332	(49)	237	-	-	-	-	-	-
Other Revenues	-	558	-	-	-	-	-	-	-
Transfer In from Other Funds	117,235	1,086,034	580,561	731,827	130,874	-	372,796	-	-
TOTAL REVENUES	149,533	1,086,543	2,652,576	731,827	3,962,874	-	3,000,037	-	3,121,261
EXPENDITURES/ALLOCATION									
Streets Projects	4,062	141,881	1,986,072	303,702	3,832,000	-	2,627,241	-	3,121,261
Signal Projects	-	-	509,831	231,652	-	-	-	-	-
Trail / Sidewalk Projects	176,219	1,023,146	1,118	196,473	130,874	-	372,796	-	-
Interfund Loan payments	2,196	-	-	-	-	-	-	-	-
Transfers out to other funds/Debt Service	-	-	28,000	-	-	-	-	-	-
TOTAL EXPEND/ALLOCATIONS	182,477	1,165,027	2,525,021	731,827	3,962,874	-	3,000,037	-	3,121,261
NET REVENUE OVER (UNDER) EXPENSE	\$(32,944)	\$(78,484)	\$127,555	\$-	\$-	\$-	\$-	\$-	\$-
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Fund Balance	\$ (9,674)	\$ (88,158)	\$ 39,397	\$ 39,397	\$ 39,397	\$39,397	\$ 39,397	\$ 39,397	\$ 39,397

Capital Improvement Funds Financial Plan

The Infrastructure Improvement/Replacement Fund and the Equipment & Building Replacement Fund were established in 2015 and accounts for all activities pertaining to any capital or equipment improvement or replacement for the City.

Source of Funds

The principal source of revenues for this fund are the allocations from the Local Government Aid, MSA State Aid, grants and transfers from the General Fund.

Use of Funds

The transfers to the Capital Fund pertain to the cost of infrastructure improvements, equipment replacement or maintenance based on the City's Capital Improvement Plan and Councils direction throughout the year of specific projects to be funded and is allocated per department's needs. In addition, there is a yearly transfer to debt service budgeted for any new debt payments for the street reconstruction plan.

Summary Budget

	Actual			Budgets					
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Capital Improvement Funds 194-199									
REVENUE									
Local Govt Aid - Fund 199	\$ 410,000	\$ 543,623	\$ 196,805	\$ 577,696	\$ 556,611	\$ 620,194	\$ 623,795	\$ 627,414	\$ 631,051
Local Govt Aid - Fund 198	128,954	-	225,000	45,000	160,000	100,000	100,000	100,000	100,000
Franchise Fee - Utilities	-	-	-	-	-	-	-	350,000	350,000
Intergovernmental	39,318	-	2,000	-	-	-	-	-	-
Lease Proceeds	39,746	-	-	-	-	-	-	-	-
Special Assessment -Mill/Overlay	-	-	-	41,513	16,975	15,946	15,946	15,946	15,946
Grants	55,455	372,000	-	681,408	89,796	-	285,597	-	-
Sales of Fix Assets	190,976	6,925	28,913	27,000	26,000	26,000	13,000	26,000	26,000
Miscellaneous revenue	1,970	2,395	10,405	-	-	-	-	-	-
Interest Income	6,145	18,710	33,348	2,500	2,500	2,500	2,500	2,500	2,500
Transfer In from Other Funds	526,497	764,593	270,000	266,840	284,073	76,740	74,740	44,100	42,100
TOTAL REVENUES	1,862,333	1,879,272	1,056,607	1,641,957	1,135,955	841,380	1,115,578	1,165,960	1,167,597
EXPENDITURES/ALLOCATION									
Administration and Finance	4,880	122,829	60,380	228,000	53,000	50,000	40,000	25,000	25,000
BLCS	173,023	16,724	23,644	6,000	-	6,000	-	-	-
Computers/Scanners/Software (194)	-	-	61,833	-	180,900	24,600	24,600	24,600	24,600
Elections	20,778	-	2,560	2,000	-	2,000	-	2,000	2,000
Fire	71,000	-	77,112	82,000	163,833	210,833	711,133	299,300	142,500
Parks/Recreation	91,065	-	-	11,700	80,000	130,000	75,000	75,000	10,000
Parks - Trail Maintenance (195)	-	-	-	-	14,000	14,000	14,000	14,000	14,000
Police	168,560	88,490	143,196	95,240	100,940	94,840	85,690	99,200	88,900
Streets	-	246,711	-	466,000	267,000	210,000	275,000	35,000	125,000
Streets Maintenance (196)	-	-	-	30,000	200,000	55,000	30,000	350,000	350,000
Streets/Trail Projects (198)	455,960	1,088,099	24,369	858,091	89,796	-	371,996	-	-
Transfers out -debt payment	-	-	343,305	792,025	100,000	100,000	100,000	100,000	100,000
TOTAL EXPEND/ALLOCATIONS	986,374	1,574,280	767,396	2,571,056	1,249,469	897,273	1,727,419	1,024,100	882,000
NET REVENUE OVER (UNDER) EXPENSE	\$ 875,959	\$ 304,992	\$ 289,211	\$ (929,099)	\$ (113,514)	\$ (55,893)	\$ (611,841)	\$ 141,860	\$ 285,597
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Fund Balance	\$ 1,799,671	\$ 2,104,663	\$ 2,393,874	\$ 1,464,775	\$ 1,351,261	\$ 1,295,369	\$ 683,528	\$ 825,388	\$ 1,110,985

Parks Development Fund Financial Plan

The Parks development fund accounts for capital improvement projects for the City’s parks and trail system. There is nearly 215 acres of parkland, 20 miles of trail and sidewalk and 3.5 acres of greenway in Big Lake. The Big Lake park system includes parks with playgrounds, ball fields and picnic areas. Visitors can also enjoy beach access at Lakeside Park along with a boat landing and fishing pier.

As the City grew, developers either paid park dedication fees or donated land for the park system. The cash or land donation was (and is) based on the size of a particular development. The City developed its park system by adding general amenities, bituminous and concrete surfaces, fencing, hockey rinks, playground equipment, shelters, buildings, etc. The routine maintenance of the existing parks is funded in the General Fund.

Source of Funds

The main source of revenue for this fund is park dedication fees. Park dedication fees in prior years had attributed to one or two large developments annually. As the City reaches full development of residential parcels there are fewer parcels to develop that will be charged park dedications fees in the future, for that reason in 2018 the City established the Park & Trail Dedication fees for Commercial or Industrial development. However, for future planning, the revenue estimated is only for those developments that are in the current planning stages.

Use of Funds

The City prepares a detailed five-year capital improvement plan that outlines all planned renovations and improvement at City parks by park by project. Due to the lack of park dedication funds the majority of these projects will have to be postponed indefinitely, until other funding sources may be available beyond what is shown in the five-year plan.

PARK PROJECTS FUNDED		ESTIMATED COST
Sandord Select Park - completed in 2019		\$ 140,000
New Southside Park		130,000
PARK PROJECTS POSTPONED		ESTIMATED COST
Powell Park Improvements		\$ 80,000
Lake Ridge Park	playground equipment	150,000
Shores of Lake Mitchell Park	playground equipment	150,000
Mitchell Farms Park	playground equipment	100,000
Wright Crossing Park	playground equipment	150,000
Highline Park	playground equipment	150,000
Hudson Woods	playground equipment	150,000
Bluff Park	playground equipment	150,000
Skate Park	Skate Board Equipment	200,000
		<u>\$ 1,280,000</u>

Transfers

Starting with the 2020 budget, there will be a \$14,000 transfer from the General Fund to the Parks and Trails Improvement Fund to set aside for future park developments.

General Obligation Debt Funds

Debt service funds account for the accumulation of resources for the payment of general long-term debt principal and interest. The City maintains individual debt service funds for each bond issued. The City has established annual financial plans for all general obligation bond funds which is shown in total as the G.O. Debt Funds. The Debt Funds use the modified accrual basis for both financial statements and budgeting.

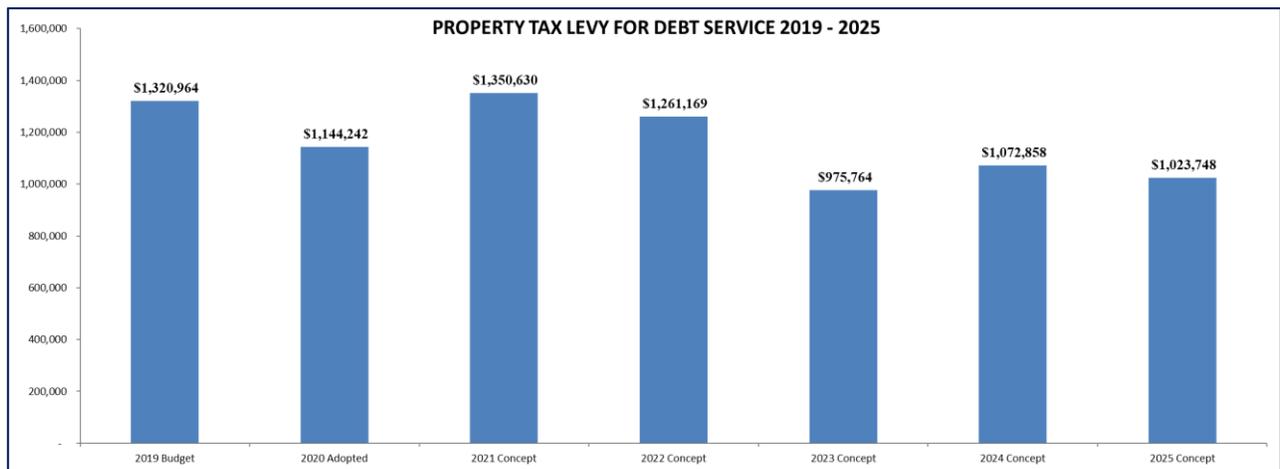
General obligations bonds are secured by the full faith and credit of the City. The City has the authority to levy property taxes for repayment of these bonds.

For this plan, the amounts projected in the Capital Project/Street Improvement plan to be funded by General Obligation Improvement Bonds are assumed to be bonded. The proposed debt structure is consistent with the City's debt management policies. Interest rates are estimated conservatively.

Source of Funds

The principal sources of revenue are property taxes (debt service levies), special assessments, State Aid and transfers in from the Infrastructure Improvement Fund.

The following graph shows the amount of existing and projected debt service levies for the next five years. The current finance plan shows debt levies for bonds currently outstanding with no projected new debt levies. Planned street improvements included in the CIP that are bonded will need to be levied, however, a portion of the payment will be paid for by franchise fees.



Transfers

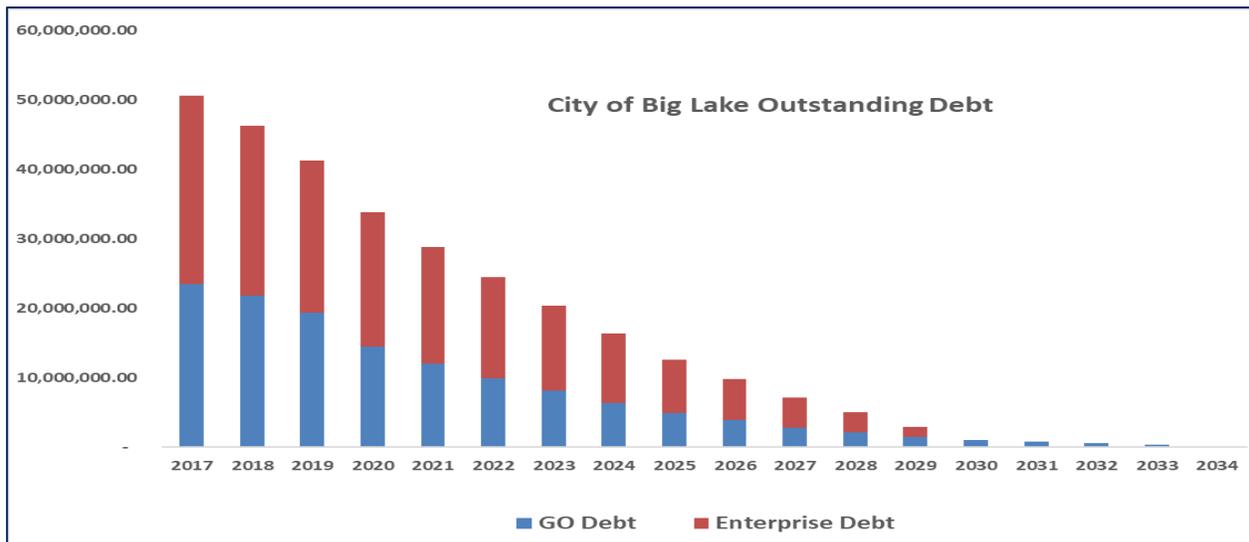
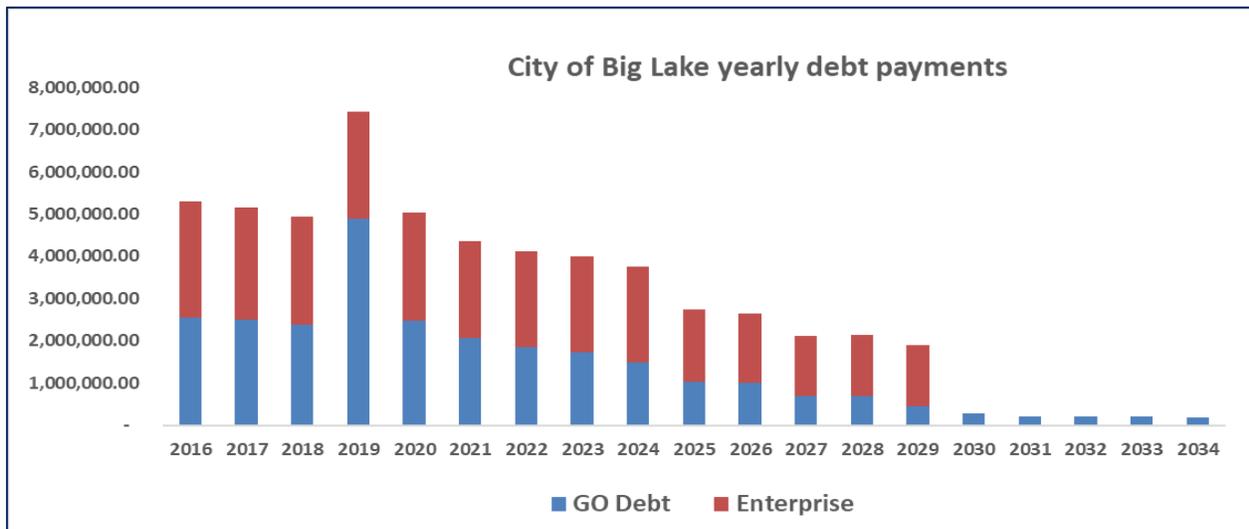
Annual transfers are shown in the Infrastructure Improvement/Replacement Fund to pay for future debt services.

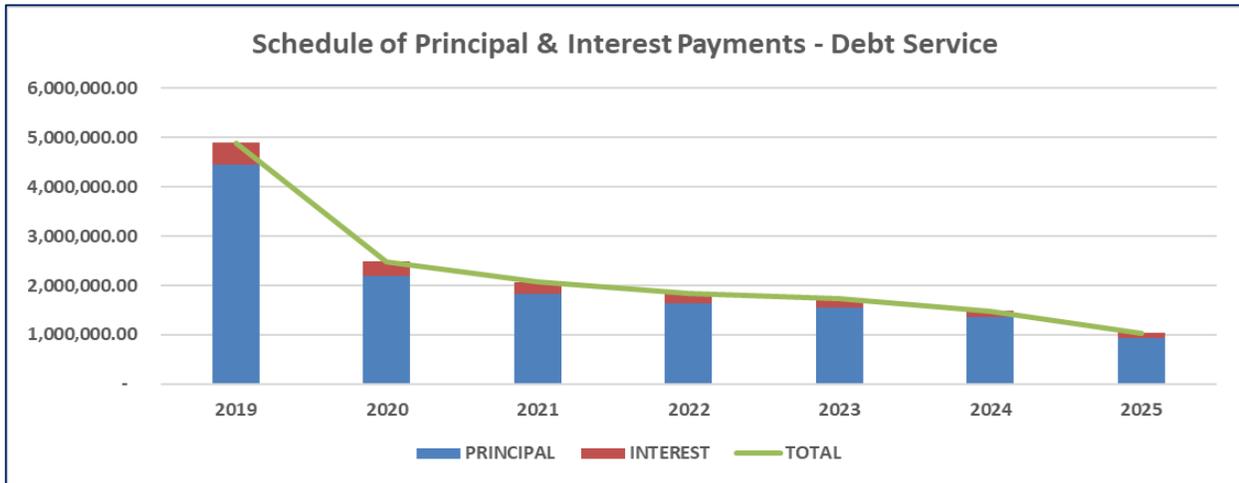
Use of Funds and Fund Balance

According to State Statute, proceeds from the debt service levies and fund balance can only be used for redemption of debt.

Debt Management

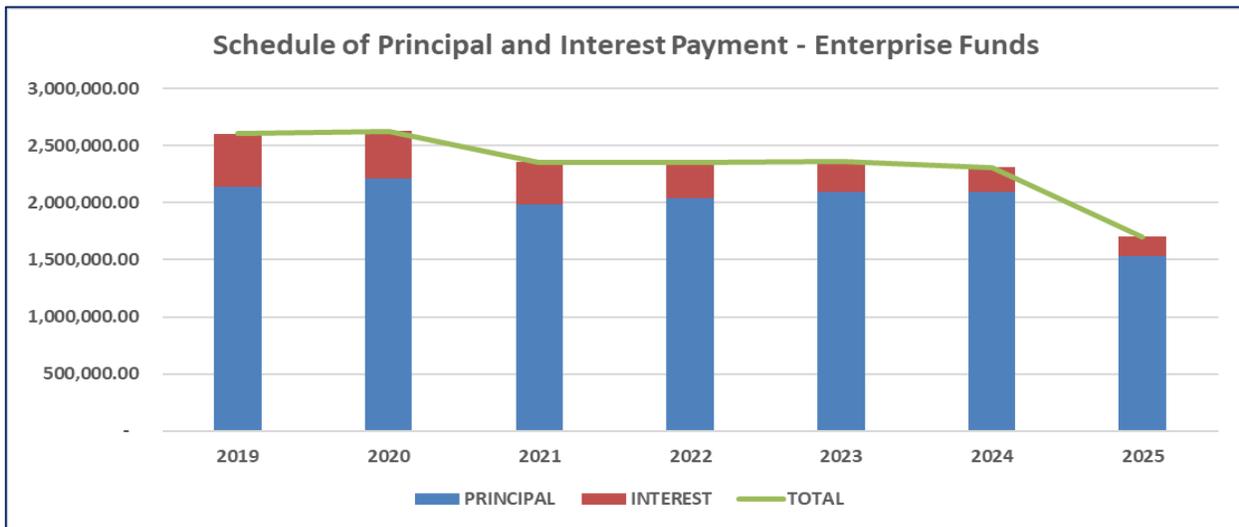
The graph below shows the City's principal and interest payments in the current budget year and beyond. As the graph shows the debt payments for the G.O. Debt spike in 2019, this is due to an advance refunding done 2016 that saved the City \$1.8 Million in interest. The second graph shows the total outstanding debt for the City of Big Lake. This graph also shows the decline in outstanding debt.





General Obligation Debt - Debt Service Funds

Year	2019	2020	2021	2022	2023	2024	2025
Principal	\$ 4,444,330	\$ 2,189,063	\$ 1,821,063	\$ 1,638,063	\$ 1,556,430	\$ 1,349,430	\$ 927,796
Interest	450,775	296,608	248,227	205,422	165,699	131,938	106,883
Total	\$ 4,895,105	\$ 2,485,671	\$ 2,069,290	\$ 1,843,485	\$ 1,722,128	\$ 1,481,367	\$ 1,034,679



General Obligation Debt - Enterprise Funds (includes Revenue Bonds and PFA Loans)

Year	2019	2020	2021	2022	2023	2024	2025
Principal	\$ 2,139,092	\$ 2,213,359	\$ 1,989,359	\$ 2,036,359	\$ 2,092,993	\$ 2,094,926	\$ 1,533,571
Interest	467,103	416,195	366,302	317,637	267,428	214,263	167,695
Total	\$ 2,606,195	\$ 2,629,554	\$ 2,355,661	\$ 2,353,996	\$ 2,360,421	\$ 2,309,189	\$ 1,701,266

Enterprise Funds

Enterprise Funds account for business-type activities. These activities provide services where most of the costs are recovered through user fees and charges. The City has four Enterprise Funds. The accrual basis of accounting is used by the Enterprise Funds for financial statement purposes. For budget purposes the funds use accrual basis except for capital assets and debt payments which are budgeted on a modified accrual basis with each finance plan. Depreciation is noted at the bottoms of the finance plans.

- **Water and Sewer Funds** – received its revenues from charges to all property owners to provide water and sanitary sewer utilities, fund operations and maintenance and capital improvements.
- **Storm Sewer Fund** – receives its revenues from charges to all property owners to fund water quality projects, operations and maintenance, and capital improvements.
- **Lake Liquor Store Fund** - receives its revenues from the control sale of alcoholic beverages to fund cost of goods sold, operations and maintenance, transfer to the general fund and capital improvements.

Water and Sewer Funds Financial Plans

The Water and Sewer Funds were established for the accounting for costs of providing water and sewer services to residents and businesses.

Background

Big Lake is in the Mississippi River -St. Cloud Watershed. Rivers and creeks in the watershed drain surface water to the Mississippi River. Thus, land use, including farming and urban development, affects the water quality in all of the streams, lakes, and wetlands of the watershed.

Watershed quality is important because water from the lakes, rivers, and streams (in addition to rainwater) is what populates the aquifers and supplies groundwater to the City.

Big Lake is spilt between two groundwater provinces (according to the Department of Natural Resources): the metro province and the central province. The geologic formation affects water quality in all cities and is thus important information.

- Metro province: Sand aquifers in generally thick (greater than 100 feet) sandy and clayey glacial drift overlying Precambrian sandstone and Paleozoic sandstone, limestone, and dolostone aquifers
- Central province: Sand aquifers in generally thick (greater than 100 feet) sandy and clayey glacial drift overlying Precambrian and Cretaceous bedrock. Fractured and weathered Precambrian bedrock is used locally as a water source

Big Lake is built upon sandstone, siltstone, and minor shale. It is located within the Lower Cretaceous Aquifer.

Most of the soils in and around Big Lake are very sandy, which allows surface water to drain easily to the aquifer. This is why it is vital that we protect our surface water quality (lakes, rivers, and wetlands) in Big Lake.

An aquifer is an underground layer of rock and gravel that holds water and may be tapped for drinking or crop irrigation.

In contrast, soils near the Elk River and to the north of that stream tend to be “hydric,” meaning that they hold much water. This is a result of their geologic history and the high ground water level.

Until 1981, all of the housing and businesses in Big Lake used on-site, private wastewater treatment systems. These systems, in combination with small lots and soils that are either too well or too poorly drained, (particularly near the lakes and in the north), may have posed health risks. Now, a municipal sanitary sewer system has mitigated that problem.

Water Treatment

The raw water in the City of Big Lake contains radionuclides above the maximum contaminant level as set forth by the Minnesota Department of Health and the U.S. Environmental Protection Agency and required treatment to meet these regulations. In addition, the raw water supply has higher concentrations of iron and manganese. It was determined that an iron and manganese removal plant should be constructed and the radionuclides would be filtered out with the oxidized manganese, thereby meeting the necessary treatment standards

Wastewater Treatment

Wastewater treatment and disposal is an important part of protecting and preserving Minnesota's water resources. Wastewater can be treated at a city's treatment facility. Treating wastewater protects the environment and human health by removing pathogens and other contaminants before the water is discharged back into the environment.

Municipal wastewater typically refers to the collection and treatment of a community's wastewater. A city, or a group of cities, often have sewer pipes that serve all the properties in their community and deliver wastewater to a central treatment plant.

The Minnesota Pollution Control Agency (MPCA) issues permits to wastewater treatment plants that put limits on what can be in their discharged water, and requires certain types of reporting. The agency works with plant operators to help them comply with regulations and address location-specific issues. Minnesota wastewater treatment operators must be certified in order to operate a treatment facility.

The City's Water & Sewer public utility provides water to over 3600 residential and business customers. The City operates 7 wells, a water treatment plant as well as a wastewater treatment facility. The original wastewater treatment facility was constructed in 1981 and was updated in 1996, 1999 and an expansion was done in 2009. The water treatment plant also underwent an expansion in 2004.

Billings to customers are based on actual water usage that is metered for each property and sewer is calculated on the average water use from November through April. An annual comprehensive review of rates is completed to ensure financial stability of the utility. A portion of the fees collected in these funds supports funding of the replacement of the systems infrastructure.

Utility bills are generated on a monthly basis to encourage water conservation. Monthly bills notify customers of their water usage each month, assisting with a better understanding of water usage and leak detection. Payments are received by check, electronic automatic withdrawal through bank drafting or through an on-line credit card, or bank transfer option. During the months of April through October, unpaid accounts will have the water shut off until payment is received. Unpaid bills are the responsibility of the property owner and are certified to the property taxes in the fall of each year. Customers also have the option of opting out of a paper bill each month to instead receive an e-mail indicating their bill is ready for viewing on-line, those that choose this option do receive a 50 cent credit to the bill each month.

Source of Funds

The primary source of funding is user charges based on the property's water usage. Minnesota Statutes require public water suppliers serving more than 1,000 to adopt a water rate structure that encourages water conservation. The City's rate structure used for water billing includes a two-tiered rate system for all customers. The top tier is designed to effect high water users. High water usage is usually caused from lawn sprinkling or leaks. For residential users, the first tier is for usage up to 6,500 gallons used each month, the second tier is for all amounts over the 6,500 gallons used each month. For multi-family structures, as well as irrigation accounts, the first tier is for any usage a month up to 88,600, the second tier is any usage over the 88,600 each month. For commercial users, the first tier is for usage up to 51,000 gallons used each month and the second tier is for any usage over the 51,000 gallons per month. All usage is billed on a per 1,000 gallons. Starting in 2018, the City starting budgeting in the general fund and paying for the usage that each facility used in water, as well as irrigation. Going forward the increase to municipal accounts will be 30 to 40 percent to help offset a larger increase to the residents and businesses.

Additionally, there is a monthly fixed fee for each account. For residential the base fee is \$6.81, for multi-family and irrigation accounts the base fee is \$15.63, commercial base fee is based on the meter size. Industrial base fee is \$306.18 per month.

Sewer fees are based on the November – April average water usage and billed per 1,000 gallons, for residential, multi-family and commercial the rate is \$8.90 per 1,000 gallons. The month fixed rate is \$11.55 for residential and multi-family. The monthly fixed rate for commercial is \$18.28.

For 2020 the water usage rates increased by 6%, the sewer usage fee increased by 5% and the base fees remained flat. For the next coming years it is projected that the base fees will remain flat, water usage will need to increase 2 to 3 percent and sewer usage will need to increase 5 percent to cover the rising cost of infrastructure replacement and treatment.

For industrial accounts the rates are based on the contract signed with the business. Currently the City has only one industrial contract and the rates for that account will increase 8 percent each year.

Below is a summary of the proposed water and sewer rates. The proposed rate increase over the next several years are related to the potential of replacement water meters to go to an automatic meter read in-lieu of contracting out the service. In addition, the possibility of two new wells. For the sewer fund, the proposed

rate increase takes into consideration the expansion of the wastewater treatment facility in order to meet the current demands as well as future growth in the city.

WATER USAGE RATES - RESIDENTIAL, MULTI-FAMILY, IRRIGATION											
YEAR	Adopted					Budget	Projected				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rate Tier 1 (per 1,000)	3.36	3.89	4.01	4.09	3.93	4.17	4.3	4.44	4.47	4.52	4.56
Annual % Increase	0%	16%	3%	2%	-4%	6%	3%	3%	1%	1%	1%
WATER USAGE RATES - COMMERCIAL											
YEAR	Adopted					Budget	Projected				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rate Tier 1 (per 1,000)	3.35	2.4	2.47	2.52	2.42	2.56	2.64	2.72	2.75	2.77	2.8
Annual % Increase	0%	-28%	3%	2%	-4%	6%	3%	3%	1%	1%	1%
SEWER USAGE- RESIDENTIAL, MULTI-FAMILY, COMMERCIAL											
YEAR	Adopted					Budget	Projected				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rate Tier 1 (per 1,000)	7.27	7.68	7.99	8.15	8.48	8.9	9.34	9.81	10.3	10.82	11.25
Annual % Increase	25%	6%	4%	2%	4%	5%	5%	5%	5%	5%	4%
WATER USAGE RATES - MUNICIPAL - GENERAL FUND											
YEAR	Adopted					Budget	Projected				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rate (per 1,000)	0	0	0	4.14	5.80	7.82	10.55	14.25	19.23	19.23	19.23
Annual % Increase	0%	0%	0%	100%	40%	35%	35%	35%	35%	0%	0%
SEWER USAGE RATES - MUNICIPAL - GENERAL FUND											
YEAR	Adopted					Budget	Projected				
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rate (per 1,000)	0	0	0	8.31	11.63	11.63	11.63	11.63	11.63	11.63	11.63
Annual % Increase	0%	0%	0%	100%	40%	0%	0%	0%	0%	0%	0%

Big Lake’s rates tend to be near the top when compared to neighboring and market cities. This is due to several factors, including the mandated upgrades to the wastewater treatment facility, the upcoming expansion needed to the wastewater treatment facility to meet current and future demands. The practices of charging direct and indirect costs to the utility funds are not utilized by all cities.

Estimated revenues for 2020 are based on a typical weather year. Dry summer conditions results in higher revenue and wet summer result in lower revenue. Increased revenue in dry summers is partially offset by the increased costs of additional chemicals, electricity and natural gas costs for pumping and increased maintenance from heavier use on the equipment.

Use of Funds

Expenses from these funds are used for operation and maintenance, debt service, capital improvement and infrastructure replacement relating specifically to the operations of water and sewer services. This includes all direct and indirect overhead costs incurred from operating a water and sewer business.

A five-year Capital Improvement Plan (CIP) is used by the City to project capital improvement and infrastructure replacement needs. The improvements scheduled include on-going programs of water main

replacement, sewer rehabilitation, well rehabilitation, and other scheduled improvements. The detail on specific projects is included in the City's CIP. During the past few years, the Public Works staff has become much more aggressive in inspecting and planning for the City's water and sewer infrastructure, especially the older major components. This stepped-up inspection and asset management planning program has identified needs for several infrastructure maintenance projects that are much more immediate and has been taken into consideration with this current planning document.

Major Capital Initiatives

The City's CIP includes a \$1 million project to replace water meters installed in homes and businesses across the City in 2020. It is necessary to replace the current meters as they are beginning to slow and underreport water use, which results in lost revenues to the water system. An efficient and well-maintained system is essential to ensure proper collection of use charges and rate stability.

The City's Water Treatment Plant is supplied by a series of wells throughout the community. The City currently has seven wells all drawing from the Mt. Simon Aquifer. Some of the wells have seen reduction in production recently, and with the growth of the community, there has been increasing demand for water. Because of the changing circumstances, the City needs to consider investing in new wells in order to ensure adequate water supply for existing and future residents and businesses. City staff believes that because of the long lead time to construct a well, and the current and potential water use, now is the time to begin planning for future wells. Staff believes it is wise to study the need for additional wells. The first step in the study is to determine what level of need exists, potential alternatives, and identify locations for the well(s). At this point, staff knows that there is a looming need for investment, but staff's expertise is not in hydrology. For that reason, council has directed staff to retain the help of Wenk and Associates to conduct a formal study to determine what the cities options are and the potential cost of those options. The City's CIP includes the \$2.4 million project to add the two new wells.

The City's Wastewater Treatment Plant is operating at 147% of its permitted BOD levels, which is a measure of waste loading. That number is expected to grow significantly over the next few years due to residential and industrial growth. The plan also has a few other issues like insufficient backup power. Wenk and Associates have developed a Wastewater Treatment Facility plan in conjunction with the MPCA and City staff to address these issues.

Phase one of the Facility plan, calls for an initial expansion in 2020 to add an oxidation ditch, replacing some screens, adding a generator, and some other miscellaneous electrical and controls improvements. The oxidation ditch and screens will help with the BOD capacity issues. The portable generator will help with the lack of sufficient backup power. The City's CIP includes the \$3.304 million for this project, which will be funded by a \$1 million dollar grant from the State and the remainder from reserves. Additionally, there will be an added \$42,087 in additional O&M costs as a result primarily of added chemical, utilities and maintenance. These additional O&M costs have been implemented into the future budgets as well as rates.

Future expansions are outlined in the Facility plan and the City's CIP includes the \$18 million project to complete the expansion. Needed improvements simply must not be delayed. The plan also includes an aggressive approach to street reconstruction and rehabilitation. Water and sewer infrastructure replacement occurs as a street is replaced.

As noted above stepped-up infrastructure needs will have financial planning impacts with the use of bonding as a financing tool and the debt payments will have an impact on rates. Rate stability will be closely monitored as well as maintaining a strong long-term cash balance within the funds.

Net Assets

For the Enterprise Funds, the City strives to maintain working capital cash balances at a minimum equal to three months. Bonding for large projects within the funds is needed to complete the CIP requests listed in the City’s plan.

Five Year Summary Plans – Water Funds

	Actual		Budget				Projected			
	2017	2018	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
Revenue Budget										
Utilities Revenues - Water	\$ 2,205,527	\$ 1,997,514	\$ 2,047,208	\$ 2,196,341	\$ 149,133	7.28%	\$ 2,185,816	\$ 2,396,899	\$ 2,423,071	\$ 2,473,449
Other Revenues - Water	11,085	19,286	3,398	3,009	(389)	-11.45%	2,657	1,898	1,795	1,023
Total Revenues	\$ 2,216,612	\$ 2,016,800	\$ 2,050,606	\$ 2,199,350	\$ 148,744	7.25%	\$ 2,188,473	\$ 2,398,797	\$ 2,424,866	\$ 2,474,472
	-	-	-	-	-	-	-	-	-	-
Expense Budget										
Personnel	\$ 548,846	\$ 520,845	\$ 612,013	\$ 652,436	\$ 40,423	6.60%	\$ 691,175	\$ 731,751	\$ 774,882	\$ 820,736
Professional Services	32,514	34,396	35,958	37,030	1,072	2.98%	37,833	38,661	39,671	40,549
Operations	297,843	325,395	365,401	356,520	(8,881)	-2.43%	362,366	368,373	374,545	380,890
Capital/Transfers	115,727	20,000	41,000	159,525	118,525	289.09%	28,000	120,369	28,000	112,689
Debt - Interest	227,956	189,738	177,009	157,156	(19,853)	-11.22%	240,186	209,694	179,855	109,120
Debt - Principal*	750,004	770,204	777,788	803,355	25,567	3.29%	816,355	791,475	758,755	758,755
Total Expenses	\$ 1,972,890	\$ 1,860,578	\$ 2,009,169	\$ 2,166,022	\$ 148,591	7.40%	\$ 2,175,915	\$ 2,260,323	\$ 2,155,708	\$ 2,222,739
	-	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ 243,722	\$ 156,222	\$ 41,437	\$ 33,328	\$(114,785)		\$ 12,558	\$ 138,474	\$ 269,158	\$ 251,733
Depreciation Expense	\$ 865,229	\$ 865,728	\$ 866,000	\$ 934,061	\$ 68,061		\$ 934,061	\$ 934,061	\$ 934,061	\$ 934,061
Projected Ending Cash **	\$ 462,796	\$ 624,301	\$ 695,738	\$ 739,067	\$ 71,437	10.27%	\$ 456,625	\$ 295,099	\$ 254,257	\$ 185,990
*projected principal debt payment includes any new debt										
**projected cash balance is after principal debt payments are made										

Five Year Summary Plans – Sewer Funds

	Actual		Budget				Projected			
	2017	2018	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
Revenue Budget										
Utilities Revenues - Sewer	\$ 2,388,223	\$ 2,304,996	\$ 2,434,925	\$ 2,697,158	\$ 262,233	10.77%	\$ 2,834,509	\$ 2,978,508	\$ 5,133,068	\$ 3,299,497
Other Revenues - Sewer	18,045	60,071	6,000	6,000	-	0.00%	6,000	2,000	2,000	2,000
Total Revenues	\$ 2,406,268	\$ 2,365,067	\$ 2,440,925	\$ 2,703,158	\$ 262,233	10.74%	\$ 2,840,509	\$ 2,980,508	\$ 5,135,068	\$ 3,301,497
	-	-	-	-	-	-	-	-	-	-
Expense Budget										
Personnel	\$ 550,075	\$ 542,278	\$ 611,613	\$ 652,016	\$ 40,403	6.61%	\$ 690,656	\$ 731,125	\$ 774,141	\$ 819,870
Professional Services	25,785	23,327	27,408	27,250	(158)	-0.58%	27,730	28,224	28,891	29,416
Operations	348,896	386,423	365,289	435,926	70,637	19.34%	442,990	450,230	2,651,231	661,011
Capital/Transfers	60,000	468,564	20,000	333,262	313,262	1566.31%	126,000	166,184	70,000	62,344
Debt - Interest	430,774	381,107	362,753	330,504	(32,249)	-8.89%	299,979	271,375	808,011	769,310
Debt - Principal*	1,358,480	1,283,796	1,315,212	1,356,646	41,434	3.15%	1,119,646	1,145,446	1,177,246	1,230,462
Total Expenses	\$ 2,774,010	\$ 3,085,495	\$ 2,702,275	\$ 3,135,604	\$(383,220)	-14.18%	\$ 2,707,000	\$ 2,792,584	\$ 5,509,519	\$ 3,572,412
	-	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ (367,742)	\$ (720,428)	\$ (261,350)	\$ (432,446)	\$ 459,078		\$ 133,509	\$ 187,924	\$ (374,451)	\$ (270,915)
Depreciation Expense	\$ 1,283,931	\$ 1,284,262	\$ 1,366,158	\$ 1,397,595	\$ 31,437		\$ 1,407,595	\$ 1,417,595	\$ 1,422,595	\$ 1,922,595
Projected Ending Cash **	\$ 1,214,878	\$ 743,241	\$ 661,891	\$ 395,330	\$ (81,350)	-12.29%	\$ 673,839	\$ 960,683	\$ 381,731	\$ (107,741)

*projected principal debt payment includes any new debt

**projected cash balance is after principal debt payments are made

The Sewer Fund projected ending cash does not include the Sewer Access Charges that will be collected for new development, as those activities go directly into the Sewer CIP Fund.

Storm Sewer Funds Financial Plans

The Storm Sewer Fund was established for the accounting of costs for providing storm drainage services to the community and for preserving and improving surface water quality in the City's lakes and ponds.

Source of Funds

The rate charged for the user is based on a property's land size. Properties less than one acre are charged \$4.93 per month, those properties greater than one acre are charged \$4.93 per month, per acre.

Use of Funds

The storm sewer charges provide the funding for the storm drainage maintenance, street sweeping, pond clean-out, water quality work and other storm related functions. This fund will also transfer for replacement of storm water that is completed during the Street Reconstruction and Rehabilitation projects.

Five Year Summary Plans – Storm Water Funds

	Actual		Budget				Projected			
	2017	2018	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
Revenue Budget										
Utilities Revenues-Storm Water	\$ 256,315	\$ 252,639	\$ 254,839	\$ 257,872	\$ 3,033	1.19%	\$ 260,742	\$ 263,617	\$ 266,497	\$ 269,382
Other Revenues -Storm Water	1,819	4,610	1,000	2,500	1,500	150.00%	2,525	2,550	2,576	2,602
Total Revenues	\$ 258,134	\$ 257,249	\$ 255,839	\$ 260,372	\$ 4,533	1.77%	\$ 263,267	\$ 266,167	\$ 269,073	\$ 271,984
	-	-	-	-	-	-	-	-	-	-
Expense Budget										
Personnel	\$ 137,636	\$ 136,632	\$ 151,729	\$ 145,343	\$ (6,386)	-4.21%	\$ 145,861	\$ 154,401	\$ 163,481	\$ 173,136
Professional Services	9,628	4,068	4,248	3,648	(600)	-14.12%	3,648	3,648	3,697	3,697
Operations	15,697	24,392	23,058	30,411	7,353	31.89%	30,845	31,300	31,779	32,282
Capital/Transfers	-	-	-	157,500	157,500	100.0%	-	-	50,000	-
Debt - Interest	39,641	39,641	39,641	64,641	25,000	63.07%	64,641	64,641	64,641	64,641
Debt - Principal*	-	-	-	-	-	-	-	-	-	-
Total Expenses	\$ 202,602	\$ 204,733	\$ 218,676	\$ 401,543	\$ 13,943	6.38%	\$ 244,994	\$ 253,990	\$ 313,598	\$ 273,756
	-	-	-	-	-	-	-	-	-	-
Net Income/(Loss)	\$ 55,532	\$ 52,516	\$ 37,163	\$ (141,171)	\$ (15,353)		\$ 18,272	\$ 12,177	\$ (44,526)	\$ (1,772)
Depreciation Expense	\$ 269,240	\$ 222,632	\$ 222,636	\$ 237,636	\$ 15,000		\$ 237,636	\$ 237,636	\$ 237,636	\$ 237,636
Projected Ending Cash **	\$ 199,332	\$ 251,848	\$ 289,011	\$ 147,840	\$ 37,163	12.86%	\$ 166,113	\$ 178,289	\$ 133,764	\$ 131,991

*projected principal debt payment includes any new debt
**projected cash balance is after principal debt payments are made

Liquor Store Funds Financial Plans

Lake Liquors is a municipal liquor store operated by the City of Big Lake. The goal of Lake Liquor is to control the sale of alcoholic beverages while generating revenue for the community. Lake Liquor pours the profits back into the community by the annual budget transfer to the General Fund. Without this budget transfer the City would either have to raise the general fund levy or eliminate services provided.

Lake Liquor was previously located in “The Stampin Place” located next to Tootsies Tavern. In 1985, the liquor store was moved to the Lake Shopping Center Mall in the northeast corner. In 2005, the City of Big Lake purchased the old grocery store from George Stevens. The store was remodeled and occupancy occurred in April of 2006 with a grand opening on May 1, 2006. In 2014, the original debt 2005A was refunded with the 2014A for interest savings. The debt is scheduled to be paid in full as of February 1, 2025.

Source of Funds

The sales of inventory of the liquor store, along with interest earning make up the revenue for this fund.

Use of Funds

Expenses from this fund are used for operation and maintenance, debt service, capital improvement and infrastructure replacement relating specifically to the operations of the liquor store. This includes all direct and indirect overhead costs incurred from operating a liquor store.

Transfers

Each year there is a budgeted transfer from the Liquor Store to the General Fund, without this transfer the City would have to either raise the general fund levy or eliminate City services. For the 2020, the budgeted transfer is \$450,000, this is a \$150,000 decrease over 2019. In 2019, the additional \$150,000 transfer was used for resurfacing of the McDowall trail.

Debt

A portion of the revenues are used to pay for the debt that incurred for the purchase and remodel of the existing store. No new debt is proposed in 2020 or the coming years.

Following is a detail of the five-year summary plan as well as the transfers to the General Fund.

Five Year Summary Plans – Liquor Store Funds

	Actual		Budget				Projected			
	2017	2018	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
Revenue Budget										
Sales										
Gross Sales	\$ 4,161,756	\$ 4,239,612	\$ 4,694,225	\$ 4,494,157	\$ (200,068)	-4.26%	\$ 4,628,973	\$ 4,767,833	\$ 4,910,859	\$ 5,058,176
Cost of Sales	2,995,521	3,061,009	3,350,832	3,301,250	(49,582)	-1.48%	3,396,557	3,494,663	3,595,653	3,595,653
Gross Profit	\$ 1,166,235	\$ 1,178,603	\$ 1,343,393	\$ 1,192,907	\$(150,486)	-11.20%	\$ 1,232,416	\$ 1,273,169	\$ 1,315,206	\$ 1,462,522
Revenue Budget										
Gross Sales	\$ 4,161,756	\$ 4,239,612	\$ 4,694,225	\$ 4,494,157	\$ (200,068)	-4.26%	\$ 4,628,973	\$ 4,767,833	\$ 4,910,859	\$ 5,058,176
Other Revenues	7,444	21,306	9,162	10,450	1,288	14.06%	10,550	10,651	10,753	10,856
Total Revenues	\$ 4,169,200	\$ 4,260,918	\$ 4,703,387	\$ 4,504,607	\$(198,780)	-4.23%	\$ 4,639,523	\$ 4,778,484	\$ 4,921,612	\$ 5,069,032
Expense Budget										
Personnel	\$ 363,926	\$ 448,236	\$ 490,187	\$ 505,473	\$ 15,286	3.12%	\$ 512,002	\$ 544,673	\$ 579,549	\$ 616,789
Professional Services	5,743	5,206	6,044	5,700	(344)	-5.69%	5,700	5,700	5,853	5,853
Operations	182,614	168,633	147,149	158,406	11,257	7.65%	161,155	164,096	167,306	168,867
Cost of Sales	2,995,521	3,061,009	3,350,832	3,301,250	(49,582)	-1.48%	3,396,557	3,494,663	3,595,653	3,595,653
Capital/Transfers	361,500	414,736	630,000	450,000	(180,000)	-28.57%	475,000	475,000	475,000	475,000
Debt -Interest	14,549	13,281	12,408	10,901	(1,507)	-12.15%	9,303	7,603	5,659	3,283
Debt - Principal*	72,670	76,304	72,670	79,937	7,267	10.00%	79,937	79,937	83,571	83,571
Total Expenses	\$ 3,996,523	\$ 4,187,405	\$ 4,709,290	\$ 4,511,667	\$(197,623)	-4.20%	\$ 4,639,653	\$ 4,771,672	\$ 4,912,591	\$ 4,949,016
Net Income/(Loss)	\$ 172,677	\$ 73,514	\$ (5,903)	\$ (7,060)	\$ (1,157)		\$ (131)	\$ 6,811	\$ 9,020	\$ 120,016
Depreciation Expense	\$ 65,687	\$ 66,905	\$ 65,688	\$ 68,000	\$ (1,217)	-1.85%	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
Projected Ending Cash **	\$ 830,691	\$ 904,204	\$ 898,301	\$ 891,241	\$ (5,903)	-0.66%	\$ 891,110	\$ 897,922	\$ 906,942	\$ 1,026,958
*projected principal debt payment includes any new debt										
**projected cash balance is after principal debt payments are made										
LIQUOR STORE TRANSFERS										
FIVE-YEAR FINANCIAL PLAN										
	Actual		Budget				Projected			
	2017	2018	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
Transfer Budget										
Transfer to General Fund	\$ 300,000	\$ 375,000	\$ 600,000	\$ 450,000	\$ (150,000)	-25.00%	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
Transfer to CIP Fund***	50,000	25,000	-	-	-		-	-	-	-
***used for trails										
	\$ 350,000	\$ 400,000	\$ 600,000	\$ 450,000	\$(150,000)		\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000

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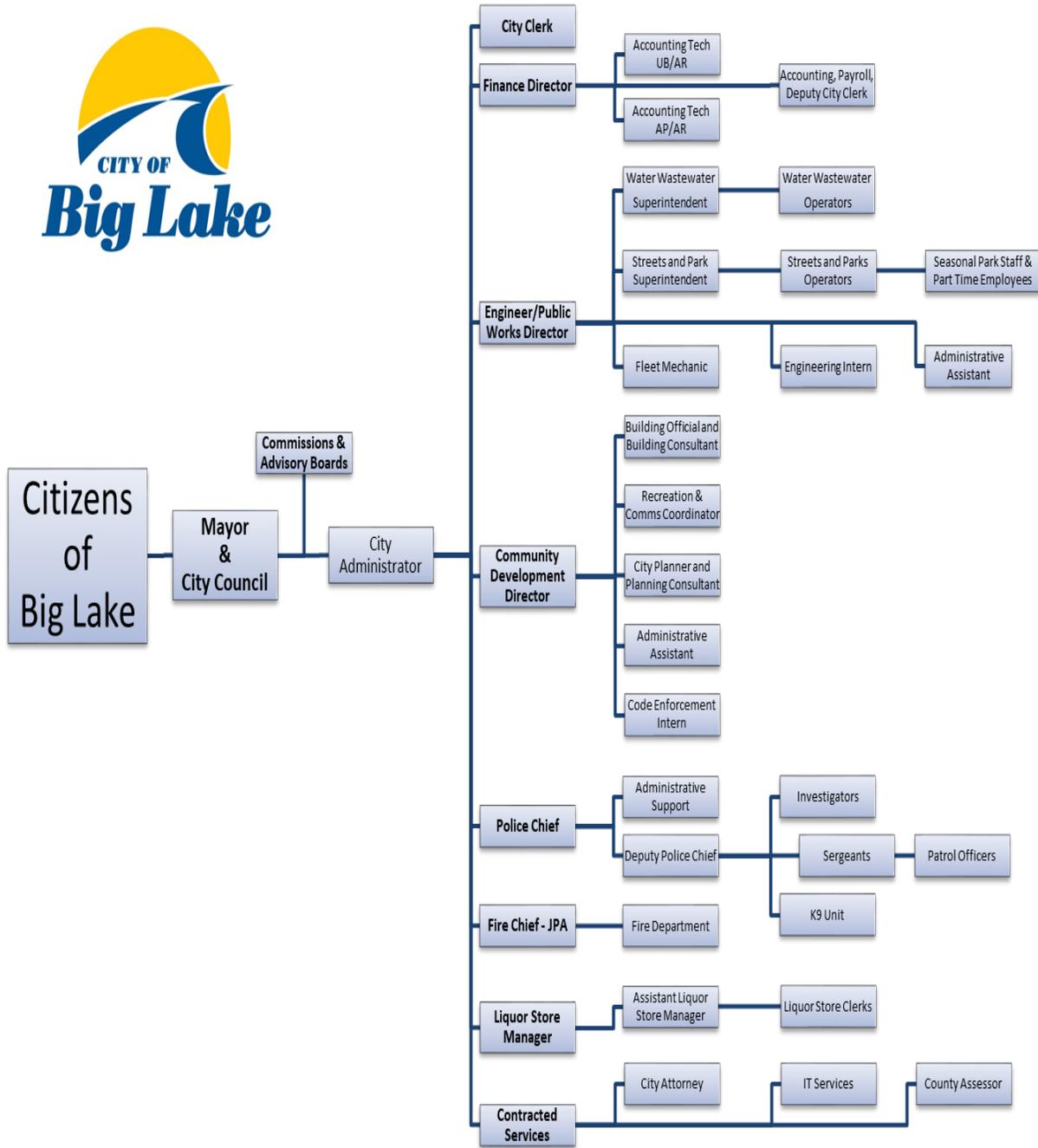
CITY DEPARTMENTS

- Mayor and Council
- City Administration
- Finance Department
- Community Development
- Police Department
- Fire Department
- Public Works Department
- Liquor Store

Department Management

Name	Position
Clay Wilfahrt	City Administrator
Gina Wolbeck	City Clerk
Deb Wegeleben	Finance Director
Hanna Klimmek	Community Development Director
Joel Scharf	Chief of Police
Matt Hayen	Deputy Chief of Police
Seth Hansen	Fire Chief – Paid on Call
Mark Hedstrom	Assistant Fire Chief – Paid on Call
Layne Otteson	City Engineer/Public Works Director
Dan Childs	Water/Wastewater Superintendent
Nick Abel	Street/Parks Superintendent
Greg Zurbey	Liquor Store Manager
Lisa Miller	Assistant Liquor Store Manager

City Organization Chart – by department



Employee Full Time Equivalent Count

(Full-time, regular part-time and seasonal positions)

	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
General Fund						
Mayor and Council						
Mayor	1.00	1.00	1.00	1.00	1.00	1.00
Council Members	4.00	4.00	4.00	4.00	4.00	4.00
	5.00	5.00	5.00	5.00	5.00	5.00
Administrative/Finance						
City Administrator	1.00	1.00	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Finance	4.00	4.00	3.75	3.75	3.75	3.75
Deputy City Clerk	-	-	0.25	0.25	0.25	0.25
	6.00	6.00	6.00	6.00	6.00	6.00
Community Development						
Building	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement	-	-	-	0.25	0.25	0.25
Economic Development	2.00	2.00	2.00	2.00	1.50	1.50
Planning	1.00	1.00	1.00	1.00	1.00	1.00
	5.00	5.00	5.00	5.25	4.75	4.75
Public Safety						
Police	13.00	13.00	13.00	13.00	13.00	14.00
Police Canine	-	-	1.00	1.00	1.00	1.00
Police Administration Support	2.00	2.00	2.00	2.00	2.00	2.00
Community Service Officers	-	-	-	0.50	0.50	0.50
Fire - new position	-	-	-	-	-	1.00
Volunteer On-Call Fire Department (36)	4.00	4.00	4.00	4.00	4.00	4.00
	19.00	19.00	20.00	20.50	20.50	22.50
Parks						
Parks Services - Seasonal May - Sept (12)	2.00	2.00	2.00	2.00	2.00	2.00
Parks Maintenance	3.50	3.50	3.50	3.50	3.50	3.50
Recreation Coordinator	-	-	-	0.50	0.50	1.00
	5.50	5.50	5.50	6.00	6.00	6.50
Public Works						
Engineering	-	-	1.00	1.00	1.00	1.00
Engineering Intern	-	-	-	0.25	0.25	0.25
Streets Maintenance	5.00	5.00	5.00	5.00	5.00	5.50
Fleet Maintenance	1.00	1.00	1.00	1.00	1.00	1.00
	6.00	6.00	7.00	7.25	7.25	7.75
Total General Fund	46.50	46.50	48.50	50.00	49.50	52.50
Special Revenue Fund						
Economic Development Authority (EDA)	-	-	-	-	0.50	0.50
Farmers Market	-	0.25	0.25	0.25	0.25	0.25
Total Special Revenue Fund	-	0.25	0.25	0.25	0.75	0.75
Enterprise Funds						
Water & Sewer Funds	4.75	4.75	4.75	4.75	4.75	5.75
Storm Water Funds	0.25	0.25	0.25	0.25	0.25	0.25
Liquor Store Funds	7.00	7.00	7.00	8.00	8.00	8.00
Total Enterprise Funds	12.00	12.00	12.00	13.00	13.00	14.00
Total All Fund Types	58.50	58.75	60.75	63.25	63.25	67.25

Change in Full-Time Equivalent Allocation

(Full-time, regular part-time and seasonal positions)

		2015	2016	2017	2018	2019	2020
		Budget	Budget	Budget	Budget	Budget	Budget
General Fund							
<i>Administrative/Finance</i>							
Accounting Clerk	Split Duties between Finance/Clerk	-	-	(0.25)	-	-	-
Accounting Clerk/Deputy City Clerk	Split Duties between Finance/Clerk	-	-	0.25	-	-	-
<i>Community Development</i>							
Code Enforcement	Added seasonal position	-	-	-	0.25	-	-
Economic Development	Allocated 50% of time to Special Revenue	-	-	-	-	(0.50)	-
Administrative Assistant	Reclassified one position to part time	-	-	-	-	-	(0.50)
<i>Public Safety</i>							
Police Canine	Added canine Bruno	-	-	1.00	-	-	-
Police Officer	Added additional Police Officer	-	-	-	-	-	1.00
Deputy Police Chief	Reclassified Captain to Deputy Police Chief	-	-	-	-	-	1.00
Captain	Reclassified Captain to Deputy Police Chief	-	-	-	-	-	(1.00)
Community Service Officers	Added PT CSO officer	-	-	-	0.50	-	-
Fire - new position	Added new FTE position	-	-	-	-	-	1.00
<i>Parks</i>							
Recreation Coordinator	Added position at .50	-	-	-	0.50	-	(0.50)
Recreation -Communication Coordinator	Reclassified Position	-	-	-	-	-	1.00
<i>Public Works</i>							
Engineer	Added Engineer	-	-	1.00	-	-	-
Engineering Intern	Summer Engineering intern program	-	-	-	0.25	-	-
Street & Parks Superintendent	Reclassified Foremen Position	-	-	-	-	-	1.00
Street & Parks Foreman	Reclassified to Superintendent	-	-	-	-	-	(1.00)
Street/Parks Operator	Added additional Position	-	-	-	-	0.50	1.00
Administrative Assistant	Reclassified position to part time	-	-	-	-	-	(0.50)
Total General Fund		-	-	2.00	1.50	-	2.50
Special Revenue							
Economic Development Authority (EDA)	Allocated 50% of Community Dev Dir	-	-	-	-	0.50	-
Farmers Market	Added seasonal	-	0.25	-	-	-	-
Total Special Revenue Fund		-	0.25	-	-	0.50	-
Enterprise Fund							
Liquor Store	Added addition FT position	-	-	-	1.00	-	-
Water & Sewer Superintendent	Reclassified Foremen Position	-	-	-	-	-	1.00
Water & Sewer Foreman	Reclassified to Superintendent	-	-	-	-	-	(1.00)
Water & Sewer Operator	Added two additional FT positions	-	-	-	-	-	2.00
Total Enterprise Funds		-	-	-	1.00	-	2.00
Total All Fund Types		-	0.25	2.00	2.50	0.50	4.50

Mayor and Council

Big Lake Mayor and Council Department:

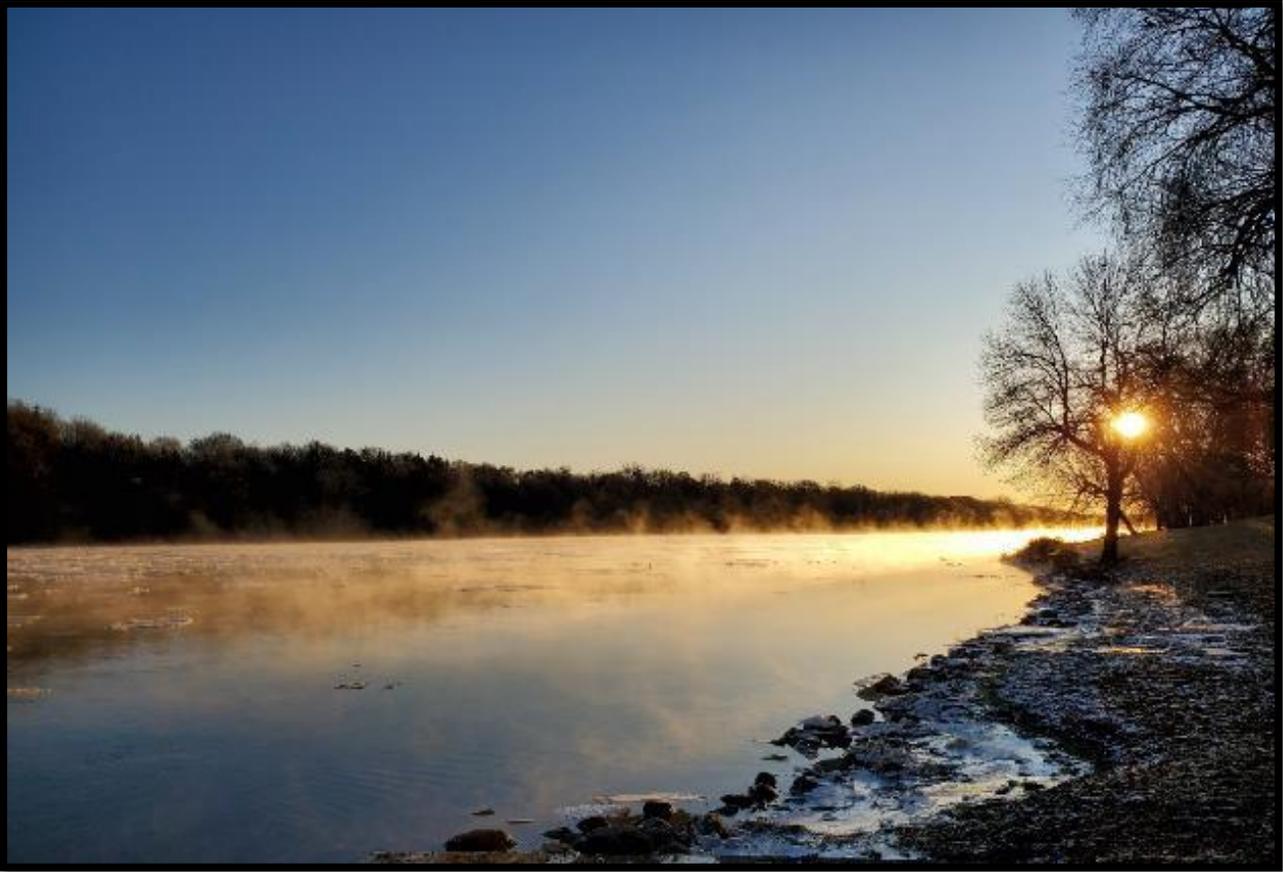
- Mayor
- Council members - 4

Activity Scope:

The mayor and council provide elected representation to the community with control over policies, goals and budgets. Members participate in various committees and direct staff through the city administrator

Desired Outcomes:

- Adopt policies and ordinances consistent with the council’s positions on growth, zoning and financial strategies



City Administration

Big Lake Administrative Department:

- City Administrator
- City Clerk

Activity Scope:

- The City administration provides the overall direction of the City, as determined by council and mayor. The City administrator serves as the chief administrative officer, ensuring that laws, ordinances and resolutions are implemented and enforced. The administrator is also responsible for managing the operations of all City departments
- The City clerk responsibilities involve the management and retention of all official records and documents of the City. The clerk is also responsible for all election procedures

Desired Outcomes:

- Assist City council in setting policies and procedures in accordance with council's position
- Provide direction and leadership on City projects, budget management; oversee performance evaluations and long-range planning



Finance Department

Big Lake Finance Department:

- Finance Director
- Accounting Clerk (payroll)/Deputy City Clerk
- Accounting Technician – Accounts Payable
- Accounting Technician – Accounts Receivable (utility billing)

Activity Scope:

- The City finance director serves as the chief financial officer for the City of Big Lake
- The finance department conducts the financial affairs of the City of Big Lake in accordance with Government Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP)
- Asset management for the City's capital assets
- Preparing and maintaining the City's Capital Improvement Plan
- Working with financial consultants to always be looking at cost savings for the City
- Investment and debt management
- Review and implementation of internal controls
- Accounting for every financial transaction of the City including accounts payable, accounts receivable, and payroll
- Utility billing processing and collection
- Administers human resource duties, including benefits, for the City of Big Lake
- Preparation of the annual audited financial report
- Preparation of the annual budget document

Desired Outcomes:

- Provide meaningful and timely financial reports and information to council, commissions and other City departments as well as the general public
- Develop financial documents in a format to be eligible for review and award of GFOA's award programs



Community Development

Big Lake Community Development Team:

- Community Development Director
- Building Official (contracted service)
- City Planner
- Consultant Planner (contracted service)
- Administrative Assistant #1
- Administrative Assistant #2
- Recreation and Communication Coordinator
- Code Enforcement Officer – Seasonal

Business Retention and Expansion:

- Continue to develop a strong partnership with Sherburne County, Big Lake Township, Big Lake School District, Big Lake Chamber of Commerce and Industry, Utility Companies, BNSF, Developers, Commercial Realtors, Residential Realtors, Banks, Greater MSP, and the Minnesota Department of Employment and Economic Development (DEED)
- Schedule visits with every business/employer in the City of Big Lake to learn more about them and develop healthy, supportive relationships

Big Lake Economic Development Authority (BLEDA):

- Hold monthly meetings to make recommendations to the Big Lake City Council
- Work with the Joint Powers Board for all Big Lake Industrial Park activity
- Accomplish objectives of the Big Lake Economic Development Strategic Plan
- Work with business financing administrators to provide options for business expansion and new opportunities
- Continue to develop marketing materials/opportunities for the City

Planning Commission:

- Hold monthly meetings to make recommendations to the Big Lake City Council
- Work through new concepts with developers for the greater good of the City of Big Lake

Building / Planning and Zoning Operations:

- Continue to make process as efficient as possible with the following objectives:
 - Permit Applications – Approval and Denial
 - Conditional Use Permits – Approval and Denial
 - Variance Requests
 - Code Enforcement
 - Code Amendment
 - Residential and Commercial Inspections
 - Issuance of Certificates of Occupancy

Recreation:

- Write grant applications to expand recreation opportunities
- Farmers Market – Summer and Winter
- Coordinate the Big Lake Community Gardens
- Coordinate Movie in the Park
- Strengthen partnership with Big Lake Schools ECFE programming
- Administer Senior Center room rental
- Administer Special Event Permits – Continue to find efficiency to promote events
- Coordinate park building reservations
- Coordinate the Big Lake Volunteer Program
- Regularly attend the Park Advisory Board meetings

Communication/Promotion:

- Continue to develop the quarterly newsletter to provide quality information for the residents of the City of Big Lake
- Author the City website – Ensure all information is timely and up-to-date
- Post relevant information/promotional materials into social media outlets as well as non-social media mediums
- Facilitate the 2020 Community Branding and identity Design Project

Broadband:

- Continue effort in getting effective service for the entire City of Big Lake



Police Department

Mission Statement: *The members of the Big Lake Police Department display **Pride** in the community we are entrusted to protect, provide **Service** with compassion and dignity, and exhibit highest level of **Integrity** in all aspects of our lives.*

Big Lake Police Department Staff:

- Chief of Police - Emergency Manager
- Deputy Chief of Police
- (2) Field Services Sergeants
- (1) General Investigator
- (1) Uniformed Investigator
- (8) Patrol Officers
- (2) Police Specialists
- (1) Community Service Officer (Part Time)
- (1) Police Canine



Public Safety Services:

- Continue to provide exceptional public safety services to this residents and visitors of Big Lake
- Continue to develop strategies to address ever increasing demands placed upon our department due to population growth, crime trends, community needs, and unfunded mandates
- Continue to maintain our standing as one of the safest communities in Minnesota by diligently detecting and deterring criminal activities in our community
- Enhance our ability and efforts directed at traffic safety within our community
- Continue to grow our abilities to respond with Emergency Management Services
- Continue to evaluate and curtail narcotic use and distribution in our community
- Continue to grow premier programs such as Canine, and Unmanned Aerial Vehicle
- Utilize our new 4-wheelers to patrol park lands, and other areas inaccessible by patrol vehicles

Outreach:

- Diligently provide educational, informational items to the public via Facebook, Twitter, and Nextdoor.com
- Work diligently to grow engagement in our neighborhood block clubs, and the Night to Unite Event
- Aggressively provide information to the community via media releases about criminal activities and prosecutions in the community
- Continue to seek opportunities to interact with the community including; Big Lake Police Night to Unite, Music in the Park, Spudfest, with our Canine Unit, and other public venues
- Continue to provide a transparent view of the Big Lake Police Department
- Continue to grow community interaction in our interactive crime map

Fiscal Management:

- Continue to manage our resources to ensure the department operates at, or under budget for current year
- Continue to explore grant and external funding options for projects within the department

- Continue to mitigate liability through practices in training, operations, and equipment
- Continue to evaluate practices to ensure the cost is an effective use of our resources

Technology:

- We will continue to effectively utilize communications systems
- We will continue to maintain the highest quality body and in squad camera systems cameras
- Continue to evaluate technological platforms which allow our staff to more effectively fulfill our mission, and respond in an agile manner to critical incidents
- Continue to grow online services through www.biglakepolice.com



Staff:

- We undertake all possible measures to ensure our Officers work in the safest possible environment
- We will continually evaluate our leadership structure to ensure the department continues a path of growing future leaders
- We will continue a path to recruit and retain exceptional staff
- Continue to build upon staff skills through quality training and career opportunities
- Continue to grow the mindset of physical and mental fitness within the department to ensure our officer's wellness
- We will work to grow our staff's participation in the future of the department, and to keep them informed of all aspects of the department and its directions



Fire Department

Big Lake Fire Department Staff:

- Fire Chief – 1
- Assistant Chief – 1
- Captains – 5
- Lieutenants - 2
- Fire Fighters – 27
- Training Officer
- SCBA Officer

Public Safety Services:

- Continue to provide quality service to the community 24/7
- Maintain a well-trained staff of paid on call fire fighters
- Continue to provide a very broad fire prevention program with a strong focus on public education and safety
- Continue to grow our abilities to respond with Emergency Management Services

Goals:

- Explore more avenues for grant dollars and donations to replace our aging 800 Radios and pagers
- Develop a formal program for engagement activity
- Develop a senior fire prevention program for Big Lakes aging population
- Offer more training opportunities to staff to give them the tools to move ahead in the organization to help make them successful
- Update the Fire Department Standard Operations Guidelines to accurately reflect the procedures and expectations of the Big Lake Fire Department Members
- Continue to update our facilities, apparatus, and tools to keep staff safe and prouder of their department

Fiscal Management:

- Continue to manage the Big Lake Fire Department Budget without compromising the life and safety of our residents and staff through prudent spending of budgetary dollars
- Set up long term goals for future Capitol purchases allowing adequate time for Joint Powers Board to budget





Public Works Department – Engineering, Streets & Parks

Big Lake Engineering, Streets & Parks Department Staff:

- City Engineer/Public Works Director
- Intern Engineer
- Superintendent – Street/Parks
- Administrative Assistant – 1
- Fleet Mechanic – 1
- Street/Parks Operators – 6
- Street/Park Employee – 1 Part Time
- Street/Park Employee – 12 Seasonal

Services Provided:

- Maintenance and operation of services related to the follow:
 - Parks and playground equipment
 - Lakes
 - City buildings
 - Heavy and light equipment and vehicles
 - Mowing and forestry
 - Ice Rinks and snow removal
 - Beach and open space
 - Streets, and street sweeping
 - Storm sewer system, irrigation system, lighting system
 - Compost facility
 - Water distribution system and sewer collection system

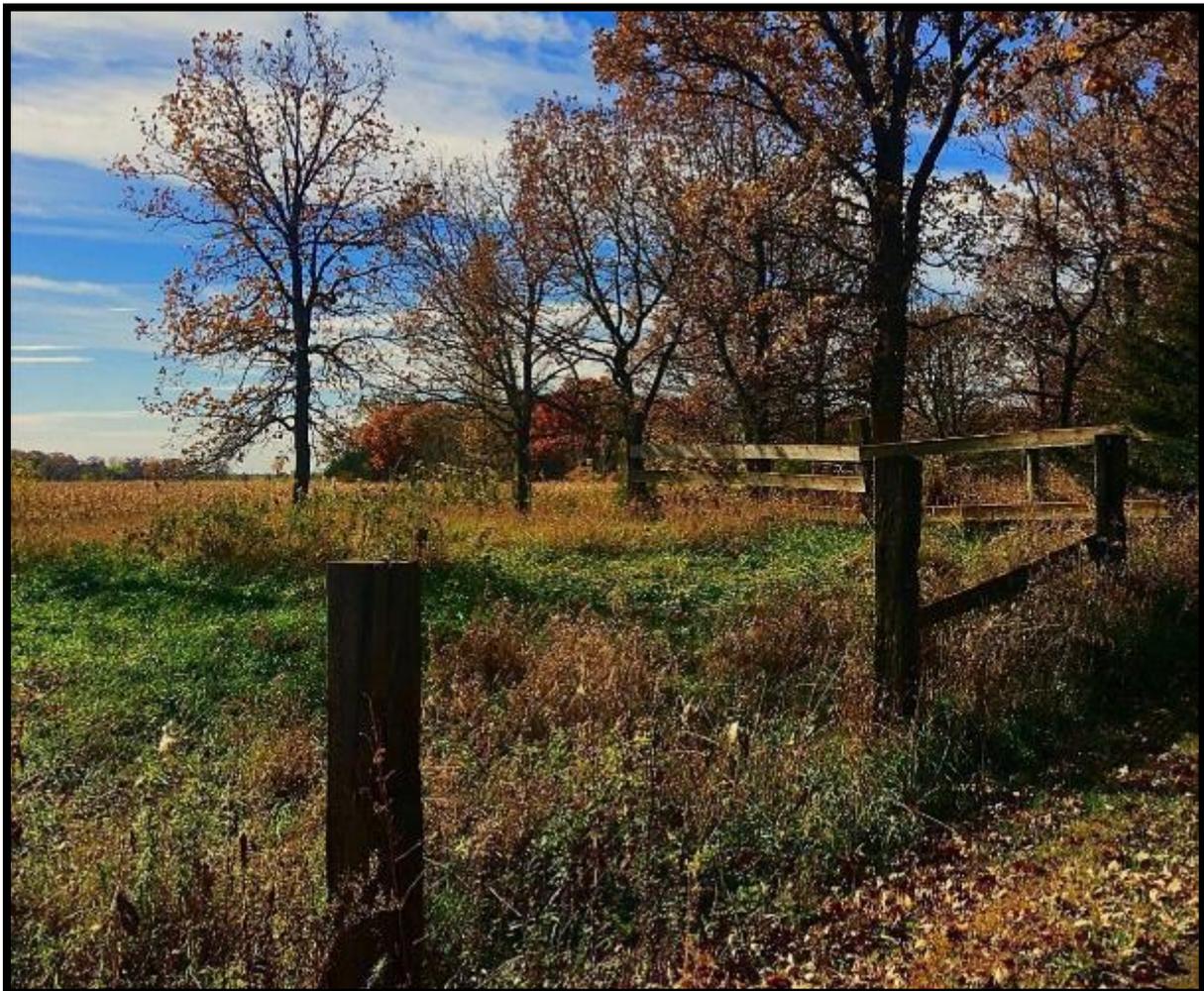


Desired Outcomes:

- Provide a safe, secure, clean and an aesthetic park environment
- Provide quality services and facilities, which build a strong healthy community
- Enhance the quality of life for the residents and businesses of Big Lake
- Ensure the confidence of the residents of Big Lake that the services are provided in an efficient and cost effective manner

Fiscal Management:

- Continue to manage our resources to ensure the department operates at, or under budget for current year
- Continue to explore grant and external funding options for projects within the department
- Continue to mitigate liability through practices in training, operations, and equipment



Public Works Department – Water & Wastewater

Big Lake Water & Wastewater Department Staff:

- City Engineer/Public Works Director
- Superintendent – Water/Wastewater
- Wastewater Operators – 5

Services Provided:

- Ensure environmental stewardship and public health by operating and maintaining the Water Treatment and Wastewater Treatment Plants, and associated storage and collection/distribution systems in accordance with Federal and State Laws
- Provide safe, healthy drinking water to the residents of Big Lake

Desired Outcomes:

- Ensure treatment plants are operated in accordance with Federal and State permit requirements and regulations
- Ensure proactive preventative maintenance to enhance the life of the plants and to minimize outages
- To effectively and efficiently treat, store and distribute water to meet the social, health, economic and environmental needs of the service area in a quality, customer focused, cost efficient and effective manner
- To effectively and efficiently collect, treat, and dispose of wastewater to meet the social, health, economic and environmental needs of the service area in a quality, customer focused, cost efficient and effective manner
- To effectively treat wastewater sludge through our bio-solids process to meet and maintain a class A EQ bio-solids in order to land apply in accordance with the MPCA

Fiscal Management:

- Continue to manage our resources to ensure the department operates at, or under budget for current year
- Continue to explore grant and external funding options for projects within the department
- Continue to mitigate liability through practices in training, operations, and equipment



Liquor Store

Lake Liquor Team:

- Liquor Store Manager
- Liquor Store Assistant Manager
- Full-Time Clerk
- Part-Time Clerks – 10
- Part-Time Stock clerks – 2
- Custodian

Sales:

- Provide a quality selection at a fair price with excellent customer service
- Work with vendors and local non-profits to increase sales through on and off site tastings
- Increase staff trainings to promote sales and customer service
- Track price and industry changes and margins to be competitive in the market
- Expand trending items and categories while reducing slow products
- Expand use of digital media to promote the store, items, specials, and the City of Big Lake

Inventory:

- Use the POS systems to reduce low rotation inventory
- Increase cycle-counts to track inventory more often
- Track sales, discounts, invoices, and margins to industry standards

Community Activities:

- Spring and Fall wine sale in conjunction with local organizations
- Continue to work with Sherburne County to reduce underage drinking
- Continue MMBA events where proceeds go to local organizations
- Continue to pour profits back into local community to reduce local taxes and project costs





GENERAL FUND DETAIL
BUDGET

Summary Budget

	Actual				Budget				
	2017	2018	2019	2020	+/- to last year	2021	2022	2023	2024
REVENUE									
Taxes	\$2,625,717	\$2,873,463	\$2,717,153	\$3,190,691	\$473,538	\$3,220,950	\$3,610,559	\$4,224,294	\$4,387,539
Special assessments	2,149	2,955	500	2,000	1,500	2,000	2,000	2,000	2,000
Licenses and permits	646,793	554,781	364,100	541,490	177,390	578,250	600,300	620,250	662,300
Intergovernmental revenues	375,599	452,504	402,450	431,453	29,003	441,608	441,774	441,951	442,140
Franchise Fees	434,945	422,562	415,273	429,962	14,689	432,362	434,762	437,162	439,562
Charges for services	328,328	258,421	251,057	257,854	6,796	260,504	263,608	266,799	269,956
Fines and forfeitures	49,273	51,563	46,525	51,750	5,225	56,850	58,850	60,850	62,850
Interest earnings	37,181	(30,464)	31,500	31,500	-	31,500	31,500	31,500	31,500
Contributions/Donations	50,370	63,227	6,000	3,000	(3,000)	3,000	3,000	3,000	3,000
Miscellaneous revenue	29,153	3,442	7,000	4,000	(3,000)	4,000	4,000	4,000	4,000
Transfer In from Other Funds	300,000	375,000	600,000	450,000	(150,000)	450,000	450,000	450,000	450,000
Total Current year revenues	4,879,508	5,027,454	4,841,558	5,393,700	552,142	5,481,024	5,900,354	6,541,805	6,754,847
Prior year Donations - Designed Fund Balance	-	8,322	15,640	22,362	6,722	10,000	10,000	6,044	-
TOTAL GENERAL FUND REVENUES BUDGET	\$4,879,508	\$5,035,776	\$4,857,198	\$5,416,062	\$558,864	\$5,491,024	\$5,910,354	\$6,547,849	\$6,754,847
EXPENDITURES									
Mayor/Council	\$ 33,885	\$ 34,445	\$ 33,773	\$ 34,171	\$ 398	\$ 34,195	\$ 34,221	\$ 34,246	\$ 34,273
Planning and Zoning	116,903	158,431	172,160	156,448	(15,712)	166,669	175,384	184,676	194,561
Elections	1,226	15,703	1,400	24,550	23,150	1,800	24,700	1,800	26,700
Administration and Finance	537,752	525,726	513,741	542,979	29,238	571,321	600,535	632,282	666,706
IT - Computer/Software/Maintenance	-	-	77,786	78,300	514	95,331	96,540	97,777	99,045
BLCS	61,041	61,956	64,383	69,491	5,108	72,428	75,878	80,000	85,009
EDA	139,539	169,693	120,222	104,528	(15,694)	110,528	116,273	122,404	128,903
Building Inspection	252,375	186,684	195,566	203,664	8,098	216,871	226,000	238,361	239,615
Engineering	47,311	58,023	60,636	86,568	25,932	92,119	97,421	103,083	109,107
Streets	463,665	536,726	580,485	631,019	50,534	655,377	681,876	710,373	704,804
Parks	472,846	497,759	532,231	590,739	58,508	649,308	717,184	802,507	818,602
Police	1,596,118	1,776,234	1,865,962	2,054,458	188,496	2,175,577	2,300,493	2,437,744	2,579,908
Fire	306,028	293,668	263,117	416,460	153,343	432,721	444,631	459,290	471,248
Community - Recreation	18,356	85,192	101,745	102,783	1,038	107,208	111,648	116,373	121,435
Transfers out	627,759	640,124	273,990	319,904	45,914	109,571	107,571	426,931	424,931
TOTAL GENERAL FUND EXPENDITURES	\$4,674,803	\$5,040,364	\$4,857,199	\$5,416,062	\$558,865	\$5,491,024	\$5,810,353	\$6,447,849	\$6,704,847
NET REVENUE OVER (UNDER) EXPENSE	\$ 204,705	\$ (4,589)	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 100,000	\$ 100,000	\$ 50,000
Unassigned Fund Balance - Projected	\$3,054,570	\$3,049,981	\$3,049,980	\$3,049,980		\$3,049,980	\$3,149,981	\$3,249,981	\$3,299,981
Percentage of Expenditures:									
Unassigned Fund Balance must remain 50%	60.60%	62.79%	56.31%	55.54%		52.49%	48.85%	48.47%	49.22%

General Fund Revenues Budget

Revenues

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-010-3125	Land Use Revenue	\$10,836	\$ 10,490	\$ 22,698	\$ 10,500	\$ 17,040	\$ 6,540	62.29%	\$ 13,700	\$ 13,700	\$ 13,700	\$ 13,700
101-015-3101	RE & PP Taxes-Current	2,423,270	2,651,710	2,965,939	2,822,006	3,291,711	469,705	16.64%	3,327,185	3,722,236	4,341,703	4,510,990
	Less TIF	(63,325)	(40,500)	(74,367)	(84,553)	(85,399)	(846)	1.00%	(86,253)	(87,115)	(87,986)	(88,866)
101-015-3107	Less Township Repayment	(129,235)	(46,844)	(65,452)	(70,300)	(74,518)	(4,218)	6.00%	(78,989)	(83,728)	(88,752)	(94,077)
101-015-3102	RE & PP Taxes-Delinquent	44,751	61,191	31,573	50,000	50,000	-		50,000	50,000	50,000	50,000
101-015-3104	RE & PP Tax - Abatements	-	-	-	-	(7,000)	(7,000)	100.0%	(7,050)	(7,050)	(7,050)	(7,050)
101-015-3106	P.E.R.A. Aid	3,106	3,106	3,106	3,106	-	(3,106)	-100.00%	-	-	-	-
101-015-3109	Penalty & Interest - Taxes	-	-	15,740	-	15,897	15,897	100.0%	16,056	16,217	16,379	16,543
101-015-3110	Market Value Homestead Credit	285	134	111	135	135	-		135	135	135	135
101-015-3155	Transfer In-Revenue	364,568	300,000	375,000	600,000	450,000	(150,000)	-25.00%	450,000	450,000	450,000	450,000
101-015-3160	Inter-Govt Revenue	1,468	104	1,977	1,000	1,000	-		1,000	1,000	1,000	1,000
101-015-3161	Clean-up Day / SCORE Grant	10,069	6,724	6,543	12,000	12,000	-		12,000	12,000	12,000	12,000
101-015-3180	Franchise Fees - Utilities	395,287	409,513	422,562	415,273	429,962	14,689	3.54%	432,362	434,762	437,162	439,562
101-015-3195	Sanitation License	900	900	900	900	1,050	150	16.67%	1,050	1,050	1,050	1,050
101-015-3198	Dock Permits	3,850	3,500	3,500	3,500	3,500	-		3,500	3,500	3,500	3,500
101-015-3201	Peddler License/Permit	1,280	1,360	740	1,000	1,000	-		1,000	1,000	1,000	1,000
101-015-3202	Firework Permits	100	100	100	100	100	-		100	100	100	100
101-015-3210	Massage License	475	575	550	450	375	(75)	-16.67%	375	375	375	375
101-015-3211	Liquor License	30,331	30,775	30,150	30,125	30,100	(25)	-0.08%	30,100	30,100	30,100	30,100
101-015-3213	Non-Intox/Off-Sale License	-	-	325	325	175	(150)	-46.15%	325	325	325	325
101-015-3218	Cigarette License	1,000	1,250	1,200	1,200	1,100	(100)	-8.33%	1,100	1,100	1,100	1,100
101-015-3224	Animal License	828	3,252	1,756	1,500	-	(1,500)	-100.00%	-	-	-	-
101-015-3375	Miscellaneous Revenue	30	14,501	25	30	-	(30)	-100.00%	30	-	30	-
101-015-3376	Insurance Proceeds & Dividends	26,659	6,974	3,384	7,000	4,000	(3,000)	-42.86%	4,000	4,000	4,000	4,000
101-015-3411	Copies	49	33	121	30	30	-		30	30	30	30
101-015-3417	Assessment Searches	2,350	5,100	1,725	2,000	1,000	(1,000)	-50.00%	1,000	1,000	1,000	1,000
101-015-3513	Other Fines/Fees	75	26	52	25	50	25	100.00%	50	50	50	50
101-015-3610	Prop Tx Paid Special Assesmnt	2,343	2,149	2,955	500	2,000	1,500	300.00%	2,000	2,000	2,000	2,000
101-015-3940	Lease/Rental Income	36,312	58,651	59,536	61,576	65,878	4,301	6.99%	66,698	68,032	69,393	70,780
101-015-3995	Unrealized Gain	21,757	2,463	(88,736)	5,000	5,000	-		5,000	5,000	5,000	5,000
101-015-3999	Interest Earned	20,941	34,718	58,272	26,500	26,500	-		26,500	26,500	26,500	26,500
101-015-4151	Refunds & Reimbursements	1	181	1,234	-	500	500	100.0%	500	500	500	500
101-015-4155	Reimbursements - Wellness Progr	-	1,141	1,183	750	200	(550)	-73.33%	200	200	200	200

General Fund Revenues Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019-2020		2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
					2019 Final Budget	2020 Adopted Budget	\$ Change	% Change				
101-020-3160	Intergovernmental	18,430	9,820	10,000	10,000	10,000	-		10,000	10,000	10,000	10,000
101-030-3221	Building Permits	378,732	506,825	396,431	235,000	400,000	165,000	70.21%	450,000	460,000	490,000	520,000
101-030-3222	State Surcharge on Bldg Pmts	12,208	15,567	11,086	15,000	12,000	(3,000)	-20.00%	13,000	14,000	15,000	16,000
101-030-3229	Seed/Sod Escrow Permit	5,300	9,860	5,000	5,000	5,000	-		5,000	5,000	5,000	5,000
101-030-3250	Rental Inspection Fees - Multi Family	12,716	12,027	14,469	12,880	12,880	-		12,880	12,880	12,880	12,880
101-030-3251	Rental License Fees - Single/Duplex	9,100	2,150	10,800	-	11,050	11,050	100.0%	-	11,050	-	11,050
101-030-3375	Miscellaneous Revenue	1,265	1,570	1,161	1,200	1,200	-		1,200	1,200	1,200	1,200
101-030-3418	Administrative Charges	-	275	25	-	25	25	100.0%	25	25	25	25
101-030-3513	Other Fines/Fees	1,589	2,066	5,452	1,000	1,000	-		1,000	1,000	1,000	1,000
101-050-3161	Clean-up Day / SCORE Grant	20,533	10,852	23,182	20,600	40,000	19,400	94.17%	40,000	40,000	40,000	40,000
101-050-3197	Compost Access Permit	2,575	955	810	1,000	1,000	-		1,000	1,000	1,000	1,000
101-050-3220	R-O-W Permit Fees	1,350	1,950	600	1,000	1,000	-		1,000	1,000	1,000	1,000
101-050-3365	Road/Maintenance Aid	108,584	107,479	122,360	122,360	123,494	1,134	0.93%	123,494	123,494	123,494	123,494
101-050-3412	City Maint. Services	5,991	7,655	5,195	5,000	10,000	5,000	100.00%	10,000	10,000	10,000	10,000
101-050-3450	Street Light Fees	150,585	154,257	158,064	160,141	161,941	1,800	1.12%	163,741	165,541	167,341	169,141
101-050-4151	Refunds & Reimbursements	1,151	2,131	3,091	1,500	1,500	-		1,500	1,500	1,500	1,500
101-050-4154	Reimbursements - BL Township	30,936	3,366	-	3,000	-	(3,000)	-100.00%	-	-	-	-
101-055-3160	Inter-Govt Revenue	2,533	6,879	30,879	-	1,900	1,900	100.0%	1,900	1,900	1,900	1,900
101-055-3196	Garden Plot Fees	150	125	300	200	300	100	50.00%	300	300	300	300
101-055-3200	Vendor Fees/Licenses	1,500	50	-	500	-	(500)	-100.00%	-	-	-	-
101-055-3225	Park Permits-Seasonal- Resident	9,740	9,749	9,725	10,000	10,000	-		10,000	10,000	10,000	10,000
101-055-3226	Park Permits-Daily	40,840	36,169	46,396	36,500	36,500	-		36,500	36,500	36,500	36,500
101-055-3227	Park-Miscellaneous	495	-	1,132	100	100	-		100	100	100	100
101-055-3231	Park Permits-Seasonal- Non-Res	7,716	9,441	10,039	10,000	10,000	-		10,000	10,000	10,000	10,000
101-055-3232	Park Event Fee	150	250	175	300	200	(100)	-33.33%	200	200	200	200
101-055-3940	Lease/Rental/CAM	1,110	1,138	1,080	750	750	-		750	750	750	750
101-055-4151	Refunds & Reimbursements	270	114	261	-	250	250	100.0%	250	250	250	250
101-055-4152	Resitution/Damage Payments	4,055	659	-	-	-	-		-	-	-	-

General Fund Expenditures Budget

Expenditures

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-100-05-05-4002	Wages	\$ 25,000	\$ 25,200	\$ 25,200	\$ 25,200	\$ 25,200	\$ -		\$ 25,200	\$ 25,200	\$ 25,200	\$ 25,200
101-100-05-05-4010	F.I.C.A./Medicare (er)	1,912	1,928	1,928	1,928	1,928	-		1,928	1,928	1,928	1,928
101-100-05-05-4016	WC Insurance	40	65	63	70	73	3	4.29%	77	80	85	89
101-100-05-20-4170	Legal	-	-	609	500	500	-		500	500	500	500
101-100-05-25-4200	Printing- Newsletter	593	572	591	600	600	-		600	600	600	600
101-100-05-25-4210	Operating Supplies	527	1,158	644	600	600	-		600	600	600	600
101-100-05-25-4212	Other Operations Expenses	192	73	523	200	500	300	150.00%	500	500	500	500
101-100-05-25-4215	Uniforms/Clothing	-	108	121	-	100	100	100.0%	100	100	100	100
101-100-05-25-4220	Advertising	304	132	241	300	300	-		300	300	300	300
101-100-05-25-4235	Postage	73	9	48	125	50	(75)	-60.00%	50	50	50	50
101-100-05-25-4238	Training/Schools	1,462	1,690	1,392	1,500	1,500	-		1,500	1,500	1,500	1,500
101-100-05-25-4240	Travel/Mileage	-	-	-	50	100	50	100.00%	100	100	100	100
101-100-05-25-4243	Meals	181	157	153	200	200	-		200	200	200	200
101-100-05-25-4250	Liability Insurance	597	649	669	670	690	20	2.99%	711	732	754	777
101-100-05-25-4257	Contractors Hired	1,650	1,575	1,725	1,800	1,800	-		1,800	1,800	1,800	1,800
101-100-05-25-4260	Subscriptions/Dues	30	30	30	30	30	-		30	30	30	30
101-100-10-05-4002	Wages	68,203	74,975	101,535	118,753	99,427	(19,326)	-16.27%	105,393	111,716	118,419	125,524
101-100-10-05-4008	Insurance Benefits (er)	5,127	6,319	9,404	11,278	10,707	(571)	-5.06%	11,778	12,955	14,251	15,676
101-100-10-05-4009	HSA Accounts	1,625	1,875	2,250	2,250	1,875	(375)	-16.67%	1,875	1,875	1,875	1,875
101-100-10-05-4010	F.I.C.A./Medicare (er)	5,160	5,686	7,621	9,085	7,608	(1,477)	-16.25%	8,063	8,546	9,059	9,603
101-100-10-05-4012	P.E.R.A. (er)	4,823	5,392	6,696	8,906	6,117	(2,789)	-31.32%	8,431	8,937	9,474	10,042
101-100-10-05-4016	WC Insurance	415	452	568	800	645	(155)	-19.38%	684	725	768	814
101-100-10-05-4019	Wellness Plan	-	45	50	50	-	(50)	-100.00%	-	-	-	-
101-100-10-20-4140	Audit	307	320	320	361	361	-		361	361	372	372
101-100-10-20-4170	Legal	6,596	7,043	12,016	6,000	6,000	-		6,000	6,000	6,000	6,000
101-100-10-20-4180	Other Consultants	3,060	1,094	1,485	1,200	10,000	8,800	733.33%	10,000	10,000	10,000	10,000
101-100-10-25-4200	Printing-Newsletter etc	592	572	591	600	600	-		600	600	600	600
101-100-10-25-4209	Recording Fees	-	(570)	46	100	138	38	38.00%	138	138	138	138
101-100-10-25-4210	Operating Supplies	371	1,238	895	1,000	1,000	-		1,030	1,061	1,093	1,126
101-100-10-25-4212	Other Operations Expenses	23	27	113	100	100	-		100	100	100	100
101-100-10-25-4215	Uniforms/Clothing	-	77	89	100	100	-		100	100	100	100
101-100-10-25-4220	Advertising	3,009	1,033	1,896	1,236	2,000	764	61.81%	2,060	2,122	2,185	2,251
101-100-10-25-4230	Telephone/Internet	-	1,348	1,458	1,920	1,000	(920)	-47.92%	1,200	1,200	1,200	1,200
101-100-10-25-4235	Postage	187	447	378	300	400	100	33.33%	400	400	400	400

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-100-10-25-4238	Training/Schools	204	1,407	1,438	4,500	4,500	-		4,500	4,500	4,500	4,500
101-100-10-25-4240	Travel/Mileage	13	-	559	300	500	200	66.67%	500	500	500	500
101-100-10-25-4243	Meals	129	317	272	300	300	-		300	300	300	300
101-100-10-25-4250	Liability Insurance	576	904	932	971	1,020	49	5.02%	1,071	1,125	1,181	1,240
101-100-10-25-4260	Subscriptions/Dues	-	146	95	200	200	-		200	200	200	200
101-100-10-25-4405	Motor Fuel	29	231	555	600	600	-		600	600	600	600
101-100-10-25-4413	Equipment/Accessories	-	607	-	250	50	(200)	-80.00%	50	50	50	50
101-100-10-25-4430	Vehicle Maintenance	400	-	2,540	1,000	1,200	200	20.00%	1,236	1,273	1,311	1,351
101-100-11-10-4002	Wages (Elections)	11,381	-	10,773	-	18,000	18,000	100.0%	-	18,000	-	20,000
101-100-11-10-4210	Operating Supplies	366	-	440	-	1,500	1,500	100.0%	-	1,500	-	1,500
101-100-11-10-4212	Other Operations Expense	253	-	80	-	100	100	100.0%	-	-	-	-
101-100-11-10-4220	Advertising	1,546	-	896	-	1,000	1,000	100.0%	-	1,000	-	1,000
101-100-11-10-4238	Training/School	-	1,101	1,132	1,200	1,200	-		1,200	1,200	1,200	1,200
101-100-11-10-4240	Travel/Mileage	389	86	364	100	500	400	400.00%	500	500	500	500
101-100-11-10-4243	Meals	1,743	39	1,868	100	2,250	2,150	2150.00%	100	2,500	100	2,500
101-100-11-71-4612	Transfer Out	-	2,500	-	2,000	-	(2,000)	-100.00%	2,000	-	2,000	-
101-100-15-05-4002	Wages	221,294	234,562	233,002	245,343	253,597	8,254	3.36%	268,813	284,942	302,037	320,158
101-100-15-05-4008	Insurance Benefits (er)	36,703	40,378	38,696	45,639	49,530	3,891	8.53%	54,483	59,931	65,924	72,517
101-100-15-05-4009	HSA Accounts	2,172	1,601	1,598	1,223	900	(323)	-26.41%	900	900	900	900
101-100-15-05-4010	F.I.C.A./Medicare (er)	16,123	16,643	16,529	18,769	19,402	633	3.37%	20,564	21,798	23,106	24,492
101-100-15-05-4012	P.E.R.A. (er)	17,867	17,619	19,194	18,401	19,021	620	3.37%	21,505	22,795	24,163	25,613
101-100-15-05-4016	W/C Insurance	1,942	2,719	3,622	3,600	3,363	(237)	-6.58%	3,565	3,779	4,005	4,246
101-100-15-05-4019	Wellness Plan	-	313	1,451	200	2,000	1,800	900.00%	2,000	2,000	2,000	2,000
101-100-15-20-4140	Audit	3,068	3,200	3,200	3,605	3,605	-		3,605	3,605	3,713	3,713
101-100-15-20-4170	Legal	12,274	17,036	10,289	15,000	15,000	-		15,000	15,000	15,000	15,000
101-100-15-20-4175	Assessing	24,910	25,200	25,432	26,000	28,274	2,274	8.74%	29,122	29,995	30,895	31,822
101-100-15-20-4180	Other Consultants	10,269	2,413	5,796	5,000	5,000	-		5,000	5,000	5,000	5,000
101-100-15-25-4110	Bank Charges	19,803	23,582	29,350	7,200	15,000	7,800	108.33%	15,450	15,914	16,391	16,883
101-100-15-25-4120	Real Estate Tax	4,444	4,402	3,572	3,679	3,789	110	3.00%	3,903	4,020	4,141	4,265
101-100-15-25-4200	Printing-Newsletter etc	608	573	591	600	600	-		600	600	600	600
101-100-15-25-4208	Copies	13,490	10,450	12,147	12,000	13,300	1,300	10.83%	13,699	14,110	14,533	14,969
101-100-15-25-4210	Operating Supplies	14,098	8,139	7,610	13,000	10,000	(3,000)	-23.08%	10,000	10,000	10,000	10,000
101-100-15-25-4212	Other Operations Expenses	2,548	932	4,012	1,500	4,500	3,000	200.00%	4,500	4,500	4,500	4,500

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-100-15-25-4213	Safety Training/Expenses	-	-	-	-	5,000	5,000	100.0%	5,000	5,000	5,000	5,000
101-100-15-25-4215	Uniforms/Clothing	-	86	65	-	100	100	100.0%	100	100	100	100
101-100-15-25-4217	Cleaning Services	8,911	10,400	11,235	12,220	14,820	2,600	21.28%	14,968	15,118	15,269	15,422
101-100-15-25-4220	Advertising	1,590	1,086	875	1,600	1,600	-		1,600	1,600	1,600	1,600
101-100-15-25-4225	Sanitation/Garbage Removal	1,153	830	1,080	1,200	1,212	12	1.00%	1,224	1,236	1,249	1,261
101-100-15-25-4230	Telephone/Internet	10,392	11,110	12,214	12,300	12,450	150	1.22%	12,500	12,550	12,600	12,650
101-100-15-25-4235	Postage	2,339	3,248	2,859	2,938	3,500	562	19.13%	3,535	3,570	3,606	3,642
101-100-15-25-4238	Training/Schools	5,723	6,371	6,060	14,000	10,000	(4,000)	-28.57%	10,000	10,000	10,000	10,000
101-100-15-25-4240	Travel/Mileage	1,321	1,945	2,386	2,600	2,600	-		2,600	2,600	2,600	2,600
101-100-15-25-4243	Meals	638	449	653	1,040	1,000	(40)	-3.85%	1,000	1,000	1,000	1,000
101-100-15-25-4250	Liability Insurance	6,480	6,813	7,063	7,271	7,635	364	5.01%	7,711	7,788	7,866	7,945
101-100-15-25-4260	Subscriptions/Dues	10,644	12,187	11,592	13,685	15,000	1,315	9.61%	15,150	15,302	15,455	15,609
101-100-15-25-4300	Awards - Employee Los	-	-	-	50	200	150	300.00%	200	200	200	200
101-100-15-25-4375	Snow Removal	147	-	-	-	-	-		-	-	-	-
101-100-15-25-4395	Signs/Banners	3,279	-	-	-	-	-		-	-	-	-
101-100-15-25-4413	Equipment/Accessories	2,671	1,961	2,268	1,000	1,000	-		1,000	1,000	1,000	1,000
101-100-15-25-4430	Vehicle Maintenance	-	-	-	-	1,500	1,500	100.0%	1,545	1,591	1,639	1,688
101-100-15-25-4540	Repair/Maintenance Buildings	7,774	13,646	6,196	10,000	7,500	(2,500)	-25.00%	7,725	7,957	8,195	8,441
101-100-15-25-4545	Repair/Maintenance Equipment	1,341	1,280	164	1,000	1,500	500	50.00%	1,545	1,591	1,639	1,688
101-100-15-25-4570	Electricity	16,662	19,257	13,511	18,360	16,000	(2,360)	-12.85%	16,320	16,646	16,979	17,319
101-100-15-25-4580	Natural Gas	3,732	3,747	4,748	5,953	4,818	(1,135)	-19.07%	4,963	5,111	5,265	5,423
101-100-15-25-4582	Solar Credit	-	-	-	(15,235)	(15,387)	(152)	1.00%	(15,541)	(15,697)	(15,854)	(16,012)
101-100-15-25-4590	Water/Sewer Utilities	-	2,351	1,419	3,000	4,050	1,050	35.00%	5,468	7,381	9,965	13,452
101-100-15-85-4612	Transfers Out - Debt Service	6,929	6,929	7,010	7,150	7,831	681	9.52%	7,831	7,831	7,831	7,831
101-100-15-71-4612	Transfers Out - CIP- 198 - Street Maintenance/project	-	220,000	350,000	-	199,033	199,033	100.0%	-	-	350,000	350,000
101-100-15-71-4612	Transfers Out - to Fund 141 for IFL to Sewer	-	-	44,864	-	25,000	25,000	100.0%	25,000	25,000	25,000	25,000
101-100-15-71-4612	Capital Transfer Out - CIP 199 - (City Hall)	-	-	150,000	200,000	-	(200,000)	-100.00%	-	-	-	-
101-100-20-05-4002	Wages **	-	7,309	7,673	8,074	6,177	(1,897)	-23.50%	6,548	6,940	7,357	7,798
101-100-20-05-4002	Insurance **	-	719	635	718	603	(115)	-16.02%	663	730	803	883
101-100-20-05-4009	HSA **	-	-	20	-	30	30	100.0%	30	30	30	30
101-100-20-05-4010	F.I.C.A./Medicare (er) **	-	400	420	473	325	(148)	-31.29%	345	365	387	410
101-100-20-05-4012	P.E.R.A. (er) **	-	384	403	431	284	(147)	-34.11%	302	322	343	365
101-100-20-05-4013	P.E.R.A. - Police/Fire (er) **	-	341	358	396	424	28	7.07%	453	483	516	551

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-100-20-20-4170	Legal	-	392	-	100	100	-		100	100	100	100
101-100-20-25-4210	Operating Supplies	1,339	1,161	1,921	1,000	1,000	-		1,030	1,061	1,093	1,126
101-100-20-25-4212	Other Operating Costs	817	805	251	1,000	500	(500)	-50.00%	515	530	546	563
101-100-20-25-4217	Cleaning Services	13,404	11,837	13,445	13,500	14,520	1,020	7.56%	14,665	14,812	14,960	15,110
101-100-20-25-4225	Sanitation /Garbage	1,689	1,047	1,462	1,200	1,800	600	50.00%	1,800	1,800	1,800	1,800
101-100-20-25-4250	Liability Insurance	4,597	4,553	4,567	4,793	5,033	240	5.00%	5,285	5,549	5,826	6,118
101-100-20-25-4257	Contractor Hired	-	-	583	-	500	500	100.00%	500	500	500	500
101-100-20-25-4370	Grounds Maintenance - HIRED	-	-	658	1,500	1,500	-		1,500	1,500	1,500	1,500
101-100-20-25-4375	Snow Removal - PW/Hired	146	-	-	1,200	1,200	-		1,200	1,200	1,200	1,200
101-100-20-25-4413	Equipment/Accessories - Library	-	722	-	500	1,000	500	100.00%	1,000	1,000	1,000	1,000
101-100-20-25-4540	Repair/Maintenance Buildings	8,819	12,751	12,060	8,000	12,500	4,500	56.25%	12,875	13,261	13,659	14,069
101-100-20-25-4540	Repair/Maintenance Buildings - PV	-	-	-	2,000	-	(2,000)	-100.00%	-	-	-	-
101-100-20-25-4545	Repair/Maintenance Equipment	-	-	383	-	1,000	1,000	100.00%	1,000	1,000	1,000	1,000
101-100-20-25-4570	Electricity	13,700	12,057	10,780	12,298	12,250	(48)	-0.39%	12,495	12,745	13,000	13,260
101-100-20-25-4580	Natural Gas	3,174	3,991	5,008	5,000	5,100	100	2.00%	5,202	5,306	5,412	5,520
101-100-20-25-4590	Water/Sewer Utilities	-	720	1,329	1,200	3,645	2,445	203.75%	4,921	6,643	8,968	12,107
101-100-20-70-4316	Capital Purchase/Improvement	-	-	-	1,000	-	(1,000)	-100.00%	-	-	-	-
101-100-25-05-4002	Wages	98,112	97,773	121,820	79,781	67,987	(11,794)	-14.78%	72,066	76,390	80,974	85,832
101-100-25-05-4008	Insurance Benefits (er)	6,801	6,832	10,312	9,039	5,004	(4,035)	-44.64%	5,504	6,055	6,660	7,326
101-100-25-05-4009	HSA Accounts	1,687	1,687	2,250	1,500	1,125	(375)	-25.00%	1,125	1,125	1,125	1,125
101-100-25-05-4010	F.I.C.A./Medicare (er)	7,471	7,450	9,198	6,103	5,202	(901)	-14.76%	5,513	5,844	6,194	6,566
101-100-25-05-4012	P.E.R.A. (er)	7,177	7,149	9,642	5,723	4,839	(884)	-15.45%	5,765	6,111	6,478	6,867
101-100-25-05-4016	W/C Insurance	1,244	1,358	1,906	1,980	2,079	99	5.00%	2,204	2,336	2,476	2,625
101-100-25-05-4019	Wellness Program	-	41	50	50	-	(50)	-100.00%	-	-	-	-
101-100-25-20-4140	Audit	614	640	640	721	721	-		721	721	743	743
101-100-25-20-4170	Legal	513	331	1,450	500	3,500	3,000	600.00%	3,500	3,500	3,500	3,500
101-100-25-20-4180	Other Consultants	2,000	420	300	2,000	1,000	(1,000)	-50.00%	1,000	1,000	1,000	1,000
101-100-25-25-4200	Printing - Newsletter etc	593	572	591	600	600	-		600	600	600	600
101-100-25-25-4201	Annexation	-	1,022	25	2,000	500	(1,500)	-75.00%	500	500	500	500
101-100-25-25-4210	Operating Supplies	935	1,398	959	1,200	1,000	(200)	-16.67%	1,030	1,061	1,093	1,126
101-100-25-25-4212	Other Operations Expense	458	-	335	250	100	(150)	-60.00%	100	100	100	100
101-100-25-25-4215	Uniforms/Clothing	-	17	24	-	100	100	100.00%	100	100	100	100
101-100-25-25-4220	Advertising	-	219	54	200	200	-		200	200	200	200

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-100-25-25-4230	Telephone/Internet	650	870	550	600	600	-		600	600	600	600
101-100-25-25-4235	Postage	72	114	79	100	100	-		100	100	100	100
101-100-25-25-4238	Training/Schools	6,997	2,145	1,662	2,500	2,500	-		2,500	2,500	2,500	2,500
101-100-25-25-4240	Travel/Mileage	1,127	139	37	250	250	-		250	250	250	250
101-100-25-25-4243	Meals	381	372	814	300	300	-		300	300	300	300
101-100-25-25-4250	Liability Insurance	448	487	544	525	571	46	8.80%	600	630	661	694
101-100-25-25-4260	Subscriptions/Dues	395	320	920	1,000	1,000	-		1,000	1,000	1,000	1,000
101-100-25-25-4300	Awards - Employee LOS	60	-	-	50	50	-		50	50	50	50
101-100-25-25-4413	Equipment/Accessories	-	2,037	-	250	100	(150)	-60.00%	100	100	100	100
101-100-25-26-4221	Marketing - Research	-	-	-	250	-	(250)	-100.00%	-	-	-	-
101-100-25-26-4222	Marketing - Communications	-	3,564	2,754	2,000	4,000	2,000	100.00%	4,000	4,000	4,000	4,000
101-100-25-26-4223	Marketing - Networking	-	24	-	250	-	(250)	-100.00%	-	-	-	-
101-100-25-26-4224	Marketing - Event	-	-	1,157	500	1,100	600	120.00%	1,100	1,100	1,100	1,100
101-100-25-71-4612	Capital Transfers to Fund 199 - Co	-	-	2,000	-	-	-		-	-	-	-
101-100-30-05-4002	Wages	123,976	140,556	117,380	121,290	120,587	(703)	-0.58%	127,822	135,492	143,621	152,238
101-100-30-05-4008	Insurance Benefits (er)	15,310	17,490	14,009	16,631	23,415	6,784	40.79%	25,757	25,757	28,332	31,165
101-100-30-05-4009	HSA Accounts	2,867	3,300	1,800	2,550	2,925	375	14.71%	2,925	2,925	2,925	2,925
101-100-30-05-4010	F.I.C.A./Medicare (er)	9,230	10,506	8,854	9,279	7,608	(1,671)	-18.01%	9,778	10,365	10,987	10,987
101-100-30-05-4012	P.E.R.A. (er)	9,298	10,542	8,803	9,097	9,142	45	0.49%	10,226	10,839	11,490	919
101-100-30-05-4016	W/C Insurance	1,131	1,046	965	1,091	1,050	(41)	-3.76%	1,113	1,113	1,180	1,251
101-100-30-05-4019	Wellness Program	-	120	50	50	-	(50)	-100.00%	-	-	-	-
101-100-30-20-4140	Audit	614	640	640	721	721	-		721	721	743	743
101-100-30-20-4170	Legal	292	42	372	500	100	(400)	-80.00%	100	100	100	100
101-100-30-25-4200	Printing - Newsletter	593	572	591	600	600	-		600	600	600	600
101-100-30-25-4210	Operating Supplies	1,636	1,857	1,198	2,000	2,000	-		2,060	2,122	2,185	2,251
101-100-30-25-4212	Other Operations Expenses	40	-	297	100	100	-		100	100	100	100
101-100-30-25-4215	Uniforms/Clothing	-	43	24	-	50	50	100.0%	50	50	50	50
101-100-30-25-4220	Advertising	-	39	40	50	50	-		50	50	50	50
101-100-30-25-4230	Telephone/Internet	1,982	1,938	1,714	2,031	1,721	(310)	-15.26%	1,738	1,756	1,773	1,791
101-100-30-25-4235	Postage	631	299	520	500	515	15	3.00%	530	546	563	580
101-100-30-25-4238	Training/Schools	1,241	1,013	1,520	1,500	2,000	500	33.33%	2,000	2,000	2,000	2,000
101-100-30-25-4240	Travel/Mileage	2,805	3,230	369	200	300	100	50.00%	300	300	300	300
101-100-30-25-4243	Meals	36	-	20	50	50	-		50	50	50	50

General Fund Expenditures Budget – (continued)

Account Number	Description	2019-2020										
		2016	2017	2018	2019	2020	2019-2020		2021	2022	2023	2024
		Actual	Actual	Actual	Final Budget	Adopted Budget	\$ Change	% Change	Concept Budget	Concept Budget	Concept Budget	Concept Budget
101-100-30-25-4250	Liability Insurance	(25)	-	511	336	800	464	138.10%	840	882	926	972
101-100-30-25-4257	Contractors Hired	21,179	26,204	11,046	10,000	12,000	2,000	20.00%	12,120	12,241	12,364	12,487
101-100-30-25-4260	Subscriptions/Dues	175	100	430	430	430	-		430	430	430	430
101-100-30-25-4405	Motor Fuel	-	-	757	960	1,000	40	4.17%	1,030	1,061	1,093	1,126
101-100-30-25-4412	State SurCharge Bldg.Permit	10,773	16,315	10,689	15,000	15,000	-		15,000	15,000	15,000	15,000
101-100-30-25-4413	Equipment/Accessories	-	330	-	100	1,000	900	900.00%	1,000	1,000	1,000	1,000
101-100-30-25-4430	Vehicle Maintenance	30	861	437	500	500	-		500	500	500	500
101-105-15-20-4129	Computer Consultant	-	-	-	35,000	36,000	1,000	2.86%	36,720	37,454	38,203	38,968
101-105-05-25-4130	Computers & Software	-	-	-	100	100	-		100	100	100	100
101-105-10-25-4130	Computers & Software	-	-	-	500	500	-		-	-	-	-
101-105-15-25-4130	Computers/Software	-	-	-	5,000	8,000	3,000	60.00%	8,000	8,000	8,000	8,000
101-105-15-25-4130	**New Budget Software potential	-	-	-	-	-	-		15,000	15,000	15,000	15,000
101-105-25-25-4130	Computers/Software	-	-	-	500	500	-		500	500	500	500
101-105-30-25-4130	Computers/Software	-	-	-	4,000	4,000	-		4,000	4,000	4,000	4,000
101-105-40-25-4130	Computers/Software	-	-	-	1,700	1,700	-		1,700	1,700	1,700	1,700
101-105-50-25-4130	Computers/Software	-	-	-	1,000	750	(250)	-25.00%	750	750	750	750
101-105-55-25-4130	Computers/Software	-	-	-	500	750	250	50.00%	750	750	750	750
101-105-56-25-4130	Computers/Software	-	-	-	200	200	-		200	200	200	200
101-105-75-25-4130	Computers/Software	-	-	-	6,200	7,000	800	12.90%	7,000	7,000	7,000	7,000
101-105-75-25-4130	Computers/Software	-	-	-	-	-	-		1,391	1,433	1,476	1,520
101-105-75-25-4132	Electronic Data	-	-	-	14,000	14,000	-		14,420	14,853	15,298	15,757
101-105-15-25-4134	Website	-	-	-	9,086	4,800	(4,286)	-47.17%	4,800	4,800	4,800	4,800
101-105-05-71-4316	Capital Transfers to Fund 199 - Computer Fund	-	-	-	-	8,400	8,400	100.0%	2,100	2,100	2,100	2,100
101-105-15-71-4316	Capital Transfers to Fund 199 - Co	-	-	-	5,000	15,000	10,000	200.00%	11,000	11,000	11,000	11,000
101-105-75-71-4316	Capital Transfers to Fund 199 - Co	-	-	-	3,000	-	(3,000)	-100.00%	-	-	-	-
101-200-40-05-4002	Wages	378,732	31,534	38,531	41,015	58,473	17,458	42.56%	61,981	65,700	69,642	73,821
101-200-40-05-4008	Insurance Benefits (er)	-	3,090	5,161	5,812	7,756	1,944	33.45%	8,532	9,385	10,323	11,356
101-200-40-05-4009	HSA Accounts	-	306	-	-	375	375	100.0%	375	375	375	375
101-200-40-05-4010	F.I.C.A./Medicare (er)	-	2,407	2,793	3,138	4,475	1,337	42.61%	4,742	5,026	5,328	5,647
101-200-40-05-4012	P.E.R.A. (er)	-	2,151	2,675	2,805	4,102	1,297	46.24%	4,959	5,256	5,571	5,906
101-200-40-05-4016	W/C Insurance	-	-	562	630	651	21	3.33%	684	718	754	791
101-200-40-05-4019	Wellness Plan	-	30	50	50	-	(50)	-100.00%	-	-	-	-
101-200-40-20-4140	Audit	-	320	320	361	361	-		361	361	372	372

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-200-40-20-4150	Engineering	-	-	334	-	500	500	100.0%	500	500	500	500
101-200-40-20-4170	Legal	-	196	392	100	500	400	400.00%	500	500	500	500
101-200-40-25-4130	Computers & Software	-	811	430	-	-	-	-	-	-	-	-
101-200-40-25-4133	Computer maintenance	-	120	356	-	-	-	-	-	-	-	-
101-200-40-25-4200	Printing-Newsletter etc	-	274	591	600	600	-	-	600	600	600	600
101-200-40-25-4208	Copies	-	(1)	-	-	-	-	-	-	-	-	-
101-200-40-25-4210	Operating Supplies	-	1,093	1,286	1,000	1,500	500	50.00%	1,545	1,591	1,639	1,688
101-200-40-25-4212	Other Operations Expenses	-	-	20	100	100	-	-	100	100	100	100
101-200-40-25-4213	Uniforms/Clothing	-	17	22	-	50	50	100.0%	50	50	50	50
101-200-40-25-4220	Advertising	-	295	-	200	50	(150)	-75.00%	50	50	50	50
101-200-40-25-4230	Telephone/Internet	-	400	600	600	600	-	-	600	600	600	600
101-200-40-25-4235	Postage	-	-	8	25	25	-	-	25	25	25	25
101-200-40-25-4238	Training/Schools	-	295	615	1,000	1,000	-	-	1,000	1,000	1,000	1,000
101-200-40-25-4240	Travel/Mileage	-	435	769	200	200	-	-	200	200	200	200
101-200-40-25-4243	Meals	-	-	10	100	100	-	-	100	100	100	100
101-200-40-25-4250	Liability Insurance	-	-	276	400	1,000	600	150.00%	1,030	1,061	1,093	1,126
101-200-40-25-4260	Subscriptions/Dues	-	-	182	350	350	-	-	350	350	350	350
101-200-40-25-4405	Motor Fuel	-	-	791	1,200	1,200	-	-	1,236	1,273	1,311	1,351
101-200-40-25-4413	Equipment/Accessories	-	444	689	250	1,000	750	300.00%	1,000	1,000	1,000	1,000
101-200-40-25-4430	Vehicle Maintenance	-	-	560	100	1,000	900	900.00%	1,000	1,000	1,000	1,000
101-200-40-25-4545	Repair/Maintenance Equipment	-	-	-	600	600	-	-	600	600	600	600
101-200-50-05-4002	Wages	148,681	150,413	155,386	164,319	173,864	9,545	5.81%	184,296	195,354	207,075	219,499
101-200-50-05-4004	Overtime Wages	-	-	1,036	11,465	7,119	(4,346)	-37.91%	7,546	7,999	8,479	8,988
101-200-50-05-4006	On Call Pay	-	-	12,225	13,200	20,790	7,590	57.50%	20,790	20,790	20,790	20,790
101-200-50-05-4008	Insurance Benefits (er)	26,701	28,960	12,661	7,641	7,181	(460)	-6.02%	7,899	8,689	9,558	10,514
101-200-50-05-4009	HSA Accounts	1,698	1,886	745	375	375	-	-	375	375	375	375
101-200-50-05-4010	F.I.C.A./Medicare (er)	10,639	10,760	12,170	14,457	15,436	979	6.77%	16,266	17,147	18,080	1,383
101-200-50-05-4012	P.E.R.A. (er)	12,137	11,308	13,857	14,173	15,133	960	6.77%	17,011	17,931	18,907	1,513
101-200-50-05-4016	WC Insurance	14,867	19,254	24,231	23,153	25,443	2,290	9.89%	26,970	28,588	30,303	32,121
101-200-50-05-4019	Wellness Plan	-	263	150	150	-	(150)	-100.00%	-	-	-	-
101-200-50-05-4020	Union Insurance	-	-	19,806	27,352	30,966	3,614	13.21%	30,966	32,514	34,140	35,847
101-200-50-20-4140	Audit	3,068	2,880	2,880	3,605	3,605	-	-	3,605	3,605	3,713	3,713
101-200-50-20-4150	Engineering	18,142	8,792	5,308	5,000	5,000	-	-	5,000	5,000	5,000	5,000
101-200-50-20-4170	Legal	649	490	312	600	300	(300)	-50.00%	300	300	300	300

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-200-50-20-4180	Other Consultants	579	51	150	250	-	(250)	-100.00%	-	-	-	-
101-200-50-20-4185	Other Consult-Med Exams	394	454	-	500	1,000	500	100.00%	1,000	1,000	1,000	1,000
101-200-50-25-4200	Printing - newsletter	593	572	591	600	600	-		600	600	600	600
101-200-50-25-4210	Operating Supplies	5,351	7,150	8,364	8,240	8,500	260	3.16%	8,755	9,018	9,288	9,567
101-200-50-25-4212	Other Operations Expenses	29	-	407	100	500	400	400.00%	500	500	500	500
101-200-50-25-4215	Uniforms/Clothing	1,426	2,440	2,588	3,775	5,400	1,625	43.05%	5,400	5,400	5,400	5,400
101-200-50-25-4220	Advertising	478	67	362	100	400	300	300.00%	400	400	400	400
101-200-50-25-4225	Sanitation/Garbage Removal	1,178	2,049	1,520	1,545	1,591	46	3.00%	1,639	1,688	1,739	1,791
101-200-50-25-4230	Telephone/Internet	4,888	3,513	3,926	4,740	4,740	-		4,740	4,740	4,740	4,740
101-200-50-25-4235	Postage	131	369	662	200	800	600	300.00%	800	800	800	800
101-200-50-25-4238	Training/Schools	710	864	679	4,500	2,000	(2,500)	-55.56%	2,000	2,000	2,000	2,000
101-200-50-25-4240	Travel/Mileage	268	-	48	200	100	(100)	-50.00%	100	100	100	100
101-200-50-25-4243	Meals	22	-	10	50	50	-		50	50	50	50
101-200-50-25-4250	Liability Insurance	11,724	11,825	11,420	12,600	11,750	(850)	-6.75%	12,338	12,954	13,602	14,282
101-200-50-25-4257	Contractors Hired	3,969	1,288	1,754	2,600	12,500	9,900	380.77%	12,500	12,500	12,500	12,500
101-200-50-25-4260	Subscriptions/Dues	209	88	62	325	325	-		325	325	325	325
101-200-50-25-4300	Awards - Employee LOS	70	-	25	100	100	-		100	100	100	100
101-200-50-25-4315	Compost/Woodchipper	20,548	10,852	13,311	20,600	23,000	2,400	11.65%	23,000	23,000	23,000	23,000
101-200-50-25-4320	Sand/Salt	36,723	27,948	46,415	47,277	49,350	2,073	4.38%	51,818	54,408	57,129	59,985
101-200-50-25-4325	Class 5	72	223	-	300	300	-		300	300	300	300
101-200-50-25-4335	Stripping	10,098	4,002	2,180	12,000	12,000	-		12,000	12,000	12,000	12,000
101-200-50-25-4340	Hot Mix	7,339	7,761	16,873	10,000	17,850	7,850	78.50%	18,743	19,680	20,664	21,697
101-200-50-25-4360	Sealcoat/Crackfill	13,704	6,158	-	10,000	10,000	-		10,300	10,609	10,927	11,255
101-200-50-25-4385	Shop Materials	3,134	2,625	1,497	3,000	3,000	-		3,000	3,000	3,000	3,000
101-200-50-25-4395	Signs/Banner	1,616	5,058	4,923	5,000	2,000	(3,000)	-60.00%	2,000	2,000	2,000	2,000
101-200-50-25-4405	Motor Fuel	8,072	8,481	9,417	10,300	11,000	700	6.80%	11,330	11,670	12,020	12,381
101-200-50-25-4410	Tires	4,232	3,776	7,846	4,120	5,000	880	21.36%	5,150	5,305	5,464	5,628
101-200-50-25-4413	Equipment/Accessories	247	935	291	1,000	500	(500)	-50.00%	500	500	500	500
101-200-50-25-4430	Vehicle Maintenance	3,513	3,772	5,666	6,180	7,000	820	13.27%	7,210	7,426	7,649	7,879
101-200-50-25-4540	Repair/Maintenance Buildings	2,707	5,792	6,862	6,000	6,000	-		6,000	6,000	6,000	6,000
101-200-50-25-4545	Repair/Maintenance Equipment	15,742	16,771	26,392	18,000	20,000	2,000	11.11%	20,000	20,000	20,000	20,000
101-200-50-25-4570	Electricity	3,708	3,216	6,927	3,280	5,000	1,720	52.42%	5,100	5,202	5,306	5,412
101-200-50-25-4575	Electricity (Street Lights)	92,995	83,879	86,826	98,400	105,000	6,600	6.71%	107,100	109,242	111,427	113,655

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-200-50-25-4580	Natural Gas	2,752	3,447	5,007	5,202	5,300	99	1.89%	5,353	5,407	5,461	5,515
101-200-50-25-4582	Solar Credit	-	-	-	(10,049)	(10,149)	(100)	1.00%	(10,251)	(10,353)	(10,457)	(10,562)
101-200-50-25-4590	Water/Sewer Utilities	-	1,389	1,528	3,960	3,300	(660)	-16.67%	4,455	6,014	8,119	10,961
101-200-50-71-4612	Capital Equipment Transfer - 199	-	-	-	6,000	5,000	(1,000)	-16.67%	5,000	5,000	5,000	5,000
101-200-50-71-4612	Capital Improvement Transfer - 19	-	110,000	30,000	30,000	30,000	-		30,000	30,000	-	-
101-200-55-05-4002	Wages	201,550	205,301	214,246	233,265	240,654	7,389	3.17%	255,093	270,399	286,623	303,820
101-200-55-05-4004	Overtime Wages	-	-	509	-	2,000	2,000	100.0%	2,000	2,000	2,000	2,000
101-200-55-05-4008	Insurance Benefits (er)	30,101	32,147	12,873	7,333	7,181	(152)	-2.07%	7,899	8,689	9,558	10,514
101-200-55-05-4009	HSA Accounts	1,598	1,811	639	375	375	-		375	375	375	375
101-200-55-05-4010	F.I.C.A./Medicare (er)	14,597	14,846	15,680	17,845	18,410	565	3.17%	19,515	20,686	21,927	23,242
101-200-55-05-4012	P.E.R.A. (er)	12,585	15,034	14,692	14,197	14,222	25	0.18%	20,407	21,632	22,930	24,306
101-200-55-05-4016	Worker's Comp Insurance	12,889	9,608	14,157	14,265	14,979	714	5.01%	15,878	16,830	17,840	18,911
101-200-55-05-4019	Wellness Plan	-	295	150	100	-	(100)	-100.00%	-	-	-	-
101-200-55-05-4020	Union Insurance	-	-	20,784	30,754	30,206	(548)	-1.78%	30,206	32,018	33,939	35,976
101-200-55-20-4140	Audit	2,147	2,240	2,240	2,524	2,524	-		2,524	2,524	2,600	2,600
101-200-55-20-4150	Engineering	4,462	600	3,996	2,000	2,000	-		2,000	2,000	2,000	2,000
101-200-55-20-4170	Legal	4,532	-	1,196	500	500	-		500	500	500	500
101-200-55-25-4200	Printing - Newsletter etc	593	572	591	600	600	-		600	600	600	600
101-200-55-25-4210	Operating Supplies	31,486	18,901	21,239	25,000	25,000	-		25,750	26,523	27,318	28,138
101-200-55-25-4212	Other Operations Expenses	4,013	184	711	100	1,000	900	900.00%	1,030	1,061	1,093	1,126
101-200-55-25-4215	Uniforms/Clothing	1,823	1,490	2,048	2,000	2,200	200	10.00%	2,200	2,200	2,200	2,200
101-200-55-25-4220	Advertising	266	39	252	300	300	-		300	300	300	300
101-200-55-25-4225	Sanitation/Garbage Removal	5,356	5,303	5,973	6,000	6,000	-		6,180	6,365	6,556	6,753
101-200-55-25-4230	Telephone/Internet	4,951	4,813	5,137	5,000	6,000	1,000	20.00%	6,000	6,000	6,000	6,000
101-200-55-25-4235	Postage	117	135	91	200	150	(50)	-25.00%	150	150	150	150
101-200-55-25-4238	Training/Schools	155	649	579	800	600	(200)	-25.00%	600	600	600	600
101-200-55-25-4243	Meals	134	157	153	100	200	100	100.00%	200	200	200	200
101-200-55-25-4250	Liability Insurance	29,373	26,050	26,501	27,300	29,725	2,425	8.88%	31,211	32,772	34,410	36,131
101-200-55-25-4255	Rent/Lease	1,900	1,900	-	1,900	1,900	-		1,900	1,900	1,900	1,900
101-200-55-25-4257	Contractors Hired	6,930	15,254	7,271	2,500	9,500	7,000	280.00%	9,500	9,500	9,500	9,500
101-200-55-25-4260	Subscriptions/Dues	164	-	-	200	50	(150)	-75.00%	50	50	50	50
101-200-55-25-4300	Awards - Employee LOS	27	-	25	25	25	-		25	25	25	25
101-200-55-25-4311	Cash Shortage - park	(101)	345	(40)	100	25	(75)	-75.00%	25	25	25	25

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-200-55-25-4321	Beach Sand	274	167	1,227	350	500	150	42.86%	505	510	515	520
101-200-55-25-4395	Signs/Banners	850	471	255	500	500	-		500	500	500	500
101-200-55-25-4405	Motor Fuel	7,409	8,504	14,709	9,000	10,000	1,000	11.11%	10,300	10,609	10,927	11,255
101-200-55-25-4413	Equipment/Accessories	739	1,307	2,850	2,000	1,500	(500)	-25.00%	1,500	1,500	1,500	1,500
101-200-55-25-4430	Vehicle Maintenance	903	1,433	1,165	2,200	2,200	-		2,200	2,200	2,200	2,200
101-200-55-25-4530	Lake Maintenance	11,116	26,743	17,135	25,640	25,640	-		25,640	25,640	25,640	25,640
101-200-55-25-4535	Playground Maintenance	4,000	2,947	609	4,000	4,000	-		4,000	4,000	4,000	4,000
101-200-55-25-4540	Repair/Maintenance Buildings	1,914	1,889	11,569	2,000	2,500	500	25.00%	2,500	2,500	2,500	2,500
101-200-55-25-4545	Repair/Maintenance Equipment	15,526	14,747	16,011	14,500	15,000	500	3.45%	15,000	15,000	15,000	15,000
101-200-55-25-4570	Electricity	7,606	8,631	7,245	9,300	7,800	(1,500)	-16.13%	7,956	8,115	8,277	8,443
101-200-55-25-4580	Natural Gas	2,255	2,974	4,506	3,600	4,800	1,200	33.33%	4,896	4,994	5,094	5,196
101-200-55-25-4590	Water/Sewer Utilities	-	44,795	47,027	63,858	99,973	36,115	56.56%	132,193	175,692	235,134	223,908
101-200-55-71-4612	Capital Transfers - 199 - Playgrou	-	-	-	5,000	5,000	-		5,000	5,000	5,000	5,000
101-200-55-71-4612	Capital Transfers - 198 River Oaks Park/or other trails	-	-	-	-	5,000	5,000	100.0%	5,000	5,000	5,000	5,000
101-200-55-71-4612	Capital Transfers - 198 Trail Maint	-	-	-	-	9,000	9,000	100.0%	9,000	9,000	9,000	9,000
101-200-55-71-4612	Capital Transfers - 199 - Misc Equ	-	-	-	6,700	5,000	(1,700)	-25.37%	5,000	5,000	5,000	5,000
101-300-75-05-4002	Wages	925,001	958,717	1,055,505	1,140,353	1,265,430	125,077	10.97%	1,341,356	1,421,837	1,507,147	1,597,576
101-300-75-05-4004	Overtime Wages	9,298	22,817	52,360	45,063	34,625	(10,438)	-23.16%	36,703	38,905	41,239	43,713
101-300-75-05-4005	Overtime Wages/Grant	11,789	7,175	7,709	12,000	12,000	-		12,000	12,000	12,000	12,000
101-300-75-05-4008	Insurance Benefits (er)	123,194	114,318	122,554	146,690	166,381	19,691	13.42%	183,019	201,321	221,453	243,598
101-300-75-05-4009	HSA Accounts	8,513	11,066	12,936	12,000	17,661	5,661	47.18%	17,661	17,661	17,661	17,661
101-300-75-05-4010	F.I.C.A./Medicare (er)	19,043	20,068	22,451	24,880	26,906	2,026	8.14%	28,520	30,232	32,045	33,968
101-300-75-05-4011	F.I.C.A./Medicare (er)/Grant	171	104	108	175	200	25	14.29%	212	225	238	252
101-300-75-05-4012	P.E.R.A. (er)	8,326	8,058	9,926	9,169	9,639	470	5.13%	10,266	10,933	11,643	12,400
101-300-75-05-4013	P.E.R.A. - Police/Fire (er)	138,433	147,642	167,960	179,380	206,729	27,349	15.25%	220,683	235,579	251,481	268,456
101-300-75-05-4014	P.E.R.A. - Police/Fire (er)/Grant	1,910	1,162	1,204	1,944	2,124	180	9.26%	2,267	2,420	2,584	2,758
101-300-75-05-4016	Workers Comp	33,283	34,063	42,358	44,100	46,305	2,205	5.00%	49,083	52,028	55,150	58,459
101-300-75-05-4019	Wellness Plan	-	950	800	800	-	(800)	-100.00%	-	-	-	-
101-300-75-20-4140	Audit	3,068	3,200	3,200	3,605	3,680	75	2.08%	5,680	3,680	5,680	3,680
101-300-75-20-4170	Legal	16,558	4,231	913	5,000	5,000	-		5,000	5,000	5,000	5,000
101-300-75-20-4180	Other Consultants	18	15	-	1,000	500	(500)	-50.00%	500	500	500	500
101-300-75-20-4181	Court Fines	15,992	17,504	15,620	18,500	20,000	1,500	8.11%	20,600	21,218	21,855	22,510
101-300-75-25-4110	Bank or Collection Charges	-	-	123	-	250	250	100.0%	250	250	250	250

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-300-75-25-4196	Crime Prevention	45	-	259	100	100	-		100	100	100	100
101-300-75-25-4200	Printing - Newsletter etc	593	572	591	600	600	-		600	600	600	600
101-300-75-25-4208	Copies	1,749	1,561	1,816	2,200	1,980	(220)	-10.00%	1,980	1,980	1,980	1,980
101-300-75-25-4210	Operating Supplies	6,004	5,017	5,632	6,695	7,000	305	4.56%	7,210	7,426	7,649	7,879
101-300-75-25-4211	Medical Supplies	683	709	668	700	2,000	1,300	185.71%	2,060	2,122	2,185	2,251
101-300-75-25-4212	Other Operations Expenses	9,021	7,257	10,291	10,300	10,500	200	1.94%	10,815	11,139	11,474	11,818
101-300-75-25-4214	Police Body Armor	-	-	-	-	4,000	4,000	100.0%	4,000	4,000	4,000	4,000
101-300-75-25-4215	Uniforms/Clothing	19,100	16,929	20,209	17,250	13,250	(4,000)	-23.19%	13,250	13,250	13,250	13,250
101-300-75-25-4216	Fire Arms	3,316	4,755	4,885	3,800	3,800	-		3,800	3,800	3,800	3,800
101-300-75-25-4220	Advertising	1,095	920	637	1,030	1,000	(30)	-2.91%	1,000	1,000	1,000	1,000
101-300-75-25-4230	Telephone/Internet	17,627	16,795	20,852	21,000	21,000	-		21,000	21,000	21,000	21,000
101-300-75-25-4235	Postage	590	528	768	1,000	1,000	-		1,000	1,000	1,000	1,000
101-300-75-25-4238	Training/Schools	12,318	12,117	14,948	15,000	15,000	-		15,000	15,000	15,000	15,000
101-300-75-25-4240	Travel/Mileage	-	176	451	200	100	(100)	-50.00%	100	100	100	100
101-300-75-25-4243	Meals	664	491	565	500	500	-		500	500	500	500
101-300-75-25-4250	Liability Insurance	28,191	29,934	33,267	33,176	36,647	3,471	10.46%	38,479	40,403	42,423	44,544
101-300-75-25-4251	Emergency Management	575	321	796	1,000	1,000	-		1,000	1,000	1,000	1,000
101-300-75-25-4253	Police K-9 Expenditures	30,829	20,913	10,692	5,000	6,000	1,000	20.00%	6,180	6,365	6,556	6,753
101-300-75-25-4254	Spud Fest	423	338	265	500	500	-		500	500	500	500
101-300-75-25-4257	Contractors Hired	503	1,611	965	1,500	1,250	(250)	-16.67%	1,250	1,250	1,250	1,250
101-300-75-25-4260	Subscriptions/Dues	13,705	13,050	17,870	17,000	18,000	1,000	5.88%	18,000	18,000	18,000	18,000
101-300-75-25-4300	Awards - Employee LOS	30	130	50	100	100	-		100	100	100	100
101-300-75-25-4405	Motor Fuel	27,026	33,951	36,188	44,000	44,400	400	0.91%	45,732	47,104	48,517	49,973
101-300-75-25-4410	Tires	1,917	2,537	2,128	2,652	2,732	79	2.99%	2,814	2,898	2,985	3,074
101-300-75-25-4413	Equipment/Accessories	28,862	15,117	19,101	11,000	19,000	8,000	72.73%	19,000	19,000	19,000	19,000
101-300-75-25-4430	Vehicle Maintenance	16,210	21,089	19,056	19,000	19,570	570	3.00%	20,157	20,762	21,385	22,026
101-300-75-25-4545	Repair/Maintenance Equipment	2,308	4,398	3,435	5,000	5,000	-		5,150	5,305	5,464	5,628
101-300-75-71-4612	Capital Transfer - 199 Replace Tas	-	-	6,000	2,640	2,640	-		2,640	2,640	-	-
101-300-80-25-4207	Animal Control	858	602	858	1,000	1,000	-		1,000	1,000	1,000	1,000
101-300-85-05-4002	Wages	55,204	62,382	-	-	103,233	103,233	100.0%	109,427	115,993	122,952	130,329
101-300-85-05-4008	Insurance Benefits (er)	-	-	-	-	15,348	15,348	100.0%	16,883	18,571	20,428	22,471
101-300-85-05-4009	HSA Accounts	-	-	-	-	1,500	1,500	100.0%	1,500	1,500	1,500	1,500
101-300-85-05-4010	F.I.C.A./Medicare (er)	4,071	4,643	1,412	-	1,497	1,497	100.0%	1,587	1,682	1,783	1,890

General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
							\$ Change	% Change				
101-300-85-05-4013	P.E.R.A. Police/Fire (er)	-	-	-	-	18,273	18,273	100.0%	19,369	20,532	21,763	23,069
101-300-85-05-4015	Fire Department Relief Assoc.	4,000	4,000	-	4,000	4,000	-	-	4,000	4,000	4,000	4,000
101-300-85-05-4016	W/C Insurance	25,861	31,775	(19)	-	5,485	5,485	100.0%	5,814	6,163	6,533	6,925
101-300-85-05-4017	Unemployment Benefits	-	-	-	-	-	-	-	-	-	-	-
101-300-85-20-4140	Audit	2,954	2,560	2,560	-	-	-	-	-	-	-	-
101-300-85-20-4170	Legal	736	273	-	-	-	-	-	-	-	-	-
101-300-85-20-4180	Other Consultants	245	1,250	-	-	-	-	-	-	-	-	-
101-300-85-20-4185	Medical Exams	2,876	3,509	-	-	-	-	-	-	-	-	-
101-300-85-25-4126	Use Tax	-	-	-	-	-	-	-	-	-	-	-
101-300-85-25-4130	Computers/Software	3,069	667	-	-	-	-	-	-	-	-	-
101-300-85-25-4195	Fire Prevention	-	-	-	-	-	-	-	-	-	-	-
101-300-85-25-4200	Printing - Newsletter etc	593	572	591	600	600	-	-	600	600	600	600
101-300-85-25-4208	Copies	266	111	223	249	259	10	4.00%	269	280	291	303
101-300-85-25-4258	Fire Projection Services - JPA	-	-	183,417	162,268	170,265	7,997	4.93%	177,272	179,311	183,439	184,161
101-300-85-45-4015	Fire Department Relief Assoc.	96,867	98,024	102,393	96,000	96,000	-	-	96,000	96,000	96,000	96,000
101-300-85-70-4316	Capital Purchaes	6,748	-	-	-	-	-	-	-	-	-	-
101-300-85-71-4612	Capital Transfers -2019 Commanc	-	54,000	-	6,500	-	(6,500)	-100.00%	-	-	-	-
101-300-85-71-4612	Capital Transfers -Computers replaced 5yrs	-	-	-	-	3,000	3,000	100.0%	-	-	-	-
101-400-56-05-4002	Wages	-	-	22,478	53,479	50,690	(2,789)	-5.22%	53,731	56,955	60,373	63,995
101-400-56-05-4008	Insurance Benefits (er)	-	-	-	4,972	4,594	(378)	-7.60%	5,053	5,559	6,115	6,726
101-400-56-05-4009	HSA Accounts	-	-	-	1,470	1,320	(150)	-10.20%	1,320	1,320	1,320	1,320
101-400-56-05-4010	F.I.C.A./Medicare (er)	-	-	1,720	4,091	3,878	(213)	-5.21%	4,110	4,357	4,619	4,896
101-400-56-05-4012	P.E.R.A. (er)	-	-	1,686	4,011	3,802	(209)	-5.21%	4,299	4,556	4,830	5,120
101-400-56-05-4016	Worker's Comp Insurance	-	-	-	2,762	2,949	187	6.77%	3,126	3,313	3,512	3,723
101-400-56-05-4019	Wellness Plan	-	-	-	50	-	(50)	-100.00%	-	-	-	-
101-400-56-20-4170	Legal	-	-	174	100	100	-	-	100	100	100	100
101-400-56-25-4208	Copies (Spud Fest Parade, etc)	-	500	-	500	500	-	-	500	500	500	500
101-400-56-25-4210	Operating Supplies	-	-	95	500	500	-	-	515	530	546	563
101-400-56-25-4212	Other Operations Expenses	-	291	70	100	100	-	-	103	106	109	113
101-400-56-25-4215	Uniforms/Clothing	-	-	24	-	50	50	100.0%	50	50	50	50
101-400-56-25-4220	Advertising	-	76	74	250	250	-	-	250	250	250	250
101-400-56-25-4230	Telephone/Internet	-	-	510	960	600	(360)	-37.50%	600	600	600	600
101-400-56-25-4235	Postage	-	-	-	200	200	-	-	200	200	200	200

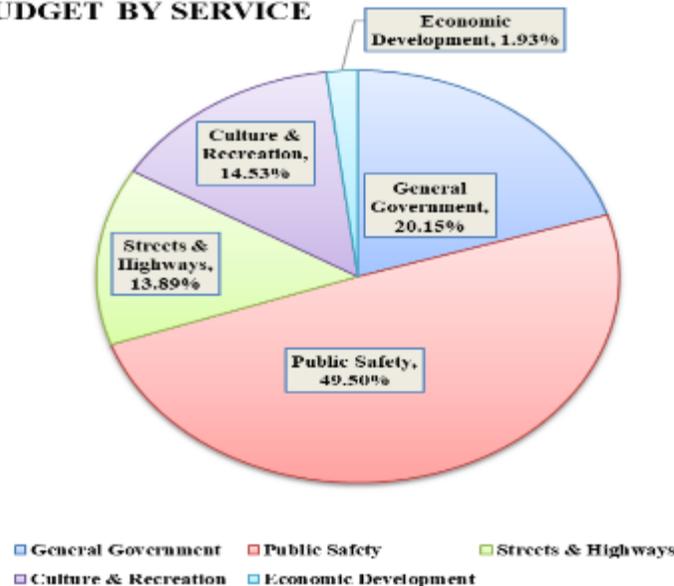
General Fund Expenditures Budget – (continued)

Account Number	Description	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget	
							\$ Change	% Change					
101-400-56-25-4238	Training/School	-	-	-	200	500	300	150.00%	500	500	500	500	
101-400-56-25-4240	Travel/Mileage	-	-	-	50	50	-		50	50	50	50	
101-400-56-25-4243	Meals	-	-	27	50	50	-		50	50	50	50	
101-400-56-25-4259	Contractors Hired - ECFE	-	5,793	5,664	10,000	10,000	-		10,000	10,000	10,000	10,000	
101-400-56-25-4260	Subscriptions/Dues	-	-	30	200	200	-		200	200	200	200	
101-400-56-25-4395	Signs/Banners	-	-	-	500	250	(250)	-50.00%	250	250	250	250	
101-400-56-25-4413	Equipment/Accessories	-	-	200	500	500	-		500	500	500	500	
101-400-56-25-4901	Music in the Park	-	-	-	-	5,000	5,000	100.0%	5,000	5,000	5,000	5,000	
101-400-56-25-4903	Movie in the Park	995	2,557	3,901	3,600	3,600	-		3,600	3,600	3,600	3,600	
101-400-70-25-4217	Cleaning Services	-	50	-	100	-	(100)	-100.00%	-	-	-	-	
101-400-70-25-4400	Recycling Day	9,018	7,989	6,050	12,000	12,000	-		12,000	12,000	12,000	12,000	
101-400-95-25-4902	Donation - Contribution	1,100	1,100	1,100	1,100	1,100	-		1,100	1,100	1,100	1,100	
		\$ 4,712,001	\$ 4,674,802	\$ 5,040,364	\$ 4,857,199	\$ 5,416,062	\$ 558,866	11.51%	\$ 5,491,024	\$ 5,810,353	\$ 6,447,849	\$ 6,704,847	
		2016	2017	2018	2019	2020			2021	2022	2023	2024	
General Fund Expenditures:		\$ 4,712,001	\$ 4,674,802	\$ 5,040,364	\$ 4,857,199	\$ 5,416,062			\$ 5,491,024	\$ 5,810,353	\$ 6,447,849	\$ 6,704,847	
General Fund Revenues:		4,654,011	4,879,508	5,035,776	4,857,198	5,416,062			5,491,024	5,910,354	6,547,849	6,754,847	
Surplus / Deficit:		(57,991)	204,706	(4,589)	(0)	(0)			(0)	100,000	100,000	50,000	
		% of increase in Revenue				2019	2020			2021	2022	2023	2024
		over prior year budget				-3.55%	11.51%			1.38%	7.64%	10.79%	3.16%
		% of increase in Expenditures				2019	2020			2021	2022	2023	2024
		over prior year budget				-3.63%	11.51%			1.38%	5.82%	10.97%	3.99%

Expenditure Budget Summary by Service

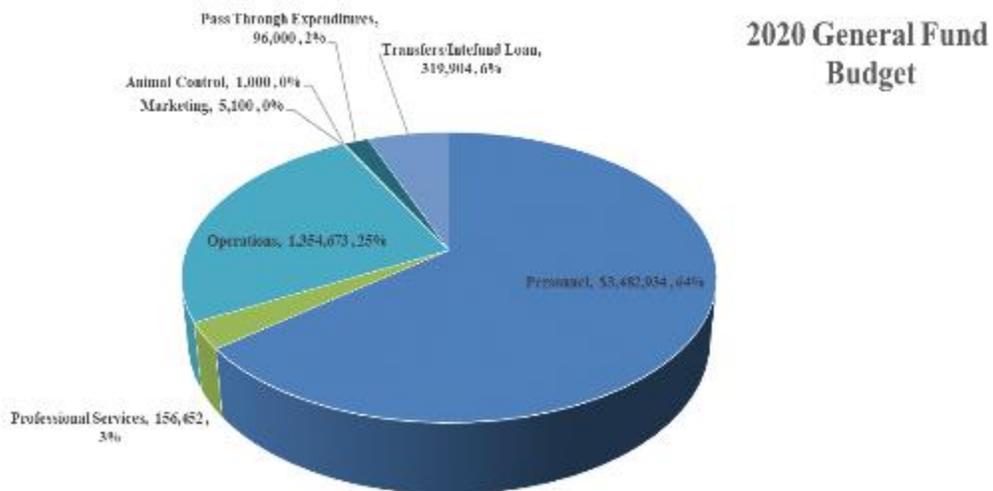
Service	2019	2020	2019-2020		% Total Budget	Reason for change
	Adopted Budget	Adopted Budget	\$ Change	% Change		
<u>General Government</u>						
Mayor/Council	\$ 33,773	\$ 34,171	\$ 398	1.18%		Increase in Liability Insurance
Planning	172,160	156,448	(15,712)	-9.13%		Personnel (Step Increases + Insurance Increases)
Elections	3,400	24,550	21,150	622.06%		Election year in 2020
Administration/Finance	720,891	774,841	53,950	7.48%		Personnel (Step Increases + Insurance Increases) - reduction in transfer
IT - Computer/Software	85,786	101,700	15,914	18.55%		Increase in transfer for Computer replacement fund
<u>Total General Government</u>	1,016,010	1,091,710	59,785	5.88%	20.16%	
<u>Public Safety</u>						
Police	1,868,602	2,057,098	188,496	10.09%		Personnel (Step Increases + Insurance Increases)+ new position
Fire	269,617	419,460	149,843	55.58%		Potential new position + increase pay for firefighters
Building	195,566	203,664	8,098	4.14%		Personnel (Step Increases + Insurance Increases)
<u>Total Public Safety</u>	2,333,785	2,680,223	346,437	14.84%	49.49%	
<u>Streets & Highways</u>						
Engineering	60,636	86,568	25,932	42.77%		Personnel (Step Increases + Insurance Increases)+ new position
Streets	616,485	666,020	49,535	8.04%		Personnel + increase in contractors hired
<u>Total Streets & Highways</u>	677,121	752,589	75,467	11.15%	13.90%	
<u>Culture & Recreation</u>						
Parks	543,931	614,739	70,808	13.02%		Personnel (Step Increases + Insurance Increases)
BLCSC	64,383	69,491	5,108	7.93%		Additional repairs and equipment needed
Recreational-Community (Other)	101,745	102,783	1,038	1.02%		Personnel -allocated 12% to Farmers Market Fund
<u>Total Culture & Recreation</u>	710,059	787,013	76,954	10.84%	14.53%	
<u>Economic Development</u>						
	120,222	104,528	(15,694)	-13.05%	1.93%	Personnel -allocated 50% of Director Wages & Fringe to Big Lake Economic Development Authority
<u>Total General Fund Expenditures</u>	\$ 4,857,198	\$ 5,416,062	\$ 558,865	11.51%		

2020 BUDGET BY SERVICE



General Fund Expenditure Budget Summary by Category

Category:	2016 Actual	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020	
						\$ Change	% Change
Personnel	\$ 2,557,455	\$ 2,722,711	\$ 2,904,953	\$ 3,125,009	\$ 3,464,934	\$ 339,925	10.88%
Personnel - Elections	11,381	-	10,773	-	18,000	18,000	100.00%
Professional Services	142,582	110,443	105,243	140,853	156,452	15,599	11.07%
Operations	1,016,865	1,070,486	1,261,592	1,217,346	1,354,673	137,327	11.28%
Marketing	-	3,588	3,911	3,000	5,100	2,100	70.00%
Animal Control	858	602	858	1,000	1,000	-	0.00%
Pass Through Expenditures	96,867	98,024	102,393	96,000	96,000	-	0.00%
Interfund/Lease payment	12,668	11,614	10,517	-	-	-	0.00%
Transfers to other Funds	494,593	657,335	640,124	273,990	319,904	45,914	16.76%
Total - Budget	\$4,333,270	\$4,674,803	\$5,040,364	\$4,857,199	\$ 5,416,062	\$ 558,865	11.51%
% of budget	2016	2017	2018	2019	2020		
Personnel	59.02%	58.24%	57.63%	64.34%	63.98%		
Personnel - Elections	0.26%	0.00%	0.21%	0.00%	0.33%		
Professional Services	3.29%	2.36%	2.09%	2.90%	2.89%		
Operations	23.47%	22.90%	25.03%	25.06%	25.01%		
Marketing	0.00%	0.08%	0.08%	0.06%	0.09%		
Animal Control	0.02%	0.01%	0.02%	0.02%	0.02%		
Pass Through Expenditures	2.24%	2.10%	2.03%	1.98%	1.77%		
Interfund/Lease payment	0.29%	0.25%	0.21%	0.00%	0.00%		
Transfers to other Funds	11.41%	14.06%	12.70%	5.64%	5.91%		
	100.00%	100.00%	100.00%	100.00%	100.00%		





GENERAL GOVERNMENT BUDGETS

- Mayor & Council
- Planning
- Elections
- Administration/Finance
- Information Technology

Mayor & Council

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-100-05-05-4002	Wages	\$25,200	\$25,200	\$ -	
101-100-05-05-4010	F.I.C.A./Medicare (er)	1,928	1,928	-	
101-100-05-05-4016	WC Insurance	70	73	3	4.11%
101-100-05-20-4170	Legal	500	500	-	
101-100-05-25-4200	Printing- Newsletter	600	600	-	
101-100-05-25-4210	Operating Supplies	600	600	-	
101-100-05-25-4212	Other Operations	200	500	300	60.00%
101-100-05-25-4215	Uniforms/Clothing	-	100	100	100.00%
101-100-05-25-4220	Advertising	300	300	-	
101-100-05-25-4235	Postage	125	50	(75)	-150.00%
101-100-05-25-4238	Training/Schools	1,500	1,500	-	
101-100-05-25-4240	Travel/Mileage	50	100	50	50.00%
101-100-05-25-4243	Meals	200	200	-	
101-100-05-25-4250	Liability Insurance	670	690	20	2.90%
101-100-05-25-4257	Contractors Hired	1,800	1,800	-	
101-100-05-25-4260	Subscriptions/Dues	30	30	-	
		\$ 33,773	\$ 34,171	\$ 398	1.16%



Planning

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-100-10-05-4002	Wages	\$ 118,753	\$ 99,427	\$ (19,326)	-19.44%
101-100-10-05-4008	Insurance Benefits (er)	11,278	10,707	(571)	-5.33%
101-100-10-05-4009	HSA Accounts	2,250	1,875	(375)	-20.00%
101-100-10-05-4010	F.I.C.A./Medicare (er)	9,085	7,608	(1,477)	-19.41%
101-100-10-05-4012	P.E.R.A. (er)	8,906	6,117	(2,789)	-45.60%
101-100-10-05-4016	W/C Insurance	800	645	(155)	-24.03%
101-100-10-05-4019	Wellness Plan	50	-	(50)	100.0%
101-100-10-20-4140	Audit	361	361	-	
101-100-10-20-4170	Legal	6,000	6,000	-	
101-100-10-20-4180	Other Consultants	1,200	10,000	8,800	88.00%
101-100-10-25-4200	Printing-Newsletter etc	600	600	-	
101-100-10-25-4209	Recording Fees	100	138	38	27.54%
101-100-10-25-4210	Operating Supplies	1,000	1,000	-	
101-100-10-25-4212	Other Operations Expenses	100	100	-	
101-100-10-25-4215	Uniforms/Clothing	100	100	-	
101-100-10-25-4220	Advertising	1,236	2,000	764	38.20%
101-100-10-25-4230	Telephone/Internet	1,920	1,000	(920)	-92.00%
101-100-10-25-4235	Postage	300	400	100	25.00%
101-100-10-25-4238	Training/Schools	4,500	4,500	-	
101-100-10-25-4240	Travel/Mileage	300	500	200	40.00%
101-100-10-25-4243	Meals	300	300	-	
101-100-10-25-4250	Liability Insurance	971	1,020	49	4.78%
101-100-10-25-4260	Subscriptions/Dues	200	200	-	
101-100-10-25-4405	Motor Fuel	600	600	-	
101-100-10-25-4413	Equipment/Accessories	250	50	(200)	-400.00%
101-100-10-25-4430	Vehicle Maintenance	1,000	1,200	200	16.67%
		\$ 172,160	\$ 156,448	\$ (15,713)	-10.04%

Revenues

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-010-3125	Land Use Revenue	10,500	17,040	\$ 6,540	38.38%
		\$ 10,500	\$ 17,040	\$ 6,540	38.38%
				Excess Revenue/Expenditur \$ (139,408) (deficit) covered by property taxes	

Elections

Expenditures

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
101-100-11-10-4002	Wages (Elections)	\$ -	\$ 18,000	\$ 18,000	100.0%
101-100-11-10-4210	Operating Supplies	-	1,500	1,500	100.0%
101-100-11-10-4212	Other Operations Expense	-	100	100	100.0%
101-100-11-10-4220	Advertising	-	1,000	1,000	100.0%
101-100-11-10-4238	Training/School	1,200	1,200	-	
101-100-11-10-4240	Travel/Mileage	100	500	400	400.00%
101-100-11-10-4243	Meals	100	2,250	2,150	2150.00%
101-100-11-71-4612	Transfer Out	2,000	-	(2,000)	-100.00%
		\$ 3,400	\$ 24,550	\$ 21,150	622.06%

Capital Expenditures

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
199-011-3155	Election Machine - GF	\$ 2,000	\$ -	\$ (2,000)	100.0%
		\$ 2,000	\$ -	\$ (2,000)	-78.13%



Administration/Finance

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-100-15-05-4002	Wages	\$ 245,343	\$ 253,597	\$ 8,254	3.36%
101-100-15-05-4008	Insurance Benefits (er)	45,639	49,530	3,891	8.53%
101-100-15-05-4009	HSA Accounts	1,223	900	(323)	-26.41%
101-100-15-05-4010	F.I.C.A./Medicare (er)	18,769	19,402	633	3.37%
101-100-15-05-4012	P.E.R.A. (er)	18,401	19,021	620	3.37%
101-100-15-05-4016	W/C Insurance	3,600	3,363	(237)	-6.58%
101-100-15-05-4019	Wellness Plan	200	2,000	1,800	900.00%
101-100-15-20-4140	Audit	3,605	3,605	-	
101-100-15-20-4170	Legal	15,000	15,000	-	
101-100-15-20-4175	Assessing	26,000	28,274	2,274	8.74%
101-100-15-20-4180	Other Consultants	5,000	5,000	-	
101-100-15-25-4110	Bank Charges	7,200	15,000	7,800	108.33%
101-100-15-25-4120	Real Estate Tax	3,679	3,789	110	3.00%
101-100-15-25-4200	Printing-Newsletter etc	600	600	-	
101-100-15-25-4208	Copies	12,000	13,300	1,300	10.83%
101-100-15-25-4210	Operating Supplies	13,000	10,000	(3,000)	-23.08%
101-100-15-25-4212	Other Operations Expenses	1,500	4,500	3,000	200.00%
101-100-15-25-4213	Safety Training/Expenses	-	5,000	5,000	100.0%
101-100-15-25-4215	Uniforms/Clothing	-	100	100	100.0%
101-100-15-25-4217	Cleaning Services	12,220	14,820	2,600	21.28%
101-100-15-25-4220	Advertising	1,600	1,600	-	
101-100-15-25-4225	Sanitation/Garbage Removal	1,200	1,212	12	1.00%
101-100-15-25-4230	Telephone/Internet	12,300	12,450	150	1.22%
101-100-15-25-4235	Postage	2,938	3,500	562	19.13%
101-100-15-25-4238	Training/Schools	14,000	10,000	(4,000)	-28.57%
101-100-15-25-4240	Travel/Mileage	2,600	2,600	-	
101-100-15-25-4243	Meals	1,040	1,000	(40)	-3.85%
101-100-15-25-4250	Liability Insurance	7,271	7,635	364	5.01%
101-100-15-25-4260	Subscriptions/Dues	13,685	15,000	1,315	9.61%
101-100-15-25-4300	Awards - Employee Los	50	200	150	300.00%
101-100-15-25-4413	Equipment/Accessories	1,000	1,000	-	
101-100-15-25-4430	Vehicle Maintenance	-	1,500	1,500	100.0%
101-100-15-25-4540	Repair/Maintenance Buildings	10,000	7,500	(2,500)	-25.00%
101-100-15-25-4545	Repair/Maintenance Equipment	1,000	1,500	500	50.00%
101-100-15-25-4570	Electricity	18,360	16,000	(2,360)	-12.85%
101-100-15-25-4580	Natural Gas	5,953	4,818	(1,135)	-19.07%
101-100-15-25-4582	Solar Credit	(15,235)	(15,387)	(152)	1.00%
101-100-15-25-4590	Water/Sewer Utilities	3,000	4,050	1,050	35.00%
101-100-15-85-4612	Transfers Out - Debt Service	7,150	7,831	681	9.52%
101-100-15-71-4612	Transfers Out - CIP- 198 - Street Maintenance/projects	-	199,033	199,033	100.0%
101-100-15-71-4612	Transfers Out - to Fund 141 for IFL to Sewer	-	25,000	25,000	100.0%
101-100-15-71-4612	Capital Transfer Out - CIP 199 - (City Hall)	200,000	-	(200,000)	-100.00%
		\$ 720,891	\$ 774,843	\$ 53,952	7.48%

Administration/Finance – (continued)

Revenues

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-015-3101	RE & PP Taxes-Current	\$ 2,822,006	\$ 3,291,711	\$ 469,705	16.64%
101-015-3107	Less Township Repayment	(70,300)	(74,518)	(4,218)	6.00%
101-015-3101	Less TIF	(84,553)	(85,399)	(846)	1.00%
101-015-3102	RE & PP Taxes-Delinquent	50,000	50,000	-	
101-015-3104	RE & PP Tax - Abatements	-	(7,000)	(7,000)	100.0%
101-015-3106	P.E.R.A. Aid	3,106	-	(3,106)	-100.00%
101-015-3109	Penalty & Interest - Taxes	-	15,897	15,897	100.0%
101-015-3110	Market Value Homestead Credit	135	135	-	
101-015-3155	Transfer In-Revenue	600,000	450,000	(150,000)	-25.00%
101-015-3160	Inter-Govt Revenue	1,000	1,000	-	
101-015-3180	Franchise Fees - Utilities	415,273	429,962	14,689	3.54%
101-015-3195	Sanitation License	900	1,050	150	16.67%
101-015-3198	Dock Permits	3,500	3,500	-	
101-015-3201	Peddler License/Permit	1,000	1,000	-	
101-015-3202	Firework Permits	100	100	-	
101-015-3210	Massage License	450	375	(75)	-16.67%
101-015-3211	Liquor License	30,125	30,100	(25)	-0.08%
101-015-3213	Non-Intox/Off-Sale License	325	175	(150)	-46.15%
101-015-3218	Cigarette License	1,200	1,100	(100)	-8.33%
101-015-3224	Animal License	1,500	-	(1,500)	-100.00%
101-015-3375	Miscellaneous Revenue	30	-	(30)	-100.00%
101-015-3376	Insurance Proceeds & Dividends	7,000	4,000	(3,000)	-42.86%
101-015-3411	Copies	30	30	-	
101-015-3417	Assessment Searches	2,000	1,000	(1,000)	-50.00%
101-015-3513	Other Fines/Fees	25	50	25	100.00%
101-015-3610	Prop Tx Paid Special Assessmnt	500	2,000	1,500	300.00%
101-015-3940	Lease/Rental Income	61,576	65,878	4,301	6.99%
101-015-3995	Unrealized Gain	5,000	5,000	-	
101-015-3999	Interest Earned	26,500	26,500	-	
101-015-4151	Refunds & Reimbursements	-	500	500	100.0%
101-015-4155	Reimbursements - Wellness Progr	750	200	(550)	-73.33%
		\$ 3,879,178	\$ 4,214,346	\$ 335,168	8.64%
				Excess Revenue/Expenditures	\$ 3,439,503
** Excess covers all other departments					

Administration/Finance – (continued)

Capital Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
199-015-3105	City Hall Remodel - LGA	\$ -	\$ 25,000	\$ 25,000	100.0%
199-015-3105	Organizational Anaylysis/Branding - LGA	-	25,000	25,000	100.0%
199-015-3105	Highway 25 Coalition Study - LGA	10,000	15,000	5,000	50.00%
199-015-3105	Street/Trail Projects - LGA	35,000	100,000	65,000	185.71%
199-015-3105	City Hall Vehicle - from Police - LGA	13,000	13,000	-	
199-015-3155	Street Mainteance Fund - GF (Franchise Fees)	-	199,033	199,033	100.0%
199-105-3155	Computer Replacement Fund - GF	5,000	-	(5,000)	-100.00%
		\$ 63,000	\$ 377,033	\$ 314,033	498.47%



Information Technology

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-105-15-20-4129	Computer Consultant	\$ 35,000	\$ 36,000	\$ 1,000	2.86%
101-105-05-25-4130	Computers & Software	100	100	-	
101-105-10-25-4130	Computers & Software	500	500	-	
101-105-15-25-4130	Computers/Software	5,000	8,000	3,000	60.00%
101-105-25-25-4130	Computers/Software	500	500	-	
101-105-30-25-4130	Computers/Software	4,000	4,000	-	
101-105-40-25-4130	Computers/Software	1,700	1,700	-	
101-105-50-25-4130	Computers/Software	1,000	750	(250)	-25.00%
101-105-55-25-4130	Computers/Software	500	750	250	50.00%
101-105-56-25-4130	Computers/Software	200	200	-	
101-105-75-25-4130	Computers/Software	6,200	7,000	800	12.90%
101-105-75-25-4132	Electronic Data	14,000	14,000	-	
101-105-15-25-4134	Website	9,086	4,800	(4,286)	-47.17%
101-105-05-71-4612	Capital Transfers to Fund 199 - Con	-	8,400	8,400	100.00%
101-105-15-71-4612	Capital Transfers to Fund 199 - Con	5,000	15,000	10,000	200.00%
		\$ 85,786	\$ 101,700	\$ 15,914	18.55%

Capital Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
194-105-3155	Computer Replacement Fund - GF	\$ 8,000	\$ 23,400	15,400	192.50%
194-105-3105	Computer Replacement Fund - LGA		7,500	-	
		\$ 8,000	\$ 30,900	\$ 15,400	192.50%



PUBLIC SAFETY BUDGETS

- POLICE
- FIRE
- BUILDING

Police

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-300-75-05-4002	Wages	\$ 1,140,353	\$ 1,265,430	\$ 125,077	10.97%
101-300-75-05-4004	Overtime Wages	45,063	34,625	(10,438)	-23.16%
101-300-75-05-4005	Overtime Wages/Grant	12,000	12,000	-	
101-300-75-05-4008	Insurance Benefits (er)	146,690	166,381	19,691	13.42%
101-300-75-05-4009	HSA Accounts	12,000	17,661	5,661	47.18%
101-300-75-05-4010	F.I.C.A./Medicare (er)	24,880	26,906	2,026	8.14%
101-300-75-05-4011	F.I.C.A./Medicare (er)/Grant	175	200	25	14.29%
101-300-75-05-4012	P.E.R.A. (er)	9,169	9,639	470	5.13%
101-300-75-05-4013	P.E.R.A. - Police/Fire (er)	179,380	206,729	27,349	15.25%
101-300-75-05-4014	P.E.R.A. - Police/Fire (er)/Grant	1,944	2,124	180	9.26%
101-300-75-05-4016	Workers Comp	44,100	46,305	2,205	5.00%
101-300-75-05-4019	Wellness Plan	800	-	(800)	-100.00%
101-300-75-20-4140	Audit	3,605	3,680	75	2.08%
101-300-75-20-4170	Legal	5,000	5,000	-	
101-300-75-20-4180	Other Consultants	1,000	500	(500)	-50.00%
101-300-75-20-4181	Court Fines	18,500	20,000	1,500	8.11%
101-300-75-25-4110	Bank or Collection Charges	-	250	250	100.0%
101-300-75-25-4196	Crime Prevention	100	100	-	
101-300-75-25-4200	Printing - Newsletter etc	600	600	-	
101-300-75-25-4208	Copies	2,200	1,980	(220)	-10.00%
101-300-75-25-4210	Operating Supplies	6,695	7,000	305	4.56%
101-300-75-25-4211	Medical Supplies	700	2,000	1,300	185.71%
101-300-75-25-4212	Other Operations Expenses	10,300	10,500	200	1.94%
101-300-75-25-4214	Police Body Armor	-	4,000		
101-300-75-25-4215	Uniforms/Clothing	17,250	13,250	(4,000)	-23.19%
101-300-75-25-4216	Fire Arms	3,800	3,800	-	
101-300-75-25-4220	Advertising	1,030	1,000	(30)	-2.91%
101-300-75-25-4230	Telephone/Internet	21,000	21,000	-	
101-300-75-25-4235	Postage	1,000	1,000	-	
101-300-75-25-4238	Training/Schools	15,000	15,000	-	
101-300-75-25-4240	Travel/Mileage	200	100	(100)	-50.00%
101-300-75-25-4243	Meals	500	500	-	
101-300-75-25-4250	Liability Insurance	33,176	36,647	3,471	10.46%

Police Expenditures – (continued)

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-300-75-25-4251	Emergency Management	1,000	1,000	-	
101-300-75-25-4253	Police K-9 Expenditures	5,000	6,000	1,000	20.00%
101-300-75-25-4254	Spud Fest	500	500	-	
101-300-75-25-4257	Contractors Hired	1,500	1,250	(250)	-16.67%
101-300-75-25-4260	Subscriptions/Dues	17,000	18,000	1,000	5.88%
101-300-75-25-4300	Awards - Employee LOS	100	100	-	
101-300-75-25-4405	Motor Fuel	44,000	44,400	400	0.91%
101-300-75-25-4410	Tires	2,652	2,732	79	2.99%
101-300-75-25-4413	Equipment/Accessories	11,000	19,000	8,000	72.73%
101-300-75-25-4430	Vehicle Maintenance	19,000	19,570	570	3.00%
101-300-75-25-4545	Repair/Maintenance Equipment	5,000	5,000	-	
101-300-75-71-4612	Capital Transfer - 199 Replace Taser	2,640	2,640	-	
101-300-80-25-4207	Animal Control	1,000	1,000	-	
		\$ 1,868,602	\$ 2,057,098	\$ 184,496	9.87%

Revenues

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-075-3117	State Aid - Police	\$ 105,000	\$ 115,000	\$ 10,000	9.52%
101-075-3160	Inter-Govt Revenue	13,000	12,000	(1,000)	-7.69%
101-075-3375	Miscellaneous Revenue	1,500	1,000	(500)	-33.33%
101-075-3411	Copies	600	100	(500)	-83.33%
101-075-3511	Court Fines	38,500	41,700	3,200	8.31%
101-075-3512	Parking Fines	3,000	5,000	2,000	66.67%
101-075-3513	Other Fines/Fees	4,000	4,000	-	
101-075-3910	Sale of Fixed Assets	-	500	500	100.0%
101-075-4200	Other Grant Proceeds	1,800	1,800	-	
101-075-4210	Federal Grant Proceeds	1,800	1,800	-	
101-075-4211	Towards Zero Deaths Grant	14,119	14,324	205	1.45%
		\$ 183,319	\$ 197,224	\$ 13,905	7.59%
				Excess Revenue/Expenditures \$ (1,859,874)	
				(deficit) covered by property taxes	

Police – (continued)

Capital Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
199-000-75-70-4316	Replace Police Vehicle - LGA	\$ 80,000	\$ 80,500	\$ 500	0.63%
199-000-75-85-4603	Portable Radios Lease - LGA	9,600	9,600	-	
199-075-3910	Sale of Vehicles	(53,000)	(26,000)	27,000	-50.94%
199-075-3155	Replace Del Squad Computers - LGA	-	8,200	8,200	100.0%
199-105-3155	Computer Replacement Fund - GF	3,000	-	(3,000)	-100.00%
199-075-3155	Replace Tazers - GF	2,640	2,640	-	
		\$ 42,240	\$ 74,940	\$ 32,700	77.41%



Fire

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-300-85-05-4002	Wages	\$ -	\$ 103,233	\$ 103,233	100.0%
101-300-85-05-4008	Insurance Benefits (er)		15,348	15,348	100.0%
101-300-85-05-4009	HSA Accounts		1,500	1,500	100.0%
101-300-85-05-4010	F.I.C.A./Medicare (er)	-	1,497	1,497	100.0%
101-300-85-05-4013	P.E.R.A. Police/Fire (er)		18,273	18,273	100.0%
101-300-85-05-4015	Fire Department Relief Assoc.	4,000	4,000	-	
101-300-85-05-4016	W/C Insurance	-	5,485	5,485	100.0%
101-300-85-25-4200	Printing - Newsletter etc	600	600	-	
101-300-85-25-4208	Copies	249	259	10	4.00%
101-300-85-25-4258	Fire Projection Services - JPA	162,268	170,265	7,997	4.93%
101-300-85-45-4015	Fire Department Relief Assoc.	96,000	96,000	-	
101-300-85-71-4612	Capital Transfers -2019 Command Vehicle	6,500	-	(6,500)	-100.00%
101-300-85-71-4612	Capital Transfers -Computers replaced 5/yr		3,000	3,000	100.0%
		\$ 269,617	\$ 419,460	\$ 149,843	51.02%

Capital Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
199-085-3155	Station Roof - LGA 2018 ON	\$ -	\$ 5,000	\$ 5,000	100.0%
199-085-3155	Truck Bay Floor Concrete Apron - LGA 2018	27,500	-	(27,500)	-100.00%
199-085-3155	Water Tender - LGA 2019	6,000	-	(6,000)	-100.00%
199-085-3155	Truck Bay Flooring - LGA 2018 ON	5,000	-	(5,000)	-100.00%
199-085-3155	Radios - LGA ttl \$184,800	12,000	22,500	10,500	87.50%
199-000-85-70-4316	Capital Expenditures - Computer replacment - GF		3,000	3,000	100.0%
199-000-85-70-4316	Capital Expenditure - Command Vehicle - C	6,500	-	(6,500)	-100.00%
199-000-85-70-4316	Capital Expenditures - Truck Bay Flooring -	25,000	-	(25,000)	-100.00%
199-000-85-70-4316	Capital Expenditure Engine - LGA Funds - t	-	133,333	133,333	100.0%
		\$ 82,000	\$ 163,833	\$ 81,833	99.80%

Building

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-100-30-05-4002	Wages	\$ 121,290	\$ 120,587	\$ (703)	-0.58%
101-100-30-05-4008	Insurance Benefits (er)	16,631	23,415	6,784	40.79%
101-100-30-05-4009	HSA Accounts	2,550	2,925	375	14.71%
101-100-30-05-4010	F.I.C.A./Medicare (er)	9,279	7,608	(1,671)	-18.01%
101-100-30-05-4012	P.E.R.A. (er)	9,097	9,142	45	0.49%
101-100-30-05-4016	W/C Insurance	1,091	1,050	(41)	-3.76%
101-100-30-20-4140	Audit	721	721	-	
101-100-30-20-4170	Legal	500	100	(400)	-80.00%
101-100-30-25-4200	Printing - Newsleter	600	600	-	
101-100-30-25-4210	Operating Supplies	2,000	2,000	-	
101-100-30-25-4212	Other Operations Expenses	100	100	-	
101-100-30-25-4215	Uniforms/Clothing	-	50	50	100.0%
101-100-30-25-4220	Advertising	50	50	-	
101-100-30-25-4230	Telephone/Internet	2,031	1,721	(310)	-15.26%
101-100-30-25-4235	Postage	500	515	15	3.00%
101-100-30-25-4238	Training/Schools	1,500	2,000	500	33.33%
101-100-30-25-4240	Travel/Mileage	200	300	100	50.00%
101-100-30-25-4243	Meals	50	50	-	
101-100-30-25-4250	Liability Insurance	336	800	464	138.10%
101-100-30-25-4257	Contractors Hired	10,000	12,000	2,000	20.00%
101-100-30-25-4260	Subscriptions/Dues	430	430	-	
101-100-30-25-4405	Motor Fuel	960	1,000	40	4.17%
101-100-30-25-4412	State SurCharge Bldg.Permit	15,000	15,000	-	
101-100-30-25-4413	Equipment/Accessories	100	1,000	900	900.00%
101-100-30-25-4430	Vehicle Maintenance	500	500	-	
		\$ 195,566	\$ 203,664	\$ 8,098	4.14%

Building – (continued)

Revenues

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
101-030-3221	Building Permits	\$ 235,000	\$ 400,000	\$ 165,000	70.21%
101-030-3222	State Surcharge on Bldg Pmts	15,000	12,000	(3,000)	-20.00%
101-030-3229	Seed/Sod Escrow Permit	5,000	5,000	-	
101-030-3250	Rental Inspection Fees - Multi Family	12,880	12,880	-	
101-030-3251	Rental License Fees - Single/Duplex	-	11,050	11,050	100.0%
101-030-3375	Miscellaneous Revenue	1,200	1,200	-	
101-030-3418	Administrative Charges	-	25	25	100.0%
101-030-3513	Other Fines/Fees	1,000	1,000	-	
		\$ 270,080	\$ 443,155	\$173,075	64.08%
Excess Revenue covers overhead				\$ 239,491	



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STREETS & HIGHWAYS BUDGETS

- ENGINEERING
- STREETS

Engineering

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-200-40-05-4002	Wages	\$ 41,015	\$ 58,473	\$ 17,458	42.56%
101-200-40-05-4008	Insurance Benefits (er)	5,812	7,756	1,944	33.45%
101-200-40-05-4009	HSA Accounts	-	375	375	100.0%
101-200-40-05-4010	F.I.C.A./Medicare (er)	3,138	4,475	1,337	42.61%
101-200-40-05-4012	P.E.R.A. (er)	2,805	4,102	1,297	46.24%
101-200-40-05-4016	W/C Insurance	630	651	21	3.33%
101-200-40-20-4140	Audit	361	361	-	
101-200-40-20-4150	Engineering	-	500	500	100.0%
101-200-40-20-4170	Legal	100	500	400	400.00%
101-200-40-25-4200	Printing-Newsletter etc	600	600	-	
101-200-40-25-4210	Operating Supplies	1,000	1,500	500	50.00%
101-200-40-25-4212	Other Operations Expenses	100	100	-	
101-200-40-25-4213	Uniforms/Clothing	-	50	50	100.0%
101-200-40-25-4220	Advertising	200	50	(150)	-75.00%
101-200-40-25-4230	Telephone/Internet	600	600	-	
101-200-40-25-4235	Postage	25	25	-	
101-200-40-25-4238	Training/Schools	1,000	1,000	-	
101-200-40-25-4240	Travel/Mileage	200	200	-	
101-200-40-25-4243	Meals	100	100	-	
101-200-40-25-4250	Liability Insurance	400	1,000	600	150.00%
101-200-40-25-4260	Subscriptions/Dues	350	350	-	
101-200-40-25-4405	Motor Fuel	1,200	1,200	-	
101-200-40-25-4413	Equipment/Accessories	250	1,000	750	300.00%
101-200-40-25-4430	Vehicle Maintenance	100	1,000	900	900.00%
101-200-40-25-4545	Repair/Maintenance Equipment	600	600	-	
		\$ 60,636	\$ 86,568	\$ 25,932	42.77%

Streets

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-200-50-05-4002	Wages	\$ 164,319	\$ 173,864	\$ 9,545	5.81%
101-200-50-05-4004	Overtime Wages	11,465	7,119	(4,346)	-37.91%
101-200-50-05-4006	On Call Pay	13,200	20,790	7,590	57.50%
101-200-50-05-4008	Insurance Benefits (er)	7,641	7,181	(460)	-6.02%
101-200-50-05-4009	HSA Accounts	375	375	-	
101-200-50-05-4010	F.I.C.A./Medicare (er)	14,457	15,436	979	6.77%
101-200-50-05-4012	P.E.R.A. (er)	14,173	15,133	960	6.77%
101-200-50-05-4016	WC Insurance	23,153	25,443	2,290	9.89%
101-200-50-05-4020	Union Insurance	27,352	30,966	3,614	13.21%
101-200-50-20-4140	Audit	3,605	3,605	-	
101-200-50-20-4150	Engineering	5,000	5,000	-	
101-200-50-20-4170	Legal	600	300	(300)	-50.00%
101-200-50-20-4180	Other Consultants	250	-	(250)	-100.00%
101-200-50-20-4185	Other Consult-Med Exams	500	1,000	500	100.00%
101-200-50-25-4200	Printing - newsletter	600	600	-	
101-200-50-25-4210	Operating Supplies	8,240	8,500	260	3.16%
101-200-50-25-4212	Other Operations Expenses	100	500	400	400.00%
101-200-50-25-4215	Uniforms/Clothing	3,775	5,400	1,625	43.05%
101-200-50-25-4220	Advertising	100	400	300	300.00%
101-200-50-25-4225	Sanitation/Garbage Removal	1,545	1,591	46	3.00%
101-200-50-25-4230	Telephone/Internet	4,740	4,740	-	
101-200-50-25-4235	Postage	200	800	600	300.00%
101-200-50-25-4238	Training/Schools	4,500	2,000	(2,500)	-55.56%
101-200-50-25-4240	Travel/Mileage	200	100	(100)	-50.00%
101-200-50-25-4243	Meals	50	50	-	
101-200-50-25-4250	Liability Insurance	12,600	11,750	(850)	-6.75%
101-200-50-25-4257	Contractors Hired	2,600	12,500	9,900	380.77%
101-200-50-25-4260	Subscriptions/Dues	325	325	-	
101-200-50-25-4300	Awards - Employee LOS	100	100	-	
101-200-50-25-4315	Compost/Woodchipper	20,600	23,000	2,400	11.65%
101-200-50-25-4320	Sand/Salt	47,277	49,350	2,073	4.38%
101-200-50-25-4325	Class 5	300	300	-	
101-200-50-25-4335	Striping	12,000	12,000	-	

Street Expenditures – (continued)

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-200-50-25-4340	Hot Mix	10,000	17,850	7,850	78.50%
101-200-50-25-4360	Sealcoat/Crackfill	10,000	10,000	-	
101-200-50-25-4385	Shop Materials	3,000	3,000	-	
101-200-50-25-4395	Signs/Banner	5,000	2,000	(3,000)	-60.00%
101-200-50-25-4405	Motor Fuel	10,300	11,000	700	6.80%
101-200-50-25-4410	Tires	4,120	5,000	880	21.36%
101-200-50-25-4413	Equipment/Accessories	1,000	500	(500)	-50.00%
101-200-50-25-4430	Vehicle Maintenance	6,180	7,000	820	13.27%
101-200-50-25-4540	Repair/Maintenance Buildings	6,000	6,000	-	
101-200-50-25-4545	Repair/Maintenance Equipment	18,000	20,000	2,000	11.11%
101-200-50-25-4570	Electricity	3,280	5,000	1,720	52.42%
101-200-50-25-4575	Electricity (Street Lights)	98,400	105,000	6,600	6.71%
101-200-50-25-4580	Natural Gas	5,202	5,300	99	1.89%
101-200-50-25-4582	Solar Credit	(10,049)	(10,149)	(100)	1.00%
101-200-50-25-4590	Water/Sewer Utilities	3,960	3,300	(660)	-16.67%
101-200-50-71-4612	Capital Equipment Transfer - 199	6,000	5,000	(1,000)	-16.67%
101-200-50-71-4612	Capital Improvement Transfer - 198 -ST MAINT	30,000	30,000	-	
		\$ 616,485	\$ 666,019	\$ 49,534	8.03%

Revenues

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-050-3161	Clean-up Day / SCORE Grant	\$ 20,600	\$ 40,000	\$ 19,400	94.17%
101-050-3197	Compost Access Permit	1,000	1,000	-	
101-050-3220	R-O-W Permit Fees	1,000	1,000	-	
101-050-3365	Road/Maintenance Aid	122,360	123,494	1,134	0.93%
101-050-3412	City Maint. Services	5,000	10,000	5,000	100.00%
101-050-3450	Street Light Fees	160,141	161,941	1,800	1.12%
101-050-4151	Refunds & Reimbursements	1,500	1,500	-	
101-050-4154	Reimbursements - BL Township	3,000	-	(3,000)	-100.00%
		\$ 314,601	\$ 338,935	\$ 24,334	7.81%
Excess Revenue/Expenditures				\$ (327,084)	
				(deficit) covered by property taxes	

Street – (continued)

Capital Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
196-050-3155	Capital Transfer - Street Maint Fund - GF	\$ 30,000	\$ 30,000	\$ -	
199-050-3155	Misc Equipment Replacement Fund - GF	6,000	5,000	(1,000)	-16.67%
199-000-50-70-4316	Replace 2001 Chev Truck #01 - LGA	30,000	-	(30,000)	-100.00%
199-000-50-70-4316	Replace 2000 Skid Ster #200 - LGA	200,000	-	(200,000)	-100.00%
199-000-50-70-4316	Replace 1998 624-H loader #98 - LGA	200,000	-	(200,000)	-100.00%
199-000-50-70-4316	Replace 2002 Ranger Truck #22 - LGA	30,000	-	(30,000)	-100.00%
199-000-50-70-4316	Replace 2007 Holder Tractor #3307 - LGA	-	150,000	150,000	100.0%
199-000-50-70-4316	Replace 2004 Ford Explorer #24 - LGA	-	50,000	50,000	100.0%
199-000-50-70-4316	Replace 2005 Chev #35 - LGA	-	50,000	50,000	100.0%
199-000-50-70-4316	Replace 2008 Floor Sweer #308 - LGA	-	6,000	6,000	100.0%
199-000-50-70-4316	Replace 2008 Floor Scrubber #318 - LGA	-	6,000	6,000	100.0%
		\$ 496,000	\$ 297,000	\$ (199,000)	-40.12%



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CULTURE & RECREATION BUDGETS

- PARKS
- BIG LAKE COMMUNITY
SERVICE CENTER –
LIBRARY
- RECREATION –
COMMUNICATION –
COMMUNITY

Parks

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-200-55-05-4002	Wages	\$ 233,265	\$ 240,654	\$ 7,389	3.17%
101-200-55-05-4004	Overtime Wages	-	2,000	2,000	100.0%
101-200-55-05-4008	Insurance Benefits (er)	7,333	7,181	(152)	-2.07%
101-200-55-05-4009	HSA Accounts	375	375	-	
101-200-55-05-4010	F.I.C.A./Medicare (er)	17,845	18,410	565	3.17%
101-200-55-05-4012	P.E.R.A. (er)	14,197	14,222	25	0.18%
101-200-55-05-4016	Worker's Comp Insurance	14,265	14,979	714	5.01%
101-200-55-05-4019	Wellness Plan	100	-	(100)	-100.00%
101-200-55-05-4020	Union Insurance	30,754	30,206	(548)	-1.78%
101-200-55-20-4140	Audit	2,524	2,524	-	
101-200-55-20-4150	Engineering	2,000	2,000	-	
101-200-55-20-4170	Legal	500	500	-	
101-200-55-25-4200	Printing - Newsletter etc	600	600	-	
101-200-55-25-4210	Operating Supplies	25,000	25,000	-	
101-200-55-25-4212	Other Operations Expenses	100	1,000	900	900.00%
101-200-55-25-4215	Uniforms/Clothing	2,000	2,200	200	10.00%
101-200-55-25-4220	Advertising	300	300	-	
101-200-55-25-4225	Sanitation/Garbage Removal	6,000	6,000	-	
101-200-55-25-4230	Telephone/Internet	5,000	6,000	1,000	20.00%
101-200-55-25-4235	Postage	200	150	(50)	-25.00%
101-200-55-25-4238	Training/Schools	800	600	(200)	-25.00%
101-200-55-25-4243	Meals	100	200	100	100.00%
101-200-55-25-4250	Liability Insurance	27,300	29,725	2,425	8.88%
101-200-55-25-4255	Rent/Lease	1,900	1,900	-	
101-200-55-25-4257	Contractors Hired	2,500	9,500	7,000	280.00%
101-200-55-25-4260	Subscriptions/Dues	200	50	(150)	-75.00%
101-200-55-25-4300	Awards - Employee LOS	25	25	-	
101-200-55-25-4311	Cash Shortage - park	100	25	(75)	-75.00%
101-200-55-25-4321	Beach Sand	350	500	150	42.86%
101-200-55-25-4395	Signs/Banners	500	500	-	
101-200-55-25-4405	Motor Fuel	9,000	10,000	1,000	11.11%
101-200-55-25-4413	Equipment/Accessories	2,000	1,500	(500)	-25.00%
101-200-55-25-4430	Vehicle Maintenance	2,200	2,200	-	

Parks Expenditures – (continued)

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-200-55-25-4530	Lake Maintenance	25,640	25,640	-	
101-200-55-25-4535	Playground Maintenance	4,000	4,000	-	
101-200-55-25-4540	Repair/Maintenance Buildings	2,000	2,500	500	25.00%
101-200-55-25-4545	Repair/Maintenance Equipment	14,500	15,000	500	3.45%
101-200-55-25-4570	Electricity	9,300	7,800	(1,500)	-16.13%
101-200-55-25-4580	Natural Gas	3,600	4,800	1,200	33.33%
101-200-55-25-4590	Water/Sewer Utilities	63,858	99,973	36,115	56.56%
101-200-55-71-4612	Capital Transfers - 199 - Playground Equip Fund	5,000	5,000	-	
101-200-55-71-4612	Capital Transfers - 195 River Oaks Park/or other trails	-	5,000	5,000	100.0%
101-200-55-71-4612	Capital Transfers - 195 Trail Maintenance	-	9,000	9,000	100.0%
101-200-55-71-4612	Capital Transfers - 199 - Misc Equip Fund	6,700	5,000	(1,700)	-25.37%
		\$ 543,931	\$ 614,739	\$ 70,808	13.02%

Revenues

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-055-3160	Inter-Govt Revenue	\$ -	\$ 1,900	\$ 1,900	100.0%
101-055-3196	Garden Plot Fees	200	300	100	50.00%
101-055-3200	Vendor Fees/Licenses	500	-	(500)	-100.00%
101-055-3225	Park Permits-Seasonal- Resident	10,000	10,000	-	
101-055-3226	Park Permits-Daily	36,500	36,500	-	
101-055-3227	Park-Miscellaneous	100	100	-	
101-055-3231	Park Permits-Seasonal- Non-Res	10,000	10,000	-	
101-055-3232	Park Event Fee	300	200	(100)	-33.33%
101-055-3940	Lease/Rental/CAM	750	750	-	
101-055-4151	Refunds & Reimbursements	-	250	250	100.0%
101-055-4200	Other Grant Proceeds	1,530	-	(1,530)	-100.00%
101-2924	Lake Grant -Designed Fund Bal	5,640	12,362	6,722	119.18%
		\$ 65,520	\$ 72,362	\$ 6,842	5.93%
			(542,377)		
					(deficit) covered by property taxes

Parks – (continued)

Capital Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
198-000-55-70-4316	Skate Rink Improvements - prior years funds		\$ 10,000	\$ 10,000	100.0%
195-055-3105	Trail Maintenance Fund - GF	-	9,000	9,000	100.0%
195-055-3105	River Oaks or other Parks Fund - GF	-	5,000	5,000	100.0%
198-055-3105	Lakeside Park-parking lot improvement - LGA	-	60,000	60,000	100.0%
195-055-3155	Playground Equipment replacement - GF	5,000	5,000	-	
199-055-3155	Misc Equipment Replacement - GF	6,700	5,000	(1,700)	-25.37%
		\$ 11,700	\$ 94,000	\$ 82,300	703.42%



Big Lake Community Services Center – Library

Expenditures

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
101-100-20-05-4002	Wages **	\$ 8,074	\$ 6,177	\$ (1,897)	-23.50%
101-100-20-05-4002	Insurance **	718	603	(115)	-16.02%
101-100-20-05-4009	HSA **	-	30	30	100.0%
101-100-20-05-4010	F.I.C.A./Medicare (er) **	473	325	(148)	-31.29%
101-100-20-05-4012	P.E.R.A. (er) **	431	284	(147)	-34.11%
101-100-20-05-4013	P.E.R.A. - Police/Fire (er) **	396	424	28	7.07%
101-100-20-20-4170	Legal	100	100	-	
101-100-20-25-4210	Operating Supplies	1,000	1,000	-	
101-100-20-25-4212	Other Operating Costs	1,000	500	(500)	-50.00%
101-100-20-25-4217	Cleaning Services	13,500	14,520	1,020	7.56%
101-100-20-25-4225	Sanitation /Garbage	1,200	1,800	600	50.00%
101-100-20-25-4250	Liability Insurance	4,793	5,033	240	5.00%
101-100-20-25-4257	Contractor Hired	-	500	500	100.0%
101-100-20-25-4370	Grounds Maintenance - HIRED	1,500	1,500	-	
101-100-20-25-4375	Snow Removal - PW/Hired	1,200	1,200	-	
101-100-20-25-4413	Equipment/Accessories - Library	500	1,000	500	100.00%
101-100-20-25-4540	Repair/Maintenance Buildings	8,000	12,500	4,500	56.25%
101-100-20-25-4540	Repair/Maintenance Buildings - PW **	2,000	-	(2,000)	-100.00%
101-100-20-25-4545	Repair/Maintenance Equipment	-	1,000	1,000	100.0%
101-100-20-25-4570	Electricity	12,298	12,250	(48)	-0.39%
101-100-20-25-4580	Natural Gas	5,000	5,100	100	2.00%
101-100-20-25-4590	Water/Sewer Utilities	1,200	3,645	2,445	203.75%
101-100-20-70-4316	Capital Purchase/Improvement	1,000	-	(1,000)	-100.00%
		\$ 64,383	\$ 69,491	\$ 5,108	7.93%

**For Library and community room only

Big Lake Community Services Center – Library – (continued)

Revenues

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
101-020-3160	Intergovernmental	\$ 10,000	\$ 10,000	\$ -	
		\$ 10,000	\$ 10,000	\$ -	
Excess Revenue/Expenditures				\$ (59,491)	

Capital Expenditures

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
199-000-20-70-4316	Capital Expenditures - Bldg - AC Unit	\$ 6,000	\$ -	\$ (6,000)	-100.00%
		\$ 6,000	\$ -	\$ (6,000)	-100.00%

Debt Payments

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
224-000-00-85-4606	Principal Payment	\$ 45,000	\$ 50,000	\$ 5,000	11.11%
224-000-00-85-4610	Interest Payment	8,375	7,900	(475)	-5.67%
224-000-00-85-4611	Debt Issuance Cost Amortized	495	495	-	
		\$ 53,870	\$ 58,395	\$ 4,525	8.40%

Recreation – Communications – Community

Expenditures

Account Number	Description	2019-2020			
		2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
101-400-56-05-4002	Wages	\$ 53,479	\$ 50,690	\$ (2,789)	-5.22%
101-400-56-05-4008	Insurance Benefits (er)	4,972	4,594	(378)	-7.60%
101-400-56-05-4009	HSA Accounts	1,470	1,320	(150)	-10.20%
101-400-56-05-4010	F.I.C.A./Medicare (er)	4,091	3,878	(213)	-5.21%
101-400-56-05-4012	P.E.R.A. (er)	4,011	3,802	(209)	-5.21%
101-400-56-05-4016	Worker's Comp Insurance	2,762	2,949	187	6.77%
101-400-56-05-4019	Wellness Plan	50	-	(50)	-100.00%
101-400-56-20-4170	Legal	100	100	-	
101-400-56-25-4208	Copies (Spud Fest Parade, etc)	500	500	-	
101-400-56-25-4210	Operating Supplies	500	500	-	
101-400-56-25-4212	Other Operations Expenses	100	100	-	
101-400-56-25-4215	Uniforms/Clothing		50	50	100.0%
101-400-56-25-4220	Advertising	250	250	-	
101-400-56-25-4230	Telephone/Internet	960	600	(360)	-37.50%
101-400-56-25-4235	Postage	200	200	-	
101-400-56-25-4238	Training/School	200	500	300	150.00%
101-400-56-25-4240	Travel/Mileage	50	50	-	
101-400-56-25-4243	Meals	50	50	-	
101-400-56-25-4259	Contractors Hired - ECFE	10,000	10,000	-	
101-400-56-25-4260	Subscriptions/Dues	200	200	-	
101-400-56-25-4395	Signs/Banners	500	250	(250)	-50.00%
101-400-56-25-4413	Equipment/Accessories	500	500	-	
101-400-56-25-4901	Music in the Park	-	5,000	5,000	100.0%
101-400-56-25-4903	Movie in the Park	3,600	3,600	-	
101-400-70-25-4217	Cleaning Services	100	-	(100)	-100.00%
101-400-70-25-4400	Recycling Day	12,000	12,000	-	
101-400-95-25-4902	Donation - Contribution	1,100	1,100	-	
		\$ 101,745	\$ 102,783	\$ 1,038	1.02%

Recreation – Communications – Community – (continued)

Revenues

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-015-3161	Clean-up Day / SCORE Grant	\$ 12,000	\$ 12,000	\$ -	
101-056-3233	Donations - Movie In the Park	3,000	3,000	-	
101-072-3230	Donations - ECFE	3,000	-	(3,000)	-100.00%
101-2939	ECFE- Designed Fund Bal	10,000	10,000	-	
		\$ 28,000	\$ 25,000	\$ (3,000)	-10.71%
Excess Revenue/Expenditures				\$ (77,783)	
				(deficit) covered by property taxes	





ECONOMIC DEVELOPMENT
BUDGET

Economic Development

Expenditures

Account Number	Description	2019 Final Budget	2020 Adopted Budget	2019-2020	
				\$ Change	% Change
101-100-25-05-4002	Wages	\$ 79,781	\$ 67,987	\$ (11,794)	-14.78%
101-100-25-05-4008	Insurance Benefits (er)	9,039	5,004	(4,035)	-44.64%
101-100-25-05-4009	HSA Accounts	1,500	1,125	(375)	-25.00%
101-100-25-05-4010	F.I.C.A./Medicare (er)	6,103	5,202	(901)	-14.76%
101-100-25-05-4012	P.E.R.A. (er)	5,723	4,839	(884)	-15.45%
101-100-25-05-4016	W/C Insurance	1,980	2,079	99	5.00%
101-100-25-20-4140	Audit	721	721	-	
101-100-25-20-4170	Legal	500	3,500	3,000	600.00%
101-100-25-20-4180	Other Consultants	2,000	1,000	(1,000)	-50.00%
101-100-25-25-4200	Printing - Newsletter etc	600	600	-	
101-100-25-25-4201	Annexation	2,000	500	(1,500)	-75.00%
101-100-25-25-4210	Operating Supplies	1,200	1,000	(200)	-16.67%
101-100-25-25-4212	Other Operations Expense	250	100	(150)	-60.00%
101-100-25-25-4215	Uniforms/Clothing	-	100	100	100.0%
101-100-25-25-4220	Advertising	200	200	-	
101-100-25-25-4230	Telephone/Internet	600	600	-	
101-100-25-25-4235	Postage	100	100	-	
101-100-25-25-4238	Training/Schools	2,500	2,500	-	
101-100-25-25-4240	Travel/Mileage	250	250	-	
101-100-25-25-4243	Meals	300	300	-	
101-100-25-25-4250	Liability Insurance	525	571	46	8.80%
101-100-25-25-4260	Subscriptions/Dues	1,000	1,000	-	
101-100-25-25-4300	Awards - Employee LOS	50	50	-	
101-100-25-25-4413	Equipment/Accessories	250	100	(150)	-60.00%
101-100-25-26-4221	Marketing - Research	250	-	(250)	-100.00%
101-100-25-26-4222	Marketing - Communications	2,000	4,000	2,000	100.00%
101-100-25-26-4223	Marketing - Networking	250	-	(250)	-100.00%
101-100-25-26-4224	Marketing - Event	500	1,100	600	120.00%
		\$ 120,222	\$ 104,528	\$ (15,694)	-13.05%



GENERAL CAPITAL IMPROVEMENT FUNDS

- INFRASTRUCTURE
IMPROVEMENT FUND
- EQUIPMENT AND
BUILDING REPLACEMENT
FUND

Infrastructure Improvement Fund

FUND 195, 196 & 198									
REVENUE									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
198-000-3105	Local Govt Aid - Street Projects	\$ -	\$ 75,000	\$ 45,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
198-000-3105	Local Govt Aid - Trail Projects/Lakeside Park -parking lot		150,000	-	60,000	-	-	-	-
198-000-3160	Intergovernment Rev - State Aid - MSA Street	291,000	339,121	-	-	-	-	-	-
198-000-3160	Intergovernment Rev - State Aid - 2010 PFA	(184,366)	(124,000)	-	-	-	-	-	-
198-000-3160	Intergovernment Rev - State Aid - MSA Street	(233,392)	-	-	-	-	-	-	-
198-000-3160	Intergovernment Rev - LRIP Grant - MNDOT		-	681,408	-	-	-	-	-
198-000-3160	Intergovernment Rev - TAP Grant	372,000	-	-	-	-	-	-	-
198-000-3160	Intergovernment Rev - Safe Route to School Grant/TA Grant		-	-	89,796	-	285,597	-	-
198-000-3160	Intergovernment Rev - Township-Compost	39,318	-	-	-	-	-	-	-
198-000-3155	Transfer In Revenue- Bond Fund Reimbursement		28,000	-	-	-	-	-	-
198-000-3155	Transfer in Revenue - Liquor Store	50,000	25,000	-	-	-	-	-	-
198-000-3155	Transfer in Revenue - Close out debt	-	1,124	-	-	-	-	-	-
198-015-3155	Transfer in Revenue - Admin (Debt Service -)	300,000	350,000	-	199,033	-	-	350,000	350,000
198-050-3155	Transfer in Revenue - Streets Maintenance	110,000	30,000	30,000	30,000	30,000	30,000	-	-
196-055-3155	Transfer in Park - trail maintenance	-	40,000	-	14,000	14,000	14,000	14,000	14,000
198-000-3155	Transfer In Revenue - Water CR5 TRL	86,756	-	-	-	-	-	-	-
198-055-3999	Interest Earned	5,000	33,348	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenues		\$ 836,316	\$ 947,593	\$ 758,408	\$ 494,829	\$ 146,000	\$ 431,597	\$ 466,000	\$ 466,000
EXPENDITURE - ALLOCATIONS									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
198-000-50-71-4612	Capital Improvements Transfer 175 - CR5 Signal/CR 5	\$ 599,815	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
198-000-50-71-4612	Capital Improvements Transfer 175- Safe Route To School		-	-	130,874	-	-	-	-
198-000-55-71-4612	Capital Improvements Transfer 175- Local Trails		420	-	-	-	-	-	-
198-000-50-71-4612	Capital Improvements Transfer 198- Mill/Overlay		-	300,000	-	-	-	-	-
198-000-55-71-4612	Capital Improvements Transfer 175-Park McDowall Trail		812	210,000	-	-	-	-	-
198-000-55-71-4612	Capital Improvements Transfer 175-CR 73 Highland Dr Trail		-	371,996	-	-	-	-	-
198-000-55-71-4612	Capital Improvements Transfer 175 - Lakeside Park -parking improvements		-	-	60,000	-	-	-	-
198-000-55-71-4612	Capital Improvements Transfer 175 - Skate Rink Improvements		-	-	10,000	20,000	20,000	-	-
196-000-55-71-4612	Capital Improvements Transfer 175 - Parks & Trail improvements		-	-	14,000	14,000	14,000	14,000	14,000
198-000-50-70-4316	Capital Purchase - Northstar Sation Roadway		3,884	65,000	-	-	-	-	-
198-000-55-85-4612	Transfer to Debt Service - Street - LGA/MSA FUNDS		-	800,000	-	-	-	350,000	350,000
Total Expenditures		\$ -	\$ 604,931	\$ 1,746,996	\$ 214,874	\$ 34,000	\$ 34,000	\$ 364,000	\$ 364,000
EXCESS REVENUES OVER EXPENDITURES		\$ 836,316	\$ 342,662	\$ (988,588)	\$ 279,955	\$ 112,000	\$ 397,597	\$ 102,000	\$ 102,000
FUND BALANCE -2016 and On		\$ 966,161	\$ 1,308,823	\$ 320,235	\$ 600,190	\$ 712,190	\$ 1,109,787	\$ 1,211,787	\$ 1,313,787

Equipment and Building Replacement Fund

		FUND 194 & 199							
REVENUES		2017	2018	2019	2020	2021	2022	2023	2024
Account Number	Description	Actual	Actual	Final Budget	Adopted Budget	Concept Budget	Concept Budget	Concept Budget	Concept Budget
199-000-3105	Local Govt Aid	\$ 543,623	\$ 363,610	\$ 577,696	\$ 556,611	\$ 620,194	\$ 623,795	\$ 627,414	\$ 631,051
199-011-3155	Transfer In Revenue - Election	2,500	-	2,000	-	2,000	-	2,000	-
199-015-3155	Transfer In Revenue - Admin	177,834	155,000	200,000	-	-	-	-	-
199-025-3155	Transfer In Revenue - EDA	-	2,000	-	-	-	-	-	-
199-030-3155	Transfer In Revenue - Building	9,500	-	-	-	-	-	-	-
199-050-3155	Transfer in Revenue - Streets	-	-	6,000	5,000	5,000	5,000	5,000	5,000
199-055-3155	Transfer In Revenue - Parks	-	-	11,700	10,000	10,000	10,000	10,000	10,000
199-075-3155	Transfer in Revenue - Police	42,000	9,000	2,640	2,640	2,640	2,640	-	-
199-085-3155	Transfer in Revenue - Fire	54,000	19,000	6,500	-	-	-	-	-
199-105-3155	Transfer In Revenue - IT	-	-	8,000	23,400	13,100	13,100	13,100	13,100
199-075-3376	Insurance Proceeds	2,395	-	-	-	-	-	-	-
199-050-3910	Sales of Fixed Assets - Streets	6,925	-	-	-	-	-	-	-
199-075-3910	Sales of Fixed Assets - Police - Fleet	-	26,000	27,000	26,000	26,000	13,000	26,000	26,000
199-075-4210	Federal Grant Proceeds - Police	-	22,698	-	-	-	-	-	-
199-000-3999	Interest Earned	4,153	500	500	500	500	500	500	500
Total Revenues		\$ 842,930	\$ 597,808	\$ 842,036	\$ 624,151	\$ 679,434	\$ 668,035	\$ 684,014	\$ 685,651
EXPENDITURE - ALLOCATIONS		2017	2018	2019	2020	2021	2022	2023	2024
Account Number	Description	Actual	Actual	Final Budget	Adopted Budget	Concept Budget	Concept Budget	Concept Budget	Concept Budget
199-000-11-70-4316	Capital Purchase - Election Equip	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000	-	\$ 2,000	\$ 2,000
199-000-15-25-4180	Other Consultants - Admin	55,514	-	-	-	-	-	-	-
194-105-15-25-4130	Computers/Software - Admin/Finance	37,935	5,000	58,000	150,000	-	-	-	-
194-105-15-25-4130	Computers/Software - IT	-	-	-	20,400	14,100	14,100	14,100	14,100
199-000-15-25-4260	Subscriptions/Dues - Admin	15,000	10,000	10,000	15,000	15,000	15,000	-	-
199-000-15-25-4540	Repair/Maintenance Bldg - Admin	14,380	-	-	25,000	10,000	25,000	25,000	25,000
199-000-15-70-4316	Capital Purchases - Admin (Vehicle)	-	-	13,000	13,000	-	-	-	-
199-000-15-71-4612	Transfer to BLEDA - Branding Campaign	-	-	-	25,000	-	-	-	-
199-000-20-70-4316	Capital Purchases - BLSCS	16,724	-	6,000	-	6,000	-	-	-
199-000-25-70-4316	Capital Purchases - EDA	4,719	2,000	-	-	-	-	-	-
199-000-30-70-4316	Capital Purchases - Building	-	13,500	-	-	-	-	-	-
199-000-40-70-4316	Capital Purchases - Engineering	6,708	13,500	-	-	-	-	-	-
199-000-50-70-4316	Capital Purchases - Streets	246,711	210,000	460,000	267,000	210,000	275,000	35,000	35,000
199-000-55-70-4316	Capital Purchases - Parks	-	-	-	105,000	50,000	5,000	5,000	5,000
194-000-75-25-4130	Computers/Software - Police	-	23,000	3,000	10,500	10,500	10,500	10,500	10,500
199-000-75-70-4316	Capital Purchases - Police	79,607	126,027	85,640	91,340	85,240	85,690	99,200	88,900
199-000-75-85-4603	Debt Service Principal - Police	6,771	7,149	7,548	7,969	8,413	-	-	-
199-000-75-85-4610	Debt Service Interest - Police	2,112	1,734	1,335	914	469	-	-	-
199-000-85-70-4316	Capital for Future Purchases - Fire - City only	-	176,000	65,000	163,833	210,833	218,733	299,300	170,000
194-105-15-25-4130	Computer Software - laiserfiche - Fund Bal	-	24,970	-	-	-	-	-	-
194-105-15-25-4134	Website - fund balance	-	14,289	4,286	4,286	4,286	-	-	-
Total Expenditures		\$ 486,181	\$ 627,169	\$ 715,809	\$ 899,242	\$ 626,841	\$ 649,023	\$ 490,100	\$ 350,500
EXCESS REVENUES OVER EXPENDITURES		\$ 356,749	\$ (29,361)	\$ 126,227	\$ (275,091)	\$ 52,593	\$ 19,012	\$ 193,914	\$ 335,151

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SPECIAL REVENUE BUDGET

- ECONOMIC DEVELOPMENT AUTHORITY
- FARMERS MARKET

Economic Development Authority

Revenue Budget				2019 - 2020	
LEVY AMOUNT \$		130,000			
Account Number	Description	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
275-000-3101	RE & PP Taxes-Current	\$ 128,700	\$ 128,700	\$ -	
275-000-3102	RE & PP Taxes-Delinquent	500	400	(100)	-20.00%
275-000-3155	Transfer In Revenue	-	25,000	25,000	100.0%
275-000-3999	Interest Earned	400	800	400	100.00%
	Total Revenues	\$ 129,600	\$ 154,900	\$ 25,300	19.52%
	Projected Cash Flow Change	2019	2020		
	Beginning Cash Balance	\$ 55,810	\$ 84,815		
	Projected Excess Revenue	54,005	(16,710)		
	Interfund Loan Principal Payment	(25,000)	(25,000)		
	Projected Ending Cash	\$ 84,815	\$ 43,105		
Expenditure Budget				2019 - 2020	
Account Number	Description	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
275-000-00-05-4002	Wages	\$ 48,937	\$ 51,671	\$ 2,734	5.59%
275-000-00-05-4008	Insurance Benefits (er)	3,357	3,546	189	5.63%
275-000-00-05-4009	HSA Accounts	750	750	-	
275-000-00-05-4010	F.I.C.A./Medicare (er)	3,744	3,953	209	5.58%
275-000-00-05-4012	P.E.R.A. (er)	3,670	3,876	206	5.61%
275-000-00-20-4140	Audit	500	500	-	
275-000-00-20-4160	Engineering	1,000	500	(500)	-50.00%
275-000-00-20-4170	Legal	3,000	3,000	-	
275-000-00-20-4180	Other Consultants	4,000	2,000	(2,000)	-50.00%
275-000-00-25-4134	Website	250	250	-	
275-000-00-25-4206	Recording Fees	150	150	-	
275-000-00-25-4212	Other Operations Expenses	250	50	(200)	-80.00%
275-000-00-25-4220	Advertising/Marketing	1,100	1,100	-	
275-000-00-25-4220	Advertising/Marketing - Branding		50,000	50,000	100.0%
275-000-00-25-4235	Postage	60	25	(35)	-58.33%
275-000-00-25-4238	Training	1,000	1,000	-	
275-000-00-25-4243	Meals	50	50	-	
275-000-00-25-4257	Contractors Hired	500	300	(200)	-40.00%
275-000-00-25-4260	Subscriptions / Dues	650	650	-	
275-000-00-25-4375	Snow Removal (lots owned)	1,000	500	(500)	-50.00%
275-000-00-71-4612	Transfer to FUND 141 - Specials	-	46,362	46,362	100.0%
275-000-00-85-4625	Interfund Loan Interest	1,377	1,377	-	
	Total Expenditures	\$ 75,595	\$ 171,610	\$ 96,015	127.01%
	Excess Revenues/(deficit)	54,005	(16,710)	-	
CASH FLOW PURPOSE ONLY					
275-2070	Interfund Loan Principal (IFL)	25,000	25,000		
	Total Expenditures & IFL	\$ 100,595	\$ 196,610		

Farmers Market Fund

REVENUES									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
280-000-3155	Transfer In Revenue - Admin	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
280-000-3160	Inter-govt Revenue	-	437	-	-	-	-	-	-
280-000-3163	SHIP Grant	1,550	-	-	-	-	-	-	-
280-000-3200	Vendor Licenses	1,315	1,475	2,000	2,000	2,000	2,000	2,000	2,000
280-000-3203	Vendor Licenses - Winter	120	750	100	200	200	200	200	200
280-000-3230	Donations from Organization	6,700	11,000	6,000	8,000	8,000	8,000	8,000	8,000
280-000-3357	Farmers Market Bages	-	47	-	10	10	10	10	10
280-000-3999	Interest Earned	116	295	10	100	100	100	100	100
280-000-4200	Other Grant Proceeds	193	275	100	200	200	200	200	200
Total Revenues		\$ 20,994	\$ 14,279	\$ 8,210	\$ 10,510				
EXPENDITURES									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
280-000-00-05-4002	Wages	\$ 4,050	\$ 765	\$ 1,091	\$ 6,918	\$ 7,333	\$ 7,773	\$ 8,239	\$ 8,734
280-000-00-05-4008	Insurance Benefits (er)	-	-	101	609	670	737	811	892
280-000-00-05-4009	HSA Accounts	-	-	30	180	180	180	180	180
280-000-00-05-4010	F.I.C.A./Medicare (er)	310	59	83	530	561	595	630	668
280-000-00-05-4012	P.E.R.A. (er)	-	57	82	519	587	622	659	699
280-000-00-05-4016	W/C Insurance	-	36	6	38	40	42	44	46
280-000-00-25-4110	Bank Charges	215	331	350	420	420	420	420	420
280-000-00-25-4130	Computers/Software	1,090	104	200	-	-	-	-	-
280-000-00-25-4210	Operating Supplies	750	262	700	500	500	500	500	500
280-000-00-25-4212	Other Operations Expenses	1,486	2,870	1,500	3,000	3,000	3,000	3,000	3,000
280-000-00-25-4220	Advertising	632	642	650	650	650	650	650	650
280-000-00-25-4238	Training/Schools	110	50	50	50	50	50	50	50
280-000-00-25-4255	Rent/Lease	50	300	200	-	-	-	-	-
280-000-00-25-4257	Contractors Hired	2,730	2,975	3,000	4,000	4,000	4,000	4,000	4,000
280-000-00-25-4260	Subscriptions/Dues	-	258	300	540	540	540	540	540
Total Expenditures		\$ 11,440	\$ 8,709	\$ 8,343	\$ 17,954	\$ 18,531	\$ 19,108	\$ 19,723	\$ 20,378
EXCESS REVENUES OVER EXPENDITURES		\$ 9,554	\$ 5,570	\$ (133)	\$ (7,444)	\$ (8,021)	\$ (8,598)	\$ (9,213)	\$ (9,868)
Projected Cash Flow Change		2017	2018	2019	2020	2021	2022	2023	2024
Beginning Cash Balance		\$ 521	\$ 10,075	\$ 15,645	\$ 15,511	\$ 8,067	\$ 47	\$ (8,552)	\$ (17,765)
Projected Excess Revenue		9,554	5,570	(133)	(7,444)	(8,021)	(8,598)	(9,213)	(9,868)
Projected Ending Cash		\$ 10,075	\$ 15,645	\$ 15,511	\$ 8,067	\$ 47	\$ (8,552)	\$ (17,765)	\$ (27,634)

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ENTERPRISE FUNDS BUDGETS

- WATER
- SEWER
- STORM SEWER
- LIQUOR STORE

Water Enterprise Fund Revenues

Account Number	Description	2019-2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
301-000-3229	Seed/Sod Escrow Fee	\$ 4,000	\$ 2,000	\$ 2,000	\$ 1,600	\$ (400)	-20.00%	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600
301-000-3360	NSF Check Recovery Revenue	1,804	1,380	500	500	-		500	500	500	500
301-000-3376	Insurance Proceeds/Dividends	15,867	914	2,000	2,000	-		2,000	2,000	2,000	2,000
301-000-3710	Water Sales-Residential	999,153	1,017,651	967,197	1,045,167	77,970	8.06%	1,100,405	1,158,286	1,195,259	1,233,132
301-000-3711	Water Sales - Municipal	44,110	44,472	64,225	101,251	37,026	57.65%	136,688	184,529	249,115	249,115
301-000-3713	Water Fixed Fee-Residential	272,706	282,195	291,302	294,570	3,268	1.12%	297,837	301,105	304,372	307,640
301-000-3714	Water Fixed Fee - Municipal	1,360	1,542	2,161	2,917	756	34.98%	3,938	5,316	7,176	7,176
301-000-3715	Water Sales-Commercial	265,140	131,261	117,922	154,596	36,674	31.10%	161,792	167,969	170,985	174,055
301-000-3716	Water Sales - Industrial	-	29,849	43,899	34,973	(8,926)	-20.33%	37,771	40,792	44,056	47,580
301-000-3717	Water Fixed Fee - Industrial	-	3,150	3,402	3,674	272	8.00%	3,968	4,286	4,628	4,999
301-000-3718	Water Fixed Fee-Commercial	23,665	18,140	23,640	23,452	(188)	-0.80%	23,640	23,827	23,827	24,015
301-000-3719	Water Fixed Fee-Vacant Parcels	22,400	19,727	12,000	7,200	(4,800)	-40.00%	4,200	1,200	-	-
301-000-3720	Meters/Parts Sales	40,150	15,950	15,950	12,760	(3,190)	-20.00%	12,760	12,760	12,760	12,760
301-000-3722	Water Sales - Multifamily	-	110,606	104,104	117,528	13,424	12.89%	121,054	124,686	125,933	127,192
301-000-3723	Water Fixed Fee - Multifamily	-	6,619	6,754	6,942	188	2.78%	6,942	6,942	6,942	6,942
301-000-3725	Water Test	24,354	23,002	22,000	22,000	-		22,000	22,000	22,000	22,000
301-000-3730	Meter Repairs	19,289	3,916	20,000	10,000	(10,000)	-50.00%	10,000	10,000	10,000	10,000
301-000-3735	Miscellaneous Water Income	-	17,597	1,500	10,000	8,500	566.67%	10,000	10,000	10,000	10,000
301-000-3740	Water Permit Org Fees	7,570	3,930	3,750	3,000	(750)	-20.00%	3,000	3,000	3,000	3,000
301-000-3750	Disconnection/Reconnection Fee	2,579	13,461	3,000	3,000	-		3,000	3,000	3,000	3,000
301-000-3755	Water Access Charges	387,180	179,250	267,250	262,200	(5,050)	-1.89%	143,400	231,400	143,400	143,400
301-000-3980	Late Fees	74,195	70,865	72,652	77,011	4,359	6.00%	79,321	81,701	82,518	83,343
301-000-3999	Interest Earned	2,442	8,139	2,398	2,009	(389)	-16.22%	1,657	898	795	23
301-000-4040	Trunk Charges	5,100	9,000	-	-	-		-	-	-	-
301-000-4151	Refunds & Reimbursements	3,543	2,147	1,000	1,000	-		1,000	1,000	1,000	1,000
		\$ 2,216,612	\$ 2,016,800	\$ 2,050,606	\$ 2,199,350	\$ 148,744	7.25%	\$ 2,188,473	\$ 2,398,797	\$ 2,424,866	\$ 2,474,472
		2017	2018	2019	2020			2021	2022	2023	2024
Water Fund Expenses		2,088,115	1,956,102	2,097,381	2,296,728			2,293,621	2,402,909	2,331,014	2,398,045
Projected Income/(Loss)		\$ 128,497	\$ 60,698	\$ (46,775)	\$ (97,378)			\$ (105,148)	\$ (4,112)	\$ 93,852	\$ 76,427
(includes Depreciation)											
Water Fund Expenses - less depreciation		1,222,886	1,090,374	1,231,381	1,362,667			1,359,560	1,468,848	1,396,953	1,463,984
Projected Income/(Loss)		\$ 993,726	\$ 926,426	\$ 819,225	\$ 836,683			\$ 828,913	\$ 929,949	\$ 1,027,913	\$ 1,010,488
(excluding Depreciation)											
Projected Cash Flow Change		2017	2018	2019	2020			2021	2022	2023	2024
Beginning Cash		\$ 183,100	\$ 462,796	\$ 624,301	\$ 695,738			\$ 739,067	\$ 456,625	\$ 295,099	\$ 254,257
Projected Income/Loss - less Depreciation		993,726	926,426	819,225	836,683			828,913	929,949	1,027,913	1,010,488
Pension-GASB 68 (Non-Cash Item)		35,974	5,283	30,000	10,000			10,000	10,000	10,000	10,000
Interfun Loan Principal Payments		(100,000)	(100,000)	(100,000)	(100,000)			(100,000)	(53,920)	-	-
Long Term Debt - Principal Payment		(650,004)	(670,204)	(677,788)	(703,355)			(1,021,355)	(1,047,555)	(1,078,755)	(1,088,755)
Projected Ending Cash		\$ 462,796	\$ 624,301	\$ 695,738	\$ 739,067			\$ 456,625	\$ 295,099	\$ 254,257	\$ 185,990
depreciation expense		865,229	865,728	866,000	934,061			934,061	934,061	934,061	934,061
% of depreciation covered		114.85%	107.01%	94.60%	89.57%			88.74%	99.56%	110.05%	108.18%

Water Enterprise Expenses

Account Number	Description	2019 - 2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
301-000-00-05-4002	Wages	\$ 379,823	\$ 362,163	\$ 407,923	\$ 449,535	\$ 41,612	10.20%	\$ 476,507	\$ 505,098	\$ 535,403	\$ 567,528
301-000-00-05-4004	Overtime Wages	-	9,156	11,066	10,733	(333)	-3.01%	11,377	12,060	12,783	13,550
301-000-00-05-4006	On Call Pay	-	6,838	8,050	10,500	2,450	30.43%	10,500	10,500	10,500	10,500
301-000-00-05-4008	Insurance Benefits (er)	68,538	37,451	29,853	37,941	8,088	27.09%	41,735	45,909	50,499	55,549
301-000-00-05-4009	HSA Accounts	3,667	1,537	847	1,500	653	77.10%	1,500	1,500	1,500	1,500
301-000-00-05-4010	F.I.C.A./Medicare (er)	26,767	28,295	32,668	36,014	3,346	10.24%	38,126	40,366	42,740	45,256
301-000-00-05-4012	P.E.R.A. (er)	27,616	29,129	31,795	35,065	3,270	10.28%	39,871	42,213	44,695	47,326
301-000-00-05-4016	WC Insurance	5,432	5,400	7,815	8,206	391	5.00%	8,616	9,047	9,499	9,974
301-000-00-05-4018	Pension Exp - GASB 68	35,974	5,283	30,000	10,000	(20,000)	-66.67%	10,000	10,000	10,000	10,000
301-000-00-05-4019	Wellness Program	616	150	150	-	(150)	-100.00%	-	-	-	-
301-000-00-05-4020	Union Insurance	-	35,443	51,846	52,942	1,096	2.11%	52,942	55,060	57,262	59,553
301-000-00-20-4140	Audit	4,800	4,800	5,408	5,250	(158)	-2.92%	5,250	5,250	5,408	5,408
301-000-00-20-4150	Engineering	200	2,350	3,000	2,500	(500)	-16.67%	2,500	2,500	2,500	2,500
301-000-00-20-4160	Testing	26,187	25,300	26,000	26,780	780	3.00%	27,583	28,411	29,263	30,141
301-000-00-20-4170	Legal	287	1,540	500	1,000	500	100.00%	1,000	1,000	1,000	1,000
301-000-00-20-4175	Assessing	-	-	-	1,000	1,000	100.0%	1,000	1,000	1,000	1,000
301-000-00-20-4180	Other Consultants	1,040	406	1,050	500	(550)	-52.38%	500	500	500	500
301-000-00-25-4022	Bad Debt Expenditure	394	1,411	500	500	-		500	500	500	500
301-000-00-25-4110	Bank Charges/PSN	-	-	12,000	18,000	6,000	50.00%	18,000	18,000	18,000	18,000
301-000-00-25-4130	Computers/Software	2,760	1,550	4,000	2,000	(2,000)	-50.00%	2,000	2,000	2,000	2,000
301-000-00-25-4133	Computer Maintenance	-	-	4,000	1,000	(3,000)	-75.00%	1,000	1,000	1,000	1,000
301-000-00-25-4134	Website	-	1,500	1,500	1,500	-		1,500	1,500	1,500	1,500
301-000-00-25-4200	Printing - newsletter	1,193	1,226	1,263	1,275	12	0.95%	1,288	1,301	1,314	1,327
301-000-00-25-4210	Operating Supplies	4,007	7,252	7,000	7,000	-		7,000	7,000	7,000	7,000
301-000-00-25-4212	Other Operations Expenses	-	1,920	1,000	1,000	-		1,010	1,020	1,030	1,041
301-000-00-25-4215	Uniforms/Clothing	1,195	1,607	2,014	2,000	(14)	-0.70%	2,000	2,000	2,000	2,000
301-000-00-25-4220	Advertising	269	153	300	500	200	66.67%	500	500	500	500
301-000-00-25-4230	Telephone/Internet	3,787	4,155	4,190	4,190	-		4,190	4,190	4,190	4,190
301-000-00-25-4235	Postage	6,705	11,100	13,000	12,000	(1,000)	-7.69%	12,120	12,241	12,364	12,487
301-000-00-25-4238	Training/Schools	2,148	1,474	4,500	4,500	-		4,500	4,500	4,500	4,500
301-000-00-25-4240	Travel/Mileage	350	277	300	250	(50)	-16.67%	250	250	250	250
301-000-00-25-4243	Meals	5	10	100	50	(50)	-50.00%	50	50	50	50
301-000-00-25-4250	Liability Insurance	29,219	26,014	31,500	26,250	(5,250)	-16.67%	27,563	28,941	30,388	31,907
301-000-00-25-4257	Contractors Hired	25,675	44,406	26,000	26,000	-		26,520	27,050	27,591	28,143

Water Enterprise Expenses – (continued)

Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2019-2020		2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
						\$ Change	% Change				
301-000-00-25-4260	Subscriptions/Dues	7,885	7,635	10,000	9,000	(1,000)	-10.00%	9,000	9,000	9,000	9,000
301-000-00-25-4300	Awards - Employees LOS	30	-	100	100	-		100	100	100	100
301-000-00-25-4314	Amortization Expense	(4,826)	(4,826)	(4,826)	(4,826)	-		(4,826)	(4,826)	(4,826)	(4,826)
301-000-00-25-4318	Depreciation Equipment	865,229	865,728	866,000	934,061	68,061	7.86%	934,061	934,061	934,061	934,061
301-000-00-25-4380	Chemicals	36,148	41,017	42,436	43,700	1,264	2.98%	45,011	46,361	47,752	49,185
301-000-00-25-4387	Water Meters	32,950	23,442	35,000	30,000	(5,000)	-14.29%	30,900	31,827	32,782	33,765
301-000-00-25-4405	Motor Fuel	8,432	9,221	13,000	13,000	-		13,130	13,261	13,394	13,528
301-000-00-25-4413	Equipment/Accessories	75	126	1,500	500	(1,000)	-66.67%	500	500	500	500
301-000-00-25-4430	Vehicle Maintenance	1,333	906	2,600	2,600	-		2,600	2,600	2,600	2,600
301-000-00-25-4540	Repair/Maintenance Buildings	1,492	140	2,000	2,000	-		2,000	2,000	2,000	2,000
301-000-00-25-4545	Repair/Maintenance Equipment	15,742	18,692	25,250	26,000	750	2.97%	26,260	26,523	26,788	27,056
301-000-00-25-4570	Electricity	109,113	110,343	111,100	112,211	1,111	1.00%	113,333	114,466	115,611	116,767
301-000-00-25-4580	Natural Gas	11,662	14,644	15,150	15,302	152	1.00%	15,455	15,610	15,766	15,923
301-000-00-25-4582	Solar Credit	-	-	(1,076)	(1,082)	(6)	0.56%	(1,087)	(1,092)	(1,098)	(1,103)
301-000-00-71-4612	Capital Transfers (fund 399)	38,000	20,000	41,000	73,000	32,000	78.05%	28,000	28,000	28,000	28,000
301-000-00-71-4612	Capital Transfers (fund 198)	77,727	-	-	86,525	86,525	100.0%	-	92,369	-	84,689
301-000-00-85-4610	Debt Service Interest	150,517	133,886	124,124	106,971	(17,153)	-13.82%	89,201	70,859	51,938	32,870
301-000-00-85-4610	Debt Service Interest - New Wells/Meters	-	-	-	-	-		103,800	94,650	85,350	75,750
301-000-00-85-4611	Debt Service Fees	167	167	200	500	300	150.00%	500	500	500	500
301-000-00-85-4612	Debt Service Transfers	60,654	42,067	42,067	42,067	-		42,067	42,067	42,067	-
301-000-00-85-4625	Interfund Loans Interest	16,618	13,618	10,618	7,618	(3,000)	-28.25%	4,618	1,618	-	-
		\$2,088,115	\$1,956,102	\$2,097,381	\$2,296,728	\$199,347	9.50%	\$2,293,621	\$2,402,909	\$2,331,014	\$2,398,045
Net Profit/(Loss) - including depreciation		\$ 128,497	\$ 60,698	\$ (46,775)	\$ (97,378)			\$ (105,148)	\$ (4,112)	\$ 93,852	\$ 76,427
CASHFLOW PURPOSE ONLY											
301-2070	Interfund Loan Principal payment	100,000	100,000	100,000	100,000			100,000	53,920	-	-
301-2251/2391	Long Term Debt - Curr Princ Pym	650,004	670,204	677,788	703,355			716,355	737,555	758,755	758,755
301-2251/2391	Long Term Debt - Curr Princ Payment - possible future capital improvements w				-			305,000	310,000	320,000	330,000

Water Capital Improvement Fund

		Fund 399							
		2017	2018	2019	2020	2021	2022	2023	2024
Account Number	Description	Actual	Actual	Final Budget	Adopted Budget	Concept Budget	Concept Budget	Concept Budget	Concept Budget
399-000-3155	Transfer In Revenue - Water Meter Repairs	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
399-000-3155	Transfer In Revenue - Misc Equip Replmt	10,000	10,000	10,000	10,000	15,000	15,000	15,000	15,000
399-000-3155	Transfer In Revenue - Water Tower Minc	15,000	-	10,000	-	-	-	-	-
399-000-3155	Transfer In Revenue - Computer Replacement	3,000	-	3,000	3,000	3,000	3,000	3,000	3,000
399-000-3155	Revenue Bonds - Proceeds - trans frm 301	-	-	-	3,400,000	-	-	-	-
	Total Revenues	\$38,000	\$20,000	\$33,000	\$3,423,000	\$28,000	\$28,000	\$28,000	\$28,000
CIP PROJECTS									
		2017	2018	2019	2020	2021	2022	2023	2024
Account Number	Description	Actual	Actual	Final Budget	Adopted Budget	Concept Budget	Concept Budget	Concept Budget	Concept Budget
399-000-00-70-4316	Capital Purchases - Water Tower Repairs	\$ -	\$ -	\$ 37,812	\$ -	\$ -	\$ -	\$ -	\$ -
399-000-00-70-4317	Capital Purchases - Water Meters	-	-	-	1,000,000	-	-	-	-
399-000-00-70-4316	Capital Purchases - WELL 8	-	-	-	1,200,000	-	-	-	-
399-000-00-70-4316	Capital Purchases - WELL 9	-	-	-	1,200,000	-	-	-	-
399-000-00-70-4316	Capital Purchases - Vehicle	14,971	-	-	-	-	-	-	-
399-000-00-25-4130	Misc Equipment upgrades/repairs	-	-	39,134	-	-	-	-	-
399-000-00-25-4130	Computer Replacement Fund	-	-	-	3,000	3,000	3,000	3,000	3,000
399-000-00-70-4316	Capital Purchase - Pending Land purchase	-	-	7,500	-	-	-	-	-
	Total Expenses	\$14,971	\$ -	\$84,446	\$3,403,000	\$3,000	\$3,000	\$3,000	\$3,000
EXCESS REVENUES OVER EXPENSES		\$23,029	\$20,000	\$(51,446)	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000
Projected Fund Balance 2020		\$69,783							
** Breakdown of Projected Fund Balance									
	Unassigned Fund Bal - WAC	\$ -							
	Funds for Vehicle	29							
	Funds for GPS	6,000							
	Funds for Water Tower Repairs	(5,612)							
	Funds for Water Meter Repair	60,000							
	Funds for Misc Equipment Replacement	3,366							
	Funds for Computer Replacement	6,000							
		\$69,783							

Sewer Enterprise Revenues

Account Number	Description	2019-2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
401-000-3155	Transfer In-Revenue-Fund 499	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 2,000,000	\$ -
401-000-3376	Insurance Proceeds & Dividends	1,739	772	4,000	2,000	(2,000)	-50.00%	2,000	2,000	2,000	2,000
401-000-3810	Sewer Charges-Residential	1,049,818	1,093,239	1,195,260	1,292,182	96,922	8.11%	1,386,892	1,488,189	1,596,513	1,712,331
401-000-3811	Sewer Charges - Municipal	1,397	3,084	4,318	4,318	-		4,318	4,318	4,318	4,318
401-000-3812	Sewer Charges - Industrial	35,613	68,446	69,880	64,898	(4,982)	-7.13%	70,090	75,698	81,753	88,294
401-000-3813	Sewer Fixed Fee-Residential	457,407	475,068	494,436	499,982	5,546	1.12%	505,528	511,074	516,620	522,166
401-000-3814	Sewer Fixed Fee - Municipal	2,265	2,570	3,598	3,598	-		3,598	3,598	3,598	3,598
401-000-3815	Sewer Charges-Commercial	471,954	247,837	267,513	351,951	84,438	31.56%	375,466	397,358	420,500	444,991
401-000-3816	Sewer Septic Dumping Charges	119,439	8,545	10,000	10,000	-		10,000	10,000	10,000	10,000
401-000-3817	Sewer Fixed Fee - Industrial	-	235	253	274	21	8.30%	295	319	345	372
401-000-3818	Sewer Fixed Fee-Commercial	32,671	26,503	32,413	32,332	(81)	-0.25%	32,552	32,771	32,771	32,990
401-000-3820	Sewer Permit Org Fee	7,500	4,010	3,750	3,000	(750)	-20.00%	3,000	3,000	3,000	3,000
401-000-3822	Sewer Charges - Multifamily	-	164,699	163,544	250,697	87,153	53.29%	263,232	276,393	290,213	304,723
401-000-3823	Sewer Fixed Fee - Multifamily	-	4,891	4,992	5,130	138	2.76%	5,130	5,130	5,130	5,130
401-000-3940	Lease/Rental/Cam Rental	24,341	23,382	19,107	19,585	478	2.50%	20,074	20,576	21,091	21,618
401-000-3980	Late Fees	111,543	102,837	113,774	113,774	-		113,774	113,774	113,774	113,774
401-000-3990	Loan Interest Revenue	57,717	54,128	48,087	43,437	(4,650)	-9.67%	38,560	34,310	31,442	30,192
401-000-3999	Interest Earned	16,040	57,448	5,000	5,000	-		5,000	1,000	1,000	1,000
401-000-4040	Trunk Charges	14,025	24,750	-	-	-		-	-	-	-
401-000-4151	Refunds/Reimbursements	2,005	2,623	1,000	1,000	-		1,000	1,000	1,000	1,000
		\$2,406,268	\$2,365,067	\$2,440,925	\$2,703,158	\$ 262,233	10.74%	\$2,840,509	\$2,980,508	\$5,135,068	\$3,301,497
Sewer Fund Expenses		2,699,461	3,085,961	2,753,221	3,176,553			2,994,949	3,064,733	5,754,868	4,264,545
Projected Income/ (Loss)		\$ (293,193)	\$ (720,894)	\$ (312,296)	\$ (473,395)			\$ (154,440)	\$ (84,225)	\$ (619,800)	\$ (963,048)
(includes Depreciation)											
Sewer Fund Expenses - less depreciation		1,415,530	1,801,699	1,387,063	1,778,958			1,587,354	1,647,138	4,332,273	2,341,950
Projected Income/(Loss)		\$ 990,738	\$ 563,368	\$1,053,862	\$ 924,200	**w/o SAC		\$1,253,155	\$1,333,370	\$ 802,795	\$ 959,547
(excluding Depreciation)											
SAC not in 401 - now in 499 (Infrastructure)											
Projected Cash Flow Change		2017	2018	2019	2020			2021	2022	2023	2024
Beginning Cash		\$ 1,379,231	\$ 1,214,878	\$ 743,241	\$ 661,891			\$ 395,330	\$ 673,839	\$ 960,683	\$ 381,731
Projected Income/Loss - less Depreciation		990,738	563,368	1,053,862	924,200			1,253,155	1,333,370	802,795	959,547
Pension-GASB 68 (Non-Cash Item)		35,975	5,281	30,000	10,000			10,000	10,000	10,000	10,000
Interfund Loan Principal Payments from Water		100,000	100,000	100,000	100,000			100,000	53,920	-	-
Interfund Loan Principal Payments from Others		67,414	143,510	50,000	55,884			35,000	35,000	35,000	31,442
Long Term Debt - Principal Payment		(1,358,480)	(1,283,796)	(1,315,212)	(1,356,646)			(1,119,646)	(1,145,446)	(1,426,746)	(1,490,462)
Projected Ending Cash		\$1,214,878	\$ 743,241	\$ 661,891	\$ 395,330			\$ 673,839	\$ 960,683	\$ 381,731	\$ (107,741)
Phos Project completed											
depreciation expense		1,283,931	1,284,262	1,366,158	1,397,595			1,407,595	1,417,595	1,422,595	1,922,595
% of depreciation covered		77.16%	43.87%	77.14%	66.13%			89.03%	94.06%	56.43%	49.91%

Sewer Fund Expenses

Account Number	Description	2019-2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
401-000-00-05-4002	Wages	\$ 379,822	\$ 382,163	\$ 407,923	\$ 449,534	\$ 41,611	10.20%	\$ 476,506	\$ 505,096	\$ 535,402	\$ 567,526
401-000-00-05-4004	Overtime Wages	-	9,156	11,066	10,733	(333)	-3.01%	11,377	12,060	12,783	13,550
401-000-00-05-4006	On Call Pay	-	6,837	8,050	10,501	2,451	30.45%	10,501	10,501	10,501	10,501
401-000-00-05-4008	Insurance Benefits (er)	68,537	37,450	29,853	37,941	8,088	27.09%	41,735	45,909	50,499	55,549
401-000-00-05-4009	HSA Accounts	3,667	1,537	847	1,500	653	77.10%	1,500	1,500	1,500	1,500
401-000-00-05-4010	F.I.C.A./Medicare (er)	26,766	28,294	32,668	36,014	3,346	10.24%	38,126	40,366	42,740	45,256
401-000-00-05-4012	P.E.R.A. (er)	27,616	29,128	31,795	35,065	3,270	10.28%	39,871	42,213	44,695	47,326
401-000-00-05-4016	WC Insurance	6,664	6,839	7,415	7,786	371	5.00%	8,097	8,421	8,758	9,109
401-000-00-05-4018	Pension Exp - GASB 68	35,975	5,281	30,000	10,000	(20,000)	-66.67%	10,000	10,000	10,000	10,000
401-000-00-05-4019	Wellness Program	615	150	150	-	(150)	-100.00%	-	-	-	-
401-000-00-05-4020	Union Insurance	-	35,443	51,846	52,942	1,096	2.11%	52,942	55,060	57,262	59,553
401-000-00-20-4140	Audit	4,800	4,800	5,408	5,250	(158)	-2.92%	5,250	5,250	5,408	5,408
401-000-00-20-4150	Engineering	326	2,381	3,000	3,000	-		3,000	3,000	3,000	3,000
401-000-00-20-4160	Testing	17,775	15,667	15,000	16,000	1,000	6.67%	16,480	16,974	17,484	18,008
401-000-00-20-4170	Legal	2,221	73	2,000	2,000	-		2,000	2,000	2,000	2,000
401-000-00-20-4180	Other Consultants	663	406	2,000	1,000	(1,000)	-50.00%	1,000	1,000	1,000	1,000
401-000-00-25-4022	Bad Debt Expense	280	1,648	500	500	-		500	500	500	500
401-000-00-25-4110	Bank Charges - PSN	-	-	12,000	18,000	6,000	50.00%	18,000	18,000	18,000	18,000
401-000-00-25-4130	Computers/Software	2,394	1,550	4,000	2,000	(2,000)	-50.00%	2,000	2,000	2,000	2,000
401-000-00-25-4133	Computer Maintenance	-	875	4,000	1,000	(3,000)	-75.00%	1,000	1,000	1,000	1,000
401-000-00-25-4134	Website	-	1,500	1,500	1,500	-		1,500	1,500	1,500	1,500
401-000-00-25-4200	Printing - newsletter	572	591	600	600	-		600	600	600	600
401-000-00-25-4210	Operating Supplies	6,677	7,531	7,000	8,000	1,000	14.29%	8,000	8,000	8,000	8,000
401-000-00-25-4212	Other Operations Expenses	-	267	500	500	-		500	500	500	500
401-000-00-25-4215	Uniforms/Clothing	1,983	2,108	3,000	3,000	-		3,000	3,000	3,000	3,000
401-000-00-25-4220	Advertising	230	116	500	600	100	20.00%	600	600	600	600
401-000-00-25-4225	Sanitation/Garbage Removal	3,421	2,838	3,600	3,708	108	3.00%	3,819	3,934	4,052	4,173
401-000-00-25-4230	Telephone/Internet	10,004	9,584	10,610	10,610	-		10,610	10,610	10,610	10,610
401-000-00-25-4235	Postage	3,070	5,829	6,120	6,000	(120)	-1.96%	6,000	6,000	6,000	6,000
401-000-00-25-4238	Training/Schools	2,742	2,292	4,500	4,500	-		4,500	4,500	4,500	4,500
401-000-00-25-4240	Travel/Mileage	284	182	300	300	-		300	300	300	300
401-000-00-25-4243	Meals	-	10	100	100	-		100	100	100	100
401-000-00-25-4250	Liability Insurance	25,105	21,920	25,253	22,000	(3,253)	-12.88%	23,100	24,255	25,468	26,741
401-000-00-25-4257	Contractors Hired	9,991	17,635	12,200	28,000	15,800	129.51%	29,120	30,285	31,496	32,756

Sewer Fund Expenses – (continued)

Account Number	Description	2019-2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
401-000-00-25-4260	Subscriptions/Dues	4,258	4,684	4,200	4,800	600	14.29%	4,800	4,800	4,800	4,800
401-000-00-25-4300	Awards - Employees LOS	30	-	100	100	-		100	100	100	100
401-000-00-25-4314	Amortization Expense	(16,409)	(16,410)	(16,410)	(16,410)	-		(16,410)	(16,410)	(16,410)	(16,410)
401-000-00-25-4318	Depreciation Equipment	1,283,931	1,284,262	1,366,158	1,397,595	31,437	2.30%	1,407,595	1,417,595	1,422,595	1,922,595
401-000-00-25-4380	Chemicals	56,587	60,542	62,000	64,860	2,860	4.61%	66,806	68,810	80,874	83,301
401-000-00-25-4405	Motor Fuel	8,432	11,038	13,130	13,261	131	1.00%	13,394	13,528	13,663	13,799
401-000-00-25-4413	Equipment/Accessories	1,112	3,948	1,000	1,000	-		1,000	1,000	1,000	1,000
401-000-00-25-4430	Vehicle Maintenance	1,532	611	2,500	2,500	-		2,500	2,500	2,500	2,500
401-000-00-25-4540	Repair/Maintenance Buildings	813	1,713	1,250	1,250	-		1,250	1,250	1,250	1,250
401-000-00-25-4545	Repair/Maintenance Equipment	29,322	37,571	20,000	30,000	10,000	50.00%	30,300	30,603	30,909	31,218
401-000-00-25-4570	Electricity	186,023	201,993	182,053	239,013	56,960	31.29%	241,403	243,817	429,818	434,117
401-000-00-25-4580	Natural Gas	8,694	4,257	18,786	6,000	(12,786)	-68.06%	6,060	6,121	6,182	6,244
401-000-00-25-4582	Solar Credit	-	-	(21,253)	(21,366)	(113)	0.53%	(21,462)	(21,572)	(21,681)	(21,788)
401-000-00-25-4585	Fuel Oil	1,649	-	1,650	-	(1,650)	-100.00%	-	-	-	-
401-000-00-70-4316	Capital Expenditures	-	-	-	-	-		-	-	2,000,000	-
401-000-00-71-4612	Capital Transfers/Fund 499	60,000	468,564	20,000	290,000	270,000	1350.00%	126,000	120,000	70,000	20,000
401-000-00-71-4612	Capital Transfers/Fund 198	-	-	-	43,262	43,262	100.0%	-	46,184	-	42,344
401-000-00-85-4610	Debt Service Interest	380,390	349,310	330,898	298,649	(32,249)	-9.75%	268,124	239,520	210,176	181,455
401-000-00-85-4610	Debt Service Interest - 2023 EXPANSION	-	-	-	-	-		-	-	565,980	556,000
401-000-00-85-4611	Debt Service Fees	442	442	500	500	-		500	500	500	500
401-000-00-85-4612	Debt Transfer Out	49,942	31,355	31,355	31,355	-		31,355	31,355	31,355	31,355
		\$2,699,461	\$3,085,961	\$2,753,221	\$3,176,553	\$423,332	15.38%	\$2,994,949	\$3,064,733	\$5,754,868	\$4,264,545
Net Profit/(Loss) - including depreciation		\$ (293,193)	\$ (720,894)	\$ (312,296)	\$ (473,395)			\$ (154,440)	\$ (84,225)	\$ (619,800)	\$ (4,264,545)
CASHFLOW PURPOSE ONLY											
401-2251/2391	Long Term Debt - Curr Princ Pymt	1,358,480	1,283,796	1,315,212	1,356,646			1,119,646	1,145,446	1,177,246	1,230,462
401-2251/2391	Potential Long Term Debt - WWTP Expansion									249,500	260,000

Sewer Capital Improvement Fund

		Fund 499							
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
499-000-3155	Transfer In Revenue - Misc Equip Replmt	\$ 10	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
499-000-3155	Transfer In Revenue - Pickup/Dump Trucks	50,000	-	-	170,000	-	-	-	-
499-000-3155	Transfer In Revenue - Generators	-	-	-	-	100,000	100,000	-	-
499-000-3155	Transfer In Revenue - Floor Sweeper	-	-	-	-	6,000	-	-	-
499-000-3155	Transfer In Revenue - Jet Machines	-	-	-	100,000	-	-	-	-
499-000-3155	Transfer In Revenue - Bond Proceeds - PFA	-	-	-	-	-	-	14,500,000	-
499-000-3155	Transfer In Revenue - Expansion	-	458,564	-	-	-	-	-	-
499-000-3162	PFA Grant/State Appropriation Grant	-	-	1,000,000	-	-	-	-	-
499-000-3855	Sewer Access Charges	575,301	266,250	395,650	387,690	213,000	342,400	213,000	213,000
499-000-3855	Sewer Access Charges - Cargil	1,168,000	-	-	-	-	-	-	-
499-000-3910	Sales/Trade in Fixed Asset	500	-	-	-	-	-	-	-
	Total Revenues	\$1,793,811	\$ 734,814	\$ 1,415,650	\$ 677,690	\$ 339,000	\$ 462,400	\$ 14,733,000	\$ 233,000
CIP PROJECTS									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
499-000-00-70-4316	Capital Purchases - Equipment Replacement	\$ 10,797	\$ 4,957	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
499-000-00-70-4316	Capital Purchases - Pickups	49,080	-	-	-	-	-	-	-
499-000-00-70-4316	Capital Purchases - Pickup #42	-	-	-	170,000	-	-	-	-
499-000-00-70-4316	Capital Purchases - Jet Machines	-	-	-	100,000	-	-	-	-
499-000-00-70-4316	Capital Purchase - Generator #80 & #81	-	-	-	-	100,000	100,000	-	-
499-000-00-70-4316	Capital Purchase - Mower #311	-	-	-	-	-	-	50,000	-
499-000-00-70-4316	Capital Purchase - Floor Sweeper #308	-	-	-	-	6,000	-	-	-
499-000-00-70-4316	WWTP Expansion Phase II	-	28,097	3,104,000	-	-	-	16,500,000	-
	Total Expenses	\$ 59,877	\$ 33,054	\$ 3,104,000	\$ 270,000	\$ 106,000	\$ 100,000	\$ 16,550,000	\$ -
EXCESS REVENUES OVER EXPENSES		\$1,733,934	\$ 701,760	\$ (1,688,350)	\$ 407,690	\$ 233,000	\$ 362,400	\$ (1,817,000)	\$ 233,000
Projected Fund Balance 2020		\$ 1,266,047							
** Breakdown of Projected Fund Balance									
	Unassigned Fund Bal - SAC & interest	\$ 2,778,279	used for expansion						
	Funds for Phos Project	42,104							
	Funds for Expansion	(1,673,533)							
	Funds for Misc Equipment Replacement	56,256							
	Funds for GPS	6,000							
	Funds for Jet Machines	41,021							
	Funds for Pickup/Dump Truck	15,920							
		<u>\$1,266,047</u>							

Storm Sewer Enterprise Revenues

Account Number	Description	2019-2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
601-000-3375	Miscellaneous Revenue	\$ 67	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
601-000-3376	Insurance Proceeds/Dividends	129	55	335	335	-		335	335	335	335
601-000-3860	Storm Sewer Charges-Resident	197,633	203,011	204,812	207,178	2,366	1.16%	209,545	211,911	214,278	216,644
601-000-3865	Storm Sewer Charges-Commercial	35,580	36,122	36,360	36,724	364	1.00%	37,091	37,462	37,836	38,215
601-000-3980	Late Fees	12,953	13,433	13,332	13,635	303	2.27%	13,771	13,909	14,048	14,189
601-000-3999	Interest Earned	1,819	4,610	1,000	2,500	1,500	150.00%	2,525	2,550	2,576	2,602
601-000-4040	Trunk Charges	8,500	-	-	-	-		-	-	-	-
601-000-4151	Refunds & Reimbursements	1,453	18	-	-	-		-	-	-	-
		\$ 258,134	\$ 257,249	\$ 255,839	\$ 260,372	\$ 4,533	1.77%	\$ 263,267	\$ 266,167	\$ 269,073	\$ 271,984
		2017	2018	2019	2020			2021	2022	2023	2024
Storm Sewer Fund Expenses		471,842	427,365	441,312	639,179			482,630	491,626	551,234	511,392
Projected Income / (Loss)		\$ (213,708)	\$ (170,116)	\$ (185,473)	\$ (378,807)			\$ (219,364)	\$ (225,459)	\$ (282,162)	\$ (239,408)
(includes Depreciation)											
Storm Sewer Fund Expenses - less depreciation		202,602	204,733	218,676	401,543			244,994	253,990	313,598	273,756
Projected Income / (Loss)		\$ 55,532	\$ 52,516	\$ 37,163	\$ (141,171)			\$ 18,272	\$ 12,177	\$ (44,526)	\$ (1,772)
(excluding Depreciation)											
Projected Cash Flow Change		2017	2018	2019	2020			2021	2022	2023	2024
Beginning Cash		143,800	199,332	251,848	289,011			147,840	166,113	178,289	133,764
Projected Income / (Loss) - less Depreciation		55,532	52,516	37,163	(141,171)			18,272	12,177	(44,526)	(1,772)
Projected Ending Cash		\$ 199,332	\$ 251,848	\$ 289,011	\$ 147,840			\$ 166,113	\$ 178,289	\$ 133,764	\$ 131,991
		**new sweeper \$150,000									
depreciation expense		269,240	222,632	222,636	237,636			237,636	237,636	237,636	237,636
% of depreciation covered		20.63%	23.59%	16.69%	-59.41%			7.69%	5.12%	-18.74%	-0.75%

Storm Sewer Enterprise Expenses

Account Number	Description	2019 - 2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
601-000-00-05-4002	Wages	\$ 95,400	\$ 100,096	\$ 104,416	\$ 101,976	\$ (2,440)	-2.34%	\$ 108,095	\$ 114,580	\$ 121,455	\$ 128,742
601-000-00-05-4004	Overtime Wages	-	158	-	-	-		-	-	-	\$ -
601-000-00-05-4008	Insurance Benefits (er)	18,877	9,713	7,636	8,105	469	6.14%	8,916	9,807	10,788	11,867
601-000-00-05-4009	HSA Accounts	920	311	107	75	(32)	-29.91%	75	75	75	75
601-000-00-05-4010	F.I.C.A./Medicare (er)	6,694	7,102	7,988	7,803	(185)	-2.31%	8,269	8,765	9,291	9,849
601-000-00-05-4012	P.E.R.A. (er)	7,006	7,374	7,792	7,610	(182)	-2.34%	713	785	863	949
601-000-00-05-4016	WC Insurance	610	376	635	388	(247)	-38.90%	407	428	449	472
601-000-00-05-4017	Unemployment Benefits	138	-	-	-	-		-	-	-	-
601-000-00-05-4018	Pension Exp - GASB 68	7,822	1,248	8,000	5,000	(3,000)	-37.50%	5,000	5,000	5,000	5,000
601-000-00-05-4019	Wellness Program	169	50	50	-	(50)	-100.00%	-	-	-	-
601-000-00-05-4020	Union Insurance	-	10,204	15,105	14,386	(719)	-4.76%	14,386	14,961	15,560	16,182
601-000-00-20-4140	Audit	1,600	1,600	1,648	1,648	-		1,648	1,648	1,697	1,697
601-000-00-20-4150	Engineering	8,028	2,468	2,000	2,000	-		2,000	2,000	2,000	2,000
601-000-00-25-4022	Bad Debt Expense	59	173	50	50	-		50	50	50	50
601-000-00-25-4130	Computers/Software	466	343	800	500	(300)	-37.50%	500	500	500	500
601-000-00-25-4134	Website	-	480	480	480	-		480	480	480	480
601-000-00-25-4200	Printing - Newsletter etc	572	591	600	600	-		600	600	600	600
601-000-00-25-4208	Copies	100	-	100	-	(100)	-100.00%	-	-	-	-
601-000-00-25-4210	Operating Supplies	943	572	1,000	3,000	2,000	200.00%	3,000	3,000	3,000	3,000
601-000-00-25-4212	Other Operations Expenses	-	10	-	100	100	100.0%	100	100	100	100
601-000-00-25-4215	Uniforms/Clothing	264	328	300	300	-		300	300	300	300
601-000-00-25-4220	Advertising	135	80	100	100	-		100	100	100	100
601-000-00-25-4230	Telephone/Internet	493	602	600	600	-		600	600	600	600
601-000-00-25-4235	Postage	600	1,200	1,200	600	(600)	-50.00%	600	600	600	600
601-000-00-25-4238	Training/Schools	1,103	579	1,000	1,000	-		1,000	1,000	1,000	1,000
601-000-00-25-4240	Travel/Mileage	-	-	50	-	(50)	-100.00%	-	-	-	-
601-000-00-25-4250	Liability Insurance	1,631	2,491	1,696	5,000	3,304	194.81%	5,300	5,618	5,955	6,312
601-000-00-25-4257	Contractors Hired	1,688	2,522	2,000	5,106	3,106	155.30%	5,106	5,106	5,106	5,106
601-000-00-25-4260	Subscriptions/Dues	-	400	500	500	-		500	500	500	500
601-000-00-25-4300	Awards - Employee LOS	-	-	25	25	-		25	25	25	25
601-000-00-25-4318	Depreciation Equipment	269,240	222,632	222,636	237,636	15,000	6.74%	237,636	237,636	237,636	237,636
601-000-00-25-4405	Motor Fuel	1,775	1,915	2,500	2,500	-		2,575	2,652	2,732	2,814
601-000-00-25-4413	Equipment/Accessories	-	-	100	-	(100)	-100.00%	-	-	-	-
601-000-00-25-4430	Vehicle Maintenance	-	-	500	500	-		500	500	500	500
601-000-00-25-4545	Repair/Maintenance Equipment	4,716	10,603	7,500	7,500	-		7,500	7,500	7,500	7,500
601-000-00-25-4570	Electricity	561	607	721	700	(21)	-2.91%	721	743	765	788
601-000-00-25-4580	Natural Gas	591	896	1,236	1,250	14	1.13%	1,288	1,326	1,366	1,407
601-000-00-71-4612	Capital Transfer Out - 699	-	-	-	157,500	157,500	100.0%	-	-	50,000	-
601-000-00-71-4612	Debt Service Transfer Out	39,641	39,641	39,641	39,641	-		39,641	39,641	39,641	39,641
601-000-00-71-4612	Debt Service Transfer Out-New Street Project	-	-	-	25,000	25,000	100.0%	25,000	25,000	25,000	25,000
		\$ 471,842	\$ 427,365	\$ 441,312	\$ 639,179	\$197,867	44.84%	\$ 482,630	\$ 491,626	\$ 551,234	\$ 511,392
Net Profit/(Loss) - including depreciation		\$(213,708)	\$(170,116)	\$(185,473)	\$(378,807)			\$(219,364)	\$(225,459)	\$(282,162)	\$(239,408)

Storm Sewer Capital Improvement

		Fund 699							
		2017	2018	2019	2020	2021	2022	2023	2024
Account Number	Description	Actual	Actual	Final Budget	Adopted Budget	Concept Budget	Concept Budget	Concept Budget	Concept Budget
699-000-3155	Transfer In Revenue - Misc Equip Replmt	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
699-000-3155	Transfer In Revenue - Sweeper	-	-	-	150,000	-	-	-	-
	Total Revenues	\$ -	\$ -	\$ 7,500	\$157,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
CIP PROJECTS									
		2017	2018	2019	2020	2021	2022	2023	2024
Account Number	Description	Actual	Actual	Final Budget	Adopted Budget	Concept Budget	Concept Budget	Concept Budget	Concept Budget
499-000-00-70-4316	Capital Purchases - Sweeper	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
	Total Expenses	\$ -	\$ -	\$ -	\$150,000	\$ -	\$ -	\$ -	\$ -
EXCESS REVENUES OVER EXPENSES		\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Projected Fund Balance 2020		\$ 23,500							
** Breakdown of Projected Fund Balance									
Unassigned Fund Bal - Interest		\$ -							
Funds for Misc Equipment Replacement		17,500							
Funds for GPS		6,000							
\$ 23,500		\$ 23,500							

Liquor Store Revenues

Account Number	Description	2019 - 2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
501-000-3310	Liquor Sales	\$ 1,344,791	\$ 1,417,166	\$ 1,492,748	\$ 1,529,796	\$ 37,048	2.48%	\$ 1,575,690	\$ 1,622,961	\$ 1,671,649	\$ 1,721,799
501-000-3320	Beer Sales	2,082,951	2,113,790	2,415,000	2,245,291	(169,709)	-7.03%	2,312,650	2,382,029	2,453,490	2,527,095
501-000-3321	Non Alcoholic Beer Sales	5,781	7,441	8,503	6,429	(2,074)	-24.39%	6,622	6,821	7,025	7,236
501-000-3330	Wine Sales	572,301	553,427	617,137	566,604	(50,533)	-8.19%	583,602	601,110	619,143	637,718
501-000-3331	Non Alcoholic Wine Sales	925	1,439	1,388	888	(500)	-36.02%	915	942	970	999
501-000-3340	Mix/Pop	89,058	67,001	60,000	67,023	7,023	11.71%	69,034	71,105	73,238	75,435
501-000-3341	Cigar Sales	4,817	7,993	8,155	7,957	(198)	-2.43%	8,196	8,442	8,695	8,956
501-000-3342	Cigarette Sales - Non Tax	40,871	51,081	56,174	51,732	(4,442)	-7.91%	53,284	54,882	56,529	58,225
501-000-3343	Ice/Water Sales - Non Tax	19,656	19,974	19,120	18,137	(983)	-5.14%	18,681	19,242	19,819	20,413
501-000-3344	Bar Supply/Misc	-	-	15,000	-	(15,000)	-100.00%	-	-	-	-
501-000-3350	Events Revenue	605	300	1,000	300	(700)	-70.00%	300	300	300	300
501-000-3360	NSF Check or Bad Recovery	68	634	100	-	(100)	-100.00%	-	-	-	-
501-000-3375	Miscellaneous Revenue	-	305	100	300	200	200.00%	300	300	300	300
501-000-3376	Insurance Proceeds	825	391	2,012	500	(1,512)	-75.15%	500	500	500	500
501-000-3380	Bottle/Keg Deposits - Non Tax	(1,260)	(135)	(250)	(250)	-	-	(250)	(250)	(250)	(250)
501-000-3385	Cash Over	89	(51)	100	(100)	(200)	-200.00%	(100)	(100)	(100)	(100)
501-000-3999	Interest Earned	5,540	15,065	7,100	10,000	2,900	40.85%	10,100	10,201	10,303	10,406
501-000-4151	Refunds & Reimbursements	2,132	5,052	-	-	-	-	-	-	-	-
501-000-4152	Resitution/Damage Payments	50	45	-	-	-	-	-	-	-	-
		\$4,169,200	\$4,260,918	\$4,703,387	\$4,504,607	\$(198,780)	-4.23%	\$4,639,523	\$4,778,484	\$4,921,612	\$5,069,032
		2017	2018	2019	2020			2021	2022	2023	2024
Liquor Fund Expenses		3,989,540	4,178,006	4,702,308	4,499,730			4,627,716	4,759,735	4,897,020	4,933,445
Projected Income/ (Loss)		\$ 179,660	\$ 82,912	\$ 1,079	\$ 4,877			\$ 11,806	\$ 18,748	\$ 24,591	\$ 135,587
(includes Depreciation)											
Liquor Fund Expenses - less depreciation		3,923,853	4,111,101	4,636,620	4,431,730			4,559,716	4,691,735	4,829,020	4,865,445
Projected Income/(Loss)		\$ 245,347	\$ 149,817	\$ 66,767	\$ 72,877			\$ 79,806	\$ 86,748	\$ 92,591	\$ 203,587
(excluding Depreciation, including transfers)											
Gross Profit		2017	2018	2019	2020			2021	2022	2023	2024
Sales		\$ 4,161,151	\$ 4,239,312	\$ 4,693,225	\$ 4,493,857			\$ 4,628,673	\$ 4,767,533	\$ 4,910,559	\$ 5,057,876
Less Cost of Goods Sold		(2,995,521)	(3,061,009)	(3,350,832)	(3,301,250)			(3,396,557)	(3,494,663)	(3,595,653)	(3,595,653)
Gross Profit		1,165,630	1,178,303	1,342,393	1,192,607			1,232,116	1,272,869	1,314,906	1,462,222
Gross Profit %		28%	28%	29%	27%			27%	27%	27%	29%
Net Profit % before Transfers		13%	11%	13%	10%			10%	10%	10%	12%
Projected Cash Flow Change		2017	2018	2019	2020			2021	2022	2023	2024
Beginning Cash		658,014	830,691	904,204	898,301			891,241	891,110	897,922	906,942
Projected Income/Loss - less Depreciation		245,347	149,817	66,767	72,877			79,806	86,748	92,591	203,587
Long Term Debt - Principal Payment		(72,670)	(76,304)	(72,670)	(79,937)			(79,937)	(79,937)	(83,571)	(83,571)
Projected Ending Cash		\$ 830,691	\$ 904,204	\$ 898,301	\$ 891,241			\$ 891,110	\$ 897,922	\$ 906,942	\$ 1,026,958
depreciation expense		65,687	66,905	65,688	68,000			68,000	68,000	68,000	68,000
% of depreciation covered		373.51%	223.92%	101.64%	107.17%			117.36%	127.57%	136.16%	299.39%

Liquor Store Expenses

Account Number	Description	2019 - 2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
501-000-00-05-4002	Wages	\$ 304,722	\$ 334,091	\$ 366,771	\$ 377,381	\$ 10,610	2.89%	\$ 400,024	\$ 424,025	\$ 449,467	\$ 476,435
501-000-00-05-4008	Insurance Benefits (er)	25,983	33,592	48,881	52,834	3,953	8.09%	58,117	63,929	70,322	77,354
501-000-00-05-4009	HSA Accounts	1,281	2,450	3,322	2,475	(847)	-25.50%	2,475	2,475	2,475	2,475
501-000-00-05-4010	F.I.C.A./Medicare (er)	21,645	23,784	28,058	28,872	814	2.90%	30,602	32,438	34,384	36,447
501-000-00-05-4012	P.E.R.A. (er)	19,159	24,057	26,870	28,307	1,437	5.35%	4,649	5,114	5,626	6,188
501-000-00-05-4016	W/C Insurance	9,995	10,099	11,135	10,604	(531)	-4.77%	11,134	11,691	12,275	12,889
501-000-00-05-4018	Pension Exp - GASB 68	(19,600)	20,013	5,000	5,000	-		5,000	5,000	5,000	5,000
501-000-00-05-4019	Wellness Program	328	150	150	-	(150)	-100.00%	-	-	-	-
501-000-00-20-4140	Audit	4,800	4,800	4,944	5,100	156	3.16%	5,100	5,100	5,253	5,253
501-000-00-20-4170	Legal	280	-	100	100	-		100	100	100	100
501-000-00-20-4180	Other Consultants	663	406	1,000	500	(500)	-50.00%	500	500	500	500
501-000-00-25-4022	Bad Debt Expenditure	132	821	100	100	-		100	100	100	100
501-000-00-25-4110	Bank Charges	65,202	66,650	60,000	78,000	18,000	30.00%	79,560	81,151	82,774	84,430
501-000-00-25-4121	Special Assessments	-	5,136	4,103	-	(4,103)	-100.00%	-	-	-	-
501-000-00-25-4126	Use Tax	-	25	-	100	100	100.0%	100	100	100	100
501-000-00-25-4130	Computers/Software	1,572	2,766	3,500	5,000	1,500	42.86%	5,000	5,000	5,000	5,000
501-000-00-25-4133	Computer Maintenance	1,058	4,392	2,000	-	(2,000)	-100.00%	-	-	-	-
501-000-00-25-4134	Website	-	1,500	1,500	1,500	-		1,500	1,500	1,500	1,500
501-000-00-25-4200	Printing - Newsletter etc	572	591	600	600	-		600	600	600	600
501-000-00-25-4208	Copies	-	-	50	-	(50)	-100.00%	-	-	-	-
501-000-00-25-4210	Operating Supplies	7,763	5,769	10,000	8,500	(1,500)	-15.00%	8,500	8,500	8,500	8,500
501-000-00-25-4212	Other Operations Expenses	880	206	1,000	1,000	-		1,000	1,000	1,000	1,000
501-000-00-25-4215	Uniforms/Clothing	306	397	750	750	-		750	750	750	750
501-000-00-25-4217	Cleaning Services	4,276	3,956	5,000	4,200	(800)	-16.00%	4,200	4,200	4,200	4,200
501-000-00-25-4220	Advertising	8,465	10,705	12,000	12,000	-		12,000	12,000	12,000	12,000
501-000-00-25-4225	Sanitation / Garbage Removal	2,010	2,140	2,100	2,580	480	22.86%	2,580	2,580	2,580	2,580
501-000-00-25-4230	Telephone/Internet	5,982	6,024	6,140	6,060	(80)	-1.30%	6,060	6,060	6,060	6,060
501-000-00-25-4235	Postage	225	253	300	300	-		300	300	300	300
501-000-00-25-4238	Training/Schools	1,004	1,018	4,000	3,000	(1,000)	-25.00%	3,000	3,000	3,000	3,000
501-000-00-25-4240	Travel/Mileage	68	338	400	400	-		400	400	400	400
501-000-00-25-4243	Meals	64	79	100	100	-		100	100	100	100
501-000-00-25-4250	Liability Insurance	12,639	12,903	12,000	12,000	-		12,600	13,230	13,892	13,892
501-000-00-25-4257	Contractors Hired	45	1,797	-	500	500	100.0%	500	500	500	500

Liquor Store Expenses – (continued)

Account Number	Description	2019 - 2020									
		2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
501-000-00-25-4260	Subscriptions/Dues	3,965	3,683	4,000	4,000	-		4,000	4,000	4,000	4,000
501-000-00-25-4300	Awards - Employee LOS	-	-	25	30	5	20.00%	30	30	30	30
501-000-00-25-4314	Amortization Expense	(2,260)	(2,260)	(2,260)	(2,260)	-		(2,260)	(2,260)	(2,260)	(2,260)
501-000-00-25-4318	Depreciation Equipment	65,687	66,905	65,688	68,000	2,312	3.52%	68,000	68,000	68,000	68,000
501-000-00-25-4375	Snow Removal	603	531	1,000	2,000	1,000	100.00%	2,000	2,000	2,000	2,000
501-000-00-25-4413	Equipment/Accessories	38,342	1,710	2,500	2,000	(500)	-20.00%	2,000	2,000	2,000	2,000
501-000-00-25-4540	Repair/Maintenance Buildings	4,091	7,521	6,500	8,000	1,500	23.08%	8,000	8,000	8,000	8,000
501-000-00-25-4545	Repair/Maintenance Equipment	2,288	4,110	4,800	4,800	-		4,800	4,800	4,800	4,800
501-000-00-25-4570	Electricity	20,377	22,047	24,000	24,000	-		24,240	24,482	24,727	24,727
501-000-00-25-4580	Natural Gas	1,762	2,055	2,000	2,100	100	5.00%	2,142	2,185	2,229	2,229
501-000-00-25-4582	Solar Credit	-	-	(25,319)	(25,454)	(135)	0.53%	(25,567)	(25,699)	(25,828)	(26,956)
501-000-00-25-4590	Water/Sewer Utilities	428	546	1,260	1,200	(60)	-4.76%	1,620	2,187	2,952	3,986
501-000-00-25-4595	Association/CAM Fees	640	148	1,000	300	(700)	-70.00%	300	300	300	300
501-000-00-25-4902	Donations	115	1,000	2,000	1,000	(1,000)	-50.00%	1,000	1,000	1,000	1,000
501-000-00-27-4262	Purchases - Liquor	920,434	999,328	1,066,859	1,093,826	26,967	2.53%	1,126,641	1,160,440	1,195,253	1,195,253
501-000-00-27-4263	Purchases - Beer	1,585,448	1,573,910	1,751,000	1,691,804	(59,196)	-3.38%	1,742,558	1,794,835	1,848,680	1,848,680
501-000-00-27-4264	Purchases - Wine	351,451	363,907	389,459	371,573	(17,886)	-4.59%	379,004	386,585	394,316	394,316
501-000-00-27-4265	Purchases - Mix/Pop	42,630	37,242	48,444	40,940	(7,504)	-15.49%	42,168	43,433	44,736	44,736
501-000-00-27-4266	Purchases - Misc	19,304	15,523	10,600	10,000	(600)	-5.66%	10,000	10,000	10,000	10,000
501-000-00-27-4267	Purchases - NonAlcoholic Beer	3,437	4,558	6,143	4,467	(1,676)	-27.28%	4,601	4,739	4,881	4,881
501-000-00-27-4268	Purchases - NonAlcoholic Wine	386	952	908	629	(279)	-30.73%	648	667	687	687
501-000-00-27-4269	Freight - In	19,489	17,801	16,480	21,630	5,150	31.25%	22,279	22,947	23,636	23,636
501-000-00-27-4271	Purchases - Cigars	4,093	8,186	7,500	6,302	(1,198)	-15.97%	6,491	6,686	6,886	6,886
501-000-00-27-4272	Loyalty Program - Liquor Store	-	-	-	15,000	15,000	100.0%	15,750	16,538	17,364	17,364
501-000-00-27-4273	Purchases - Cigarette Non Tax	47,895	39,655	51,439	44,579	(6,860)	-13.34%	45,916	47,294	48,713	48,713
501-000-00-27-4274	Purchases - Bottle/Keg Non Tax	954	(53)	2,000	500	(1,500)	-75.00%	500	500	500	500
501-000-00-71-4612	Operating Transfer Out - GF	300,000	375,000	600,000	450,000	(150,000)	-25.00%	450,000	450,000	450,000	450,000
501-000-00-71-4612	Operating Transfer Out - 198	50,000	25,000	-	-	-		-	-	-	-
501-000-00-71-4612	Capital Transfer -FUND 599	11,500	15,000	30,000	-	(30,000)	-100.00%	25,000	25,000	25,000	25,000
501-000-00-85-4610	Debt Service Interest	14,426	12,936	12,081	10,556	(1,525)	-12.62%	8,958	7,258	5,314	2,938
501-000-00-85-4611	Debt Service Fees	123	345	327	345	18	5.50%	345	345	345	345
		\$3,989,540	\$4,178,006	\$4,702,308	\$4,499,730	\$(202,578)	-4.31%	\$4,627,716	\$4,759,735	\$4,897,020	\$4,933,445
Net Profit/(Loss) - including depreciation		\$ 179,660	\$ 82,912	\$ 1,079	\$ 4,877			\$ 11,806	\$ 18,748	\$ 24,591	\$ 135,587
CASHFLOW PURPOSE ONLY											
501-2251/2391	Long Term Debt - Curr Princ Payme	72,670	76,304	72,670	79,937			79,937	79,937	83,571	83,571

Liquor Store Recap

	2019 -2020			
	2019 Final Budget	2020 Adopted Budget	\$ Change	% Change
Sales				
Gross Sales	\$ 4,694,225	\$ 4,494,157	\$ (200,068)	-4.26%
Cost of Sales	3,350,832	3,301,250	(49,582)	-1.48%
Gross Profit	\$ 1,343,393	\$ 1,192,907	\$ (150,486)	-11.20%
Gross Profit %	29%	27%		
Revenue Budget				
Gross Sales	\$ 4,694,225	\$ 4,494,157	\$ (200,068)	-4.26%
Other Revenues	9,162	10,450	1,288	14.06%
Total Revenues	\$ 4,703,387	\$ 4,504,607	\$ (198,780)	-4.23%
	-	-	-	
Expense Budget				
Personnel	\$ 490,187	\$ 505,473	\$ 15,286	3.12%
Professional Services	6,044	5,700	(344)	-5.69%
Operations	147,149	158,406	11,257	7.65%
Cost of Sales	3,350,832	3,286,250	(64,582)	-1.93%
Cost of Sales - Loyalty Club	-	15,000	15,000	100.00%
Capital/Transfers	630,000	450,000	(180,000)	-28.57%
Debt	12,408	10,901	(1,507)	-12.15%
Depreciation	65,688	68,000	2,312	3.52%
Total Expenses	\$ 4,702,308	\$ 4,499,730	\$ (202,578)	-4.31%
			-	
Net Income/(Loss) with Depreciation	\$ 1,079	\$ 4,877		
Projected Ending Cash	\$ 898,301	\$ 891,241		
**projected cash balance is after principal debt payments are made				
Net profit before transfer	\$ 454,877			
Net profit % before transfer	10%			

Liquor Store Capital Improvement

		Fund 599							
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
599-000-3155	Transfer In Revenue - cash register	\$ 1,000	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
599-000-3155	Transfer In Revenue - counters	1,000	1,000	10,000	-	-	-	-	-
599-000-3155	Transfer In Revenue - security sytem	1,500	1,500	10,000	-	-	-	-	-
599-000-3155	Transfer In Revenue - ceiling lights	8,000	2,000	-	-	-	-	-	-
599-000-3155	Transfer In Revenue - Parking Lot/Building Repairs		-	10,000	-	25,000	25,000	25,000	25,000
599-000-4151	Refunds & Reimbursement - lights rebate		3,480	-	-	-	-	-	-
	Total Revenues	\$ 11,500	\$ 18,480	\$ 30,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
CIP PROJECTS									
Account Number	Description	2017 Actual	2018 Actual	2019 Final Budget	2020 Adopted Budget	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
599-000-00-70-4316	Capital Purchases - Shelving	\$ -	\$ 11,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
599-000-00-70-4316	Capital Purchases - Condenser Unit	-	-	-	8,000	-	-	-	-
599-000-00-70-4316	Capital Purchases - security system/camera		1,836	10,000	-	4,000	-	-	-
599-000-00-70-4316	Capital Purchases - Coolers	-	-	-	-	-	-	72,000	-
599-000-00-70-4316	Capital Purchases - Cash Registers	-	-	-	-	-	-	-	10,000
599-000-00-70-4316	Capital Purchases - HVAC	-	-	-	-	-	-	-	15,000
599-000-00-70-4316	Capital Improvement - Parking Lot	-	-	10,000	-	-	-	-	-
599-000-00-70-4316	Capital Purchases - ceiling lights	11,401	-	-	-	-	-	-	-
	Total Expenses	\$ 11,401	\$ 13,686	\$ 20,000	\$ 8,000	\$ 4,000	\$ -	\$ 72,000	\$ 25,000
EXCESS REVENUES OVER EXPENSES		\$ 99	\$ 4,794	\$ 10,000	\$ (8,000)	\$ 21,000	\$ 25,000	\$ (47,000)	\$ -
	Projected Fund Balance 2020	\$ 8,192							
	** Breakdown of Projected Fund Balance								
	Shelving Updated	\$ 650							
	Security System Updated	2,664							
	Equipment	(8,000)							
	Building/Lot Imprpovements	-							
	New Counters	13,000							
	Led Ceiling Lights	(1,156)							
	New Carpeting	1,034							
		\$ 8,192							

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CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan & Capital Budget

To set up a capital improvement fund the City is required to formally adopt a Capital Program (CIP). The main advantage of this method of budgeting and planning is that projects can be earmarked and carried from one year to the next. For example, if it is recognized that renovation of a public building will be needed in five years, an amount can be set aside annually so the project can be funded at the end of five years. The CIP fund also allows a project to be done in phases, with funds allocated in one year for a portion of a project and then finished in later years.

The Capital Improvement Plan is a five-year planning document designed to guide decisions concerning capital expenditures. This is a planning document and, as for all planning documents, it is subject to revision in order to reflect changes in community needs and service requirements, environmental factors and Council priorities. The first year of the Plan is intended to accurately reflect that year's anticipated appropriation for major capital projects and is called the Capital Budget. The subsequent four years represents an anticipated capital need during the period as submitted and approved. The CIP must be reviewed and revised each year in order to add new projects and revise priorities.

The process of determining major capital needs and establishing a financial program extending beyond the annual budget encourages the City to examine long-range needs and allows more coherent city-wide fiscal policies. The CIP provides a basis to compare projects and provides opportunities to explore alternate funding sources, since most capital improvement requests exceed the available revenues.

Since 2016, the City has allocated all funds received from the Local Government Aid to the Capital Improvement Plan and budgets, with some additional budgeted transfers from the General Fund.

The purpose is to set up a five (5) year Capital Improvement Plan in order to establish a capital improvement fund. The main goals are"

- To ease the review of the annual capital budget through a uniform and fair process
- To invite and promote public participation in the annual budget process. This is accomplished through a reasonable, sensible and responsible approach by providing documentation, as well as advertising and scheduling public meetings.
- To link capital budget requests with the City strategic plan, adopted policies, and other approved planning documents.
- To link capital expenditures with operating budgets.
- To increase awareness, cooperation, coordination, and participation between departments, agencies, stakeholders, and other political jurisdictions.

The City of Big Lake conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure the decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning processes are in concert with one another. This so called "Linkage" is paramount to insure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes adopted by the City Council. The required linkage dictates that the CIP be developed within the context of and consistent with, the City's long-term and mid-term plans.

Each element of the City's planning process has a different purpose and timeframe. The Strategic Plan, Vision, Mission, Long-Term Goals and Growth Policy are the most far-reaching in nature – 10 to 25 years.

The Capital Improvement Plan and the Five-Year Financial planning are mid-term in nature – five years. The Annual Budget and the Capital Budget are short-term – covering a one-year timeframe. The most important requisite is that they are coordinated and are in concert with one another.

Capital Planning

Capital planning refers to the process of identifying and prioritizing City capital needs for determining which capital projects should be funded in the capital budget as resources become available. Citywide planning is guided by the City’s strategic Plan and the Growth (Comprehensive Plan) Policy. These plans provide long term direction for the growth and development of the City.

Capital Planning Process

The capital improvements process provides for the identification, review, planning and budgeting of current and future capital expenditures.

All requests for capital improvement projects are reviewed, evaluated and weighted in order to assist the City Council in selecting the projects to be funded. Department are responsible for submitting CIP requests. The adoption of a CIP by the City is strictly a statement of intent, not an appropriation of funding for projects contained within. A list of approved CIP projects will be updated on an annual basis as new needs become known or priorities change. The possibility of a project with a low priority can remain in the CIP longer than four years due to a more important project bumping ahead in the schedule for quicker implementation. On occasion, some approved projects, with a lower priority are funded in advance of projects with a higher priority, in order to meet legal requirements or when a new or identified source of funding becomes available in order to complete the project.

For the purpose of this process, “Capital”, is defined as an item or items that have a single acquisition cost of at least \$5,000 and a useable life for a minimum of 3 years. This definition assists in delineating a major project or piece of equipment as a capital program, rather than routine maintenance or replacement of operating equipment.

- Replacement vehicles for the police department are included in the CIP program as indicated on the fleet replacement schedule, which is funded each year in the Capital Budget.

Capital Improvement Plan Funding

The FY 2020-2024 Capital Improvement Plan has twelve different sources of funding. Each funding source is described below. As noted before, capital projects, unlike operating expenses which recur annually, only require one-time allocations for a given project. This funding flexibility allows the City to pursue financing and one-time revenues sources to accelerate completion of critical projects.

- **General Fund** - yearly transfers from the General Fund for future projects and for the computer replacement allocation
- **CIP Fund** – allocated fund balance of the Capital Improvements funds for specific projects
- **LGA** – Local Government Aid the City received from the State
- **Bonds** – General Obligation Bonds for the Street Rehabilitation program
- **Park Dedication** – funds from the Park Development Fund, currently this projects are on hold as there is no immediate funding for the projects
- **Water Operations** – yearly transfers from the Water Operation Fund to the Water CIP fund for future projects
- **Revenue Bond Water** – bonds needed to finance upcoming projects

- **Sewer CIP Fund** – allocated fund balance for the infrastructure improvement on the Wastewater Treatment Plant
- **Sewer Operations** – yearly transfer from the Sewer Operation Fund to the Sewer CIP fund for future projects
- **Storm Sewer Operations** – yearly transfer from the Storm Sewer Operation Fund to the Storm Sewer CIP fund for future projects
- **Liquor Store Operations** – yearly transfers from the Liquor Store Operation Fund to the Liquor Store CIP Fund for future projects
- **Debt Service Funds** – yearly principal and interest payments for all debts of the City

Whenever the City commits to a CIP plan, there is an associated long-range commitment of operating funds. For this reason, it is important to evaluate capital commitments in the context of their long-range operating impact. Most capital projects affect future operating budgets either positively or negatively due to an increase or decrease in maintenance costs or by providing capacity for new programs to be offered. Such impacts vary widely from project to project and, as such, are evaluated individually during the process of assessing project feasibility. The five-year financial plans also provide an opportunity to review the operating impact of growth-related future capital projects.

Following is a summary, as well as detail by department, 2020 – 2024 Capital Improvement Plan.

Capital Improvement Plan Summary 2020 - 2024

2020 through 2024 - Summary by Department						
Dept	2020	2021	2022	2023	2024	Totals
Administration/Finance	377,033	125,000	140,000	125,000	125,000	892,033
IT Department	180,900	24,600	24,600	24,600	24,600	279,300
Elections	-	2,000	-	2,000	-	4,000
Big Lake Community Service Center	-	6,000	-	-	-	6,000
Fire - City Portion only	163,833	210,833	711,133	299,300	142,500	1,527,599
Police Department	74,940	68,840	72,690	73,200	62,900	352,570
Streets Department	297,000	240,000	305,000	385,000	475,000	1,702,000
Streets Improvements	4,349,590	-	2,627,241	-	3,121,261	10,098,092
Parks Department	94,000	144,000	89,000	89,000	24,000	440,000
Park Development- NOT CASH FUNDED	830,000	150,000	150,000	150,000	150,000	1,430,000
Water Enterprise Fund	3,473,000	28,000	28,000	28,000	28,000	3,585,000
Sewer Enterprise Fund	290,000	126,000	120,000	16,570,000	20,000	17,126,000
Storm Sewer Enterprise Fund	157,500	7,500	7,500	7,500	7,500	187,500
Liquor Store Enterprise Fund	8,000	29,000	25,000	97,000	50,000	209,000
City Debt Payments	5,041,784	4,426,319	4,488,226	4,680,309	4,363,600	23,000,238
Total General Fund and Enterprise Funds	15,337,580	5,588,092	8,788,390	22,530,909	8,594,361	60,839,332
2020 through 2024 - Summary by Funding Source						
Funding Source	2020	2021	2022	2023	2024	Totals
General Fund	287,073	80,740	78,740	398,100	396,100	1,240,753
CIP FUND	323,874	24,000	552,400	72,000	25,000	997,274
LGA	715,633	720,533	711,283	600,000	457,900	3,205,349
Bonds	4,218,716	-	2,627,241	-	3,121,261	9,967,218
Park Dedication - NOT CASH FUNDED	830,000	150,000	150,000	150,000	150,000	1,430,000
Water Operations	73,000	28,000	28,000	28,000	28,000	185,000
Revenue Bonds - Water	3,400,000	-	-	-	-	3,400,000
Revenue Bonds - Sewer	-	-	-	14,500,000	-	14,500,000
Sewer CIP	-	-	-	2,000,000	-	2,000,000
Sewer Operations	290,000	126,000	120,000	70,000	20,000	626,000
Storm Operations	157,500	7,500	7,500	7,500	7,500	187,500
Liquor Operations	-	25,000	25,000	25,000	25,000	100,000
Debt - GF	1,457,341	1,052,393	823,675	694,003	690,700	4,718,112
Debt - WF	580,082	580,129	579,846	579,235	579,295	2,898,587
Debt - SF	981,135	980,475	980,380	980,827	980,791	4,903,608
Debt - SA	153,026	152,799	152,538	152,243	152,913	763,519
Debt - GF/EF	1,670,000	1,389,412	1,390,294	1,404,620	1,164,790	7,019,116
Debt - FCH	200,200	271,111	561,493	869,381	795,111	2,697,296
Total All Funding Sources	15,337,580	5,588,092	8,788,390	22,530,909	8,594,361	60,839,332

Capital Improvement Plan by Department

2020 through 2024								
Dept	Description	Funding Source	2020	2021	2022	2023	2024	Totals
Administration/Finance								
see street	Transfer to Street Reconstruction-196	General Fund	199,033			*now franchise fee		199,033
	CITY BRANDING CAMPAIGN-BLEDA	CIP Fund	25,000					25,000
	City Hall Vehicle -FRM POLICE	LGA	13,000					13,000
	HWY 25 COALITION STUDY/or other	LGA	15,000	15,000	15,000			45,000
	City Hall Remodel/Repairs	LGA	25,000	10,000	25,000	25,000	25,000	110,000
	Transfer to Debt/CIP for Street Reconstruction	LGA	100,000	100,000	100,000	100,000	100,000	500,000
Administration/Finance Department Total			377,033	125,000	140,000	125,000	125,000	892,033
IT								
	Computer Replacement Plan	General Fund	15,000	15,000	15,000	15,000	15,000	75,000
	Computer Replacement Plan-Council/Comm	General Fund	8,400	2,100	2,100	2,100	2,100	16,800
	Replace Del Squad Computers - Chg to LGA	LGA	7,500	7,500	7,500	7,500	7,500	37,500
IT General Fund Total			30,900	24,600	24,600	24,600	24,600	129,300
Elections								
	Election Machines Replacement	General Fund		2,000		2,000		4,000
Elections Department Total			-	2,000	-	2,000	-	4,000
BLSCS								
	Police Department - Air Condition Unit	LGA	-	6,000				6,000
Big Lake Community Service Center Total			-	6,000	-	-	-	6,000
Fire - City Portion only								
	Computers - 5 units life 5 yrs	General Fund	3,000					3,000
	Station Roof Replacement - chg to LGA in 20	LGA	5,000	5,000				10,000
	Station Roof Replacement - done	CIP Fund			40,000			40,000
	Thermal Image Cameras	LGA			7,000		7,500	14,500
	Radios - 44 @ 4200	LGA	22,500	22,500	23,400			68,400
	Radios purchased	CIP Fund			92,400			92,400
	Snow Machine - 10K	LGA			5,000			5,000
	Side by Side - 15K	LGA				7,500		7,500
	Grass rigs replace 1 (2001) 63.6K	LGA				31,800		31,800
	Grass rigs replace 1 (2000) 60k	LGA		30,000				30,000
	Jaws of Life - 5 year cycle 40K	LGA		20,000				20,000
	Engine 12 repalce (1996) \$800k	LGA	133,333	133,333	133,333			400,000
	Engine 12 replace (1998) \$800k	CIP Fund			400,000			400,000
	Engine 1 replace (2007) \$800k	LGA				10,000	35,000	45,000
	Engine 1 replace (2007) \$900k	CIP Fund						-
	Ladder 1 (2003) \$600k	LGA			10,000	100,000	100,000	210,000
	Water Tender 17 (2000) \$300k	LGA				150,000		150,000
Fire Department Total			163,833	210,833	711,133	299,300	142,500	1,527,600

Capital Improvement Plan by Department – (continued)

2020 through 2024								
Dept	Description	Funding Source	2020	2021	2022	2023	2024	Totals
Police								-
	Replace Tasers	General Fund	2,640	2,640	2,640			7,920
	Repalce Fleet	LGA	80,500	82,600	42,350	99,200	88,900	393,550
	Sale of Squad Cars	LGA	(26,000)	(26,000)	(13,000)	(26,000)	(26,000)	(117,000)
	Replace Motorola Portable Radios	LGA	9,600	9,600				19,200
	Replace Motorola Squad Radios	LGA	8,200		40,700			48,900
	Police Department Total		74,940	68,840	72,690	73,200	62,900	352,570
Streets Department								
	Misc Equipment Replacement Fund	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
	Seal Coat - Fund 198	General Fund	30,000	30,000	30,000			90,000
	Mill/Overlay - FUND 198 FCH FEE	General Fund				350,000	350,000	700,000
	Roller Purchase used	LGA		40,000				40,000
	Replaced 2007 Holder Tractor #3307	LGA	150,000					150,000
	Replace 2008 Floor Sweeper #308	LGA	6,000					6,000
	replace 2008 Floor Scrubber #318	LGA	6,000					6,000
	Replace 2004 Ford Explorer #24	LGA	50,000					50,000
	Replace 2002 Ford 550 #02	LGA		65,000				65,000
	Replace 2002 Ford 550 #12	LGA			80,000			80,000
	Replace 2005 Ford 150 #25	LGA		50,000				50,000
	Replace 2002 Chev 2500 #32	LGA		50,000				50,000
	Replace 2005 Chev 2500 #35	LGA	50,000					50,000
	Replace 2000 Air Compressor #100	LGA			30,000			30,000
	Replace 2002 Dump Truck #102	LGA			160,000			160,000
	Replace 2013 Tow master Trlr #T16	LGA				30,000		30,000
	Replace 1985 Case 580 #57	LGA					120,000	120,000
	Street Department Total		297,000	240,000	305,000	385,000	475,000	1,702,000
Streets Improvements - Fund 175								
	Safe Route to School Sidewalks	CIP Fund	130,874					130,874
	Birch Ave	Bonds	-		185,769			185,769
	Chippewa St	Bonds	-				149,308	149,308
	Edgewater Place	Bonds	42,611					42,611
	Euclid Avenue/Euclid Court	Bonds	630,530					630,530
	Euclid Court	Bonds	105,494					105,494
	Golf St	Bonds	-				213,307	213,307
	Hennepin Avenue	Bonds	130,425					130,425
	Highland Avenue	Bonds	139,845					139,845
	Hudson Woods Development - Wear Course	Bonds	-					-

Capital Improvement Plan by Department – (continued)

2020 through 2024								
Dept	Description	Funding Source	2020	2021	2022	2023	2024	Totals
Streets Improvements - Fund 175 - (continued)								
	Isanti St	Bonds	-				268,133	268,133
	Kasota St	Bonds	-				155,748	155,748
	Kenebec St	Bonds	-				189,956	189,956
	Lake Avenue	Bonds	152,210					152,210
	Lake Ridge Dr	Bonds	-				539,157	539,157
	Lake View Cir	Bonds	-				78,562	78,562
	Lake View Ln	Bonds	-				614,629	614,629
	Leighton Cir	Bonds	27,421					27,421
	Leighton Dir	Bonds	304,298					304,298
	Maple Ln	Bonds	87,572					87,572
	Nicollet Avenue	Bonds	141,651					141,651
	Norwood Dr	Bonds	-		537,524			537,524
	Oak Avenue	Bonds	78,511					78,511
	Oak Cir	Bonds	28,767					28,767
	Oak Street	Bonds	50,513					50,513
	Park Ave	Bonds	-		1,552,315			1,552,315
	Pintail St	Bonds	-				166,522	166,522
	Pond View Cir	Bonds	-				75,585	75,585
	Pond View Dr	Bonds	-				308,063	308,063
	Powell Circle E	Bonds	75,513					75,513
	Powell Circle	Bonds	180,139					180,139
	Powell St	Bonds	958,768					958,768
	Red Oak Drive	Bonds	152,016					152,016
	Shady Lane	Bonds	109,405					109,405
	Sherburne Ave	Bonds	315,833					315,833
	Vernon St	Bonds	-		192,455			192,455
	Wall St	Bonds	-		159,178			159,178
	Wascea St	Bonds	-				170,236	170,236
	Westwood Drive	Bonds	152,016					152,016
	Will St	Bonds	343,412					343,412
	Winnebago St	Bonds	-				192,055	192,055
	Unnamed Street Sub	Bonds	11,766					11,766
	Street Improvements Total		4,349,590	-	2,627,241	-	3,121,261	10,098,092

Capital Improvement Plan by Department – (continued)

2020 through 2024								
Dept	Description	Funding Source	2020	2021	2022	2023	2024	Totals
Parks Department								
	Park Playground equipment replacement fund	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
	Misc Equipment Replacement Fund	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
196	Trail Maintenance Fund	General Fund	9,000	9,000	9,000	9,000	9,000	45,000
196	River Oaks Park Fund	General Fund	5,000	5,000	5,000	5,000	5,000	25,000
	Replace 2006 John Deere Tractor #306	LGA		100,000				100,000
	Replace 2014 John Deere Mower #314	LGA			45,000			45,000
	Replace 2022 Mower	CIP Fund						-
	Replace 2008 Dump Truck #08	LGA				65,000		65,000
	Skate Rink Improvement Fund	CIP Fund	10,000	20,000	20,000			50,000
	Lakeside Park (Parking Lot Improvements)	LGA	60,000					60,000
Parks Department (General Fund) Total			94,000	144,000	89,000	89,000	24,000	440,000
Park Development - NOT FUNDED AT THIS TIME								
	New Southside Park - Brom Ln	Park Dedication	150,000					150,000
	Powell Park Improvements	Park Dedication	80,000					80,000
	Lake Ridge Park - playground equipment	Park Dedication	150,000					150,000
	Shores of Lake Mitchell Park - playground equipment	Park Dedication	150,000					150,000
	Mitchell Farms Park -Playground Equipment	Park Dedication	100,000					100,000
	Wright Crossing Park - Playground Equipment	Park Dedication				150,000		150,000
	Highline Park - Playground Equipment	Park Dedication	-				150,000	150,000
	Hudson Woods - Playground Equipment	Park Dedication		150,000				150,000
	Bluff Park - Playground Equipment	Park Dedication			150,000			150,000
	Skate Board Equipment	Park Dedication	200,000					200,000
Park Development Fund Total			830,000	150,000	150,000	150,000	150,000	1,430,000
Water Enterprise Fund								
	Well #8	Revenue Bonds	1,200,000					1,200,000
	Well #9 as needed	Revenue Bonds	1,200,000					1,200,000
	Water Meters	Revenue Bonds	1,000,000					1,000,000
	Misc Equipment Replacement Fund	Water Operations	10,000	15,000	15,000	15,000	15,000	70,000
	Water Meter replacement Fund	Water Operations	10,000	10,000	10,000	10,000	10,000	50,000
	Replace 2005 Chev 2500 #45	Water Operations	50,000					50,000
	Computer replacement fund	Water Operations	3,000	3,000	3,000	3,000	3,000	15,000
Water Enterprise Fund Total			3,473,000	28,000	28,000	28,000	28,000	3,585,000

Capital Improvement Plan by Department – (continued)

			2020 through 2024					
Dept	Description	Funding Source	2020	2021	2022	2023	2024	Totals
<u>Sewer Enterprise Fund</u>								-
	WWTP Expansion - Phase II	Revenue Bonds - Sewer				14,500,000		14,500,000
	WWTP Expansion - Phase II	SEWER CIP				2,000,000		2,000,000
	Misc Equipment Replacement Fund	Sewer Operation	20,000	20,000	20,000	20,000	20,000	100,000
	Replace 1981 trailer jet machine #180	Sewer Operation	100,000					100,000
	Replace 1981 Generator #80	Sewer Operations			100,000			100,000
	Replace 1981 Generator #81	Sewer Operations		100,000				100,000
	Replace 2011 John Deere Mower #311	Sewer Operations				50,000		50,000
	Replace Floor Sweeper #308	Sewer Operations		6,000				6,000
	Replace Ford Dump Truck #196	Sewer Operation	170,000					170,000
Sewer Enterprise Fund Total			290,000	126,000	120,000	16,570,000	20,000	17,126,000
<u>Storm Sewer Enterprise Fund</u>								-
	Misc Equipment Replacement Fund	Storm Operation	7,500	7,500	7,500	7,500	7,500	37,500
	Replace 2006 Sweeper #126	Storm Operation	150,000					150,000
Storm Sewer Enterprise Fund Total			157,500	7,500	7,500	7,500	7,500	187,500
<u>Liquor Store Enterprise Fund</u>								
	Misc Building/Lot Repairs	Liquor Operation	-	25,000	25,000	25,000	25,000	100,000
	New Condenser Unit	CIP Fund	8,000					8,000
	New Security System	CIP Fund		4,000				4,000
	New Coolers	CIP Fund				72,000		72,000
	New Cash Registers	CIP Fund					10,000	10,000
	New HVAC	CIP Fund					15,000	15,000
Liquor Store Enterprise Fund Total			8,000	29,000	25,000	97,000	50,000	209,000
<u>City Debt Payments</u>								
	301 2004 PFA Water MPFA Loan	DEBT - WF	580,082	580,129	579,846	579,235	579,295	2,898,587
	401 2009 MPFA Loan Wastewater Expansion	DEBT - SF	981,135	980,475	980,380	980,827	980,791	4,903,608
	211 2010 PFA Loan - State Aid	DEBT - SA	153,026	152,799	152,538	152,243	152,913	763,519
	214 2011A G.O. Improvement Refunding Bonds	DEBT - GF	415,023					415,023
	216 2011B G.O. Improvement Refunding Bonds	DEBT - GF	447,440	441,750	223,080	-	-	1,112,270
	217 2012A G.O. Refunding Bonds	DEBT - GF/EF	503,813	236,750	236,969	237,020	192,240	1,406,792
	221 2014A GO Tax Abatement Bonds	DEBT - GF/EF	124,525	122,325	119,988	122,313	119,438	608,589
	222 2015A GO Refunding Bonds	DEBT - GF/EF	1,041,662	1,030,337	1,033,337	1,045,287	853,112	5,003,735
	223 2016A Taxable G.O. Refunding Bonds	DEBT - GF	301,478	316,918	311,720	315,940	309,500	1,555,556
	224 2016B G.O. CIP BOND	DEBT - GF	57,900	57,275	56,525	50,813	55,100	277,613
	226 2016C GO REFUNDING BOND	DEBT - GF	235,500	236,450	232,350	327,250	326,100	1,357,650
	227 2017-2018 STREET PROJECT DEBT PAYM Debt - FCH		200,200	196,300	197,325	198,200	194,000	986,025
	228-on 2019-2026 STREET PROJECT DEBT PAYM Debt - FCH		-	74,811	364,168	671,181	601,111	1,711,271
City Debt Payments Total			5,041,784	4,426,319	4,488,226	4,680,309	4,363,600	23,000,238
Total General Fund, Enterprise Funds and City Debt			15,337,580	5,588,092	8,788,390	22,530,909	8,594,361	60,839,333

Capital Improvement Projects



CAPITAL IMPROVEMENT PROGRAM City of Big Lake CIP Project Request Form FY 2020-2025

Program Category:	Project Title:	Project #		
SIDEWALKS	STREET IMPROVEMENTS	SAFE17		

Description and justification of project and funding sources:

Safe Route to Schools project - sidewalks. Grant awarded for \$89,796, the Liquor Store contributed \$100,000. This project was approved by council in 2017, however construction will not begin until the Federal Fiscal year of 7/1/20 through 6/30/21.

Is this equipment prioritized on an equipment replacement schedule?	Yes	No	NA
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Are there any site requirements:

How is this project going to be funded:								Funded in Prior Years
REVENUE	Funding Source	Accounting Code	FY1	FY2	FY3	FY4	FY5	
	Grant	198-50-4210		86,181				100,000
	Transfer from Liquor Store	198-50-3155						34,658
	Unallocated Funds - 198							

How is this project going to be spent:								Spent in Prior Years
EXPENSE	Budgeted Funds	Accounting Code	FY1	FY2	FY3	FY4	FY5	
	A. Land Cost							
	B. Construction Cost							
	C. Contingencies (10% of B)	198-000-50-25-4257	\$ 130,874.50					\$ 3,783.00
	D. Design & Engineering (16% of B)							
	E. Percent for Art (1% of B)							
	F. Equipment Costs							
	G. Other							

Does this project have any additional impact on the operating budget:								Spent in Prior Years
OPERATING BUDGET COSTS	Expense Object	Accounting Code	FY1	FY2	FY3	FY4	FY5	
	Personnel							
	Supplies							
	Purchased Services							
	Fixed Charges							
	Capital Outlay							
	Debt Service							

Responsible Person:	Responsible Department:	Date Submitted to Finance	Today's Date and Time	Preparer's Initials	Total Score
Layne Otteson	Engineering		08/27/19		43

2020 - Capital Improvement Projects – (continued)



CAPITAL IMPROVEMENT PROGRAM
City of Big Lake CIP Project Request Form FY 2020-2025

Program Category:	Project Title:	Project #	
PARKING LOT IMPROVEMENTS	LAKESIDE PARK LOT IMPROVEMENT	LAKESIDE PARK 2020	

Description and justification of project and funding sources:

Parking lot improvements for Lakeside Park has been part of the CIP Plan for several years. This project could be used for the striping of parking places as well as improvement into the lot itself.

Is this equipment prioritized on an equipment replacement schedule?	Yes	No	NA
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Are there any site requirements:

REVENUE	How is this project going to be funded:							Funded In Prior Years
	Funding Source	Accounting Code	FY1	FY2	FY3	FY4	FY5	
	LGA	198-55-3105	60000					

EXPENSE	How is this project going to be spent:							Spent In Prior Years
	Budgeted Funds	Accounting Code	FY1	FY2	FY3	FY4	FY5	
A. Land Cost								
B. Construction Cost								
C. Contingencies (10% of B)								
D. Design & Engineering (16% of B)								
E. Percent for Art (1% of B)								
F. Equipment Costs								
G. Other								

OPERATING BUDGET COSTS	Does this project have any additional impact on the operating budget:							Spent In Prior Years
	Expense Object	Accounting Code	FY1	FY2	FY3	FY4	FY5	
Personnel								
Supplies								
Purchased Services								
Fixed Charges								
Capital Outlay								
Debt Service								

Responsible Person:	Responsible Department:	Date Submitted to Finance	Today's Date and Time	Preparer's Initials	Total Score
Layne Otteson	Engineering		08/27/19		26

2020 - Capital Improvement Projects – (continued)



CAPITAL IMPROVEMENT PROGRAM
City of Big Lake CIP Project Request Form FY 2020-2025

Program Category:	Project Title:	Project #
FLEET	POLICE FLEET	PD FLEET

Description and justification of project and funding sources:

To replace two fleet vehicles for the police department to maintain the 3 years replacement schedule. Allowing for a 3 years replacement schedule insurances that the City is minimizing the cost of maintaining police squad cars. The police department will be selling the two vehicles that are in line to be replace that will offset the use of LGA funds.

Is this equipment prioritized on an equipment replacement schedule?

Yes	No	NA
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any site requirements:

How is this project going to be funded:

REVENUE	Funding Source	Accounting Code	FY1	FY2	FY3	FY4	FY5	Funded In Prior Years
	LGA	199-75-3155	54,500	56,600	29,350	73,200	62,900	
SALE OF FIXED ASSETS	199-75-3910	26,000	26,000	13,000	26,000	26,000		

How is this project going to be spent:

EXPENSE	Budgeted Funds	Accounting Code	FY1	FY2	FY3	FY4	FY5	Spent In Prior Years
	A. Land Cost							
B. Construction Cost								
C. Contingencies (10% of B)								
D. Design & Engineering (15% of B)								
E. Percent for Art (1% of B)								
F. Equipment Costs	199-75-70-4316	\$ 80,500.00	\$ 82,600.00	\$ 42,350.00	\$ 99,200.00	\$ 88,900.00		
G. Other								

Does this project have any additional impact on the operating budget:

OPERATING BUDGET COSTS	Expense Object	Accounting Code	FY1	FY2	FY3	FY4	FY5	Spent In Prior Years
	Personnel							
Supplies								
Purchased Services	199-75-25-4430	\$ 19,570.00	\$ 20,157.00	\$ 20,762.00	\$ 21,385.00	\$ 22,026.00		
Fixed Charges								
Capital Outlay								
Debt Service								

Responsible Person:	Responsible Department:	Date Submitted to Finance	Today's Date and Time	Preparer's Initials	Total Score
CHIEF SCHARF	POLICE DEPT	07/16/19	07/16/19		35

2020 - Capital Improvement Projects – (continued)

 CAPITAL IMPROVEMENT PROGRAM City of Big Lake CIP Project Request Form FY 2020-2025									
Program Category:		Project Title:			Project #				
FLEET		Street Department			PW #35				
Description and justification of project and funding sources:									
To replace 2005 Chev 2500 Street department fleet									
Is this equipment prioritized on an equipment replacement schedule?					Yes	No	NA		
					<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Are there any site requirements:									
How is this project going to be funded:									
REVENUE	Funding Source	Accounting Code	FY1	FY2	FY3	FY4	FY5	Funded In Prior Years	
	LGA	199-50-3155	50.000						
How is this project going to be spent:									
EXPENSE	Budgeted Funds	Accounting Code	FY1	FY2	FY3	FY4	FY5	Spent In Prior Years	
	A. Land Cost								
	B. Construction Cost								
	C. Contingencies (10% of B)								
	D. Design & Engineering (16% of B)								
	E. Percent for Art (1% of B)	199-55-70-4318	\$ 50.00						
	F. Equipment Costs								
G. Other									
Does this project have any additional impact on the operating budget:									
OPERATING BUDGET COSTS	Expense Object	Accounting Code	FY1	FY2	FY3	FY4	FY5	Spent In Prior Years	
	Personnel								
	Supplies								
	Purchased Services								
	Fixed Charges								
	Capital Outlay								
Debt Service									
Responsible Person:									
Mike Gobel		Responsible Department:		Date Submitted to Finance		Today's Date and Time		Preparer's Initials	Total Score
Public Works						08/27/19			31

2020 - Capital Improvement Projects – (continued)



CAPITAL IMPROVEMENT PROGRAM
City of Big Lake CIP Project Request Form FY 2020-2025

Program Category:	Project Title:	Project #	
FLEET	Street Department	PW #24	

Description and justification of project and funding sources:

To replace 2004 Ford Explorer Unit #24 for street department

Is this equipment prioritized on an equipment replacement schedule?	Yes	No	NA
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any site requirements:

REVENUE	How is this project going to be funded:							Funded In Prior Years
	Funding Source	Accounting Code	FY1	FY2	FY3	FY4	FY5	
	LGA	199-50-3155	50.000					

EXPENSE	How is this project going to be spent:							Spent In Prior Years
	Budgeted Funds	Accounting Code	FY1	FY2	FY3	FY4	FY5	
A. Land Cost								
B. Construction Cost								
C. Contingencies (10% of B)								
D. Design & Engineering (16% of B)								
E. Percent for Art (1% of B)								
F. Equipment Costs	199-55-70-4316	\$ 50.00						
G. Other								

OPERATING BUDGET COSTS	Does this project have any additional impact on the operating budget:							Spent In Prior Years
	Expense Object	Accounting Code	FY1	FY2	FY3	FY4	FY5	
Personnel								
Supplies								
Purchased Services								
Fixed Charges								
Capital Outlay								
Debt Service								

Responsible Person:	Responsible Department:	Date Submitted to Finance	Today's Date and Time	Preparer's Initials	Total Score
Mike Gobel	Public Works		08/27/19		31

2020 - Capital Improvement Projects – (continued)



CAPITAL IMPROVEMENT PROGRAM
City of Big Lake CIP Project Request Form FY 2020-2025

Program Category:	Project Title:	Project #	
FLEET	Street Department	Tractor #3307	

Description and justification of project and funding sources:

To replace 2007 Holder Tractor #3307 for street department

Is this equipment prioritized on an equipment replacement schedule?	Yes	No	NA
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any site requirements:

REVENUE	How is this project going to be funded:							Funded In Prior Years
	Funding Source	Accounting Code	FY1	FY2	FY3	FY4	FY5	
	LGA	199-50-3155	150,000					

EXPENSE	How is this project going to be spent:							Spent In Prior Years
	Budgeted Funds	Accounting Code	FY1	FY2	FY3	FY4	FY5	
A. Land Cost								
B. Construction Cost								
C. Contingencies (10% of B)								
D. Design & Engineering (16% of B)								
E. Percent for Art (1% of B)								
F. Equipment Costs		199-55-70-4316	\$ 150,000.00					
G. Other								

OPERATING BUDGET COSTS	Does this project have any additional impact on the operating budget:							Spent In Prior Years
	Expense Object	Accounting Code	FY1	FY2	FY3	FY4	FY5	
Personnel								
Supplies								
Purchased Services								
Fixed Charges								
Capital Outlay								
Debt Service								

Responsible Person:	Responsible Department:	Date Submitted to Finance	Today's Date and Time	Preparer's Initials	Total Score
Mike Gobel	Public Works		08/27/19		31



LOCAL GOVERNMENT AID

Local Government Aid

	2020	2021	2022	2023	2024
Estimated Local Government Aid:	\$ 716,611	\$ 720,194	\$ 723,795	\$ 727,414	\$ 731,051
Proposed Uses for 2019 LGA:					
Budgeted Operations - CIP Fund:	716,611	720,194	723,795	727,414	731,051
The full amount of LGA is being budgeted to be used on equipment purchases and other projects, including debt services for street reconstruction					
Total - Use of Funds:	\$ 716,611	\$ 720,194	\$ 723,795	\$ 727,414	\$ 731,051

Budget	2020	2021	2022	2023	2024
LGA	\$ 716,611	\$ 720,194	\$ 723,795	\$ 727,414	\$ 731,051
LGA - TO 198	100,000	100,000	100,000	100,000	100,000
LGA - TO 199	616,611	620,194	623,795	627,414	631,051
ALLOCATION PER SERVICE					
ADMIN	\$ 53,000	\$ 25,000	\$ 40,000	\$ 25,000	\$ 25,000
BLCSC	-	6,000	-	-	-
BUILDING	-	-	-	-	-
ELECTION	-	-	-	-	-
ENGINEERING	-	-	-	-	-
FIRE	160,833	210,833	178,733	299,300	142,500
IT	7,500	7,500	7,500	7,500	7,500
PARKS	60,000	100,000	45,000	65,000	-
PLANNING	-	-	-	-	-
POLICE	72,300	66,200	70,050	88,200	77,900
STREETS	262,000	205,000	270,000	30,000	120,000
STREET PROJECTS - 198	100,000	100,000	100,000	100,000	100,000
PARKS/TRAIL PROJECT - 198	-	-	-	-	-
Total Allocated	\$ 715,633	\$ 720,533	\$ 711,283	\$ 615,000	\$ 472,900
Unallocated +/-	978	(339)	12,512	112,414	258,151



DEBT SERVICE FUNDS

General Obligation Debt Fund

Fund Description

The General Obligation Debt Funds account for the payment of general obligation bonds and improvement bonds. A separate debt service fund is established for each bond issue.

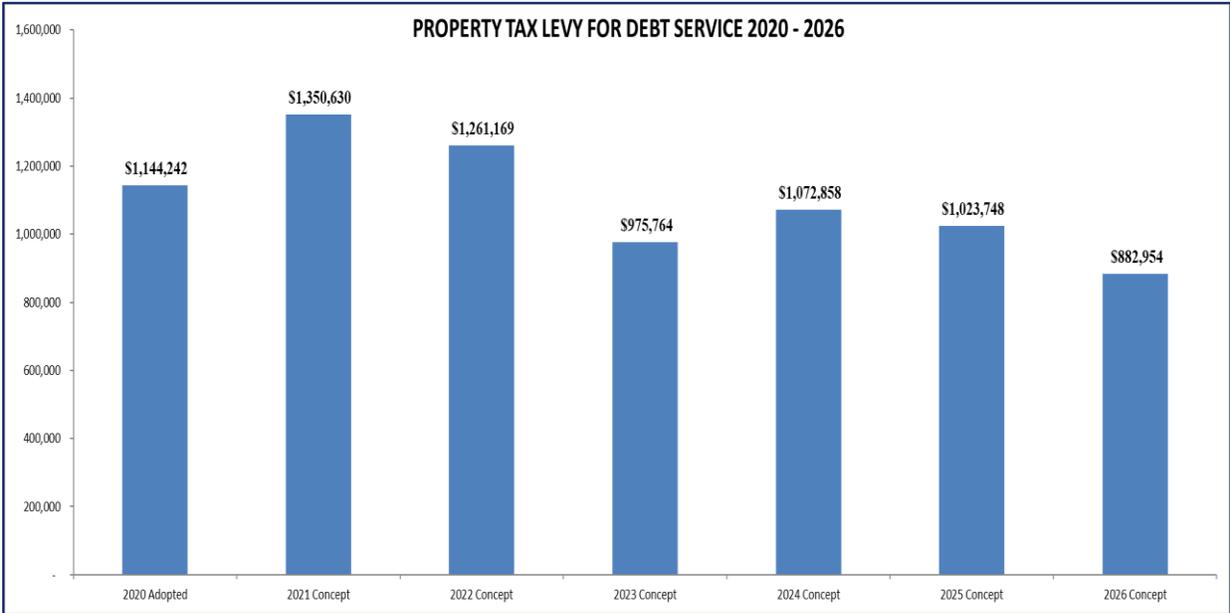
Background

General obligation bonds are secured by the full faith and credit of the City. The City has the authority to levy property taxes for repayment of these bonds.

For this plan, the amounts projected in the Capital Improvement Program (CIP) to be funded by General Obligation Improvement Bonds are assumed to be bonded. The proposed debt structure is consistent with the City's debt management policies. Interest rates are estimated conservatively.

Source of Funds

The principal sources of revenue are property taxes (debt service levies), special assessment and State Aid payments. Other sources of revenue include transfers from other funds. The chart below reflects the projected debt service levies for the next five years and takes into consideration any new debt that will be levied. Currently the City Council has directed staff to not levy for any new debt pertaining to the street rehabilitation program, but instead sources from the municipal state aid funds, local government aid, special assessment and transfers from the general fund.



Use of Funds and Fund Balance

According to State Statute, proceeds from the debt service levies and fund balance can only be used for redemption of debt. Additional information is available in the existing and projected debt schedule presented in the Capital Improvement Plan.

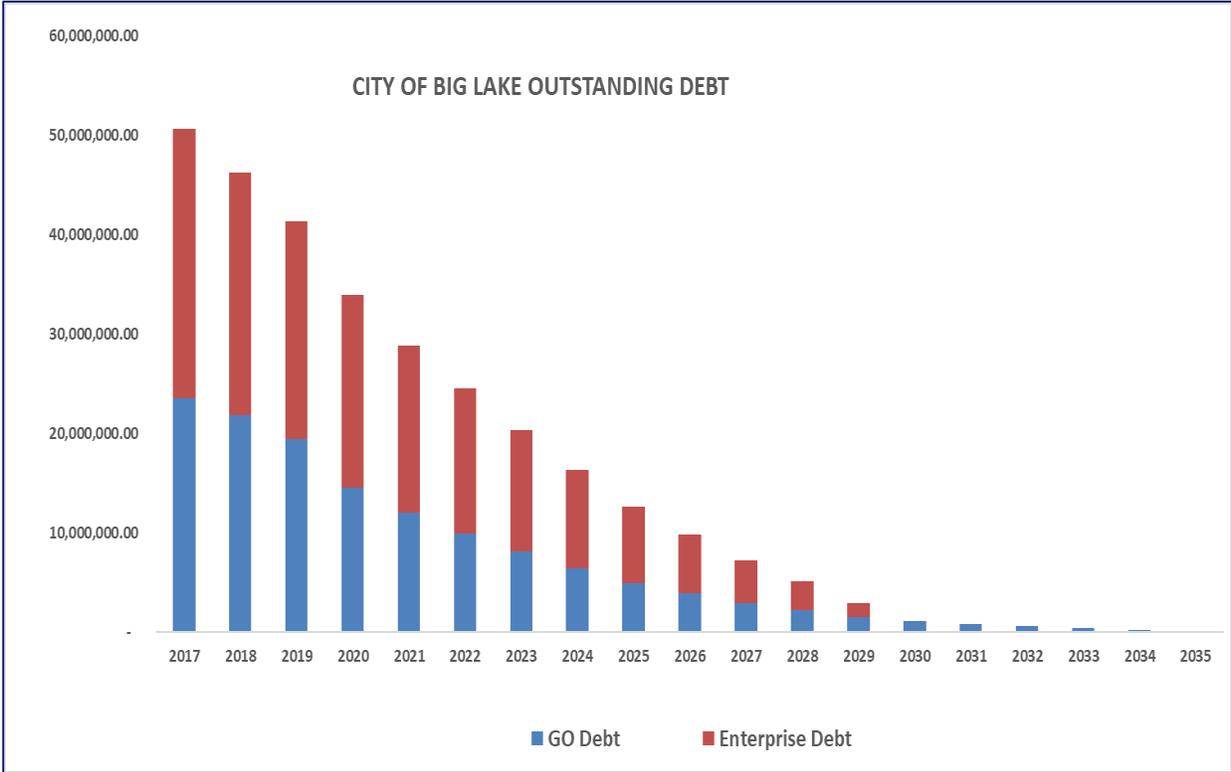
Five-Year Financial Plan – Debt Service Funds

TOTAL DEBT PAYMENT O/S							
REVENUES							
	2019	2020	2021	2022	2023	2024	2025-2041
Description	Budget	Proposed Budget	Concept Budget				
Property Taxes	\$ 1,320,965	\$ 1,144,242	\$ 1,304,566	\$ 1,252,492	\$ 1,307,699	\$ 1,331,858	\$ 13,203,792
Tax Increment	42,000	42,000	42,000	42,000	42,000	42,000	210,000
Special Assessments	236,101	219,671	159,386	130,042	268,109	250,912	4,273,170
State Aid	152,122	151,913	151,669	151,391	151,078	151,722	757,758
Intergovernmental	94,708	43,659	47,984	47,206	46,357	45,427	190,341
Refunding Bond Proceeds/Escrow Funds	2,470,000	-	-	-	-	-	-
Investment Interest	9,984	9,361	1,967	1,787	1,858	1,819	5,068
Total Revenues	4,325,880	1,610,846	1,707,572	1,624,918	1,817,101	1,823,738	18,640,129
EXPENDITURES							
Debt Principal Payments	4,494,330	2,189,063	1,821,063	1,638,063	1,556,430	1,349,430	4,488,796
Debt Interest Payments	341,149	296,610	248,226	205,422	165,701	131,939	424,134
Other (Interfund Loans & Escrow payments)	72,469	43,863	41,968	39,768	38,620	37,570	168,998
2020A GO Improvement Bonds - Streets - Estimate		-	360,650	363,750	366,550	364,050	4,018,550
2022A GO Improvement Bonds - Streets - Estimate		-	-	-	234,194	226,975	2,959,950
2024A GO Improvement Bonds - Streets - Estimate		-	-	-	-	-	4,136,808
2026A GO Improvement Bonds - Streets - Estimate		-	-	-	-	-	2,792,643
Total Expenditures	4,907,948	2,529,536	2,471,907	2,247,003	2,361,495	2,109,964	18,989,879
OTHER USES							
Transfers In	178,822	287,239	289,213	290,990	281,380	217,202	1,500,000
Transfers Out	(723,972)	(50,927)	(51,781)	(79,483)	(77,490)	(77,345)	(806,832)
Total Other Uses	(545,150)	236,312	237,432	211,507	203,890	139,857	693,168
Net Change	\$(1,127,218)	\$ (682,378)	\$ (526,903)	\$ (410,578)	\$ (340,504)	\$ (146,369)	\$ 343,418
Fund Equity, Beginning	4,391,001	3,263,783	2,581,405	2,054,502	1,643,924	1,303,420	1,157,051
Fund Equity, Ending	\$ 3,263,783	\$ 2,581,405	\$ 2,054,502	\$ 1,643,924	\$ 1,303,420	\$ 1,157,051	\$ 1,500,469

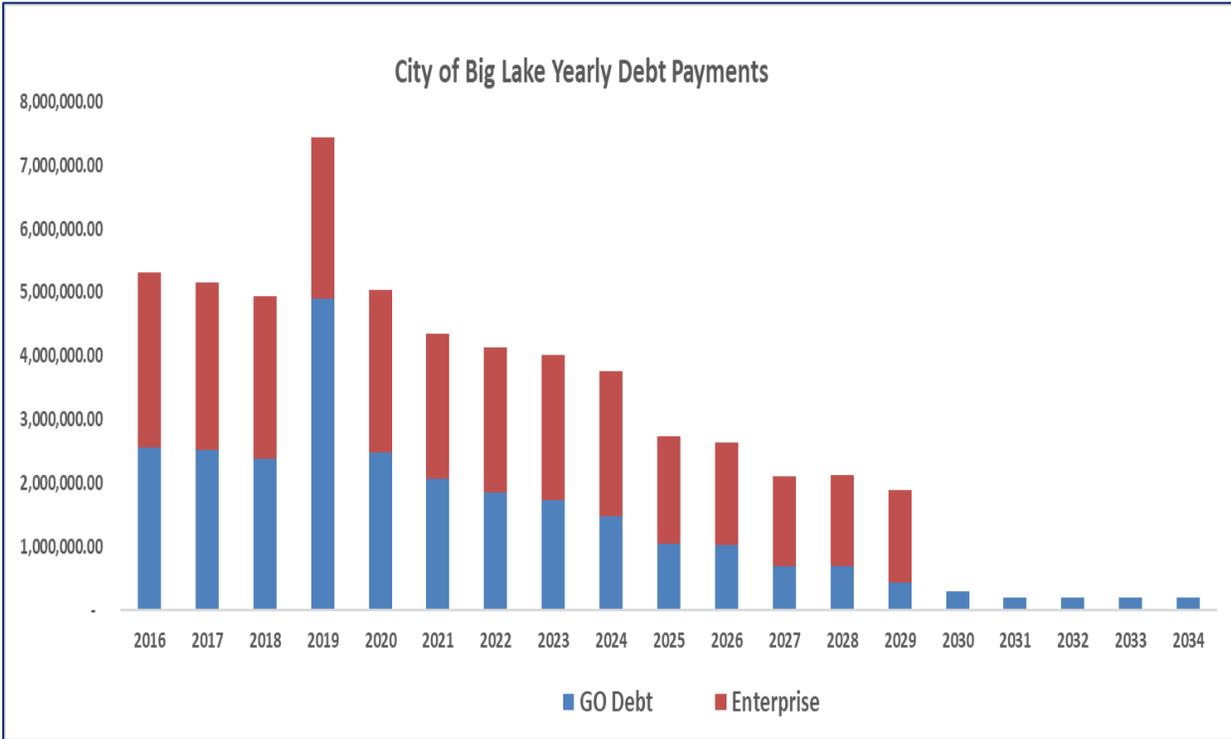
Debt Obligation – Including Enterprise Funds

		TOTAL DEBT PAYMENT O/S							
Fund	Series	PROJECT	2020	2021	2022	2023	2024	2025 - 2041	Total O/S
301	2004 PFA Water MPFA Loan	Water Expansion	580,082	580,129	579,846	579,235	579,235	-	2,898,527
401	2009 MPFA Loan Wastewater Expansion	Wastewater Expansion	981,135	980,475	980,380	980,827	980,791	4,904,102	9,807,710
211	2010 PFA Loan	10/25 Intersection	153,026	152,799	152,538	152,243	152,912	764,023	1,527,541
214	2011A G.O. Improvement Refunding Bonds	Street Projects	415,023	-	-	-	-	-	415,023
216	2011B G.O. Improvement Refunding Bonds	Street Projects	447,440	441,750	223,080	-	-	-	1,112,270
217	2012A G.O. Refunding Bonds	Fire Hall/Street Projects	503,813	236,750	236,969	237,020	192,241	380,125	1,786,918
221	2014A GO Tax Abatement Bonds	Liquor Store	124,525	122,325	119,988	122,313	119,438	121,500	730,088
222	2015A GO Refunding Bonds	Street Projects	1,041,662	1,030,337	1,033,337	1,045,287	853,112	2,141,933	7,145,668
223	2016A Taxable G.O. Refunding Bonds	TIF 1-3 & TIF 1-4 Industrial Park	301,478	316,918	311,720	315,940	309,500	971,001	2,526,556
224	2016B G.O. CIP BOND	790 Minnesota Ave	57,900	57,275	56,525	50,813	55,101	219,450	497,064
226	2016C GO Refunding Bond	Street Projects	235,500	236,450	232,350	327,250	326,100	663,100	2,020,750
227	2018A GO Improvement Bonds	2018 Streets Reconstruction	200,200	196,300	197,325	198,200	194,000	1,952,182	2,938,207
	2020A GO Improvement Bonds - ESTIMATE	2020 Streets Reconstruction	-	74,811	329,150	327,488	325,663	3,903,538	4,960,650
	2022A GO Improvement Bonds - ESTIMATE	2022 Streets Reconstruction	-	-	-	307,281	237,711	3,090,230	3,635,222
	2024A GO Improvement Bonds - ESTIMATE	2024 Streets Reconstruction	-	-	-	-	-	4,323,620	4,323,620
	2024A GO Improvement Bonds - ESTIMATE	2026 Streets Reconstruction	-	-	-	-	-	3,356,435	3,356,435
301	2020 GO Revenue Bonds	Water Meters/Wells	-	96,831	392,528	395,676	393,499	2,748,631	4,027,165
401	2025 GO Revenue Bonds	WWTP Expansion	-	-	-	-	1,396,434	30,075,218	31,471,652
SUBTOTAL DEBT SERVICE FUNDS			\$5,041,784	\$4,523,149	\$4,845,736	\$5,039,572	\$6,115,737	\$59,615,088	\$85,181,066
PORTION PAID BY ENTERPRISE FUNDS									
301	2004 PFA Water MPFA Loan	Water Expansion	580,082	580,129	579,846	579,235	579,235	-	2,898,527
401	2009 MPFA Loan Wastewater Expansion	Wastewater Expansion	981,135	980,475	980,380	980,827	980,791	4,904,102	9,807,710
301	2012A G.O. Refunding Bonds	197/166 Utility	123,330	121,086	121,874	122,562	123,033	243,281	855,164
401	2012A G.O. Refunding Bonds	197/166 Utility	331,973	68,111	68,554	68,941	69,206	136,844	743,628
501	2014A GO Tax Abatement Bonds	Liquor Store	90,492	88,894	87,195	88,885	86,796	88,294	530,556
301	2015A GO Refunding Bonds	CR43 Interceptor/Well 7,Tower #4	106,914	104,341	106,694	108,896	107,079	316,442	850,366
401	2015A GO Refunding Bonds	CR 8/Utility Expansion	342,186	339,184	336,032	337,654	334,921	1,859,336	3,549,313
301	2020 GO Revenue Bonds - ESTIMATE	Water Meters/Wells	-	96,831	392,528	395,676	393,499	2,748,631	4,027,165
401	2025 GO Revenue Bonds - ESTIMATE	WWTP Expansion	-	-	-	-	1,396,434	30,075,218	31,471,652
SUBTOTAL ENTERPRISE FUNDS			\$2,556,112	\$2,379,050	\$2,673,103	\$2,682,675	\$4,070,994	\$40,372,148	\$54,734,082
TOTAL PAID BY DEBT SERVICE FUND (LEVY/ASSESSMENTS/TRANSFERS)			\$2,485,672	\$2,144,099	\$2,172,633	\$2,356,897	\$2,044,743	\$19,242,940	\$30,446,984

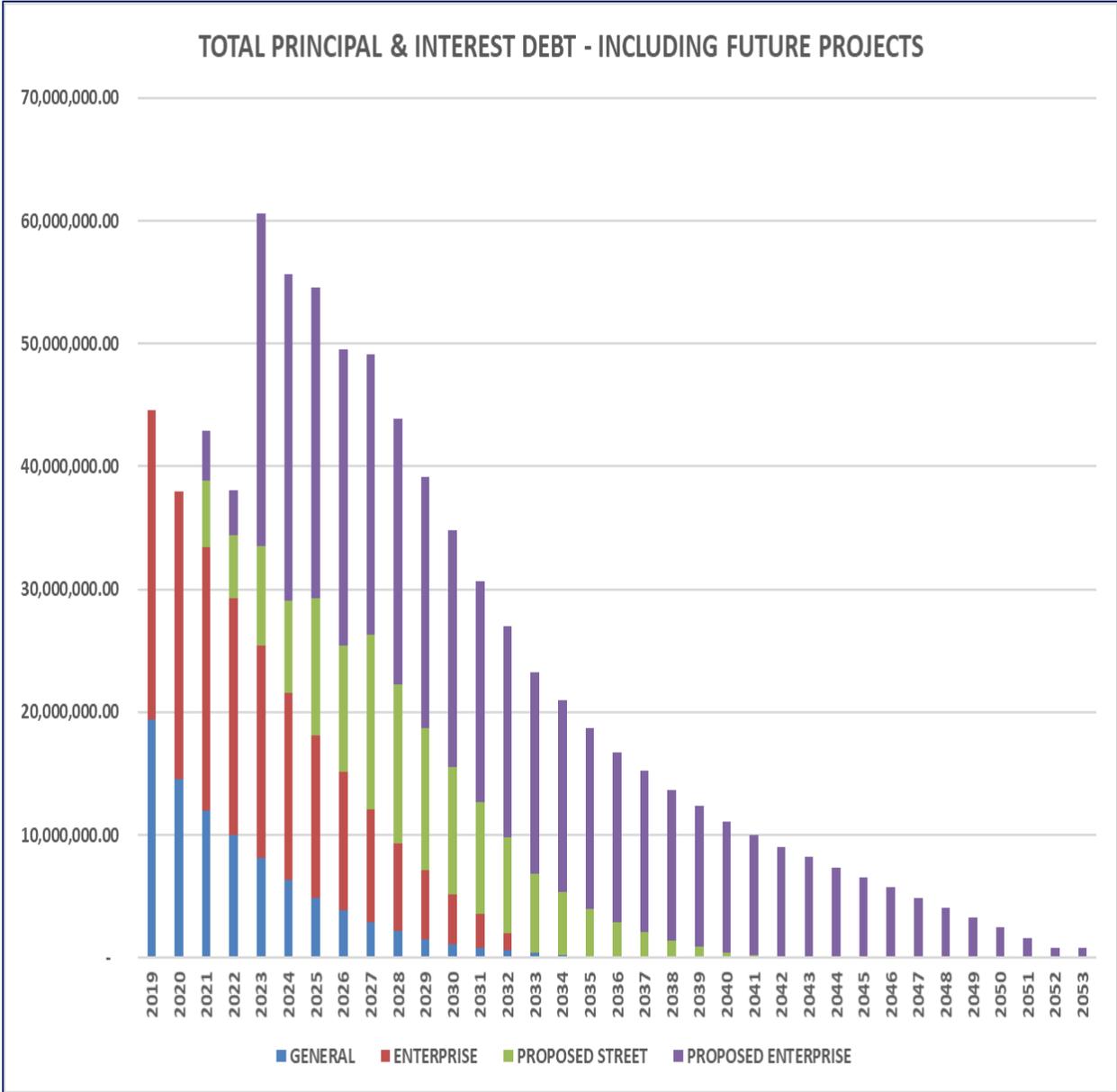
Debt Service Outstanding Balance – Including Enterprise Funds



Debt Service Yearly Payments – Including Enterprise Funds



Debt Service Projections with Future Projects – Including Enterprise Funds



This chart indicates future projects that could be funded by debt. Those proposed projects are in the green and purple on the chart above. These are not guaranteed debt, just used for future financial planning.



JOINT POWERS AGREEMENT
(JPA) – FIRE DEPARTMENT

JPA Fire Department Revenues and Expenditures Budget

BIG LAKE FIRE DEPARTMENT JPA GENERAL OPERATIONS						
2019-2020						
Program	2018 Revised Budget	2018 Actual	2019 Final Budget	2020 Proposed Budget	\$ Change	% Change
Fire Admin Total	32,128	27,344	37,207	32,149	(5,058)	-13.59%
Fire Fighting Total	237,141	251,591	239,729	255,093	15,364	6.41%
Fire Prevention Total	4,600	5,080	5,000	6,000	1,000	20.00%
Fire Training Total	20,000	16,690	21,300	26,400	5,100	23.94%
Fire Communication Total	6,000	16,217	6,000	9,500	3,500	58.33%
Fire Repair Services Total	32,300	25,391	31,600	33,300	1,700	5.38%
Medical Services Total	6,000	7,182	7,000	7,000	-	
Fire Stations/Bldgs Total	52,807	57,256	36,700	37,354	654	1.78%
Current Year Expenditures	\$ 390,976	\$ 406,751	\$ 384,536	\$ 406,796	22,260	5.79%
BIG LAKE FIRE DEPARTMENT JPA REVENUES						
2019-2020						
	2018 Revised Budget	2018 Actual	2019 Final Budget	2020 Concept Budget	\$ Change	% Change
Donations from Organizations	\$ 2,500	54,048	\$ 5,000	\$ 5,000	\$ -	
Fire Protection Service -Big Lake Township less CIP	169,488	169,488	162,268	170,265	7,998	4.93%
Fire Protection Service -City of Big Lake Less CIP	169,488	169,488	162,268	170,265	7,998	4.93%
Fire Protection Service -Orrock Township	60,000	60,000	60,000	66,265	6,265	10.44%
Insurance Proceeds & Dividends	1,000	-	500	500	-	
Miscellaneous Revenue	100	-	100	100	-	
Training Reimbursement	-	13,160	3,000	1,000	(2,000)	-66.67%
Current Year Revenues	\$ 402,576	\$ 466,184	\$ 393,136	\$ 413,396	\$ 20,260	5.15%
	\$ 11,600	\$ 59,433	\$ 8,600	\$ 6,600		
	2018	2018	2019	2020	\$ Change	% Change
	\$ 390,976	\$ 406,751	\$ 384,536	\$ 406,796	\$ 22,260	5.79%
	(60,000)	(60,000)	(60,000)	(66,265)	-	
	\$ 330,976	\$ 346,751	\$ 324,536	\$ 340,531	\$ 22,260	
	165,488		162,268	170,265	11,130	-

JPA Fire Department Capital Purchases Budget

All Capital Purchases are approved each year by the City and Township, and the cost is split 50/50.

Description	2019-2020							
	2019 Final Budget	2020 Concept Budget	\$ Change	% Change	2021 Concept Budget	2022 Concept Budget	2023 Concept Budget	2024 Concept Budget
Capital Expenditures - Truck Bay Floor	\$ 50,000	\$ -	\$ (50,000)	-100.00%	\$ -	\$ -	\$ -	\$ -
Capital Expenditures - Command Vehicle	13,000	-	(13,000)	-100.00%	-	-	-	-
Capital Expenditures - Computers 5 @ 1200	-	6,000	6,000	100.0%	-	-	-	-
Capital Expenditures - Replace 2000 Grass Rig 14	-	-	-	-	60,000	-	-	-
Capital Expenditures - Jaws of Life	-	-	-	-	40,000	-	-	-
Capital Expenditures - Radios 44 @ 4200/each	-	-	-	-	-	184,800	-	-
Capital Expenditures - Station Roof Replacement	-	-	-	-	-	80,000	-	-
Capital Expenditures - Replace 2001 Grass Rig 16	-	-	-	-	-	-	63,600	-
Capital Expenditures - Replace 1996 Engine 12	-	-	-	-	-	800,000	-	-
Capital Expenditures - Replace 2000 Tender 17	-	-	-	-	-	-	300,000	-
Capital Expenditures - Replace Snowmobile	-	-	-	-	-	-	10,000	-
Capital Expenditures - Replace Side by Side	-	-	-	-	-	-	-	15,000
Capital Expenditures - Thermal Image Camera	-	-	-	-	-	14,000	-	15,000
Current Year Capital Expenditures	\$ 63,000	\$ 6,000	\$(57,000)	-90.48%	\$ 100,000	\$ 1,078,800	\$ 373,600	\$ 30,000

JPA Fire Department Pay scale

2020 Adopted Pay scale for the Big Lake Fire Dept		100% 2020 COLA													
Step Increase based on positive review		102% between Steps													
ADOPTED - CAP AT 14 STEPS															
Title	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Fire Fighter - years of experience/to begin with	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly	Hrly
Rate of pay	12.00	12.24	12.48	12.73	12.99	13.25	13.51	13.78	14.06	14.34	14.63	14.92	15.22	15.52	15.83
Court Appearance	Hrly														
Minimum 4 hours paid	25.00														
Duty Officer Pay	Hrly														
For carrying pager	5.00														
Plan/Site/Development Review - hourly	Hrly														
Will be based on employee's hourly rate of pay	Pay Rate														
Stipends	Per Month	Based on Monthly Hours													
Chief	700.00	50-55 Hours per month													
Assistant Chief	550.00	35-40 Hours per month													
Captain	200.00	10-15 Hours per month													
Lieutenant	50.00														
SCBA Coordinator	50.00														

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ADDITIONAL INFORMATION

- Fee Schedule
- Payscale
- Finance Policies
- Strategic Plan
- How the Assessor Estimates Your Market Value
- Property Taxation 101
- Why Your Property Taxes Change from Year to Year
- Understanding Property Taxes
- Property Tax Statement 101
- Big Lake Community Information
- Additional Contact Information
- Statistical Information
- Glossary
- Acronyms

Fee Schedule



2020 FEE SCHEDULE

Adopted: December 11, 2019 (effective Jan. 1, 2020)
Amended:

Code	Description	Amount
GENERAL FEES		
Administrative Citations - If not paid will be submitted to collections		
140.07	1st Offense	\$ 75.00
	2nd Offense within 12 months of most recent similar offense	\$ 150.00
	3rd Offense within 12 months of most recent similar offense	\$ 300.00
Alcohol Beverage Tasting Event Fee		
	Alcohol Beverage Tasting Event - Lake Liquors - Two (2) hour limit- Per hour fee	\$ 75.00
Animal Licensing/Fees		
	Pet Pig License - same as Dog License requirements	
310.01	Dangerous Dog Registration - every year	\$ 300.00
	Potentially Dangerous Dog Registration -every year	\$ 150.00
	Animal Impound Fee	\$ 50.00
Adult Use		
380	Adult Use/Principal - per year	\$ 1,000.00
	Adult Use/Accessory - per year	\$ 2,000.00
Assessments		
	Assessment Searches/Utility Billing History Search - Per Tax Parcel	\$ 25.00
	Delinquent Account Certification Fees - Per Tax Parcel	\$ 20.00
	Delinquent Account Certification interest - Per Tax Parcel	6.00%
500	Snow Removal Violation plus contractor invoice - Per Property - 1st offense	\$ 50.00
	Snow Removal Violation plus contractor invoice - Per Property - 2nd offense	\$ 100.00
	Snow Removal Violation plus contractor invoice - Per Property - 3rd offense	\$ 150.00
510	Weed/Grass Violation plus contractor invoice and sales tax- Per Property -	\$ 196.00
	Administrative fee for Developer- Requested Chapter 429 Improvement Bonding Projects - Bond amount	1% of Bond Total
	Special Assessments 429 interest terms based on Policy - Interest is based on bond rate -	1.5% above Bond Rate
Collection		
	Recovery Service Fee	\$ 20.00
Compost Site - Municipal Recycling Board (MRB)		
MRB	Commercial User Fee - 1st card - (windshield stickers) per calendar year	\$ 200.00
	Commercial User Fee additional access cards - (windshield stickers) per additional card per year	\$ 100.00
	Sherburne County Residential User one per family	No Fee
	Electronic Key-Card Replacement Fee	\$ 5.00
	Non Sherburne County Residents will no longer be able to utilize Sherburne County Sites	Not Allowed
Dock License		
560.03	Dock License per year	\$ 350.00
Document Services - (includes sales tax)		
	Bound Big Lake City Code Book	\$ 50.00
	Comprehensive Plan	\$ 50.00
	Copies - letter size (8.5" x 11") per sheet	\$ 0.25
	Copies - large construction plan (24"x36") Black & White per sheet	\$ 6.00
	Copies - large construction plan (24"x36") Color per sheet	\$ 10.00
	Copies - large construction plan (24"x36") Scan to PDF	\$ 6.00
	Downtown Design Standards	\$ 5.00
	Map - Plat 11" x 14"	\$ 1.00
	Park Plan	\$ 15.00
Emergency Access Key Box - Police		
	Blue Box Fee Box - Multi-units for police building emergency access	\$ 160.00
	Blue Box Fee Box - Residential home request for police emergency access	\$ 150.00
Events Permits		
	Event Permits/Temporary Use (non-profit or community events - within City Limits - waived)	\$ 25.00
	In addition to the fee for the permit review, additional cost for police, clean up, deposit or incidental expenses may be charged	

Fee Schedule – (continued)

Code	Description	Amount
False Alarm Fee - Alarm System - Police Department - At the discretion of the Police Chief		
325	1st violation within calendar year - waived	waived
	2nd violation within calendar year - waived	waived
	3rd violation within calendar year - waived	waived
	4th violation within calendar year	\$ 50.00
	5th violation within calendar year	\$ 100.00
	Further violations within calendar year	\$ 200.00
Farmers Market		
	Farmers Market Application Fee - per year - increased as of 2019	\$ 100.00
	Farmers Market Application Fee - Business/Organization -fundraising for Nonprofit - per year	\$ 50.00
	Farmers Market Application Fee - per week	\$ 10.00
	Famer Market Bags - Per Bag (includes sales tax)	\$ 2.00
Fire Box		
	Fire box purchased	\$ 165.00
Fireworks		
396	Fireworks permit application fee	\$ 25.00
Franchise Fee - Utilities		
	Residential - Per Account Per Month	\$ 4.00
	Commercial - Per Account Per Month	\$ 8.00
Food Unit Vendors - Mobile		
321	Annual Fee - expires January 1st of each year	\$ 200.00
	1 to 4 Day Permit (days do not need to be concurrent)	\$ 50.00
	5 to 10 Day Permit (days do not need to be concurrent)	\$ 100.00
Gambling		
370.05	Investigation Fee - Lawful Gambling application	\$ 100.00
Garden Plot		
	Garden Plot Fee - per year	\$ 25.00
Hunting Permits		
530.01.4	Hunting on Privately Owned Property Permit	waived
Junked Autos		
340.02	Special Use Permit - Junked Autos - 6 month	\$ 75.00
	One time 3 month extension	\$ 125.00
Lakeside Park Vendor Permit		
	Lakeside Park Vendor Permit through Public Works - Minimum bid - Permit goes to highest bid	\$1,000/minimum bid
Lake Mitchell Launch Access Keys -for City of Big Lake Residents only - if approved		
	City of Big Lake Residents only - per key	\$ 20.00
	Replacement key	\$ 40.00
Late Fee		
	Late Payment Fee for non utility billing - Per Month	1.50%
Liquor Licenses		
400.04	Liquor License - per year	\$ 4,000.00
	Wine License - per year	\$ 500.00
	Sunday License - per year	\$ 200.00
	Brewpub License - per year	\$ 500.00
	Brewpub Off-Sale License - per year	\$ 100.00
	Temporary License - per event	\$ 25.00
	Temporary License - per event - Club or Non-Profit License requests	waived
420.01	Beer License (3.2%) - per year	\$ 75.00
	Taproom License - per year	\$ 500.00
	Small Brewer Off-Sale License - per year	\$ 100.00
Liquor Licenses Investigation Fee-New Liquor License Application		
400.04	Liquor License	\$ 1,000.00
	Brewpub, Taproom, Small Brewer License	\$ 500.00

Fee Schedule – (continued)

Code	Description	Amount
	Wine License	\$ 500.00
420.05	Beer - (3.2%) Malt Liquor	\$ 100.00
Massage License		
390	Therapeutic Massage License Application & 1st year	\$ 100.00
	Therapeutic Massage License after 1st year	\$ 75.00
Park Shelter		
	Park Shelter Rental fee - per day - NON REFUNDABLE	\$ 30.00
Parking Fines - if not paid in 30 days will be submitted to collections		
620.12	Improper parking	\$ 25.00
	Improper parking - original ticket not paid within 14 days	\$ 50.00
	Prohibited parking	\$ 25.00
	Prohibited parking - original ticket not paid within 14 days	\$ 50.00
	Fire Lane parking	\$ 25.00
	Fire Lane parking - original ticket not paid within 14 days	\$ 50.00
	Snow Removal parking	\$ 50.00
	Snow Removal parking - original ticket not paid within 14 days	\$ 100.00
	Fire Hydrant parking	\$ 50.00
	Fire Hydrant parking - original ticket not paid within 14 days	\$ 100.00
	No Parking (12:01 to 8:00am 11/01 to 4/15)	\$ 50.00
	No Parking (12:01 to 8:00am 11/01 to 4/15) - original ticket not paid within 14 days	\$ 100.00
	Handicapped parking	\$ 200.00
	Handicapped parking - original ticket not paid within 14 days	\$ 400.00
Parking Passes - includes sales tax		
	Seasonal Resident - Vehicle only - May through October	\$ 10.00
	Resident - Vehicle & Trailer - May through October	\$ 20.00
	Resident - Mitchell Boat Launch - Pass with Key -	\$ 20.00
	Resident - Mitchell Boat Launch - Replacement Key	\$ 20.00
	Non-Resident - Vehicle only - May through October	\$ 30.00
	Non-Resident - Vehicle & Trailer - May through October	\$ 40.00
	Farmers Market - Wednesdays - May through September	waived
	Music in the Park - Thursdays - June through August	waived
Daily Pass	Vehicle only - May through October	\$ 5.00
	Vehicle & Trailer May through October	\$ 15.00
Peddler/Transient Merchant Permits		
320.03	Peddler/Transient Merchant application	\$ 25.00
	Peddler/Transient Merchant Permits - per day/per person (No fee is required for Solicitor Registrations)	\$ 10.00
	"No Soliciting" window clings - includes sales tax	\$ 3.00
Police Department Fees		
	Police Reports/Copies (includes sales tax)- Non Subject of Police Data up to 100 pages - Per Page	\$ 0.25
	Police Reports/Copies (includes sales tax)- Non Subject of Police Data 101 pages or more	Actual cost
	Police Reports/Copies - Data requested by crime victim/subject of data	waived
	Police Squad - Per Hour	\$ 35.00
	Fingerprinting (free for adoptions)	\$ 25.00
	Photo CD (includes sales tax) - Per Copy	\$ 15.00
	Electronic Case File Data (includes sales tax) - Per Copy	\$ 35.00
	Impound Release Fee	\$ 50.00
	Police Yard Signs for Sale - includes sales tax NO LONGER AVAILABLE	\$ 10.00
Property Violations - also see Assessments		
	Snow Removal Violations plus contractor invoice - Per Property	\$ 163.00
	Weed/Grass Violation plus contractor invoice - Per Property	\$ 196.00
Revolving Loan		
	Revolving Loan Application Fee - EDA	1% of loan

Fee Schedule – (continued)

Code	Description	Amount
Rental Housing Registration		
910.07	Single Family units	\$ 50.00
	Duplex units	\$ 80.00
	Multifamily building containing three (3) dwelling units	\$ 320.00
	Multifamily dwelling units additional charge/ unit after original three (3) units	\$ 13.00
	Re-inspection fee - see staff billing rates	Staff billing rates
Return Check		
	Return check fee	\$ 30.00
Right of Way		
1400.1	Right of Way Permit Fee	\$ 150.00
Room Rentals		
	Meeting Room Use - (on a case by case basis)	Actual cost
**part of a	Big Lake Community Room (790 Minnesota Ave) for-profit community businesses - per hour	\$ 50.00
	Big Lake Community Room (790 Minnesota Ave) non-community groups - per hour	\$ 75.00
	Big Lake Community Room (790 Minnesota Ave) Big Lake non-profit groups - per hour	waived
Signs		
1300	Permanent Sign Permit - Including Wall Mount and Pylon (could include multi-signs) - each permit	\$ 100.00
	Temporary Sign Permit- days allowed based on code - (plus escrow listed below) -each permit	\$ 50.00
	***One fee waiver allowed for all City of Big Lake non-profit events	
	Temporary Sign Fee - Escrow	\$ 100.00
	Sign Code Violation - Per Offense	\$ 50.00
Snow Removal Violation		
500	Snow Removal Violation plus contractor invoice - Per Property - 1st offense	\$ 50.00
	Snow Removal Violation plus contractor invoice - Per Property - 2nd offense	\$ 100.00
	Snow Removal Violation plus contractor invoice - Per Property - 3rd offense	\$ 150.00
Special Vehicle Permit - place holder		
	Special Vehicle Permit	\$ -
Staff/Equipment Billing Rates (staff time includes hourly fringe plus overhead cost)		
	Accounting Clerk	\$ 55.00
	Building & Inspections	\$ 75.00
	City Administrator	\$ 120.00
	City Clerk	\$ 65.00
	Clerical/Support	\$ 55.00
	Community Development Director	\$ 105.00
	Finance Director	\$ 105.00
	City Engineer	\$ 115.00
	City Planner	\$ 65.00
	Consultant Planner	\$ 75.00
	Liquor Store Manager	\$ 75.00
	Police Department Staff	
	Police Investigator	\$ 120.00
	Police Deputy Chief	\$ 140.00
	Police Officer	\$ 110.00
	Police Chief	\$ 190.00
	CSO	\$ 25.00
	Public Work Staff	
	Maintenance	\$ 80.00
	Fleet Mechanic	\$ 90.00
	Foreman	\$ 105.00
	Director	\$ 110.00
	Equipment charge - per hour	
	Air Compressor	\$ 36.00
	Bucket Truck - NEW 2017	\$ 120.50

Fee Schedule – (continued)

Code	Description	Amount
	Chain Saw	\$ 29.50
	Dump Truck	\$ 64.50
	Holder - NEW 2017	\$ 65.00
	Hydrant Meter -Per Month	\$ 50.00
	Jet Rodder	\$ 45.50
	Jet/Vac	\$ 211.00
	Lawn Mower	\$ 36.00
	Loader	\$ 120.50
	Pickup Truck	\$ 36.00
	Skid Steer	\$ 65.00
	Small Tools Miscellaneous	\$ 7.00
	Street Sweeper	\$ 42.00
	Tandem Dump Truck	\$ 120.50
	Tractor	\$ 65.00
	Trailer	\$ 45.50
	Weed Whip	\$ 29.00
	Equipment charge - per day	
	Tapping Machine	\$ 66.00
	Tapping Machine Tap	\$ 28.00
	Sign Rental	\$ 4.50
Street Excavation		
710.01	Street Excavation Permit Fee	\$ 223.00
	Street Excavation Permit Escrow - As determined by city engineer	
Street Light		
830	Street Light Utility System Fee Residential Unit - Per Month	\$ 3.00
	Street Light Utility System Fee Non -Residential Unit - Per Front Footage/Month	\$ 0.042
Tobacco License		
350.03	Tobacco License per Calendar year	\$ 100.00
Trash Hauler		
335.02	Trash Hauler License - Per Calendar Year	\$ 150.00
Traveling Shows		
310.01	Traveling Shows permit	\$ 25.00
Temporary Structure		
	Temporary Structure (Tent) Permit - approved by Fire Department - (could be multi tents)each permit	\$ 25.00
Water Tower Lease Fee		
	Water Tower lease fee	Per Individual Contract
Weed/Grass Violation		
510	Weed/Grass Violation plus contractor invoice and sales tax- Per Property -	\$ 196.00

BUILDING DEPARTMENT FEES

900.03	Building Permit Fee Schedule - based on valuation	See schedule below
	Total Valuation	Fee
	\$1.00 to \$500	\$ 29.50
	\$501.00 to \$2,000	\$28 for 1ST 500, plus \$3.70 for each addtl 100, or fraction thereof, to and including 2000.
	\$2,001 to \$25,000	\$83.50 for 1ST 2,000, plus \$16.55 for each addtl 1,000, or fraction thereof, to and including 50,000.
	\$25,001 to \$50,000	\$464.15 for 1ST 25,000, plus \$12 for each addtl 1,000, or fraction thereof, to and including 100,000.

Fee Schedule – (continued)

Code	Description	Amount
\$50,001 to \$100,000		\$764.15 for 1ST 50,000, plus \$8.45 for each addtl 1,000, or fraction thereof, to and including 100,000.
\$100,001 to \$500,000		\$1,186.65 for 1ST 100,000, plus \$6.75 for each addtl 1,000, or fraction thereof, to and including 500,000.
\$500,001 to \$1,000,000		\$3,886.65 for 1ST 500,000, plus \$5.50 for each addtl 1,000, or fraction thereof, to and including 1,000,000.
\$1,000,000 and up		\$6,636.65 for 1ST 1,000,000, plus \$4.50 for each addtl 1,000, or fraction thereof.
	Administrative Fee - Permit Refund	\$ 25.00
	Basement Refinish	\$ 150.00
	Plan Review	65% of Permit Fee
	Plan Review - Duplicate Plan	25% of Permit Fee
	Plan Review - Accessory Structure	65% of Permit Fee
	Plan Review Revisions - Per Hour	\$ 50.00
	Air Conditioner	\$ 50.00
	Deck Permit - Residential	\$ 150.00
	Demo	\$ 100.00
	Fence Permit > 6' (Zoning)	\$ 55.00
	Fence Permit <6' - see Valuation Table listed above with Building Permit Fees	See 900.03 building fees
	Fireplace	\$ 100.00
	Fire Suppression	2% of Job Value
	Fire Suppression Plan Review	65% of Permit Fee
	Furnace Replacement	\$ 50.00
	After Hours / Weekend Inspection Minimum 2 hours - Per Hour	\$ 63.25
	Investigation Fee	100% of Permit Fee
	Land Alteration Permit (i.e. landscape, grading) not charged for plan review	See 900.03 building fees
	Lawn Irrigation - Residential Permit	\$ 50.00
	Lawn Irrigation - Comm Permit	\$ 100.00
	Mechanical (New Residential)	\$ 150.00
	Mechanical (Remodel, Addition)	\$ 100.00
	Mechanical (New Commercial) - Minimum \$200	2% of Job Value
	Mechanical (Remodel, Addition - Comm) - Minimum \$100	2% of Job Value
	Mechanical Plan Check Fee	50% of Permit Fee
	Moving Structure	\$ 100.00
	Moving Structure - Site Inspection	\$ 50.00
	Permit Card - Copy Replacement	\$ 5.00
	Plumbing Residential (New Homes)	\$ 200.00
	Plumbing Residential (Remodel, Addition)	\$ 100.00
	Plumbing Commercial (New) - Minimum \$300	2% of Job Value
	Plumbing Commercial (Remodel, Addition) - Minimum \$150	2% of Job Value
	Re-Inspection Fee	\$ 50.00
	Roofing (Residential)	\$ 100.00
	Roofing (Commercial) - See Valuation Table listed above with Building Permit Fees	See 900.03 building fees
	Seed/Sod Fee - (plus escrow listed below)	\$ 140.00
	Seed/Sod Fee - Escrow	\$ 1,860.00
	Siding - Residential	\$ 100.00

Fee Schedule – (continued)

Code	Description	Amount
	Swimming Pools - In ground	\$ 150.00
	Swimming Pools / Hot tubs	\$ 55.00
	Water Softener	\$ 50.00
	Water heater Replacement	\$ 50.00
	Window Replacement - Residential	\$ 100.00
ECONOMIC DEVELOPMENT FEES		
	Tax Abatement Districts - (plus escrow listed below)	\$ 500.00
	Tax Abatement Districts Escrow -	\$ 10,000.00
	Tax Increment Financing (TIF) Districts - (plus escrow listed below)	\$ 500.00
	Tax Increment Financing (TIF) Districts Escrow	\$ 10,000.00
	Water Access Charge (WAC) & Sewer Access Charge (SAC) -429 Assessment Agreement	\$ 500.00
PLANNING/ZONING FEES		
In addition to the fees listed, City Engineer, City Attorney, Planning Consultant, or other consultant fees will be charged on an actual cost basis and will be pass through to developer's		
	Amendments - Ordinance or Comprehensive Plan - (plus escrow listed below)	\$ 325.00
	Amendments - Ordinance or Comprehensive Plan - Escrow	\$ 1,000.00
	Administrative Fee - Permit Refund	\$ 25.00
	Appeals	\$ 600.00
	Annexations - Residential	\$ 1,000.00
	Annexations - Commercial/Industrial	waived
	Concept Plan - (plus escrow listed below)	\$ 100.00
	Concept Plan Escrow	\$ 1,000.00
	Conditional Use Permit (CUP) Resident/Commercial/Industrial/Signs - (plus escrow listed below)	\$ 400.00
	Conditional Use Permit Resident/Commercial/Industrial/Signs - Escrow	\$ 1,000.00
	Conditional Use Extension Fee - first time for an additional year	\$ 100.00
	Conditional Use Extension Fee - second renewal approved by council	\$ 400.00
	Environmental Review (EAW/AUAR) - (plus escrow listed below)	\$ 500.00
	Environmental Review (EAW/AUAR) Escrow	\$ 1,000.00
	Home Occupation Permit	\$ 150.00
	Interim Use Permit - (plus escrow listed below)	\$ 500.00
	Interim Use Permit Escrow	\$ 1,000.00
	Investigation Fee	\$ 55.00
	Park & Trail Dedication Residential- must be paid at time of application and before issuance of building permit - Minimum \$2500/unit	10% of Land Value or land
	Park & Trail Dedication Commercial or Industrial- must be paid at time of application and before issuance of building permit - Minimum \$2500	4% of Land Value or land
*All new subdivisions must satisfy park dedication requirements (land and/or cash) as determined by the City Council		
	Parking Pad Administrative Permit	\$ 55.00
	Planned Unit Development (PUD) - (plus escrow listed below)	\$ 750.00
	Planned Unit Development (PUD) Escrow	\$ 3,000.00
	Plat - Final - (plus escrow listed below)	\$ 300.00
	Plat - Final Escrow	\$ 3,000.00
	Plat - Preliminary - (plus escrow listed below)	\$ 300.00
	Plat - Preliminary Escrow	\$ 5,000.00
	Recording Fee - Includes Administration cost	\$ 66.00
	Rezoning	\$ 500.00
	Site Plan Reviews - (plus escrow listed below)	\$ 300.00
	Site Plan Reviews Escrow	\$ 1,000.00
	Subdivisions Administrative	\$ 300.00
	Subdivisions Administrative - Escrow	\$ 1,000.00
	Subdivisions Simple - (plus escrow listed below)	\$ 500.00
	Subdivisions Simple Escrow	\$ 3,000.00
	Temporary Use/Event Permits (non-profit or community events - within City Limits - waived)	\$ 25.00

Fee Schedule – (continued)

Code	Description	Amount
	Temporary Structure (Tent) Permit - approved by Fire Department - (could be multi tents)each permit	\$ 25.00
	Vacations - (plus escrow listed below)	\$ 500.00
	Vacations Escrow	\$ 1,000.00
	Variances - Residential/Commercial/Industrial - (plus escrow listed below)	\$ 350.00
	Variances - Residential - Escrow	\$ 1,000.00
	Variances - Commercial/Industrial - Escrow	\$ 1,000.00
	Wetland Application - (plus escrow listed below) plus actual cost	\$ 500.00
	Wetland Escrow -	\$ 350.00
	Zoning letter - formal letter attesting to the land use regulations for a specific site	\$ 55.00
WATER/SEWER/STORM SEWER FEES:		
Water Rates - Residential		
800.21	0 - 6,500 gallons monthly usage - Per 1,000 gallons	\$ 4.17
	over 6,500 gallons monthly usage - Per 1,000 gallons	\$ 5.20
	Monthly Fixed Fee	\$ 6.81
Water Rates - Multi-Family		
	0 - 88,600 gallons monthly usage - Per 1,000 gallons	\$ 4.17
	over 88,600 gallons monthly usage - Per 1,000 gallons	\$ 5.20
	Monthly Fixed Fee	\$ 15.63
Water Rates - Municipal		
	All gallons monthly usage - Per 1,000 gallons	\$ 7.83
	Monthly Fixed Fee	\$ 13.50
Water Rates - Irrigation		
	0 - 88,600 gallons monthly usage - Per 1,000 gallons	\$ 4.17
	over 88,600 gallons monthly usage - Per 1,000 gallons	\$ 5.20
	Monthly Fixed Fee	\$ 15.63
Water Rates - Commercial		
800.21	0 - 51,000 gallons monthly usage - Per 1,000 gallons - plus sales tax	\$ 2.57
	over 51,000 gallons monthly usage - Per 1,000 gallons - plus sales tax	\$ 2.83
	Monthly Fixed Fee - based on meter size - see chart below all rates per month fee:	
	5/8" - 1"	\$ 6.81
	1 1/2 "	\$ 9.72
	2"	\$ 15.63
	3"	\$ 59.32
	4"	\$ 75.50
	6"	\$ 113.24
	8"	\$ 156.38
Water Rates - Industrial (per Contract)		
800.21	0 - 51,000 gallons monthly usage - Per 1,000 gallons - plus sales tax	\$ 3.03
	over 51,000 gallons monthly usage - Per 1,000 gallons - plus sales tax	\$ 3.34
	Monthly Fixed Fee -	\$ 306.18
Water Service Fees		
	Water Access Charges (WAC)- anticipated daily use of water less than 25,000 gallons - Per Unit	\$ 3,585.00
	Water Access Charges (WAC)- for multi-tenant buildings greater than 4 units - Per Unit	\$ 2,200.00
	Water Access Charges (WAC) - anticipated daily use of water greater than 25,000 gallons - Per Unit	Determined by City Engineer
	Water Availability Charge -parcels that have city water available but are not connected - Fee Per Year	\$ 75.00
800.07	Water Inspections - New Hook-up	\$ 75.00
800.07	Water Inspections - Repair	\$ 35.00
800.18	Water Late Charges - Per Monthly billing	10% or \$5, whichever is greater
	Water Meters - Residential	\$ 469.00
	Water Meters - Commercial -can fluctuate depending on model and brand -based on size	
	1" meter	\$350 to \$400
	1 1/2" meter	\$ 1,000.00
	2" meter	\$ 1,500.00

Fee Schedule – (continued)

Code	Description	Amount
	3" meter	\$2000 to \$3000
	4" meter	\$3000 to \$9000
	Water Meter Certificate of Occupancy Inspection	\$ 40.00
	Water Meter Siding Inspection	\$ 40.00
800.2	Water Shut Off Charge - at owners request	\$ 30.00
800.2	Water Turn On Charge - at owners request	\$ 30.00
800.2	Water Shut Off Charge - delinquency - 2 employees always sent for safety reasons	\$ 60.00
800.2	Water Turn On Charge - delinquency - 2 employees always sent for safety reasons	\$ 60.00
	Water Test Fee - State of MN - Per Month - new amount per state	\$ 0.81
	Water Trunk Area Fee - Per Acre	\$ 1,650.00
800.27	Water Use Restrictions - 1st violation within calendar year	waived
	Water Use Restrictions - 2nd violation within calendar year	\$ 25.00
	Water Use Restrictions - 3rd violation within calendar year	\$ 50.00
	Water Use Restrictions - 4th violation within calendar year	\$ 100.00
	Water Use Restrictions - 5th violation within calendar year	\$ 250.00
	Utility - Change of Ownership/Service Processing	\$ 30.00
	Utility - Meter Reading (owner requested)	\$ 30.00
	Utility - New Account	\$ 5.00
	Utility Credit for opting out of paper bills - per month	\$ (0.50)
Sewer Rates - Residential		
810.17	Per 1,000 gallons of monthly usage based on Nov - April average usage of water	\$ 8.90
	Monthly Fixed Fee	\$ 11.55
Sewer Rates - Multi - Family		
810.17	Per 1,000 gallons of monthly usage - based on Nov - April average usage of water	\$ 8.90
	Monthly Fixed Fee	\$ 11.55
Sewer Rates - Municipal		
810.17	Per 1,000 gallons of monthly usage based on Nov - April average usage of water	\$ 11.63
	Monthly Fixed Fee	\$ 16.66
Sewer Rates - Commercial		
810.17	Per 1,000 gallons of monthly usage based on Nov - April average usage of water	\$ 8.90
	Monthly Fixed Fee	\$ 18.28
Sewer Rates - Industrial - Per Contract		
810.17	Per 1,000 gallons of monthly usage based on actual water usage	\$ 10.07
	Monthly Fixed Fee	\$ 22.80
Cargill Contract		
	Flow	\$ 9.22
	BOD	\$ 0.21
	TSS	\$ 0.05
	TP	\$ 5.36
	Sewer Base Rate	\$ 22.80
Sewer usage will be determined as follows for new accounts and non-winter residents:		
New Owner - Existing Property: Usage will be based on 4,000 gallons		
New Owner OR New Construction: Usage will be based on 4,000 gallons		
Non-winter Residents: Usage will be based on 4,000 gallons		
Sewer Service Fees		
	Sewer Access Charges (SAC)- anticipated daily use of water less than 25,000 gallons - Per Unit	\$ 5,325.00
	Sewer Access Charges (SAC)- for multi-tenant buildings greater than 4 units - Per Unit	\$ 3,235.00
	Sewer Access Charges (SAC) - anticipated daily use of water greater than 25,000 gallons - Per Unit	Determined by City Engineer
	Sewer Inspections - New Hook-up	\$ 75.00
	Sewer Inspections - Repairs	\$ 35.00
810.19	Sewer Late Charges - Per Monthly billing	10% or \$5, whichever is greater
	Sanitary Sewer Trunk Area Fee - Per Acre	\$ 5,330.00
Storm Sewer Service Fees		
Code	Description	Amount
820	Storm Sewer Drainage Utility Fee - Properties less than 1 acre - Per Month	\$ 4.93
	Storm Sewer Drainage Utility Fee - Properties greater than 1 acre - Per Month Per Acre	\$4.93/month/acre
	Storm Sewer Trunk Area Fee - developments where storm water is contained within the plat boundary	waived

Pay scale

2020 Rates w 2.5% increase - Non Public Works Union

102.5% 2080 hours in year

2020 Rates Public Works Union 3% Increase

103.0% 2080 Public Works

SEASONAL / PT EMPLOYEES		Hourly Range	
Public Works	Parks Seasonal - htry range - just COLA	\$10 to \$16	10 2020 Minimum Wage
Public Works	Parks Lead Attendants - htry range - just COLA	\$14.25 to \$16	
Public Works	PW Seasonal - htry range - just COLA	\$10 to \$16	
Public Works	PW PT - htry range - just COLA	\$16 to \$20	
Police	CSO PT - htry range - just COLA	\$15.38	
Community Dev	Seasonal Farmers Market Coordinator - set amount	\$15.88	

Points	Regular FT and PT Employees			Adopted																	
	Department	Title	STEP Grade	1		2		3		4		5		6		7		8		9	
				RATE	RATE																
83	Liquor	Liquor Store Stock Clerk - PT -	2	24,821.33	11.99	25,585.98	12.29	26,332.95	12.66	27,122.94	13.04	27,936.83	13.43	28,774.73	13.83	29,637.98	14.25	30,527.12	14.68	31,442.93	15.12
101	Liquor	Liquor Store Clerk - PT -	3	28,310.61	12.65	27,099.94	13.03	27,812.93	13.42	28,750.32	13.82	29,612.83	14.24	30,501.22	14.66	31,416.25	15.10	32,358.74	15.56	33,329.50	16.02
122	Liquor	Lead Liquor Store Clerk - FT/PT	4	27,889.25	13.41	28,725.93	13.81	29,587.70	14.22	30,475.34	14.65	31,389.80	15.09	32,331.29	15.54	33,301.23	16.01	34,300.27	16.49	35,329.27	16.99
148	Finance	Receptionist	6	41,781.82	20.09	43,035.27	20.69	44,326.33	21.31	45,656.12	21.95	47,025.80	22.61	48,436.58	23.29	49,888.67	23.99	51,380.37	24.70	52,922.98	25.45
190	Police	Police Specialist I	7	44,288.73	21.29	45,617.39	21.93	46,985.91	22.59	48,395.49	23.27	49,847.35	23.97	51,342.77	24.68	52,883.08	25.42	54,469.55	26.19	56,103.83	26.97
190	Finance	Accounting Technicians	7	44,288.73	21.29	45,617.39	21.93	46,985.91	22.59	48,395.49	23.27	49,847.35	23.97	51,342.77	24.68	52,883.08	25.42	54,469.55	26.19	56,103.83	26.97
190	Public Works	Administrative Assistant - Public Works	7	44,288.73	21.29	45,617.39	21.93	46,985.91	22.59	48,395.49	23.27	49,847.35	23.97	51,342.77	24.68	52,883.08	25.42	54,469.55	26.19	56,103.83	26.97
190	Community Dev	Administrative Assistant - Comm Dev	7	44,288.73	21.29	45,617.39	21.93	46,985.91	22.59	48,395.49	23.27	49,847.35	23.97	51,342.77	24.68	52,883.08	25.42	54,469.55	26.19	56,103.83	26.97
190	Community Dev	Code Inspector - Community Development	7	44,288.73	21.29	45,617.39	21.93	46,985.91	22.59	48,395.49	23.27	49,847.35	23.97	51,342.77	24.68	52,883.08	25.42	54,469.55	26.19	56,103.83	26.97
190	Community Dev	Building Permit Tech/Admin Assist	7	44,288.73	21.29	45,617.39	21.93	46,985.91	22.59	48,395.49	23.27	49,847.35	23.97	51,342.77	24.68	52,883.08	25.42	54,469.55	26.19	56,103.83	26.97
198	Public Works	Streets/Parks Employee - Public Works I	8	48,946.05	22.57	48,354.43	23.25	49,805.08	23.94	51,299.22	24.66	52,838.19	25.40	54,423.34	26.17	56,056.04	26.95	57,737.72	27.76	59,469.85	28.59
198	Police	Police Specialist II	8	48,946.05	22.57	48,354.43	23.25	49,805.08	23.94	51,299.22	24.66	52,838.19	25.40	54,423.34	26.17	56,056.04	26.95	57,737.72	27.76	59,469.85	28.59
220	Public Works - Union	Water/Wastewater Operator I	8	48,944.93	22.57	49,353.28	23.25	49,803.88	23.94	51,299.00	24.66	52,836.94	25.40	54,422.04	26.16	56,054.70	26.95	57,736.35	27.76	59,468.44	28.59
225	Public Works - Union	Streets/Parks Employee - Public Works II	9	49,781.83	23.92	51,254.48	24.64	52,792.11	25.38	54,375.88	26.14	56,007.15	26.93	57,687.37	27.73	59,417.99	28.57	61,200.53	29.42	63,036.54	30.31
250	Public Works - Union	Water/Wastewater Operator II	9	49,781.83	23.92	51,254.48	24.64	52,792.11	25.38	54,375.88	26.14	56,007.15	26.93	57,687.37	27.73	59,417.99	28.57	61,200.53	29.42	63,036.54	30.31
251	Finance	Accounting Clerk	9	49,782.81	23.92	51,255.70	24.64	52,793.37	25.38	54,377.17	26.14	56,008.48	26.93	57,688.74	27.73	59,418.40	28.57	61,201.98	29.42	63,038.04	30.31
264	Liquor	Assistance Liquor Store Manager - Exempt	10	52,748.58	25.36	54,331.04	26.12	55,980.97	26.90	57,639.80	27.71	59,389.99	28.54	61,150.08	29.40	62,954.58	30.28	64,874.10	31.19	66,820.32	32.13
270	Public Works - Union	Fleet Maintenance Worker	10	52,747.33	25.36	54,329.75	26.12	55,980.64	26.90	57,638.43	27.71	59,387.58	28.54	61,148.81	29.40	62,983.07	30.28	64,872.58	31.19	66,818.73	32.12
270	Community Dev	Recreation & Communication Coord - Exempt	10	52,748.58	25.36	54,331.04	26.12	55,980.97	26.90	57,639.80	27.71	59,389.99	28.54	61,150.08	29.40	62,954.58	30.28	64,874.10	31.19	66,820.32	32.13
273	Finance	Accounting Clerk/Deputy City Clerk - Exempt	10	52,748.58	25.36	54,331.04	26.12	55,980.97	26.90	57,639.80	27.71	59,389.99	28.54	61,150.08	29.40	62,954.58	30.28	64,874.10	31.19	66,820.32	32.13
323	Administration	City Clerk - Exempt	12	59,288.31	28.49	61,046.38	29.35	62,877.75	30.23	64,784.08	31.14	66,707.00	32.07	68,708.21	33.03	70,789.48	34.02	72,992.54	35.04	75,079.32	36.10
321	Police - Union	Police Officer	12	59,288.31	28.49	61,046.38	29.35	62,877.75	30.23	64,784.08	31.14	66,707.00	32.07	68,708.21	33.03	70,789.48	34.02	72,992.54	35.04	75,079.32	36.10
318	Public Works - Union	Foreman - Parks & Streets	12	59,288.90	28.49	61,044.90	29.35	62,876.25	30.23	64,782.54	31.14	66,705.41	32.07	68,708.58	33.03	70,787.77	34.02	72,980.81	35.04	75,077.53	36.09
323	Public Works - Union	Foreman - Water/Wastewater	12	59,288.90	28.49	61,044.90	29.35	62,876.25	30.23	64,782.54	31.14	66,705.41	32.07	68,708.58	33.03	70,787.77	34.02	72,980.81	35.04	75,077.53	36.09
310	Community Dev	City Planner - Exempt	12	59,288.31	28.49	61,046.38	29.35	62,877.75	30.23	64,784.08	31.14	66,707.00	32.07	68,708.21	33.03	70,789.48	34.02	72,992.54	35.04	75,079.32	36.10
343	Police - Union	Police Investigator	13	62,824.40	30.20	64,708.14	31.11	66,650.41	32.04	68,649.92	33.00	70,709.42	34.00	72,830.70	35.01	75,015.62	36.07	77,286.09	37.15	79,594.08	38.26
343	Police - Union	Police Corporal	13	62,824.40	30.20	64,708.14	31.11	66,650.41	32.04	68,649.92	33.00	70,709.42	34.00	72,830.70	35.01	75,015.62	36.07	77,286.09	37.15	79,594.08	38.26
343	Police - Non Union	Police Sergeant	13	62,824.40	30.20	64,708.14	31.11	66,650.41	32.04	68,649.92	33.00	70,709.42	34.00	72,830.70	35.01	75,015.62	36.07	77,286.09	37.15	79,594.08	38.26
383	Police - Non Union	Police Captains	14	66,593.87	32.02	68,591.88	32.90	70,649.44	33.97	72,768.82	34.99	74,951.99	36.03	77,200.55	37.12	79,516.58	38.23	81,902.06	39.38	84,356.12	40.56
428	Public Works	Superintendent - Water/Waster Water - Exempt	15	70,589.50	33.94	72,707.19	34.96	74,888.40	36.00	77,135.05	37.08	79,449.11	38.20	81,832.58	39.34	84,287.58	40.52	86,816.18	41.74	89,420.87	42.99
428	Public Works	Superintendent - Parks & Street - Exempt	15	70,589.50	33.94	72,707.19	34.96	74,888.40	36.00	77,135.05	37.08	79,449.11	38.20	81,832.58	39.34	84,287.58	40.52	86,816.18	41.74	89,420.87	42.99
423	Building Inspections	Chief Building Official - Exempt	15	70,589.50	33.94	72,707.19	34.96	74,888.40	36.00	77,135.05	37.08	79,449.11	38.20	81,832.58	39.34	84,287.58	40.52	86,816.18	41.74	89,420.87	42.99
478	Liquor	Liquor Store Manager - Exempt	16	74,824.87	35.97	77,089.82	37.05	79,381.71	38.16	81,783.16	39.31	84,216.05	40.49	86,742.83	41.70	89,344.81	42.95	92,025.15	44.24	94,785.91	45.57
513	Police - Non Union	Deputy Police Chief - Exempt	17	79,314.38	38.13	81,893.79	39.28	84,144.81	40.45	86,868.95	41.67	89,289.01	42.92	91,947.09	44.21	94,706.50	45.53	97,546.86	46.90	100,473.08	48.30
563	Community Dev	Community Dev Director - Exempt	19	88,117.82	42.85	91,791.15	44.13	94,544.88	45.45	97,381.23	46.82	100,302.88	48.22	103,311.74	49.68	106,411.10	51.16	109,603.43	52.69	112,891.53	54.27
570	Public Works	Public Works Director - Exempt	19	88,117.82	42.85	91,791.15	44.13	94,544.88	45.45	97,381.23	46.82	100,302.88	48.22	103,311.74	49.68	106,411.10	51.16	109,603.43	52.69	112,891.53	54.27
583	Finance	Finance Director - Exempt	19	88,117.82	42.85	91,791.15	44.13	94,544.88	45.45	97,381.23	46.82	100,302.88	48.22	103,311.74	49.68	106,411.10	51.16	109,603.43	52.69	112,891.53	54.27
600	Fire	Fire Position - Exempt	20	94,484.68	45.42	97,298.82	46.78	100,217.57	48.18	103,224.10	49.63	106,320.82	51.12	109,510.45	52.65	112,795.78	54.23	116,179.84	55.86	119,865.03	57.53
610	Engineering	City Engineer - Exempt	20	94,484.68	45.42	97,298.82	46.78	100,217.57	48.18	103,224.10	49.63	106,320.82	51.12	109,510.45	52.65	112,795.78	54.23	116,179.84	55.86	119,865.03	57.53
620	Police	Chief of Police - Emergency Manager - Exempt	20	94,484.68	45.42	97,298.82	46.78	100,217.57	48.18	103,224.10	49.63	106,320.82	51.12	109,510.45	52.65	112,795.78	54.23	116,179.84	55.86	119,865.03	57.53
680	Public Works	City Engineer/Public Works Director - Exempt	21	100,131.20	48.14	103,126.40	49.58	106,225.80	51.07	109,408.00	52.60	112,694.40	54.18	116,084.80	55.81	119,579.20	57.49	123,156.80	59.21		

Financial Policies

ORGANIZATIONAL MISSION

Provide responsible governance through respect and trust while enhancing partnerships within the community and establish reasonable service expectations to meet the needs of the residents and business owners.

INTRODUCTION

- A. **Purpose:** The City of Big Lake has an important responsibility to its citizens to plan the adequate funding of services desired by the public, including the provisions and maintenance of public facilities, prudent financial management and accurate accounting for public funds. The City strives to ensure that it is capable of adequately funding and providing local government services needed by the community. The City will maintain or improve its infrastructure on a systematic basis to encourage its citizens to maintain quality neighborhoods with rising property values and long-term affordable taxes and fees.
- B. **Objectives:** In order to achieve this purpose, the following objectives are established for the City's fiscal performance:
1. To protect the City Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.
 2. To enhance the City Council's policy-making ability by providing accurate information on the full cost of current operations, new proposals and capital requests.
 3. To assist sound management of the City government by providing accurate and timely information on the City's financial condition.
 4. To provide sound principles to guide the decisions of the City Council and City staff which have fiscal impacts.
 5. To set forth operational principles which promote long-term cost effectiveness while providing services desired by the public and minimal financial risk
 6. To employ revenue policies and forecasting tools to identify and prevent undue or unbalanced reliance on certain revenues to distribute the costs of municipal services fairly and to provide adequate funds to operate desired programs, as determined by the Council.
 7. To provide and improve essential public facilities and prevent deterioration of the City's infrastructure in order to assist in long-term cost effective provision of City services.
 8. To protect and enhance the City's credit rating and prevent default of any municipal debt obligations.

9. To ensure the legal use and protection of all City funds through a good system of financial and accounting controls.
10. To maintain a Risk Management Program that will minimize the impact of legal liabilities, natural disasters or other emergencies through the following activities.
 - a) Loss Awareness – Proactive teamwork and training Citywide to increase awareness and enhance safety and comply with or exceed OSHA regulations.
 - b) Loss Prevention – Prevent negative occurrences.
 - c) Loss Control – Reduce or mitigate expenses of a negative occurrence.
 - d) Loss Financing – Provide a means to finance losses.
 - e) Loss Information Management – Collect and analyze relevant data to make prudent loss prevention, loss control and loss financing decisions.
11. To record transactions in a manner which matches current revenues to current expenditures (full cost including benefits and depreciation).
12. To report year-end financial information in accordance with generally accepted accounting principles (GAAP) and in accordance with recommended best practices as promoted by the Government Finance Officers Association (GFOA).

AUDIT

External Auditor Independence Policy

PURPOSE

In accordance with the Government Accountability Office, the authority on local government audits, in all matters relating to audit work, the external audit shall be free both in fact and appearance from personal external and organizational impairments to independence.

- The City will arrange for an annual audit of all funds and account types by independent certified public accountants qualified and licensed to issue such reports.
- Annually, an annual financial report will be prepared for the City. This report shall be made available to elected officials, city management, bond-rating agencies and the general public.
- The city's external audit organization shall not be responsible for designing, developing and/or installing the City's accounting system or its operating system where this system generates information used in preparing financial statements of the City of Big Lake.
- External auditors shall not develop a performance measurement system or any other system relied upon in developing financial statements.

- City external auditors may prepare draft financial statements, schedules or perform other duties as long as they are based on management’s direction and the work results in a recommendation to management.
- City management must approve decisions based on the external auditor’s recommendations.
- External auditors shall provide routine advice to the City of Big Lake and to management to assist them in activities such as establishing internal controls or implementing audit recommendations and can answer the technical questions and provide training; however, they may not direct or unduly influence management with those decisions.

Any non-audit work related to tax rulings, arbitrage, attestation, compilation, sales tax audits, counted value audits and financial report assistance proposed by the auditors, or for which the City wishes to hire them must be approved by the City Council prior to hiring them.

BUDGETARY AND FINANCIAL CONTROL

Budgetary and Financial Control Policy

PURPOSE

- A. General budgetary and financial control is to be centralized in one department whose functions shall include, but not limited to, the following:
 1. Budget compilation
 2. Budget monitoring
 3. Central purchasing
 4. Strong internal audit functions
 5. Income and expenditure projections
 6. Capital improvement financing and plan
 7. Debt management – including Conduit Debt
 8. Cash and investment management
 9. Monitoring financial data for warning signals or trends
 10. Preparation of financial summary reports for key funds at least quarterly for City Council review as well as the general public
 11. Maintain a detailed inventory listing of all material fixed assets so as to adequately ensure proper accounting and safeguard of assets.
 12. “Project Financial Analysis” to be presented as part of any proposal to the Council in connection with any new or expanded operating or capital improvement programs and other projects. The objective of the financial analysis is to provide the best possible estimate of expenditures, revenues, and staffing impacts of a proposed project. The financial analysis should be factual, informative, and concise; which should enable the Council to make intelligent and informed decisions.
 13. Payroll
 14. Human Resources – Benefits
 15. Accounts Receivable
 16. Receipts, Collections, and Customer Billing
 17. Accounts Payable

- B. The City will maintain a program for the investment of funds consistent with the City's investment Policy.
- C. The City will strive to maintain an undesignated and unreserved General Fund Balance of 50% of the General Fund portion of expenditures for the following year. If the City has more than the required level, such excess may be transferred to the Capital Improvement Funds for Infrastructure or Equipment/Building Replacement at year-end.
- D. The City Council delegates the authority to designate fund balance, as required for prudent fiscal management, to the City Administrator and Finance Director.
- E. The City will also review, and update the schedule of fund balances, reserves, and working capital in all other operating funds of the City and determine adequacy of those money balances, using specified guidelines and criteria in conjunction with the budgets set annually.
- F. Primary responsibility in the management of budgeted funds lies with the Department Directors. Such management includes, but is not limited to, reviewing expenditures before authorization, reviewing monthly financial reports to detect errors and assess progress, and staying within expenditure budget authorization. All costs incurred must be reasonable and necessary. Department Directors shall be responsible for contacting the Finance Director should there be any questions regarding financial management or if the issue or concern is related to internal controls. The Finance Director will monitor overall budget operating progress routinely throughout the year.
- G. Regular monthly reports will present a summary of financial activity by major type of funds as compared to budget. Department Directors will review monthly reports comparing actual revenues and expenditures to the budgeted amounts. Any negative variance in any revenue or spending category for their department as a whole projected to exceed \$50,000 by year-end will be reported in writing to the Finance Director and City Administrator.
- H. The City will not use short-term borrowing, internal or external, to balance the operating budget for any fund.
- I. The City will not sell assets or use one-time accounting principal changes to balance the budget for any fund.
- J. The City will develop two-year budgets; the previously developed budget for the following year will be fine-tuned as necessary during the next budget cycle. Each year the City will certify only the following year's budget and levy to Sherburne County.
- K. The City will provide ample time and opportunity for public input into its Budget setting deliberations each year.
- L. The City will establish and maintain the highest standard of accounting practices, in conformity with Generally Accepted Accounting Principles (GAAP) and with recommended best practices as promoted by the Government Finance Officers Association (GFOA).

- M. The City will strive to obtain the annual GFOA Certificate of Achievement for Excellence in Financial Reporting in the coming years.

Operating Budget Policy

PURPOSE

The formal budgeting process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, given the anticipated level of available resources.

1. The City will attempt to maintain its present service level for priority and essential services subject to available revenues. New services will be considered for funding within available resources.
2. The City will utilize a “bottom-up” resource allocation approach. Each department will have an opportunity to request personnel, goods, capital items and services needed to carry out its responsibilities in a timely manner.
3. The City enterprise operations are to be self-supporting, including capital improvement and depreciations. Enterprise operations are to be reviewed annually for self-sufficiency.
4. The City will utilize procedures that allow departments to integrate priorities and objectives into the budget requests.
5. The operating budget, authorizing expenditure of City monies, will be adopted annually by the City Council. The authority to make changes to the adopted City Budget during the year is as follows:
 - a. City Council approval is required for all budget adjustments or transfers that will increase a department’s adopted expenditure budget, or adjustments that are made to facilitate a department restructuring.
 - b. Budget adjustments and transfers among expenditures accounts may be authorized during the fiscal year by the City Administrator and the Finance Director, if there is no effect on the department’s gross expenditure budget and the adjustment is not to employee compensation.
6. The City will budget to maintain fund balances at adequate levels to ensure sufficient resources are available for current and future expenditures whether planned or unforeseen.
 - a. The City will budget to maintain an unreserved designation for cash flow for each operating fund, to support operations until current revenues are received. Based upon the semi-annual collection of local taxes, each operating fund relying on property tax related revenues should maintain cash flow designations at year-end necessary for approximately 6 months of operations.
7. The City will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports, which compare actual revenues and expenditures to budget amounts.

8. The City will coordinate development of the Capital Improvement Budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses. This also includes the enterprise funds.
9. The capitalization threshold for assets of the City, as defined in the Fixed Assets Policy, applies to all budgets and purchases associated with the Capital Expenditures series of accounts.

CASH/INVESTMENTS

Fire/Explosion Escrow Account

PURPOSE

The City is authorized per Minnesota Statutes, Section 65A 50 to establish an escrow account to receive a portion of insurance settlement proceeds from a claim on real property located in the city that is damaged by fire or explosion.

1. The City will only receive funds once a final settlement is reached on the loss of the real property due to a fire or explosions and within 30 days after agreement of a final settlement, the owner has not filed with the insurer evidence of a contract to repair or has not consented for direct payment from the insurer to contractor to perform repair services. The insurer must withhold the following amounts:
 - A. 25% of the actual value of the owner's real property at the time of the loss, or;
 - B. 25% of the final settlement.
2. The City will establish procedures to ensure the safekeeping of insurance settlement funds until such time as they are used for approved purpose as follows:
 - A. The Finance Director will immediately deposit the money into the established fire/explosion escrow account.
 - B. The money deposited into this account cannot be commingled with city funds.
 - C. The account may be interest bearing, and any interest earned shall be retained by the city to defray expenses incurred.
3. The City will use fire/explosion escrow funds for appropriate purposes as indicated below:
 - A. If reasonable proof is not received within 45 days after the funds have been received by the Finance Director, the city must use the funds to secure, repair, or demolish the damaged or destroyed building and clear the property in question, so that the structure and property are in compliance with city code requirements.
 - B. The city cannot proceed with cleaning up the property without court approval, which will take a hazardous building action
 - C. Any unused portion of the retained funds must be returned to the owner.
 - D. No more than 15% of the funds used by the city may be attributed to the city's administrative expenses.

Forfeited Funds Policy

PURPOSE

The City receives property and money through law enforcement seizures under Federal Law 21USCS Section 881(e) and Minnesota Statutes, Section 609.531-609.5317.169A.63.

1. The City will use proceeds from these seizures as defined in State Law and Department of Justice guidelines. Forfeited property and cash will be used:
 - C. Only for law enforcement purposes, or;
 - D. Only as a supplement to budgeted funds, or;
 - E. Not as a source to supplant ordinary operating expenses.
2. The City will establish procedures to ensure the safekeeping of forfeited property and funds until such time as they are used for approved purpose.
3. The City will use forfeited funds for appropriate Police purposes. (This list is not exhaustive, but serves to describe many appropriate uses.)
 - A. Vehicles
 - i. Forfeited automobiles may be used to supplement the police fleet, but not to replace existing budgeted vehicles.
 - ii. Unused vehicles will be stored, sold according to the City policy, and the proceeds used according to this policy.
 - B. Other Property
 - i. May be used in ongoing Police operations.
 - ii. Will be sold if no police use is imminent and cash proceeds used according to this policy.
 - C. Cash
 - i. Will be deposited and credited to the Narcotics Forfeiture Fund upon completion of all associated criminal and civil processes.
 - ii. Unbudgeted proposed purchases will be drawn from the designated Narcotics Forfeiture Fund.
 - D. Examples of appropriate use of cash
 - i. Vehicles may be rented which do not supplant vehicles normally provided through City Funds. Such vehicles are in addition to the regular fleet.
 - ii. Equipment may be purchased providing it is not part of the regular budget.
 - iii. Overtime may be paid providing it is unanticipated in the rest of the Police budget.
 - iv. Training cost in addition to those in the regular budget may be paid.
 - E. Example of Inappropriate Uses
 - i. Purchasing any item(s) with forfeited funds, which were already approved in the regular budget.
 - ii. Paying regular salaries or benefits for Drug Forfeiture funds, but permitted for DWI Forfeiture fund as part of program operation.
 - iii. Purchasing anything for other City departments unless for law enforcement purpose.
 - iv. Capital purchases previously approved for purchase with City Funds.

Investment Policy

PURPOSE

This policy has been developed to serve as a reference point for the management of city assets. It is the policy of the City to invest public funds in a manner, which provides for the following in order of importance: Safety; Liquidity; and Yield (return on investments) that conforms to all federal, state and local regulations governing the investment of public funds. All investments purchased by the City are expected to be held until maturity. The City will invest in securities that match the City's operational, short-term and longer-term core reserve needs.

SCOPE

This policy applies to all financial assets of the City. All cash and investments are pooled together to achieve economies of scale for each entity. These funds are accounted for in the Comprehensive Annual Financial Report (CAFR) and include all City Funds:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Debt Service Funds
- Enterprise Funds

PRUDENCE

Investments shall be made with judgment and care under circumstances existing at the time the investment is made. The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The prudent person standard requires that a fiduciary exercise discretion and average intelligence in making investments that would be generally acceptable as sound. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse situations. Those with access to and management responsibilities for City Investments must comply with investment procedures developed for the Finance Department.

OBJECTIVE

The primary objective of the City of Big Lake's investment activities shall be:

- Safety – Safety of principal is of critical importance to the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - Credit Risk – the risk of loss due to failure of the security issuer or backer will be minimized by:
 - Limiting investments to the types of securities listed in the Authorized and Suitable Investment Section of this investment policy.
 - Pre-qualifying the financial institutions, broker/dealers, and advisors with which the City will do business in accordance with the Financial Service Providers Section.
 - Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized. Insurance or collateral may be required to ensure return of principal.

- Interest Rate Risk – The risk that the market value of securities in the portfolio will fall due to changes in market interest rates will be minimized to:
 - Provide for liquidity by reviewing cash flow requirements and make investments to meet the shorter cash flow needs, thereby avoiding the need to sell securities in the open market prior to maturity.
 - Manage the average maturity of the overall portfolio to be consistent with the risk profile of the City not to exceed 7 years.

- Liquidity – The City’s investment portfolio will remain sufficiently liquid to enable the City to meet all operating and working cash flow requirements as reasonably anticipated. The portfolio will be structured so that the liquid component, a minimum of 15 percent of total investments, of the portfolio will be invested only in checking, money market savings, money market mutual funds, or local government investment pools, which offer same day liquidity for short-term funds. Additionally, since all possible cash demands cannot be anticipated, the overall portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

- Yield/Return on Investment – The City’s investment portfolio shall be designed with the objective of attaining a market rate of return. The core of investments is limited to low-risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
 - A security with declining credit may be sold early to minimize loss of principal.
 - A security swap would improve the quality, yield, or target duration in the portfolio.
 - Liquidity needs of the portfolio require that the security be sold.

DELEGATION OF AUTHORITY

The investment program shall be operated in conformance with federal, state, and other legal requirements. Authority to manage the City’s investment program is derived from the following:

- Minnesota Statutes § 118A **DEPOSIT AND INVESTMENT OF LOCAL PUBLIC FUNDS.**

Management responsibility for the investment program is hereby delegated by the City Council to the City Finance Director or City Administrator. The City Finance Director shall:

- Monitor performance of the investment portfolio;
- Ensure funds are invested in accordance with the policy;
- Analyze, recommend, and implement operational procedures that will enhance the City’s investment program; and
- Ensure that proper internal controls are developed to safeguard investment assets.

Procedures should include reference to: safekeeping, delivery versus payment, investment accounting. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the City Finance Director. The City Finance Director shall be responsible for all investment transactions and shall establish a system of controls to regulate the activities of subordinates.

ETHICS AND CONFLICTS OF INTEREST

Any City Official (elected or appointed) or staff involved in the investment process shall refrain from conducting personal business activity that could conflict with proper execution of the investment program,

or which could impair their ability to make impartial investment decisions. Investment staff shall annually disclose to the City Clerk any material financial interest as required by state statute on an annual Statement of Economic Interest form. Investment staff shall subordinate their personal investment transactions to those of the City, particularly with regard to the time of purchases and sales, and shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

FINANCIAL SERVICE PROVIDERS

The City Finance Director shall maintain a list of financial institutions authorized to provide investment services. Public deposit shall be made in a qualified public depository as established by state laws.

Financial service providers who desire to offer investments must provide the City Finance Director with the following upon request:

- Audited Financial Statements
- Completed Broker/Dealer Certificate
- Certification of Having Read the City's Investment Policy
- Depository Contracts
- Credit Report
- Proof of FINRA (Financial Industry Regulatory Authority) membership
- Proof of State Registration
- Evidence of Adequate Insurance Coverage

BROKER REPRESENTATIONS

Municipalities must obtain from their brokers certain representations regarding future investments. Minnesota Statutes, Section 118A, requires municipalities to provide each broker with information regarding the municipality's investment restrictions. Before engaging in investment transactions with the City of Big Lake, the supervising officer at the securities broker/dealer shall submit a certification annually according to Minnesota Statutes, Section 118A. The document will state that the officer has reviewed the investment policies and objectives, as well as applicable state law, and agrees to disclose potential conflicts of interest or risk to public funds that might arise out of business transactions between the firm and the City of Big Lake. All financial institutions shall agree to undertake reasonable efforts to preclude imprudent transactions involving the City's funds.

AUTHORIZED AND SUITABLE INVESTMENTS

Minnesota Statutes, Section 118A, list all permissible investments for municipalities. This list establishes the maximum investment risk permitted for Minnesota municipality. Even though the Minnesota Statutes, Section 118A provides for more instruments to be used for investing purpose, the following list of investment is based on the investment objectives as defined in Objective Section of this policy, the City will limit its investments to the following types of securities:

- **Money Market Funds** – may be held with next day withdrawal capacity to provide for daily liquidity requirements. These money markets must be AA. They may only invest in securities with a final maturity no longer than 13 months and for which the Finance Director has obtained and reviewed the fund prospectus.
- **Certificate of Deposits** – a negotiable or non-negotiable instrument issued by commercial banks and insured up to \$250,000 by the Federal Deposit Insurance Corporation (FDIC).
- **Savings/Demand Deposits** – are financial institutions that are qualified as a “depository” of public funds of government entities. The City may hold balances in qualified bank deposits. Funds may

be held in savings accounts at approved depository banks. If balances are greater than the FDIC limit, collateral of 110 percent will be held for the excess balances. Non-interest bearing deposits will be held at a minimum. However, the interest bearing demand deposit programs that banks provide for next day access to funds will be utilized. The City will typically hold a compensating balance in its checking account to cover monthly banking fees.

- **U.S. Treasury Obligations** – including bonds, notes, Treasury bills, or other securities which are direct obligations of the United States. Instruments sold and issued by the U.S. Government carry the full faith guarantee of the U.S. Government. These instruments provide the highest quality available to purchase and are highly liquid.
- **Municipal Securities** – are registered securities of state/county/local and other governmental agencies. Bonds of the state/county/local and other government agencies which have at the time of investment one of the three highest credit ratings of nationally recognized rating agency are allowable investments. They must have a taxing power rating of A, AA, or AAA. Tax exempt or taxable bonds qualify as long as they meet the rating standards.
- **U.S. Agency Securities (GSEs or Government Sponsored Enterprises)** – are instrumentalities, or organizations created by an act of Congress. GSE securities have the implied guarantee of the U.S. Government and are privileged to certain access to capital and support of government programs. The issues are generally considered to have the second highest credit quality in the fixed income markets and provide higher yields than U.S. Treasury obligations. The ratings on all the agencies that the City can invest are the highest available and include the following specific issuers:
 - **FHLB** – The Federal Home Loan Bank system was created by Congress in 1932 and acts as a source of funds for its nearly 8,000 member banks. FHLB does not purchase home mortgages to the same extent as Freddie Mac and Fannie Mae, but primarily lends money to homeowners through its member financial institutions. FHLB system members include commercial banks, thrifts, credit unions, and insurance companies. Each member is a shareholder in one of the 12 regional Federal Home Loan Banks; each regional bank is an individual corporate entity, which must meet strict management and capitalization criteria befitting its GSE status. The FHLB system is regulated by the Federal Housing Finance Board (FHFB) and the Office of Finance (OF).
 - **FHLMC** – The Federal Home Loan Mortgage Corporation encompasses Freddie Mac; it is a housing GSE created by Congress in 1970 to provide liquidity and stability in the home mortgage market, thereby increasing the flow of funds available to mortgage borrowers. In order to accomplish this goal, Freddie Mac does not make individual mortgage loans to consumers. Rather, Freddie Mac purchases mortgages from lenders, thereby allowing them to lend the proceeds to more borrowers. Freddie Mac is regulated by the Secretary of Housing and Urban Development (HUD) and by the Office of Federal Housing Enterprise Oversight (OFHEO).
 - **FFCB** – The Federal Farm Credit Bureau is an agency of the Federal government set up to supply credit to various classes of institutions and individuals such as farmers and farm cooperatives.
 - **FNMA** – Federal National Mortgage Association chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of HUD. It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payments of principal and interest.

Glossary

Advance Refunding. A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service on the refunded bonds through the applicable call date.

Arbitrage. The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Capitalized Interest. A portion of the proceeds of a bond issue which is set aside to pay interest on the same bond issue for a specific period of time. Interest is commonly capitalized for the construction period of the project.

Capital Lease. A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles.

Competitive Sale. A sale/auction of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. Contrast to a negotiated sale.

Debt. Any obligations of the City for the payment of money pursuant to Minnesota State Statutes.

Escrow. A fund established to hold monies pledged and to be used to pay debt service on an outstanding issue.

General Obligation Bonds. Bonds issued by the City secured by the City's pledge of its full faith and credit and unlimited taxing power.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Net Tax Supported Outstanding Debt. Defined for this policy as outstanding principal multiplied by the percentage of the repayment supported by a tax levy less any fund balance reserved for debt service.

Private Placement. The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

Refunding. A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

Revenue Bonds. Bonds issued by the City secured by a specific revenue pledge of rates, rents, or fees.

Tax-Supported Debt. Debt that is expected to be repaid from levied taxes and possibly other sources.

Underwriter. A dealer that purchases new issues of municipal securities from the issuer and resells them to investors.

CAPITAL IMPROVEMENT

PURPOSE

1. The City will develop a multi-year plan; ideally for at least 10 years, for Capital Improvements Program (CIP). As resources are available, the most current year of the CIP will be incorporated into the current year operating budget as the Capital Improvement Budget (CIB). The CIP will be reviewed and updated annually using years 2 and on are for planning purposes only.
2. The City will identify the estimated cost and potential funding sources for each capital project proposal before it is submitted to the Council for approval and in that process will determine the most effective financing method for the proposed project. All construction projects shall include at least a ten percent (10%) contingency prior to receiving bids and at least five percent (5%) upon acceptance of the bid.
3. The City will make all capital improvements in accordance with the adopted capital improvement program, or as it is amended by the Council. Capital purchases, not otherwise funded through an approved budget, shall require City Council approval.
4. The City will coordinate development of the capital improvement budget with the development of the operating budget. Future operating costs associated with the new capital improvements will be projected and included in operating budget forecasts.
5. The City will use inter-governmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
6. The City will maintain all its assets in a manner adequate to protect the City's and its citizens' capital investment and to minimize future maintenance and replacement costs. The City will provide for maintenance and replacement from current revenues where possible.
7. To be considered in the CIP a project must have an estimated cost of at least \$5,000 in one of the calendar years of the project. Projects may not be combined to meet the minimum standard unless they are dependent upon each other.
8. Capital projects and/or capital asset purchases will receive a higher priority if they meet a majority of the following criteria:
 - a. Mandatory project
 - b. Maintenance project
 - c. Improve efficiency
 - d. Provide a new service
 - e. Broad extent of usage
 - f. Length of expected useful life
 - g. Positive effect on operation and maintenance costs
 - h. Availability of county/state/federal grants
 - i. Elimination of hazards (improves public safety)
 - j. Prior commitments
 - k. Replacement due to disaster or loss

9. The CIP is to be presented by the Finance Director annually to the City Council for approval. Any substantive change to the CIP after approval must be approved by the City Council.

CAPITAL ASSETS

PURPOSE

As noted in the Budgetary and Financial Control Policy, the City will maintain a fixed asset system to identify and protect all City Assets.

The capitalization threshold for assets of the City is \$5,000. The Finance Director will be responsible for monitoring and tracking all fixed asset purchases over the capitalization threshold. This tracking will include:

- A. Recording the vendor information and date of purchase
- B. Purchase price of the asset
- C. Useful life of the asset
- D. The assignment of an identifying number for tracking purposes.

Useful lives for assets will be assigned as follows:

- | | |
|------------------------------|----------|
| 1. Infrastructure | 30 years |
| 2. Buildings | 30 years |
| 3. HVAC/Heating | 20 years |
| 4. Playground Equipment | 10 years |
| 5. Fire Vehicles | 10 years |
| 6. Heavy Equipment | 10 years |
| 7. Police Vehicles | 3 years |
| 8. Public Works Equipment | 5 years |
| 9. Other Department Vehicles | 5 years |
| 10. Office Equipment | 5 years |
| 11. Software | 3 years |

To ensure adequacy of City records, Department Directors will be responsible for notifying the Finance Director of disposal of any equipment. The notification should include the following.

- a) Description of the asset disposed of
- b) Disposal date
- c) The identifying number assigned or VIN of the asset
- d) Amount of proceeds received on disposal

When selling any City property, the following steps shall be followed:

1. There will be a reasonable public notice, i.e. newspaper or social media
2. The property will be sold by public auction or sealed bid
3. If an employee buys the property they must not be directly involved in the auction or sealed response process
4. The property must go to the highest bidder
5. A minimum bid accepted can be required

DEBT MANAGEMENT

PURPOSE

One of the keys to sound financial management is the development of a debt management policy. This need is recognized by bond rating agencies and development of a debt policy is a recommended practice by the Government Finance Officers Association. A debt policy establishes the parameters for issuing debt and managing the debt portfolio. It provides guidance to the administration regarding purposes for which debt may be issued, types and amounts of permissible debt and method of sale that may be used. It helps ensure fiscal responsibility and promotes financial sustainability. The following debt management policy is intended to demonstrate a commitment to long-term financial planning. It will be used in conjunction with the Capital Improvement Plan for the City. Adherence to this policy will help assure improve or maintain the City's AA credit rating (Standard and Poor's Rating –New June 2018).

GUIDELINES FOR DEBT ISSUANCE

1. Debt financing can include general obligation bonds, revenue bonds, lease/purchase agreements, or other financing instruments allowed under Minnesota State statutes.
2. The City will prepare and update annually a five-year Capital Improvement Plan (CIP) to be approved by the City Council. The CIP will be developed with an analysis of the City's infrastructure and other capital needs, and the financial impact of the debt service required to meet the recommended financing plan.
3. The City will analyze each project (proposed for financing through debt issuance) to determine the tax impact and future operating costs associated with the project and related debt issuance costs.
4. The City Council shall appropriate all proceeds from debt issuance.
5. The City will comply with all applicable U.S. Internal Revenue Service and U.S. Treasury arbitrage requirements for bonded indebtedness in order to preserve the tax-exempt status of such bonds.
6. The City will maintain good communications with bond rating agencies regarding its financial condition. The City will follow a policy of full disclosure in every financial report and bond prospectus.
7. The City will issue long-term debt to purchase or construct capital improvements or equipment with a minimum expected life of five years, that cannot be financed from current revenues or resources. For the purpose of this policy, current resources are defined as that portion of fund balance in excess of appropriate required reserves and designations. The term of any bond issue will not exceed the useful life of the capital project/facility or equipment.
8. The City will not use long-term borrowing to finance annual operating needs except in the case of an extreme financial emergency, beyond the City's control or reasonable ability to forecast.
9. The City will plan bond issues to minimize the frequency of issuance to ensure the lowest possible costs of issuance. When determining the size of a bond issue, the City will consider the need for construction, debt service, and capitalized interest funds. The City will prepare construction fund draw schedules in conjunction with planning of the City's CIP.

10. Bonds will be amortized on a level debt schedule basis to the extent practical considering forecasted debt service and repayment sources.
11. The City's preferred method of sale of bonds is via competitive sale to underwriters; however, the City may sell bonds via a negotiated sale, private placement, or other method if deemed advantageous.
12. Bonded debt should always be investment grade in order to minimize debt service costs.

Limitations on level of debt to be issued and outstanding

Statutory Limitations:

Total net general obligation debt will not exceed the statutory limit as required by Minnesota Statute § 475.53. (As of 2015 the limit on debt is 3% of estimated market value)

Self-Imposed Debt Limits:

- Net tax-supported outstanding debt as a percentage of the total estimated market value in the City will not exceed 3.50% in any given year.
- The total debt levy will not exceed 50% of the total levy in any given year.

A four-fifths majority is required to override the self-imposed debt limits. The City could also find itself exceeding the self-imposed limits if market value declines. If the self-imposed debt limits are exceeded, the City has three years to correct the imbalance. No new debt will be issued during this time.

Types of debt issuances:

1. The City may issue general obligation debt for capital or other properly approved projects.
2. Where possible, the City will use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
3. The City may issue revenue bonds to fund proprietary activities such as water, sewer, storm water utilities, and the municipal liquor store or for other capital projects that generate adequate revenues from user fees to support operations and debt service requirements. The bonds will include written legal covenants which require that revenue sources are adequate to fund annual operating expenses and annual debt service requirements.
4. The City may issue tax increment bonds to fund public improvements or for economic development (private) in the downtown. All Tax Increment Financing (TIF) proposals shall include a financial impact analysis addressing the economic relationship of the proposed project to the City's estimated tax rates, service costs, and employment opportunities. If TIF General Obligation Bonds are proposed, there shall be a review and opinion by the City's fiscal agent regarding structuring the issue and the adequacy of the tax increments to retire the debt.
5. Capital leases may be used to purchase buildings, equipment, furniture and fixtures. The term of any capital lease shall not exceed the useful life of the leased asset.

6. Lease financing and master lease obligations, including lease revenue bonds, may be considered as alternative financing sources.

Refunding of Debt:

The City will refund debt when it is in the best financial interest of the City to do so.

- **Debt Service Savings** – When a refunding or advance refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be 3% of the refunded bond principal amount. The present value savings will be net of all costs related to the financings.
- **Term of Refunding Issues** – The City will refund bonds within the term of the originally issued debt. However, the City may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The City also may consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed project/facility should be considered in this decision.
- **Arbitrage** – The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.

Post-issuance Compliance:

It is critical that the City comply with the requirements of federal and state law that apply following the issuance of debt by the City. Tax-exempt debt obligations (debt for which the interest paid to the debt holders is excludable from their gross income for federal income taxes) result in lower interest costs to state and local governments. The tax-exempt status remains throughout the life of the debt obligation provided all applicable state and federal tax laws are satisfied at the time of issuance and throughout the term of the obligation. The Internal Revenue Service (IRS) is responsible for enforcing compliance with the Internal Revenue Code and most other regulations governing tax-exempt obligations. The IRS expects issuers and beneficiaries of tax-exempt debt to adopt and implement a post-compliance debt policy and procedures to safeguard against post-issuance violations that may result in the loss of the tax-exempt status of the debt.

The City will monitor all of its tax-exempt debt obligations to ensure that all tax-exempt debt obligations remain in compliance with the IRS Code and all other regulations governing tax-exempt obligations. This section applies to all tax-exempt debt obligations including bonds, notes, loans, lease purchase contracts, and other forms of tax-exempt debt. This section does not apply to conduit/private activity bonds. The Finance Director of the City of Big Lake is designated as the City's agent who is responsible for post-issuance compliance of all tax-exempt debt obligations, and is referred to in this section as the "Compliance Officer".

The Compliance Officer will assemble all relevant documentation, records and activities required to ensure post-issuance debt compliance and create procedures for each obligation. At a minimum, these procedures will include the following:

1. General post-issuance compliance
2. Proper and timely use and accounting for bond proceeds
3. Arbitrage yield restrictions and rebate

4. Timely filings and other general requirements
5. Private activity concerns
6. Records retention
7. Additional activities that support the point above
8. Other requirements that become necessary in the future

The Compliance Officer will be assisted by other City staff and may assign responsibilities to professional consultants, such as bond counsel, financial advisors, paying agents, and rebate analysts, when appropriate.

The Compliance Officer will ensure that the procedures are updated on a regular and as-needed basis. The City will provide continuing education opportunities relating to post-issuance compliance and the Compliance Officer will update City staff on changes in post-issuance compliance.

Terms and Conditions for the issuance of Conduit Debt:

Not-for-profit agencies and other entities may request the City to issue pass-through, conduit debt. These issues are not projects of the City, but of a separate corporation. In order to expedite assistance and avoid costs for the City, the following is required:

1. The applicant must provide to the Finance Director documentation about the entity requesting the assistance, the project, and the proposed financing method. The City also requires that the applicant assume all of the costs incurred by the City in examining the legal and fiscal aspects of the project as well as ongoing monitoring and reporting of outstanding bonds once issued. The applicant must make a deposit of one fourth of one percent (1/4%) of the proposed issuance amount with a minimum deposit of \$3,000 and a maximum deposit of \$25,000. These funds will be applied against the costs incurred by the City for staff time, its consultants, and any other expenses caused by the proposal including costs associated with non-bank qualified bonds. If the application is denied, the deposit amount in excess of these costs will be refunded to the applicant. If the application is approved, the full deposit will be retained to cover additional costs of issuance and future monitoring. If the City's actual costs exceed the deposit amount, the applicant will be required to reimburse these additional amounts.
2. The applicant should be prepared to demonstrate how the proposed project would benefit the community.
3. The City Administrator and Finance Director will review the proposal and determine whether the request will be presented to the City Council during a public hearing.
4. The debt instrument must not place the City at risk in any way, financially or legally, in appearance or in fact. The Federal Government has placed the burden of weighing the balance of "public purpose versus private benefit" upon the City Council for conduit debt issues. The City Council will consider risk, the "public versus private benefit" balance, and the recommendation of its staff. Because of the subjective nature of the issues it must weigh, the Council retains the right to refuse to authorize any issue at its sole discretion and without need to give cause. The obligor must indemnify the City against all future costs including but not limited to lawsuits, findings that the issue was not tax-exempt, or penalties of any kind. The documents must clearly reflect the indemnification of the City.

5. If the City Council approves the conduit debt application, the bond attorney for the issue must:
 - ◆ Provide to the City Council a written statement indicating that the documents have been appropriately prepared, all concerns of the City and points covered by this document have been addressed, and it is acceptable for the Council to adopt the needed resolutions. No documents will be adopted by the Council or signed by Council members or staff without the attorney's statement.
 - ◆ Prepare a contract obligating the agency requesting the debt (obligor) to repay to the City any interest margin for bank qualified bonds that the agency uses and the City later needed on debt it issues for its own purposes.
 - ◆ Assure that the Official Statement prominently displays in large, bold type that the City of Big Lake does not have any obligation to repay the debt and what the rating of the bond issue is.
 - ◆ When the issue is complete and closed, provide two copies of the transcript and amortization schedules of the issue to the Finance Director.
- The City will not be responsible for any continuing disclosure or arbitrage calculations or rebate. The documents must clearly reflect that the obligor is responsible for these matters.
- The agency requesting the conduit debt and their advisors must arrange for the logistics of all document movement, timing, signature, publication, etc.
- City Administration places items on the Council agenda and obtains signed documents from the Council. It is the responsibility of the requesting agency to:
 - ◆ Inquire as to when Board meetings are scheduled (and to check again as necessary because meeting dates change without notice).
 - ◆ Inquire as to when documents must be delivered in order to be accepted for the agenda.
 - ◆ Arrange for copies, which need to be signed and to provide the necessary envelopes and postage or other arrangements to move the documents when signed.
 - ◆ The documents are signed after the meeting at a time convenient to the Mayor, typically within a week after the meeting.
 - ◆ Arrange for notices requiring publication to the appropriate newspaper, pay for the publication, and obtain any signed affidavits necessary.
 - ◆ Attend all necessary Council meetings to answer questions the Council may have about the issue while the documents are being considered.
 - ◆ Arrange to have any other necessary documents delivered for signature by other City officials such as the City Administrator and the Finance Director and after signature have

appropriate self-addressed and stamped envelopes available for return. The officials should be notified in advance, that documents are being sent for signature.

- ◆ Arrange for all IRS and Federal or State filings and or fees.
- ◆ Arrange to have all necessary professional fees paid directly to the professionals who either did the work out of bond proceeds or make other acceptable arrangement with the professionals doing the work.

Glossary

Advance Refunding. A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service on the refunded bonds through the applicable call date.

Arbitrage. The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Capitalized Interest. A portion of the proceeds of a bond issue which is set aside to pay interest on the same bond issue for a specific period of time. Interest is commonly capitalized for the construction period of the project.

Capital Lease. A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles.

Competitive Sale. A sale/auction of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. Contrast to a negotiated sale.

Debt. Any obligations of the City for the payment of money pursuant to Minnesota State Statutes.

Escrow. A fund established to hold monies pledged and to be used to pay debt service on an outstanding issue.

General Obligation Bonds. Bonds issued by the City secured by the City's pledge of its full faith and credit and unlimited taxing power.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Net Tax Supported Outstanding Debt. Defined for this policy as outstanding principal multiplied by the percentage of the repayment supported by a tax levy less any fund balance reserved for debt service.

Private Placement. The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

Refunding. A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

Revenue Bonds. Bonds issued by the City secured by a specific revenue pledge of rates, rents, or fees.

Tax-Supported Debt. Debt that is expected to be repaid from levied taxes and possibly other sources.

Underwriter. A dealer that purchases new issues of municipal securities from the issuer and resells them to investors.

DONATION OF SURPLUS PROPERTY

PURPOSE

The purpose of this Policy is to establish procedures for the donation of Surplus Equipment by the City to a Nonprofit Organization as required by Minnesota Statute § 471.3459 (2016).

SCOPE

This policy applies to all City departments that generate Surplus Equipment and governs the actions of all City employees and officials.

DEFINITIONS

“City” means the City of Big Lake, Minnesota.

“City Council” means the governing body of the City.

“Donation” means to contribute, donate or give Surplus Equipment at no cost to a Nonprofit Organization that serves a public purpose and benefits its community as a whole.

“Eligible Organization” means a Nonprofit Organization serving one or more of the following functions: cultural, historical, educational, safety, social services, environmental or economic.

“Fair Market Value” means the price at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or to sell and both having reasonable knowledge of all relevant facts.

“Nonprofit Organization” means an organization formed under Section 501(c)(3) of the Internal Revenue Code.

“Policy” means this Policy adopted by the City Council.

“Surplus Equipment” means equipment used by the any City department, and cellular phones and emergency medical and firefighting equipment that is no longer needed by the City because it does not meet industry standards for emergency medical services, police, or fire departments or has minimal or no resale value.

“Surplus Equipment Form” means the form attached as Exhibit I to this Policy that must be filled out by a Nonprofit Organization requesting a Donation of Surplus Equipment.

PROCEDURE

The City shall determine all Surplus Equipment and may offer it for Donation in conformance with the following guidelines:

1. Identify Surplus Equipment. Department supervisors are responsible for monitoring their equipment and shall identify and report all Surplus Equipment to the City Finance Director on at least an annual basis.
2. Determine the Fair Market Value of Surplus Equipment. The City Finance Director shall work with City staff to determine the Fair Market Value of the Surplus Equipment.
3. City Council Declaration. The City Finance Director will forward a list of the Surplus Equipment with each item’s Fair Market Value to the City Council who shall approve or deny the Surplus Equipment as eligible for Donation. The City has no obligation to make a Donation of Surplus Equipment. Surplus Equipment that is not donated may be sold, recycled or discarded in the discretion of the City Administrator.
4. Donation. After the City Council has determined the Surplus Equipment is eligible for Donation, the City Finance Director is responsible for coordinating the Donation of the Surplus Equipment in accordance with the terms of this Policy.
5. Transfer between Departments. All Surplus Equipment must first be considered for transfer between departments for the benefit of the City.
6. Advertisement. Surplus Equipment shall be posted as eligible for Donation on the City’s website. The City may also use other reasonable means to notify Eligible Organizations about the availability of Surplus Equipment. The City shall wait at least 30 days after advertising Surplus Equipment before approving any Donation.
7. Surplus Equipment Form. Eligible Organizations interested in Surplus Equipment shall fill out a Surplus Equipment Form and submit the form to the City Finance Director.
8. Approval of Donation. If the Surplus Equipment has a Fair Market Value less than \$500, the City Department Director shall approve the Donation to an Eligible Organization, subject to review by the City Council. If the Surplus Equipment has a Fair Market Value greater than \$500, the City Council must approve the donation by a majority vote of the City Council.
9. Prioritization of Donations. If more than one Eligible Organizations requests a Donation for the same Surplus Equipment, the City shall consider factors it deems relevant including how the Surplus Equipment will be used, the benefit to the Eligible Organization, the impact on the City, how the Donation will accomplish goals of the City Council, and any previous Donation to the Eligible Organization.
10. Conflict of Interest. All City employees and officials are prohibited from taking possession of any Surplus Equipment on behalf of an Eligible Organization.

11. As Is. A Donation of Surplus Equipment is made “as is” with no warranty, guarantee or representation of any kind, express or implied, as to the condition, utility, or usability of the Surplus Equipment offered. The Surplus Equipment may be defective and cannot be relied up for safety purposes.

12. Title. The City Finance Director or Police Chief, if police department equipment, shall cause any title or other ownership documents to be transferred to the Eligible Organization at the time of transfer. Any fees required to transfer the Surplus Equipment are the responsibility of the Eligible Organization.

13. Transportation. In the Surplus Equipment Form, the Eligible Organization must provide a detailed plan for transporting the Surplus Equipment from the City to the Eligible Organization. The Eligible Organization must pay all expenses associated with the transportation of the Surplus Equipment.

14. Delegation. The City Administrator may delegate specific responsibilities for implementing this Policy.

15. Documentation. The City Finance Director shall document the Donation of all Surplus Equipment and shall keep such records in accordance with the City’s Records Retention Schedule.

16. Review of Policy. The City Finance Director is responsible for maintaining and reviewing this Policy. Any changes to this Policy must be approved by the City Council.

FUND BALANCE YEAR-END CLASSIFICATION

(PER GASB 54)

PURPOSE

The Government Finance Officers Association’s (GFOA’s) guiding principle for classifying the various components of fund balance is to indicate the extent to which the government is bound to honor constraints on the specific purpose for which amounts in the fund can be spent.

Following governmental accounting standards, the City has three basic categories: governmental funds, proprietary funds and fiduciary funds. This fund balance classification policy applies only to the governmental categories.

GOVERNMENTAL FUNDS

In 2009, the Governmental Accounting Standards Board (GASB) issued a new standard, GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. This new standard has altered the categories and terminology used to describe the components of fund balance in the governmental funds (but it does not apply to proprietary or fiduciary funds).

The City’s governmental funds include the following funds types:

- ◆ General Fund
- ◆ Special Revenue Funds
- ◆ Debt Service Funds
- ◆ Capital Project Funds

Definitions (as they apply to Governmental Funds under GASB 54):

- ◆ **Fund Balance** – the difference between assets and liabilities reported in a governmental fund.
- ◆ **Nonspendable Fund Balance** – amounts that are not in a spendable form (e.g., prepaid items and inventories of supplies). Resources that must be maintained intact pursuant to legal or contractual requirements are also considered nonspendable.
- ◆ **Restricted Fund Balance** – amounts subject to externally enforceable legal restrictions (creditors, grantors, contributors, and by law through constitutional provisions or enabling regulations).
- ◆ **Unrestricted Fund Balance** – the total of committed fund balance, assigned fund balance, and unassigned fund balance, as described below.
 - **Committed Fund Balance** – amounts that can be used only for the specific purpose determined by a formal action of the government’s highest level of decision-making authority (City Council). Commitments may be changed or lifted only by the City Council taking the same formal action that imposed the constraint originally. The City Council must take action on these commitments before year-end.
 - **Assigned Fund Balance** – amounts a government intends to use for a specific purpose; intent can be expressed by the government body or by an official or body to which the governing body delegates the authority.
 - **Unassigned Fund Balance** – amounts that are available for any purpose; these amounts are reported only in the general fund.

1. General Fund

The General Fund is established to account for all revenues and expenditures which are not required to be accounted for in other funds. Revenue sources included property taxes, license and permit fees, fines and forfeits, program revenues, intergovernmental revenues, investment interest earnings, and transfers. The General Fund’s resources finance a wide range of functions including the operations of general governmental, public safety, and public works.

The General Fund may have committed fund balances at year end for purchase order encumbrances and budget carryovers. The General Fund may have a portion of its fund balance classified as nonspendable if there are long term receivables, inventories, or prepaid items on the balance sheet.

The General Fund is the only fund that can have any unassigned fund balance. The working capital balance of the general fund will fall into the unassigned fund balance classification.

2. Special Revenue Funds

Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. Governmental accounting standards require that substantial inflows of revenues into a special revenue fund be either restricted or committed in order for the fund to be considered a special revenue fund.

- **Economic Development Authority** - the Big Lake Economic Development Authority (EDA) is a legal entity separate from the City. Although legally separate, the Big Lake EDA is reported as if it were part of the primary government because the component unit’s total

debt outstanding is expected to be repaid almost entirely with resources of the primary government.

- **Narcotic Forfeiture** - this is considered restricted based on federal and/or state statute.
- **DWI Forfeiture** – this is considered restricted based on federal and/or state statute.
- **Traffic Safety Program** – this is considered restricted based on federal and/or state statute.
- **Farmers Market** – this is considered committed per City Council
- **Veterans Memorial** – this is considered committed per City Council

3. **Debt Service Funds**

Debt service fund balances are considered restricted; they are resources that are being accumulated for payments of principal and interest maturing in current and future years. All of the City of Big Lake debt service funds are considered restricted.

4. **Capital Project Funds**

Capital project fund balances are considered restricted or committed; they are resources that are being accumulated for current and future projects. Capital project funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. In Big Lake, capital project funds are split into three categories:

- **Capital Projects** – this category has balances that are considered both restricted and committed/assigned. The TIF districts are restricted through enabling legislation. The Neighborhood Stabilization Program is restricted through grant documents. The Park Development is restricted through state statute. Industrial Park Land purchase is assigned by the City Council. The Local Development Escrow is considered assigned.
- **Improvement Construction** – this category is considered assigned by the City Council. The category includes the Capital Project/Street Improvement Fund and the Infrastructure Improvement Fund.
- **Equipment/Building Replacement** – this category is considered assigned by the City Council.

5. **Order of Fund Balance Spend-down**

When both restricted and unrestricted resources are available for use, it is the City's policy to first use restricted resources, and then use unrestricted resources as they are needed. When unrestricted resources are available for use, it is the City's policy to use resources in the following order: (1) committed, (2) assigned, and (3) unassigned.

6. **Carryovers and Encumbrances**

For each year end, the City Council approves purchase order encumbrances and/over budget carryovers; both will be considered committed fund balances upon approval by the City Council.

PUBLIC PURPOSE EXPENDITURE

PURPOSE

The City Council recognizes that public funds may only be spent if the expenditure meets a public purpose and the expenditure relates to the governmental purpose for which the City was created.

The meaning of “public purpose” is constantly evolving. The Minnesota Supreme Court has followed a broad approach and has generally concluded that “public purpose” means an activity that meets ALL of the following standards:

1. The activity will primarily benefit the community as a body.
2. The activity is directly related to functions of government
3. The activity does not have as its primary objective the benefit of a private interest whether profit or not-for profit.

This policy is intended to provide guidelines regardless which expenditures are for public purposes and authorized in accordance with the City’s annual budget process, and which expenditures are not considered to fall within the public purpose definition and are therefore not allowed. There is a public benefit in ensuring high employee productivity and morale.

RESPONSIBILITY

The City Administrator is the responsible authority overseeing all city expenditures and as such is the chief purchasing agent for the City. Responsibility for administering this Public Purpose Expenditure Policy has been delegated to the Finance Director. Further, all officers and employees authorized by their department to make purchases for the benefit of their respective departments are responsible for complying with this policy and corresponding procedures.

POLICY

Expenditures of public funds must comply with the public purpose standards defined above. When reviewing an expenditure to verify the standards have been met, the City Administrator, or his/her designee, should consider the time of day the event is held, the business purpose of the event, whether the event was intended to attract non-City employees, the frequency of the event, and the reasonableness of the cost. The following guidelines address specific examples of public expenditures, but examples are not meant to be all-inclusive.

Examples of Permitted Expenditures for Meals and Refreshments

Use of City funds in reasonable amounts for meals and/or refreshments for elected/appointed city officials and employees are permitted in the following circumstances.

- Meals and Refreshments are allowed at the following events:
 - A city business meeting in which the character of the meeting would involve predominately non-city employees
 - Breakfast/lunch/dinner meeting for official city business when it is the only practical time to meet. Only expenses incurred by the city employee(s) may be reimbursed. The City Administrator may allow exceptions when deemed in the interest of the City.
 - Non-routine, official meetings of the City Council, Committees or subgroups (i.e. Annual Committee Meeting, Council recognition at the end of a term, etc.)
 - Conference, workshop, seminar or meetings which the City Administrator or department head has authorized the employee to attend.
 - Department-sponsored meetings, conferences or workshops where the majority of invited participants are not city employees.

- Meetings consisting primarily of city employees when the refreshment and/or meals are an integral part of the event and are necessary to sustain the flow of the meeting and to retain the captive audience, and if the meeting is one of the following:
 - An annual staff meeting for all employees
 - A non-routine management team or organizational meeting
- Official meetings of the City Council, council committees, advisory boards/commissions, and task forces, when they are of a non-routine basis or when special events are held (i.e. as retirements or recognition).
- During performance of election related duties on Election Day.
- During Emergency Situations as required.

Examples of Other Permitted Expenditures

- Recognition Events/Purchases (Minnesota Statutes 412.221 and 15.46)
 - Purchases for recognition at special one-time or once-per-year events when provided at modest level with prior City Administrator approval (i.e. recognition plaques, awards, etc.)
 - Employee Recognition Program for years of Services for regular and permanent part-time employees who work 20 or more hours a week year around, as well as the Volunteer Fire Department employees for the City of Big Lake.
 - City employees completing 5,10,15,20,25,30 and 35 years of service may receive a service award not to exceed \$90 in value.
 - Monthly Community Member Volunteer Recognition; the community member is recognized with a plaque at a monthly council meeting.
- Employee Wellness Program; the City Council recognizes the importance of employee fitness and health as it relates to the overall work and life satisfaction of the employee and the overall impact on the City's health insurance program. As Such, the City Council supports an Employee Wellness Program, which has been designed to educate employees on fitness/health issues.
 - The cost of an Employee Wellness Program will be included in the City of Big Lake Annual Budget. This item will be approved annually by the City Council as part of the overall budget approval process which includes a public hearing on the proposed budget.
- Special Events
 - Such as National Night out, Department Open Houses and other events that involve or invite participation by the general public.
 - Expenditures for meals and participation fees are allowed, and representative staff members may participate in the events that directly benefit the marketing of the City. Such expenditures are Public Relations expenditures pursuant to Minnesota Statute 469.101, subd. 16, and Minnesota Statute 438.11.

- Employee Training
 - Is allowed for reasonable registration, tuition, meals and travel expenses for conferences, seminars, workshops, tuition and approved city employment related course work in accordance with the City of Big Lake personnel policies.

- Memberships and Dues
 - Participation in the local Chamber of Commerce is allowed per Minnesota Statute 469.191 “permits a home rule or statutory city to appropriate no more than \$50,000 annually out of the general fund to any incorporated development society or organization of the state for promoting, advertising, improving or developing the economic and agricultural resources of the city”.

 - Cost of membership/dues in professional organizations and City social and community organizations when the purpose is to promote, advertise, improve or develop the City’s resources and relationships and not personal interest or gain.

- Clothing and other sundry items
 - Employees may receive t-shirts and other sundry items of nominal value when these items are made available to the general public or if these items are determined by the City Administrator to be important to the successful involvement of employees in special city-sponsored or city supported events (National Night Out, etc.). Employees may be supplied with uniforms, clothing, boots and other gear necessary for the performance of their job.

Prohibited Expenditures

Use of City funds for meals and/or refreshments or other items for elected and/or appointed City officials and employees are prohibited:

1. Alcoholic beverages
2. Employee functions or celebrations that are solely social in nature (e.g. birthdays, holiday luncheon, ice cream social).
3. Fundraisers for non-City related events
4. Participation in optional activities unless included as part of an overall conference registration fee (e.g. optional golf rounds, sporting events, concerts).
5. Employee-sponsored fundraising events (e.g., charitable giving campaign).
6. For funeral flower arrangements upon death of an employee, elected official, or one of their immediate family members.

Documentation

All expenses allowed above must be fully documented. The expected documentation will include date and time of the event, business reason for the event (agenda from a meeting is sufficient), staff and non-city representatives in attendance, and a receipt for the actual purchase. Failure to provide sufficient documentation may result in a denial of the expense.

Any expenditure for meals or refreshment that exceeds \$250 for one event must have prior, written authorization by the Department Director, before the purchase is made. Any expenditure for meals or refreshments that exceed \$500 for one event must have prior, written authorization by the City Administrator, before the purchase is made. Failure to obtain the necessary authorization may result in denial of the claim.

Special Requests

From time to time, there may be an event that is a proper public expenditure, but that is not contemplated by the policy above. Department Directors may submit to the City Administrator or the City's Administrator's designee, a request for such a public expenditure in writing. This request must show how the expenditure is related to a public purpose as stated in the Purpose section above. Only expenditures that meet all of the findings in the Purpose section above may be approved.

PURCHASING

PURPOSE

To establish a consistent City-wide policy for the acquisition of goods, services, repairs, construction, joint power agreements, and in-kind agreements for all Departments, Boards, Commissions and Agencies of the City, except Boards or Agencies which are required to follow their own statutory or regulatory provision, in a manner that is in compliance with the Big Lake City codes and applicable State and Federal laws governing municipal contracting and the expenditure of public funds.

To establish a consistent City-wide policy for contracts to protect the City from liability and ensure that contractors perform their duties properly. Well-drafted contracts are essential to protecting the City and enforcing its rights. The absence of a contract or an unenforceable contract could easily result in costly litigation and embarrassment for the City.

POLICY

To ensure that the goods and services required by the City are obtained using established procedures that comply with all legal requirements for public purpose expenditures while promoting fair and open competition to ensure public confidence in the procurement process, ensure fair and equitable treatment of vendors who transact business with the City, and provide safeguards for the maintenance of a procurement system of quality and integrity.

RESPONSIBILITY

The City Administrator is the chief purchasing agent for the City. Responsibility for administering established Purchasing Policies and Procedures has been delegated to the Finance Director.

The following Purchasing procedures have been established:

- The City will purchase supplies, equipment and services best suited to the specific needs of the City in as economical a means as possible
 - a. The City will purchase EnergyStar certified equipment and appliances if possible
 - b. The City will purchase paper containing at least 30% post-consumer recycled content if possible
- The City will promote fair competition among bidders and will comply with all statutes and regulations of the City, State, and Federal government that may pertain to the purchase of supplies, equipment, and services by a municipal entity.
- Standards for purchasing:
 - a. **\$0 - \$1,000**
 - i. City Department Directors will be allowed to make purchases of less than \$1,000 without additional staff approval.
 - ii. These items can be purchased on the open market without obtaining price quotes.

- iii. Employees should make a reasonable effort to obtain supplies as inexpensively as possible.
- b. **\$1,001 - \$25,000**
 - i. When possible price quotes should be obtained from various vendors.
 - ii. Reasonable effort should be made to secure price quotes from local vendors when available.
 - iii. Purchases of specialized items not usually stocked by vendors, or for services not obtained frequently, do not require price quotes.
 - iv. Additional staff approval is not required if the items was included in the budget.
 - v. Quotes shall be retained for 1 year after receipt.
- c. **\$25,001 - \$175,000 (New law as of 8/1/18, prior amount \$100,000)**
 - i. Sealed bids or quotes must be obtained, with at least two quotations whenever possible.
 - ii. The Department Director shall make a recommendation for purchase to the City Council for their action.
- d. **\$175,000 +**
 - i. All purchases over \$175,000 require the formal preparation of specifications, with bids solicited by public notice in the City's official newspaper.
 - ii. Bids must be publicly opened, and approved by City Council.
 - iii. Statue requires all contracts to be awarded to the lowest responsible bidder, unless there is reasonable justification for approval of a higher bid, as determined by City Council.
 - iv. Specifications cannot be written to exclude a specific type of equipment or supplies.

On all purchases that require obtaining bids or quotes, the "State Bids" obtained through the State's cooperative purchasing program are considered to have met this requirement.

- For purchases not requiring the bidding process, whenever it is reasonably possible the purchase will be made from local vendors. The City Council will routinely consider the local vendor's quote when it does not exceed the lowest non-local vendor quote by more than 5%.

Professional Services

Contracting for professional services, such as those provided by engineers, lawyers, architects, accountants, and other services requiring technical scientific, or other professional training, when competitive bidding is not required, shall be the primary responsibility of the Department, but with the Purchasing oversight and compliance with established contract procedures. All contracts will be approved by the City Council.

Non-Monetary Contracts

Contracts with no monetary requirements including joint powers and in-kind agreements must be approved by the City Council and signed by the Mayor.

Emergency Purchases

Minnesota Statue 12.37 gives the City the ability to declare an emergency situation for a limited period of time. During such emergency, the City is not required to use the typically mandated procedures for purchasing and contracts.

Emergency purchases require approval by the City Administrator, Finance Director and when necessary because of the dollar amount, formal City Council action. An emergency purchase is defined as one where an immediate response is required to protect the health, welfare or safety of the public or public property.

Conflicts of Interest

Minnesota State Statutes 471.87 and 471.88 prohibit the purchase of goods and services wherever a conflict of interest may exist.

City of Big Lake Personnel Policy requires City employees to remove themselves from situations in which they would have to take action or make a decision where the action or decision could be perceived or actual conflict of interest or could result in a personal benefit for himself or herself or a family member. Any officer or employee having an interest in any proposed legislative action of the council and who gives an opinion or recommendation to the council, shall disclose on the record of the council the nature and extent of such interest.

No purchase orders, contracts or service agreements shall be given to an employee of the City or to a partnership or corporation of which an employee is a major stockholder or principal. No employee shall enter into the relationship with a vendor where the employee's actions are, or could reasonably be views as, not in the best interest of the City. If any employee becomes involved in a possible conflict situation, the employee shall disclose the nature of the possible conflict to his or her supervisor and to the City Administrator. The City Administrator will promptly notify the individual in writing of an approval or disapproval of the activity. If disapproved, the employee shall remove himself or herself from the conflict situation.

Gifts and Gratuities

No member of the council, official or employee may accept any gift or gratuity in any size under circumstances in which it could be reasonably thought to influence him or her in the performance of his or her official duties or appears to be a reward for any official action of his or her part. Employees responsible for making purchasing decisions for the City may not accept, directly or indirectly, any gifts, favors, privileges, or employment from current or prospective City vendors.

Compliance

No agent or employee shall the authority to bind the City to any contract or procurement. Any procurement transaction made on behalf of the City which is not in compliance with established policies and procedures shall be deemed unauthorized. Any person making an unauthorized purchase may be liable for payment, restitution and/or further disciplinary action. Any obligation incurred by any City employee for any purpose not authorized in the budget or for any amount in excess of the amount authorized is considered a personal obligation of the person incurring the expenditure.

Cash Disbursements

PURPOSE

The goal of the City is to safeguard the assets of the city and to ensure an appropriate level of fiduciary responsibility.

Policies for cash disbursements:

- All invoices must be approved and coded by the appropriate Department Director and submitted to the Finance Director for payment.
- The Accounting Technician is responsible for the creation of checks from the payment batches and mailing out checks. In the absence of the Accounting Technician, the Payroll Accounting Clerk or Finance Director may code and record payments. Checks are processed weekly on Wednesday and mailed out on Friday.
- The Payroll Accounting Clerk verifies each check disbursement run and records the check numbers and total dollar amount of cash disbursement used in the daily subsidiary check register.
- The Mayor and City Administrator are authorized check signers for the City.
- The Payroll Accounting Clerk is responsible for the creation of electronic checks and entering them into the accounting system to record electronic payment activity for the City, as approved by the Finance Director
- All claims are reviewed and approved by City Council.
- The Finance Director is responsible for reconciling accounts payable at year-end.
- Monthly, the Finance Director is responsible to review expenditures to verify coding was correct. The Payroll Accounting Clerk will make the necessary adjustments as needed, which the Finance Director approves.
- At least quarterly, the Finance Department prepares a financial report that is presented to Council. The report shows year-to-date actual versus budget comparisons, for both revenues and expenditures/expenses, for the General Fund and all Proprietary Funds. The report also provides a summary of investments held by the City.

Credit Card Policy

PURPOSE

The City of Big Lake may provide credit cards to employees who frequently travel on city business or otherwise show a business reason for usage of a credit card. Credit cards will not be provided to city employees merely for the personal convenience of the employee. This policy addresses how to obtain a city credit card, procedures to pay credit card bills, and staff usage of city credit cards in the conduct of city business.

Obtaining a City credit card:

A staff member who wishes to obtain a city credit card to use in the conduct of city business shall submit a request to his or her supervisor. The request shall include reasons why the employee wishes to obtain the credit card. All requests must be recommended for approval by the City Administrator, including a recommendation for a credit limit. The City Administrator will forward approved requests to the Finance Director for processing. The approval will include a specific dollar limit.

City credit cards will generally be issued when the following criteria are met:

1. The staff member travels frequently on city business; and/or
2. The staff member has primary responsibility for purchasing equipment and supplies for his or her department.

Procedure and responsibilities:

1. When possible and where convenience is not a primary concern, vendor acceptance of a purchase order or check and/or invoicing the city is preferred over using a city credit card. When the credit card is used, the vendor should be informed that the city is not subject to the state or local government sales tax.
2. Dependent on individual needs, each staff's credit card shall be subject to dollar limits. Requests for increases in the limit should be submitted to the City Administrator for approval and then to Finance for processing.
3. To prevent misuse and unnecessary finance charges, each cardholder is responsible for:
 - o reviewing their individual statement for unauthorized usage;
 - o providing substantiation for each charge;
 - o routing the statement with all original documentation attached to the Finance Department within 5 working days of statement receipt (the turnaround time for credit card payments is short and subject to finance charges on the total balance due); and
 - o Where applicable, obtaining the appropriate approvals from those with budget authority.
4. Each charge must be evidenced by an original externally generated and itemized receipt or itemized substantiation for an online transaction.
5. The cardholder will be responsible for any charges that an external generated and itemized receipt is not attached.
6. A credit card purchase must comply with all statutes, rules and city policies. If credits are due, it is the cardholder's responsibility to ensure that they are received. (To avoid finance charges, the full amount of the monthly credit card bill must be paid regardless of credits in process.)
7. The cardholder should sign and approve the overall monthly statement that shall constitute his/her approval of each individual charge. The cardholder should indicate the appropriate budget category to which each charge should be coded. When charges relate to more than one person, the purpose of charges and names of attendees should be noted on the statement.
8. Use of the city credit card for personal purchases is prohibited.

9. No employee is allowed to use a city credit card without obtaining prior permission from the cardholder. When granted, it is the card user's responsibility to submit documentation to the cardholder. Ultimately it is the cardholder's responsibility to obtain documentation for all charges.
10. Under no circumstances may cards be used by non-city employees.
11. No cash advances are permitted using city credit cards.
12. It is the cardholder's responsibility to safeguard the credit card and protect it from theft and unauthorized use. This includes:
 - o immediately reporting lost cards or unauthorized use to the credit card company as well as to the Finance Department;
 - o promptly destroying expired credit cards;
 - o keeping the credit card in a secure location;
 - o taking appropriate precautions when using the credit card to make purchases on the Internet and
 - o turning in the credit card to the Finance Director upon termination, resignation or termination.
13. Improper use of the city's credit card may result in disciplinary action, and cardholders may be held personally responsible for unapproved purchases.
14. All credit card purchases are subject to external audit, and brief descriptions of each charge are noted on the accounts payable approval list submitted to the city council after each check run.
15. The city reserves the right to cancel an individual's credit card for any reason.

REVENUE AND UTILITY COLLECTION

Revenue Policy

1. The City will endeavor to maintain a diversified and stable revenue system to shelter it from annual fluctuations in any one revenue source.
2. The City will conservatively estimate and budget for its annual revenues by an objective, analytical process. All existing and potential revenue sources will be re-examined annually.
3. The City will maintain sound appraisal procedures to keep taxable property values current and a physical review of each parcel will be made at least every five years in accordance with Minnesota Statute 273.08.
4. The city will seek a balance tax base through support of a sound mix of residential, commercial, and industrial development.
5. The City will follow an aggressive policy of collecting revenues including assessing charges against the property for collection in the manner of a tax or assessment.
6. The City will allocate citywide revenues to funds, which provide services to the entire City.

7. The City will attempt to invest all cash holdings in accordance with the cash and investment policy and maximize those holdings with an effective payment policy.
8. The City will establish all user charges and fees for General Fund program activities at a level related to the full cost of providing the services, or as adjusted for particular program goals. On-going, the City will review the full cost of activities supported by user fees to identify the impact of inflation and other cost increase and will review these fees along with the resulting net property tax costs with the City Council at budget time. Sensitivity to market rates will also be considered in setting fees and charges.
9. The City will set fees and user charges for each enterprise fund such as water, wastewater, storm water or revenue facilities, (Municipal liquor store) at a level that fully supports the total direct and indirect cost of the activity, including depreciation of capital assets and debt service, to maintain a positive cash flow and provide adequate working capital. Replacement (or bonding for replacement) of enterprise infrastructure will be paid for from accumulated (or annual) earnings of the particular system.
10. The City will conduct a public hearing, as required by law, prior to setting fees or charges.
11. The City Administrator or designee may reduce the escrow amount collected per the fee schedule on a case by case scenario up to \$1,500. Any amount over \$1,500 will need to be approved by the City Council.

Utility Collection Policy

The City of Big Lake uses the right to disconnect water services to properties for non-payment of the utility bill under this policy. For all properties that have been disconnected and payment has not been received by November of each year, the balance owed, as well as any old outstanding final balances, will be certified to Sherburne County as a special assessment. The collection action will be accomplished by certification of the charges against the property for collection in the manner of a tax or assessment. Additional fees will be added to delinquent charges certified to Sherburne County for collections as follows:

- Per parcel charge - \$20.00
- Annual interest rate – 6%
- Term – one year

All rates and rents for water consumption shall be charged directly to owner and/or tenant and due within thirty (30) days after period of consumption. Bills should be paid promptly when due, in the case bills are not paid when due, a penalty as identified on the City Fee Schedule will be added to the bill.

If rates or rents are not paid within thirty (30) days after they become due, the City may order the water shut off; and it shall not be turned on again until the bills, together with a fee as set in the fee schedule for the cost of turning off the service, and an additional fee is paid to turn on the water.

No water will be shut off from October 15 until the following April 15 if part of the premise's primary heat source except in compliance with the Cold Weather Rule, Minnesota Statue 216B.097.

The City Administrator or designee may waive the monthly late fee or service disconnection fee on a case by case scenario up to \$300. Any amount over the \$300 would need City Council's approval.

Vacated properties water shall be shut off to prevent property loss and strain on City water and sewer systems caused by unattended water use. A notice will be sent to owner/and or tenant that services will be disconnected and not reconnected until charges as set in the fee schedule have been paid.

Sidewalk Snow Remove Invoice Collection Policy

The City of Big Lake uses the right to charge property owners to clean sidewalks of snow per city code 550.01, which states that the owner or occupant of any premises in the City shall clear the sidewalk in front of or beside the premises, of snow and loose or melting ice within twenty-four hours after the completing of any snowfall. For all properties that do not comply with code the City will bill the owner an administrative fee, based on the current fee schedule, plus the invoice amount from the authorized contractor.

For all invoices that are not paid in full by November of each year, the outstanding balance will be certified to Sherburne County as a special assessment. The collection action will be accomplished by certification of the charges against the property for collection in the manner of a tax or assessment. Additional fees will be added to delinquent charges certified to Sherburne County for collections as follows:

- Per parcel charge - \$20.00
- Annual interest rate – 6%
- Term – one year

The City Administrator or designee may waive the fee on a case by case scenario up to \$300. Any amount over the \$300 would need City Council's approval.

Weed and Grass Removal Invoice Collection Policy

The City of Big Lake uses the right to charge property owners to remove weeds or grass growing upon any lot or parcel of land, including lands between the curb line of the street or alley and the property line of private properties to a height greater than one foot, or which are about to go to seed per city code 510.02, which states that the owner of any premises in the City shall remove weed and or grass that is in violation of stated code within seven (7) days of notice. For all properties that do not comply with code the City will bill the owner an administrative fee, based on the current fee schedule, plus the invoice amount from the authorized contractor.

For all invoices that are not paid in full by November of each year, the outstanding balance will be certified to Sherburne County as a special assessment. The collection action will be accomplished by certification of the charges against the property for collection in the manner of a tax or assessment. Additional fees will be added to delinquent charges certified to Sherburne County for collections as follows:

- Per parcel charge - \$20.00
- Annual interest rate – 6%
- Term – one year

The City Administrator or designee may waive the fee on a case by case scenario up to \$300. Any amount over the \$300 would need City Council's approval.

Administrative Citation Collection Policy

The City of Big Lake will send unpaid administrative citations, such as parking tickets or zoning violations to a collection agency for collections.

RISK MANAGEMENT

PURPOSE

A comprehensive risk management plan seeks to manage the risks of loss encountered in the everyday operations of an organization. Risk management involves such key components as risk avoidance, risk reduction, risk assumption, and risk transfers through the purchase of insurance. The purpose of establishing a risk management policy is to help maintain the integrity and financial stability of the city, protect its employees from injury, and reduce overall cost of operations.

POLICY STATEMENT

The City will maintain a risk management program that will minimize the impact of legal liabilities, natural disasters or other emergencies through the following activities.

1. Loss prevention – prevent losses where possible
2. Loss Control - reduce or mitigate losses
3. Loss financing – provide a means to finance losses
4. Loss information management – collect and analyze data to make prudent prevention, control and financing decisions.

The City will review and analyze all areas of risk in order to, whenever possible, avoid and reduce risks or transfer risks to other entities. Of the risks that must be retained, it shall be the policy to fund the risks which the city can afford and transfer all other risks to insurers.

The City will maintain an active safety committee comprise of City employees.

The City will annually conduct educational safety and risk avoidance programs within its various division.

Staff will report to Council, annually on the results of the City's risk management program for the preceding year.

TRAVEL AND TRAINING

Travel Policy

PURPOSE

It is the purpose of this policy statement to establish adequate internal controls to satisfy Internal Revenue Service (IRS) regulations, State laws, and to provide a framework to use as a guide to prescribe circumstances for which travel reimbursement or travel purchasing card transactions will be authorized. Only claims for accommodations and services actually incurred or in accordance with the Standard Federal Per Diem Rate in the case of meals and incidental expenses would be reimbursed once the Travel Expense Report has been approved. Employees are expected to utilize the same care when incurring official expenses that a prudent person would utilize if traveling on personal business.

City Reimbursement of Travel Cost

The City will pay or reimburse all travel costs that are both reasonable and necessary. All persons conducting official City business are expected to show good judgement in the nature and amount of expenses incurred while conducting City business. Per Minnesota Statue, purchase of alcoholic beverages cannot be reimbursed. Travel must be by the most direct or normally traveled route unless approved in advance by the employee's supervisor. Reimbursement will be limited to the cost of travel by direct route or on an uninterrupted basis. The employee will be responsible for any additional cost exceeding the business purpose related expense.

The following expense may be approved for reimbursement:

- **Transportation** – Coach airplane passage is considered standard for travel out of state, as air travel is generally more economical in time and money than other modes of transportation when making long trips. Any out of state training or travel must be pre-approved by the City Administrator, or the City Council in the case of out-of-state training opportunities for the City Administrator.
- **Travel by Automobile** - When traveling in a City vehicle, the employee should use a City assigned purchasing card for fuel expenses or their own credit card if a City purchasing card is not available. Due to potential liability considerations, transportation of persons not on official City business is prohibited in City Vehicles.

When personal automobiles are used as a mode of transportation for travel, reimbursement will be reimbursed at the current IRS mileage reimbursement rate. Payment of mileage will be based on the most direct route from the point of departure to the point of destination. The City is not responsible for damage to personal vehicles while on official business, as the employee's vehicle is not covered by the City's insurance coverage.

- **Car Rental** - Prior approval by the Department Director is required if it is necessary to rent a car at the travel destination. Pre-payment of a car rental can be made using a City purchasing card. No personal use of car rental is allowed to be claimed on the Travel Expense Report.
- **Lodging** – Hotel or motel accommodations should be appropriate to the purpose of the trip. Lodging should be chosen based on reasonableness of cost and proximity to the conference, meeting, or training site.

Each employee shall be allowed an individual single room. Where multiple occupancy by other than City employees/official occurs, only the actual cost of the single room rate (if different from the double room rate) may be claimed for reimbursement or charged to City purchasing card.

Detailed lodging receipts must be submitted for reimbursement as well as documentation for charges on a City purchasing card. The receipts must include the nightly room rate and any incidental expenses charged. Only incidental costs related to the room charges will be reimbursed.

Business telephone calls and reasonable personal calls incurred during overnight stays are reimbursable. When assigned, a City mobile device or cell phone should be used for telephone calls. Expenses that are not deemed reasonable and necessary will not be reimbursed. Some non-reimbursable examples are: movies in your hotel room, fees to use the hotel's health club, dry cleaning, and personal items (such as toothpaste, shampoo, etc.)

Unless previously approved by the Department Director or City Administrator, overnight stays within 60 miles of the City will not be reimbursed.

- **Per Diem** – The per diem allowance is a daily payment for meals and related incidental expenses when overnight travel accommodations are necessary, in accordance with published federal per diem rates instead of receipt based reimbursement. An employee may claim an amount not to exceed the allowable per diem rate in accordance with the Standard Federal Per Diem Rate Schedule in effect at the time of travel (current per diem rates are located at www.gsa.gov). A City assigned purchasing card may **NOT** be utilized to pay for meal expenses when per diem is claimed. The per diem allowance is separate from lodging, transportation and other miscellaneous expenses. The per diem allowance covers all charges, including taxes and service charges where applicable for:
 - **Meals** – Expenses for breakfast, lunch, dinner, snacks and related tips and taxes (specifically excluded are alcoholic beverage and entertainment expenses, and any expenses incurred for other persons). Tips shall not exceed 15% of a City reimbursed meal cost.
 - In the event an approved training/conference event is more than one day in duration, the maximum reimbursement will not exceed the daily per diem rates set annually by the Standard Federal Per Diem Rate Schedule for meals and incidentals for the area.
 - Employees may claim full per diem for the day of departure and the day of return from a business trip, regardless of the departure or arrival time.
 - When an event encompasses a full day, employees may spend the daily allowance among the three meals, at their discretion, unless meals are included as part of the event registration. In that case, the money allotted for that meal cannot be spent.
 - For partial days, the meal allowance will not exceed the amounts set annually by the Standard Federal Per Diem Rate Schedule for meals and incidentals separately for breakfast, lunch, or dinner.
 - Detailed receipts will be required for reimbursement (also for any meals purchased with a City Purchasing card) upon return from the event. Receipts must clearly state the date, location, and item(s) ordered. Non-itemized credit card receipts will not be reimbursed.

- Employees may occasionally be in the position of having to provide a meal for other persons who have official business with the City. In addition, receipts for these meals must include the name of each person attending the meal along with a description of the public purpose/benefit of the meeting.
 - *Incidental expenses* – Fees for Taxi, parking, as well as tips for porters, baggage carriers, bellhops and hotel maid service, associated with travel while on official City business will be reimbursed at actual cost. Receipts must be submitted for reimbursement.

City Reimbursement of Travel Costs that do not Require Overnight Travel

Travel plans involving expenses that do not require overnight travel accommodations will be reimbursed based on actual cost substantiated by appropriate receipts. The employee is entitled to reimbursement of meal expenses after submitting actual receipts. No reimbursement is authorized if meals are provided during the meeting or event. When available, the assigned City credit card should be used for these types of activities. This includes training or meeting within 60 miles from the City.

International Travel

For domestic travel purposes, the IRS definition of the United States includes the 50 states and the District of Columbia. The purpose of travel outside the United States for City business must be unquestionably professional in content and should only be considered if a similar meeting, conference, or training of similar quality cannot be found within the continental limits of the United States. International travel expenses for business related purposes are deductible, as outlined in the IRS Code Publication 463 (Travel Outside the United States), but may be limited if the travel involves non-business activities. Any travel outside the United States must be approved by the City Council.

Other

Falsification of travel documents/expense reporting, resulting in overpayment of the City's assets, may cause for disciplinary action.

It is the employee's responsibility to:

- Maintain accurate records;
- Make a conscious effort to minimize expenses while maintaining an adequate level of comfort and convenience;
- Request reimbursement in an accurate and timely manner, 30 days or less.

Training Policy

Training must be approved in advance by the Department Director. Requests for reimbursement of training costs must include information on the training session and proof of payment.

EDA FINANCIAL POLICES

Tax Increment Financing Policy

BLEDA Adopted May 12, 2014
City Council Adopted May 28, 2014
Revised February 8, 2017

For the purpose of this policy, the "City" shall also mean the Big Lake Economic Development Authority (BLEDA), which serves in conducting various economic development, housing and redevelopment programs and activities within the City of Big Lake.

I. GENERAL POLICY

The purpose of this policy is to establish the City's position relating to the use of Tax Increment Financing for private development. Minnesota Statutes, Section 469.174 through 469.1794, as amended, governs the use of Tax Increment Financing (the "TIF Act"). This policy shall be used as a guide in processing and reviewing applications requesting Tax Increment assistance. The fundamental purpose of tax increment financing in Big Lake is to encourage desirable development and/or redevelopment that would not otherwise occur "but for" the assistance provided through TIF.

The City of Big Lake may consider Tax Increment Financing for projects that serve to accomplish the City's goals for housing and economic development as they may change over time. The goals include facilitating projects that would result in the creation of quality jobs (e.g. stable employment and/or attractive wages and benefits) and the attraction, retention, and expansion of business and housing options in the City.

II. CITY'S OBJECTIVE FOR THE USE OF TIF:

As a matter of adopted policy, the City of Big Lake may consider using Tax Increment Financing (TIF) to assist private development projects to achieve one or more of the following purposes:

- Remove blight and/or encourage redevelopment in the commercial and industrial areas of the City in order to encourage high quality development or redevelopment and private reinvestment in those areas.
- To promote neighborhood stabilization and revitalization by the removal of blight and the upgrading of existing housing stock.
- To retain local jobs and/or increase the number and diversity of quality jobs (e.g. stable employment and/or attractive wages and benefits).
- To encourage additional unsubsidized private development in the area, either directly, or through secondary "spin-off" development.
- To offset increased costs of redevelopment (e.g. contaminated site clean-up), over and above those costs that a developer would incur in normal urban and suburban development.
- To facilitate the development process and to achieve development on sites which would not be developed without this assistance.

- To meet other uses of public policy, as adopted by the Council from time to time, including promotion of quality urban design, quality architectural design, energy conservation, decreasing the capital and operating costs of local government, etc.

III. COSTS WHICH MAY QUALIFY FOR TAX INCREMENT FINANCING ASSISTANCE:

This list is provided as an example of costs which may qualify for tax increment financing assistance. The City may determine to not reimburse costs that are included on this list and to include other costs not listed here that may be eligible under the TIF Act.

- Project Design fees including: utilities, landscape, architectural and engineering design.
- Site related work, including: permits for site work, earthwork/excavation, soil correction, landscaping, utilities, streets and roads, street/parking lot paving, street/parking lot lighting, curb and gutter, sidewalks
- Land acquisition
- Special assessments
- Legal fees (acquisition, finance, closing)
- Soil tests
- Environmental studies
- Surveys
- Interest rate write downs
- Relocation assistance
- Replacement or clean-up of contaminated soils which would otherwise preclude redevelopment
- Rehabilitation
- Any other costs allowable by the TIF Act

IV. PROJECTS WHICH MAY QUALIFY FOR TAX INCREMENT FINANCING ASSISTANCE

All new TIF projects considered by the City of Big Lake must meet each of the following minimum qualifications and will also be evaluated based on their ability to meet the desired qualifications for assistance. However, it should not be presumed that a project meeting any of the qualifications will automatically be approved. Meeting the qualifications create no contractual rights on the part of any potential developer to have its project approved.

MINIMUM QUALIFICATIONS

- A. The project should meet one or more of the Tax Increment Financing Objectives outlined in Section 2. But at a minimum shall:
 - Remove blight and/or encourage redevelopment in the commercial and industrial areas of the City in order to encourage high quality development or redevelopment and private reinvestment in those areas.
 - To facilitate the development process and to achieve development on sites which would not be developed without this assistance.
- B. The developer must demonstrate that the project is not financially feasible "but-for" the use of tax increment financing.

- C. The project must be consistent with the City's Comprehensive Plan and Zoning Ordinances, or required changes to the plan and ordinances must be under active consideration by the City at the time of TIF application submittal.
- D. Prior to approval of a TIF financing plan, the developer shall provide any requested market and financial feasibility studies, appraisals, soil boring, private lender commitment, and/or other information the City or its financial consultants may require in order to proceed with an independent underwriting of the proposal.
- E. Any developer requesting TIF assistance should be able to demonstrate past successful general development capability as well as specific capability in the type and size of development proposed. TIF will not be used when the developer's credentials, in the sole judgment of the City, are inadequate due to past track record relating to: completion of projects, general reputation and/or bankruptcy, or other problems or issues considered relevant by the City.
- F. The level of TIF funding should be reduced to the lowest possible level by maximizing the use of private debt and equity financing first, and then using other funding sources or income-producing vehicles that can be structured into the project financing, prior to using additional TIF funding.
- G. Development financing will be made available only on a Pay-As-You-Go (PAYGO) basis. Look back provisions may be utilized by the City to determine developer's ability to share revenue with the City.
- H. The level of assistance provided to developer will be determined on a case-by case basis. When determining the level of assistance, the City will consider the quality of the proposed development and/or the quality of the employment opportunities that might be generated.

DESIRED QUALIFICATIONS

- A. TIF proposals creating a higher ratio of property taxes paid before and after redevelopment will receive priority consideration. Given the different assessment circumstances in the City, this ratio will vary widely. A 1:2 ratio of taxes paid before and after redevelopment is desired.
- B. TIF proposals should normally not be used to support speculative industrial, commercial, office or housing projects. In general, the developer should be able to provide market data, tenant letters of commitment or finance statements which support the market potential/demand for the proposed project.
- C. TIF will normally not be used in a project that involves an excessive land and/or property price. This will normally be where the acquisition price is more than 20% in excess of market value as determined by an independent appraisal of the property.
- D. TIF will not be used in projects that would give a significant competitive financial advantage over similar projects in the area due to the use of tax increment subsidies. Developers should provide information to support that TIF assistance will not create such a competitive advantage. Priority consideration will be given to projects that fill an unmet market need.

- E. TIF will not be used to support projects that place extraordinary demands on City services. Preference will be given to projects that do not place extraordinary demands on City services.
- F. TIF will not normally be used for projects that would generate significant environmental problems in the opinion of the local, state, or federal governments. Priority will be given to projects that aim to clean-up existing contaminated sites and would facilitate the location of an industry or business which has an environmentally sound track record, or meet a housing need in the City.
- G. Preference will be given to projects that meet good public policy criteria as determined by the City Council, including:
 - High project quality (e.g. sound architectural design, quality construction and materials)
 - Projects that are in accord with the Comprehensive Plan, Zoning Ordinance, Strategic Plan, and other redevelopment plans of the City
 - Projects that provide significant improvement to surrounding land uses, the neighborhood, and/or the City
 - Projects that provide a significant increase in tax base
 - Projects that provide significant new, or retained, employment
 - Projects that meet financial feasibility criteria established by the City; and
 - Projects that provide the highest and best desired use for the property

V. **TAX INCREMENT PROJECT EVALUATION PROCESS**

The following five methods of analysis for all TIF proposals will be used:

1. Consideration of project meeting minimum qualifications.
2. Consideration of project meeting desired qualifications.
3. Project meets "but-for" analysis and statutory qualifications
4. Project Summary Report Card (Exhibit A)

Please note that the evaluation methodology is intended to provide a balanced review. Each area will be evaluated individually and collectively and in no case shall one area outweigh another in terms of importance to determining the level of TIF assistance.

VI. **APPLICATION FOR TIF ASSISTANCE FOR ALL TIF DISTRICTS AND PROJECT AREAS**

The City of Big Lake will require a non-refundable application fee in the amount of \$500.00 for its processing of the application. The application fee shall be paid to the City at the time the TIF application is submitted.

At the time a TIF application is submitted, the applicant shall also deposit \$10,000 with the City to cover its attorney's and consultant's costs incurred as part of amending or establishing a TIF district, drafting and negotiating a development agreement, and conducting any fiscal analysis that may be required to meet the requirements of utilizing TIF. *If additional expenses are incurred beyond the \$10,000, prior to the execution of a development agreement, the City shall notify the applicant in writing and the applicant will be required to deposit additional funds upon notice.*

If the project is approved and the applicant proceeds with the project, the City shall reimburse the applicant any unused portion of the deposit as of the date of execution of the development agreement. If the applicant does not proceed with the project, the City shall reimburse the applicant for the unused portion of the deposit as of the date that the City is notified in writing that the applicant desires to withdraw its application.

VII. APPLICATION PROCESS:

The application process must be completed in accordance with the TIF application procedures (Exhibit B). The purpose of this approach is to give an applicant the opportunity to discuss a development proposal without expending a great deal of money and time in pursuing a development that may conflict with the City's goals and objectives.

VIII. OTHER POLICY ISSUES

Public Use of Tax Increment

The City shall follow applicable state laws in terms of potential public improvement financing with TIF. It shall be the general policy of the City to identify public improvements at the time of adoption or amendment of the TIF Plan.

Tax Abatement Policy

Revision Dates
September 28, 2005
February 25, 2015
March 8, 2017
February 12, 2018

I. General Purpose

The purpose of this policy is to establish the City of Big Lake's ("the City") position as it relates to the use of Property Tax Abatements ("Abatements") for private development. This type of abatement is allowed pursuant to Minnesota Statutes, Sections 469.1812 through 469.1815, as amended (the "Abatement Law"). It is the City's intent to coordinate the use of Tax Abatement with other local jurisdictions to the extent that it is possible to do so.

Tax Abatement shall be defined as the City's share of the property taxes derived from the increase in market value over the current year market value of property within the project area resulting from development. For purposes of this definition, current year is the year in which an application for request for assistance is received.

The City of Big Lake recognizes the importance of this development tool which may be used by the City to satisfy its economic development goals and objectives. These general goals include the following:

- A. Broaden and diversify the tax base;
- B. Create and or retain an employment base;
- C. Strengthen and enhance the commercial-industrial areas of the community;
- D. Promote a high quality of construction or site design.

This policy shall be used as a guide in the processing and review of applications requesting tax abatement assistance. The fundamental purpose of Tax Abatement in the City of Big Lake is to encourage desirable development or redevelopment that would not otherwise occur but for the assistance provided through Tax Abatement.

II. Types of Projects and Uses Eligible for Assistance

In order to meet the stated goals and objectives of the City, Abatements will be used to assist private developments in those instances where the proposed project demonstrates one or more of the following objectives or conditions:

Public Financing is needed to...

1. Retain local jobs and/or increase the number and diversity of jobs that offer stable employment and/or attractive wages and benefits.
2. Enhance and diversify the City's economic base.
3. Encourage additional unsubsidized private development in the area, either directly or indirectly through "spin-off" development.
4. Offset increased costs of redevelopment (i.e. contaminated site clean-up) over and above costs normally incurred in development.
5. Contribute to the implementation of other public policies as adopted by the City from time-to-time, such as the promotion of quality urban or architectural design energy conservation and decreasing capital and/or operating costs of local government.
6. Promote a high quality of construction and/or site design.
7. Aid in the development or implementation of an environmentally sound practice, production or product.
8. Improve the condition of existing commercial or industrial buildings, including but not limited to, accessibility requirements, exterior façade improvements and energy upgrades.
9. Complete specific enhancements, including but not limited to signage, landscaping and lighting (within private property or adjacent to public property).
10. Fill a defined financing gap that is associated with a pedestrian public improvement project in commercial areas, including but not limited to, access control, pedestrian systems and parking improvements.
11. Facilitate the development process and achieve development of sites that would not be developed without Tax Abatement assistance (general "but for" test).
12. Finance or provide public infrastructure pursuant to the Abatement Law.

III. Eligible Expenditures

Abatements may be used to pay for expenditures related to eligible project costs. Eligible expenditures may include land acquisition and conveyance, building improvements, site improvements and public streets/utilities. Ineligible expenditures are non-fixed assets including equipment and working capital.

IV. Financing Structure

The City will structure Abatements as a direct annual or semi-annual payment (corresponding to the City's portion of the property taxes only) to the property owner based on the terms and conditions stated in an agreement between the City and the property owner. The property owner is subject to changes in the taxes that may result in payments lower than the original estimated amount.

V. Specific Policies for the Use of Tax Abatement

1. Tax Abatement will be provided to the developer upon receipt of taxes as a pay-as-you-go method. All taxes on the subject parcel need to be paid to date before a rebate payment will be made. Requests for up-front financing (bonds) will be considered on a case-by-case basis.
2. Developer shall be able to demonstrate a need for a proposed project.
3. Tax Abatement shall not be used for projects or businesses that would place extraordinary demands on city services considering the benefit to the City.
4. The developer must enter into an abatement agreement to ensure compliance with the City policies and requirements.
5. The developer shall demonstrate his or her ability (via past experience, credit history and corporate or personal financial statements) to complete the project in an adequate and timely manner, and also at the option of the City, shall provide financial guarantees to ensure completion of the project that include but are not limited to: assessment agreements, letters of credit and personal guarantees.
6. The developer/business shall provide information necessary for the City to make a determination on the project.
7. The City will view projects having a county/school district tax abatement commitment more favorably.
8. The project supports and furthers the City's Comprehensive Plan and/or other public policies, as adopted by the City.
9. Tax Abatement may be used to phase in a property tax increase on a parcel that will increase in estimated market value of 50 percent or greater when the increase is not attributable to an abatement project.
10. The business subsidy funding for any project shall be the lowest amount feasible for the shortest period of time. Business/developers shall exhaust all possible forms of non-business subsidy funding, i.e. private debt and equity financing prior to using business subsidy finding.

11. Any receipt of Tax Abatement assistance will be required to provide an equity investment in the project.
12. Tax Abatement will not be used in circumstances where land and or property price is in excess of fair market value.
13. Tax Abatement will not be utilized in cases where it would create an unfair competitive financial advantage over other projects or businesses in the area.
14. No abatement of taxes will be granted on property in a TIF District.
15. The project shall comply with all provisions set forth in the state Abatement Law.
16. Abatement can only be granted, if it benefits the City to a level equal to or greater than the abatement cost to the City.
17. In any year, the total amount of property taxes abated by the City may not exceed ten percent (10%) of the net tax capacity of the City or \$200,000, whichever is greater. This is consistent with the Abatement Law.
18. No tax abatement period shall exceed 15 years from the date of approval by the City Council unless the county or school district has declined to participate in the abatement. In this event, the City may approve an abatement period that is up to 20 years in length.
19. The City Council may change and modify the application of these specific policies as it deems necessary and appropriate.

VI. Decision Guidelines or Project Requirements

The following guidelines will be used by the City in order to determine whether a financing proposal is warranted which will become the basis for findings in the resolution of Abatement approval.

- A. The proposed project does not fit well within the City's and the Economic Development Authority's Tax Abatement Policy or is subject to other state statute restrictions.
- B. The proposed project addresses an identified need within the community, including but not limited to, improved maintenance or expansion of public utilities, reuse of underutilized property, or development of property with site constraints, installation of design enhancements, compliance with safety or accessibility codes, and financing within a targeted improvement area.
- C. The proposed project cannot be completed without public financing due to identified costs that are greater than normal or due to an identifiable financing gap.
- D. The proposed project can be assisted with a private-to-public leverage, which results in minimal impact to the statutory limit for the City's use of Abatements. In addition, the amount of Abatement should not exceed the level of private equity from the project owner(s).
- E. The project is consistent with the City's Comprehensive Plan, Land Use Plan and Zoning Ordinances.

- F. The project meets one or more of the following public purposes:
- Creation of new jobs
 - Increase in the tax base
 - Enhancement or diversification of the City's economic base
 - Development or redevelopment that will spur additional private sector investment in the area
 - Fulfillment of defined City objectives such as those identified in the City's Comprehensive Plan
 - Removal of slum and blight or the redevelopment of a high profile site.

VII. Procedure for Application:

- A. A completed application with the application fee in accordance with the current City of Big Lake Fee Schedule shall be submitted to the City. The application will be reviewed by the City staff and the Economic Development Authority.
- B. After review and recommendation for approval by the Economic Development Authority (the review body for the City), the City Council shall publish a notice and hold a public hearing on the proposed Abatement.
- C. The City Council holds a public hearing concerning the Abatement. It must approve the Abatement by resolution.
- D. If the City approves the Abatement by resolution, its staff and/or consultants will draft a development contract.

SAC Fee Subsidy Policy for Lake Shopping Center Development

The City of Big Lake and its Big Lake Economic Development Authority (BLEDA) strive to promote growth in the community. The intention of this policy is to stimulate an increase in tax base and offset the rise in construction costs.

Fourteen (14) SAC Credits were provided to the BLEDA on April 25, 2007 due to a former laundromat that burned down, which was never rebuilt and the redevelopment of the Lake Shopping Center. The intention of the 14 SAC Credits were for the BLEDA to award them to an economic development project(s) within the Lake Shopping Center area.

The 14 SAC Credits fit the legal definition of a business subsidy of \$25,000 or more. This prompts a need for a policy that sets performance standards with specific minimum requirements that projects must meet in order to be eligible to receive the SAC fee business subsidy.

This SAC Fee Business Subsidy Policy will dissolve three (3) years after the 14 credits have been awarded to a project(s) and waived. A vesting of three (3) years is to assure the intended purpose and hedge against a use change to a less intensive water/sewer user.

Minimum performance requirements are as follows:

- Waiving the SAC fee will be approved by the Big Lake City Council following a recommendation of approval by the BLEDA.
- The SAC Credits will be issued on a first come, first served basis until the Credits are extinguished.
- Projects that receive SAC Credits must create at least two (2) jobs and pay at least the current minimum wage
- Jobs created must empower and support adults with disabilities to work in the mainstream of community life
- The Developer must agree to promptly pay all other fees and charges imposed by the City in conjunction with construction and shall not otherwise be delinquent of City fees and charges.
- SAC Credits will only be awarded to commercial/retail projects within the Lake Shopping Center area.
- The SAC connection fee will be waived at the time the building permit is issued and construction must begin within 365 days of receiving the SAC waiver.
- Any SAC connection fee waiver will be documented in a written agreement signed by the City and the Developer.
- This policy will dissolve three (3) years after the 14 Credits have been waived.

FEDERAL GRANT POLICIES AND PROCEDURES

Purpose

The purpose of the Federal Grant Policies and Procedures Manual is to administer Federal funds pursuant to *Title 2 of the Code of Regulations (2 CFR) part 200* which took effect on December 26, 2014.

The manual contains the internal controls and grant management standards used by the City to ensure that all Federal funds are lawfully expended. It describes in details cash management procedures, procurement policies, inventory management, procedures to determine the allowability of Federal expenditures, time-and-effort reporting, record retention and monitoring responsibilities. All Grant Managers of the City are expected to review this manual to gain familiarity and understanding of the rules and to comply with all requirements.

Grant Award Procedures

Preparation and Review of Proposals

Individual departments are responsible for preparing proposals for projects that the department intends to pursue. However, all proposals shall be reviewed by the Finance Director and no grant application will be prepared and submitted unless authorized by the City Administrator prior to submission to government agencies or other funding sources. Final proposals shall be reviewed and approved in writing by the City Administrator.

Post-Award Procedures

After an award has been made, the following steps shall be taken:

- A. Verify the specifications of the grant or contract. The Finance Director shall review the terms, time periods, award amounts and expected expenditures associated with the

award. A *Catalog of Federal Domestic Assistance* (CFDA) number shall be determined for each award. All reporting requirements under the contract or award shall be summarized.

- B. The Finance Director will set up new project codes and account numbers for grants. New accounts shall be established for the receipt and expenditure categories in line with the grant or contract budget.
- C. Gather documentation. A file is established for each grant or contract. The following documents should be included in the grant file:
 - 1. Grant proposal and/or application
 - 2. Final signed grant award letter/executed agreement
 - 3. Grant release checklist and terms of award
 - 4. All modifications to the grant award i.e. continuations, supplements
 - 5. Council agenda items and resolutions
 - 6. Budget amendments/transfers
 - 7. Payment authorizations and expenditure documentation
 - 8. Subcontracts (if applicable)
 - 9. Reimbursement request
 - 10. All technical, progress and final reports submitted to Federal agency
 - 11. Property records and disposal records if applicable
 - 12. All written documentation pertaining to the grant, including correspondence, emails, notes, etc.

Compliance with Laws, Regulations and Provisions of Awards

The City of Big Lake recognizes that as a recipient of Federal funds, it is responsible for compliance with all applicable laws, regulations, and provisions of contracts and grants. To ensure that the City of Big Lake meets this responsibility, the following policies apply with respect to every grant or contract received directly or indirectly from a Federal agency:

- A. For each Federal award, an employee within the department responsible for administering the award will be designated as "Grant Manager" (GM).
- B. Each Grant Manager is expected to review the *Federal Grant Policies and Procedures Manual* to gain familiarity and understanding of the rules and practices to comply with all of the requirements prior to beginning their role as a Grant Manager (or as early in their functioning as a Grant Manager as practical).
- C. The Grant Manager shall take the following steps to identify all applicable laws, regulations, and provisions of each grant and contract:
 - 1. Read each award and prepare a summary of key compliance requirements and references to specific laws and regulations.
 - 2. Review the "Appendix XI to Part 200 – Compliance Supplement" (updated annually) published by the Office of Management and Budget (OMB) for compliance requirements unique to the award and for compliance requirements common to all Federal awards.

3. Review the section of the *Catalog of Federal Domestic Assistance* applicable to the award.
 - D. The Grant Manager will be responsible for submitting any required reports to the agency that provided the grant. The Grant Manager will ensure that the funds are being expended in accordance with the provisions of the grant and request for Federal funds are based on the actual costs incurred for allowable expenditures; and are reviewed and approved by management or someone else that is familiar with the grant prior to submission. That person must sign off on each grant reimbursement request. The Finance Director will receive copies of all financial reports submitted along with copies of the supporting documentation. The Finance Director is responsible for reviewing all information submitted by the Grant Manager for financial accuracy and preparing the Schedule of Expenditures of Federal Awards.
 - E. The Grant Manager will assist the Finance Director in ensuring that all regulations are met. Any changes to the grant award will be submitted to the Federal agency for proper approval and authorization. The Grant Manager is responsible for maintaining all documents related to those changes.
 - F. The Grant Manager and/or the Finance Department shall identify and communicate any special changes in policies and procedures necessitated by Federal awards as a result of the review of each award.
 - G. The Grant Manager shall take all reasonable steps necessary to identify applicable changes in laws, regulations, and provisions of contracts and grants. Steps taken in this regard shall include, but not be limited to, reviewing subsequent grant and contract renewals, reviewing annual revisions to the "Appendix XI to Part 200 – Compliance Supplement", and communications with Federal Awarding Agency personnel.
 - H. The General Manager shall cooperate with the Independent Auditors by informing the CPA firm as to applicable laws, regulations, and provisions of contracts and grants and communicating known instances of noncompliance with laws, regulations, and provisions of contracts and grants to the auditors.

Close Out of Federal Awards

The City of Big Lake shall follow the "Close Out Procedures" described in "2 CFR Part §200.343", and in the grant agreements as specified by the Federal Awarding Agency or pass-through entity:

- A. The City of Big Lake will submit, no later than 90 calendar days after the end date of the period of performance, all financial, performance and other reports as required by or the terms and conditions of the Federal award, unless an extension is approved.
- B. The City of Big Lake will liquidate all obligations incurred under the Federal award not later than 90 calendar days after the end date of the period of performance as specified in the terms and conditions of the Federal award, unless the Federal Awarding Agency or pass-through entity authorizes an extension.

- C. The City of Big Lake will promptly refund any balances of unobligated cash that the Federal Awarding Agency or pass-through entity paid in advance or paid and that is not authorized to be retained by the City of Big Lake for use in other projects.
- D. The City of Big Lake will account for any real and personal property acquired with Federal funds or received from the Federal government.

Financial Management System Policy

In accordance with “2 CFR Part §200.302 Financial Management”, it is the policy of the City of Big Lake to maintain a financial management system that provides for the following:

- A. Identification, in its accounts, of all Federal awards received and expended and the Federal programs under which they were received. Federal program and Federal award identification includes the CFDA title and number, Federal award identification number and year, name of the Federal agency, and name of the pass-through entity, if any.
- B. Accurate, current, and complete disclosure of the financial results of each Federal award or program in accordance with the reporting requirements set forth in “§200.327 Financial Reporting” and “§200.328 Monitoring and Reporting Program Performance”. (See Monitoring and Reporting Policy)
- C. Records that identify adequately the source and application of funds for federally-funded activities. These records will contain information pertaining to Federal awards, authorizations, obligations, unobligated balances, assets, expenditures, income and interest and be supported by source documentation.
- D. Effective control over, and accountability for, all funds, property, and other assets. The City of Big Lake will adequately safeguard all assets and assure that they are used solely for authorized purposes.
- E. Comparison of expenditures with budget amounts for each Federal award.
- F. Written procedures to implement the requirements of “§200.305 Payment”. (See Payment and Billing Policy)
- G. Written procedures for determining the allowability of costs in accordance with “Subpart E—Cost Principles” of this part and the terms and conditions of the Federal award. (See Charging of Costs Policy)

Budget and Program Revisions Policy

In accordance with “2 CFR Part §200.308 Revisions of Budget and Program Plans”, it is the policy of the City of Big Lake to report deviations from budget or project scope or objective. It is also the policy of the City of Big Lake to request prior approval from Federal Awarding Agencies for any of the following program or budget revisions:

- A. Change in the scope or the objective of the project or program (even if there is no associated budget revision requiring prior written approval).

- B. Change in a key person specified in the application for the Federal award.
- C. The disengagement from the project for more than three months, or a 25 percent reduction in time devoted to the project, by the approved project director.
- D. The inclusion, unless waived by the Federal Awarding Agency, of costs that require prior approval in accordance with “Subpart E—Cost Principles”.
- E. The transfer of funds budgeted for participant support costs to other categories of expenses.
- F. The sub-awarding, transferring or contracting out of any work under a Federal award, unless described in the application and funded in the approved Federal awards. This does not apply to the acquisition of supplies, materials, equipment or general support services.
- G. Changes in the amount of approved cost-sharing or matching provided by the City of Big Lake. No other prior approval requirements for specific items may be imposed unless a deviation has been approved by Office of Management and Budget.
- H. For Federal construction awards, prior written approval will be requested promptly from the Federal Awarding Agency for budget revisions whenever:
 - 1. The revision results from changes in the scope or the objective of the project or program.
 - 2. The need arises for additional Federal funds to complete the project.
 - 3. A revision is desired which involves specific costs for which prior written approval requirements may be imposed consistent with applicable Office of Management and Budget cost principles listed in “Subpart E—Cost Principles”.

Charging of Costs to Federal Awards

Overview

It is the policy of the City of Big Lake that only costs that are reasonable, allowable and allocable to a Federal award shall be charged to that award directly or indirectly. All unallowable costs shall be appropriately segregated from allowable costs in the general ledger in order to assure that unallowable costs are not charged to Federal awards.

Segregating Unallowable from Allowable Costs

The following steps shall be taken to identify and segregate costs that are allowable and unallowable with respect to each Federal award:

- A. The budget and grant or contract for each award shall be reviewed for costs specifically allowable or unallowable.

- B. Accounting personnel and Departmental Grants Manager shall be familiar with the allowability of costs provisions of “2 CFR Part 200 Subpart E—Cost Principles” particularly:
 - 1. The list of specifically unallowable costs, such as alcoholic beverages, bad debts, contributions, fines and penalties, lobbying, etc.
 - 2. Those costs requiring advance approval from Federal agencies in order to be allowable in accordance with “2 CFR §200.407—Prior Written Approval (Prior Approval)”.
- C. No costs shall be charged directly to any Federal award until the cost has been determined to be allowable under the terms of the award and/or “2 CFR Part 200 Subpart E—Cost Principles”.
- D. For each Federal award, an appropriate set of general ledger accounts shall be established by the City of Big Lake to reflect the categories of allowable costs identified in the award or the award budget.
- E. All items of miscellaneous income or credits, including the subsequent write-offs of uncashed checks, rebates, refunds, and similar items, shall be reflected for grant accounting purposes as reductions in allowable expenditures if the credit relates to charges that were originally charged to a Federal award or to activity associated with a Federal award. The reduction in expenditures shall be reflected in the year in which the credit is received (i.e. if the purchase that results in the credit took place in a prior period, the prior period shall not be amended for the credit).

Criteria for Allowability

It is the policy of the City of Big Lake that all costs must meet the following criteria in order to be treated as allowable direct or indirect costs under a Federal award:

- A. The cost must be "reasonable" for the performance of the award, considering the following factors:
 - 1. Whether the cost is of a type that is generally considered as being necessary for the operation of the organization or the performance of the award;
 - 2. Restraints imposed by such factors as generally accepted sound business practices, arm's length bargaining, Federal and State laws and regulations, and the terms and conditions of the award;
 - 3. Whether the individuals concerned acted with prudence in the circumstances;
 - 4. Consistency with established policies and procedures of the Organization, deviations from which could unjustifiably increase the costs of the award.
- B. The cost must be "allowable" to an award by meeting one of the following criteria:
 - 1. The cost is incurred specifically for a Federal award;
 - 2. The cost benefits both the Federal award and other work, and can be distributed in reasonable proportion to the benefits received; or

3. The cost is necessary to the overall operation of the Organization, but, where a direct relationship to any particular program or group of programs cannot be demonstrated.
- C. The cost must conform to any limitations or exclusions of “2 CFR Part 200” or the Federal award itself.
- D. Treatment of costs must be consistent with policies and procedures that apply to both Federally-financed activities and other activities of the Organization.
- E. Costs must be consistently treated over time.
- F. The cost must be determined in accordance with generally accepted accounting principles.
- G. Costs may not be included as a cost of any other Federally-financed program in the current or prior periods.
- H. The cost must be adequately documented.

Direct Costs

Direct costs include those costs that are incurred specifically for one award or non-Federal function. The City of Big Lake identifies and charges these cost exclusively to each award or program. Each invoice shall be coded with the appropriate account number reflecting which program received direct benefit from the expenditure. Invoices are approved by the appropriate Department Head and reviewed by the Finance Director.

Charges to Federal awards for salaries and wages will be based on records that accurately reflect the work performed. These records are:

- A. Supported by a system of internal control which provides reasonable assurance that the charges are accurate, allowable, and properly allocated;
- B. Incorporated into the official records of the non-Federal entity;
- C. Reasonably reflect the total activity for which the employee is compensated by the non-Federal entity, not exceeding 100% of compensated activities;
- D. Encompass both Federally assisted and all other activities compensated by the City of Big Lake;
- E. Comply with other established accounting policies and practices of the City of Big Lake;
- F. Support the distribution of the employee's salary or wages among specific activities or cost objectives if the employee works on more than one Federal award; a Federal award and non-Federal award; an indirect cost activity and a direct cost activity; two or more indirect activities which are allocated using different allocation bases; or an unallowable activity and a direct or indirect cost activity;

- G. Records may reflect categories of activities expressed as a percentage distribution of total activities.

Budget estimates (estimates determined before the services are performed) alone do not qualify as support for charges to Federal awards, but may be used for interim accounting purposes. These estimates produce reasonable approximations of the activity actually performed. Any significant changes in the corresponding work activity are identified and entered into the records in a timely manner. Short term (such as one or two months) fluctuation between workload categories need not be considered as long as the distribution of salaries and wages is reasonable over the longer term. After-the-fact interim charges made to a Federal award based on budget estimates will be reviewed. All necessary adjustment must be made such that the final amount charged to the Federal award is accurate, allowable, and properly allocated.

Time sheets or personnel activity reports are also submitted on a regular basis reflecting employees' work and which programs directly benefited from their effort. Time sheets or personnel activity reports shall serve as the basis for charging salaries directly to Federal awards and non-Federal functions.

Equipment purchased for exclusive use on a Federal award and reimbursed by a Federal agency shall be accounted for as a direct cost of that award.

Indirect Costs

Indirect costs are those costs that either benefit more than one award (overhead costs) or non-Federal function or that are necessary for the overall operation of the City of Big Lake (management and general costs).

If the City decides to include indirect costs, the City of Big Lake chooses to use the de minimis rate of 10% on its Federal awards rather than negotiate an approved indirect cost rate.

Accounting for Specific Elements of Cost

The City of Big Lake shall utilize the following methods of charging specific elements of cost to Federal awards as direct or indirect costs:

Salaries and Wages – Salaries and wages shall be charged directly based on the functions performed by each employee, as documented on each employee's timesheet, as follows:

Direct Costs - The majority of the employees charge their time directly since their work is specifically identifiable to specific grants **or** other (non-Federal) programs or functions of the organization.

Compensated absences (vacation leave earned, sick leave used, and holiday pay) are considered part of salary costs. The payroll/accounting system of the City of Big Lake records salaries associated with compensated absences as a direct cost in the same manner that salary costs are recorded.

Employee Benefits – The City of Big Lake incurs costs for the following statutory and non-statutory employee benefits:

FICA

Unemployment insurance
Worker's compensation
Health and Dental insurance
Life Insurance
Short-Term/Long-Term disability insurance
Contributions to pension plan

Since the payroll/accounting system tracks employee benefit costs by individual employee, each such benefit cost shall be charged directly in the same proportion as each individual's salary.

Occupancy Expenses – Monthly rent expense and related pass-through expenses shall be allocated directly based on approximate square footage of space utilized, as follows:

Direct Costs - The cost of space occupied by staff whose salaries are directly charged to Federal awards is charged directly to those same awards.

Utilities – Utilities costs incurred include electricity and water. Such utilities costs shall be charged directly in the same proportion as occupancy costs.

Supplies and Materials – To the maximum extent possible, office supplies and materials are charged directly to the grant or program/function that uses the supplies or materials, based on the completion of a supplies usage form.

Postage and Shipping – To the maximum extent possible, postage and shipping costs shall be charged directly to the grant or program/function that benefits from the postage or shipping costs, based on the postage log kept near the postage machine and the UPS/FedEx shipping logs.

Photocopying and Printing – Photocopying costs include all paper and copy supplies, copier maintenance charges and the actual lease cost of the copier. Photocopying costs shall be charged directly based on the user codes input into the copier prior to making photocopies.

All printing costs are charged directly to the benefiting grant or program/function.

Communications – Communications costs include the costs of telephone service, facsimile transmissions, and Internet connections. Telephone service costs are charged directly based upon the number of telephone units assigned to the City of Big Lake. Each telephone unit is identified to a direct phone line and/or employee. No telephone units shall be charged as mixed-use units due to the immateriality of the costs involved. For example, if the City of Big Lake has 33 telephone units and two of those units are assigned to employees who work directly on a particular grant, 6 percent of each month's local telephone service costs shall be allocated to that grant.

Outside Services – The City of Big Lake incurs outside service costs for its annual audit, legal fees, and for staff development specialists. Outside service costs shall be charged as follows:

Audit Fees – Cost of the financial statement audit and preparation of Form 990 shall be charged as an indirect cost. Additional audit costs associated with that portion of the audit associated with a

single audit shall be charged directly to the audited programs, based on estimates received from the independent CPA firm.

Legal Fees – Legal fees shall be charged directly to the program/function that benefits from the services. Legal fees that are not identifiable with specific direct grants or programs shall be charged indirectly.

Staff Development Specialists – Costs associated with staff development specialists shall be charged directly to the program/function that benefits from the services. Fees that are not identifiable with specific direct grants or programs shall be charged indirectly.

Insurance – To the extent that insurance premiums are associated with insurance coverage for specific grants or programs, those premium costs shall be charged directly. All insurance costs that are not identifiable with specific direct grants or programs (such as the Organization's general liability coverage) shall be charged indirectly.

Credits – The applicable portion of any credits resulting from cash discounts, volume discounts, refunds, write-off of stale outstanding checks, trade-ins, scrap sales or similar credits shall be credited directly or indirectly in the same manner as the purchase that resulted in the credit.

Cost Sharing and Matching Policy

Any shared costs or matching funds and all contributions, including cash and third party in-kind contributions, must be accepted as part of the City of Big Lake's cost sharing or matching when such contributions meet all of the following criteria:

- A. They are verifiable from the City of Big Lake's records;
- B. They are not included as contributions for any other Federal award;
- C. They are necessary and reasonable for accomplishment of project or program objectives;
- D. They are allowable under "2 CFR Part 200 Subpart E – Cost Principles";
- E. They are not paid by the Federal Government under another Federal award, except where authorized by Federal Statute to be used for cost sharing or matching;
- F. They are provided for in the approved budget when required by the Federal Awarding Agency;
- G. They conform to all other provisions "2 CFR Part 200".

Unrecovered indirect costs, including indirect costs on cost sharing or matching may be included as part of cost sharing or matching only if prior approval of the Federal Awarding Agency is obtained.

It is the policy of the City of Big Lake to value contributed services and property that are to be used to meet a cost sharing or matching requirement at their fair market values at the time of contribution, unless award documents or Federal agency regulations identify specific values to be used. The value of donated space

will not exceed the fair rental value of comparable space as established by an independent appraisal of comparable space and facilities in a privately-owned building in the same locality.

Contributed volunteers' services furnished by third-party professional and technical personnel, consultants, and other skilled and unskilled labor used for cost sharing or matching purposes shall be valued at rates consistent with those rates paid for similar work in the organization (match up experience and skill level), including an estimate of reasonable fringe benefits. In cases in which the required skills are not found in the Organization, rates used shall be consistent with those paid for similar work in the labor market in which the City of Big Lake competes. It is the policy of the City of Big Lake to require volunteers to document and account for their contributed time in a manner similar to the time-keeping system followed by internal employees.

When a third-party organization furnishes the services of an employee, the City of Big Lake will value these services at the employee's regular rate of pay plus an amount of fringe benefits that is reasonable, necessary, allocable, and otherwise allowable, provided these services employ the same skill(s) for which the employee is normally paid.

Program Income Policy

Program income earned during the project period shall be retained by City of Big Lake and, in accordance with Federal Awarding Agency regulations or the terms and conditions of the award, shall be used in one or more of the ways:

- A. Added to funds committed to the project by the Federal Awarding Agency and recipient and used to further eligible project or program objectives;
- B. Used to finance the non-Federal share of the project or program;
- C. Deducted from the total project or program allowable cost in determining the net allowable costs on which the Federal share of costs is based. (When an agency authorizes the disposition of program income as in A or B, program income in excess of any limits stipulated shall be used this way.)

In the event that the Federal Awarding Agency does not specify in its regulations or the terms and conditions of the award how program income is to be used, paragraph C shall apply automatically to all projects or programs.

Unless Federal Awarding Agency regulations or the terms and conditions of the award provide otherwise, the City of Big Lake shall have no obligation to the Federal Government regarding program income earned after the end of the project period.

With prior approval of the Federal Awarding Agency, program income may be used to meet the cost sharing or matching requirement of the Federal award.

If authorized by Federal Awarding Agency regulations or the terms and conditions of the award, costs incident to the generation of program income may be deducted from gross income to determine program income, provided these costs have not been charged to the award.

Payment and Billing Policy

In accordance with “2 CFR Part §200.305 – Payment”, it is the policy of the City of Big Lake to maintain written payment and billing procedures. The following policies shall apply to the preparation and submission of billings to Federal Awarding Agencies under awards made to the City of Big Lake:

- A. It is the policy of the City of Big Lake to request reimbursement after expenditures have been incurred, unless an award specifies another method.
- B. Each award normally specifies a particular billing cycle; therefore, a schedule is established for each grant and contract to ensure that reimbursement is made on a timely basis along with any other reporting that is required.
- C. Requests for reimbursement of award expenditures will use the actual amounts as posted to the general ledger as the source for all invoice amounts.

To the extent the City of Big Lake’s year-end audit results in adjustments to amounts previously reported to Federal agencies, revised reports shall be prepared and filed in accordance with the terms of each Federal award. The City of Big Lake shall maintain separate billing records in addition to the official general ledger accounting records. Billing records shall be reconciled to the general ledger on a monthly basis.

Procurement Standards Policy

Conflicts of Interest

No employee, officer, or agent of the City of Big Lake will participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the City of Big Lake must neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts, unless the financial interest is not substantial or the gift is an unsolicited item of nominal value. Disciplinary actions will be applied for violations of such standards by officers, employees, or agents of the City Big Lake.

Due to relationships with a parent company, affiliate, or subsidiary organization, if the City of Big Lake is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization it will not procure with those organizations.

Procurement under Federal Awards

Procurement of goods and services whose costs are charged to Federal awards received by the City of Big Lake are subject to all of the specific purchasing policies of the Organization. In addition, procurements associated with Federal awards are subject to the following supplemental policies:

- A. The City of Big Lake will avoid acquisition of unnecessary or duplicative items. Consideration will be given to consolidating or breaking out procurements to obtain a more economical purchase.
- B. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.
- C. The City of Big Lake will consider entering into state and local intergovernmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services, and using Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.
- D. The City of Big Lake will award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources.
- E. The City of Big Lake will maintain records sufficient to detail the history of procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.
- F. All procurement transactions will be conducted in a manner providing full and open competition. All prequalified lists of persons, firms, or products which are used in acquiring goods and services will be current and include enough qualified sources to ensure maximum open and free competition. Potential bidders will not be precluded from qualifying during the solicitation period.
- G. All solicitations will incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a "brand name or equivalent" description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated. All solicitations will also identify all requirements which the offers' must fulfill and all other factors to be used in evaluating bids or proposals.
- H. All necessary affirmative steps will be taken to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.
- I. A cost or price analysis will be performed in connection with every procurement action in excess of the Simplified Acquisition Threshold (\$150,000) including contract modifications.

The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the City of Big Lake will make independent estimates before receiving bids or proposals.

- J. All procurement files will be made available for inspection upon request by a Federal Awarding Agency.
- K. All contracts will require the contractor to certify in writing that it has not been suspended or disbarred from doing business with any Federal agency.

Methods of Procurement

The City of Big Lake will use one of the following methods of procurement.

- A. Procurement by micro-purchases. Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed \$3,500 (or \$2,000 in the case of acquisitions for construction subject to the Davis-Bacon Act). To the extent practicable, the non-Federal entity must distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the non-Federal entity considers the price to be reasonable.
- B. Procurement by small purchase procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold. If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources.
- C. Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming to all material terms and conditions of the invitation for bids, is the lowest in price.
- D. All purchases of at least \$25,000, but less than \$175,000 shall be made by obtaining written quotations from at least three responsible vendors. All purchases of, \$175,000 or more shall be made by obtaining competitive proposals from at least four responsible vendors. Sealed bids shall be utilized when required by the Federal Awarding Agency.
- E. In order for sealed bidding to be feasible, the following conditions will be present:
 - 1. A complete, adequate, and realistic specification or purchase description is available;
 - 2. Two or more responsible bidders are willing and able to compete effectively for the business;
 - 3. The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.

If sealed bids are used, the following requirements apply:

1. The invitation for bids will be publicly advertised and bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids;
2. The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;
3. All bids will be publicly opened at the time and place prescribed in the invitation for bids;
4. A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and
5. Any or all bids may be rejected if there is a sound documented reason.

Procurement by competitive proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

1. Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical;
2. Proposals must be solicited from an adequate number of qualified sources;
3. The non-Federal entity must have a written method for conducting technical evaluations of the proposals received and for selecting recipients;
4. Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and
5. Competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of architectural/engineering professional services. It cannot be used to purchase other types of services though architectural/engineering firms are a potential source to perform the proposed effort.

Procurement by noncompetitive proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:

1. The item is available only from a single source;
2. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
3. The Federal Awarding Agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or
4. After solicitation of a number of sources, competition is determined inadequate.

Suspension and Debarment

The City of Big Lake will review all grant purchases to verify that purchases will not be made against contractors that are on the Debarment or Suspension list supplied by the Government. The Grant Manager will review all requisition requests submitted for all grant accounts to make sure the contractor is not on the Debarment list. This list is available at - <https://www.sam.gov/>. If a match is found, the Grant Manager should not process the requisition. All results of searches will be attached to the filed paperwork for verification of search.

Provisions Included in all Contracts

It is the policy of the City of Big Lake to include all of the following provisions, as applicable, in all contracts (including small purchases) with contractors and sub-awards:

- A. Remedies: All contracts in excess of the small purchase threshold fixed at 41 U.S.C. 403(11) (currently \$150,000) shall contain contractual provisions or conditions that allow for administrative, contractual, or legal remedies in instances in which a contractor violates or breaches the contract terms.
- B. Termination: All contracts in excess of \$10,000 shall contain suitable provisions for termination by the City of Big Lake, including the manner by which termination shall be effected and the basis for settlement. In addition, such contracts shall describe the conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated due to circumstances beyond the control of the contractor.
- C. Equal Employment Opportunity: All contracts shall contain a provision requiring compliance with "Equal Employment Opportunity (E.O.) 11246", as amended by "Equal Employment Opportunity 11375— Amending Executive Order 11246, Relating to Equal Employment Opportunity", and as supplemented by regulations "Title 41—CFR Part 60, Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor".

- D. Davis-Bacon Act, as Amended (40 U.S.C. 3141-3148): If included in the Federal agency's grant program legislation, all construction contracts of more than \$2,000 awarded by the City of Big Lake and its sub-recipients shall include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 276a to a-7) and as supplemented by Department of Labor Regulations "Title 29—CFR Part 5, Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction". Under this Act, contractors are required to pay wages to laborers and mechanics at a rate not less than the minimum wages specified in a wage determination made by the Secretary of Labor. In addition, contractors shall be required to pay wages not less than once a week. It is the policy of the City of Big Lake to place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation and the award of a contract shall be conditioned upon the acceptance of the wage determination. The City of Big Lake shall also obtain reports from contractors on a weekly basis in order to monitor compliance with the Davis-Bacon Act. The City of Big Lake shall report all suspected or reported violations to the Federal Awarding Agency.
- E. Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333): [Where applicable] All contracts awarded by the City of Big Lake in excess of \$100,000 for contracts that involve the employment of mechanics or laborers shall include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor Regulations "Title 29—CFR Part 5". Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- F. Rights to Inventions Made Under a Contract or Agreement: Contracts or agreements for the performance of experimental, developmental, or research work shall provide for the rights of the Federal Government and the City of St. Cloud in any resulting invention in accordance with "Title 37—CFR Part 401 Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements", and any implementing regulations issued by the awarding agency.
- G. Clean Air Act (42 U.S.C. 7401-7671) and the Federal Water Pollution Control Act (33 U.S.C. 1251 -1387), as Amended: Contracts and sub-awards of amounts in excess of \$150,000 shall contain a provision that requires the recipient to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251 et seq.). Violations shall be reported to the Federal Awarding Agency and the Regional Office of the Environmental Protection Agency (EPA).

- H. Debarment and Suspension (Executive Order Numbers 12549 and 12689): For all contracts, the City of Big Lake shall obtain from the contractor a certification that neither the contractor nor any of its principal employees are listed on the Excluded Parties List System in System for Award Management (SAM).
- I. Byrd Anti-Lobbying Amendment (31 U.S.C. 1352): For all contracts or Sub-grants of \$100,000 or more, the City of Big Lake shall obtain from the contractor or sub-grantee a certification that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Likewise, since each tier provides such certifications to the tier above it, the City of Big Lake shall provide such certifications in all situations in which it acts as a sub-recipient of a sub-grant of \$100,000 or more.

Equipment Standards Policy

The City of Big Lake may occasionally purchase equipment and furniture that will be used exclusively on a program funded by a Federal agency. In addition to the general property and equipment policies of the City of Big Lake, equipment and furniture charged to Federal awards will be subject to certain additional policies as described below.

For purposes of Federal award accounting and administration, "equipment" shall include all assets with a unit cost equal to the lesser of \$5,000 or the capitalization threshold utilized by the City of Big Lake.

All purchases of "equipment" with Federal funds shall be approved in advance in writing by the Federal Awarding Agency. In addition, the following policies shall apply regarding equipment purchased and charged to Federal awards:

- A. Any equipment that is owned by the Federal government and given to the City of Big Lake for use in a program shall be marked as such,
- B. Adequate insurance coverage will be maintained with respect to equipment and furniture charged to Federal awards,
- C. Equipment will be used in the program or project for which it was acquired as long as needed, whether or not the project or program continues to be supported by the Federal award, and the City of Big Lake will not encumber the property without prior approval of the Federal Awarding Agency.
- D. Property records will be maintained that include the following:
 - 1. A description of the property
 - 2. A serial number or other identification number
 - 3. The source of funding for the property (including the FAIN)
 - 4. Who holds title
 - 5. The acquisition date
 - 6. Cost of the property
 - 7. Percentage of Federal participation in the project costs for the Federal award under which the property was acquired

8. The location, use and condition of the property
 9. Any ultimate disposition data including the date of disposal and sale price of the property
- E. A physical inventory of the property will be taken and the results reconciled with the property records at least once a year.
 - F. A control system will be in effect to ensure adequate safeguards to prevent loss, damage, or theft of the property. Any loss, damage, or theft must be investigated.
 - G. Maintenance procedures will be in effect to keep the property in good condition.
 - H. When no longer needed for the original program or project, equipment may be used in other activities supported by the Federal Awarding Agency, in the following order of priority:
 1. Activities under a Federal award from the Federal Awarding Agency which funded the original program or project; then
 2. Activities under Federal awards from other Federal Awarding Agencies. This includes consolidated equipment for information technology systems.
 - A. When equipment is no longer needed, the City of Big Lake will request disposition instructions from the Federal Awarding Agency if required by the terms and conditions of the Federal award. Disposition of the equipment will be made as follows, in accordance with Federal Awarding Agency disposition instructions:
 1. Items of equipment with a current per unit fair market value of \$5,000 or less may be retained, sold or otherwise disposed of with no further obligation to the Federal Awarding Agency.
 2. Items of equipment with a current per-unit fair-market value in excess of \$5,000 may be retained or sold. The Federal Awarding Agency is entitled to an amount calculated by multiplying the current market value or proceeds from sale by the Federal Awarding Agency's percentage of participation in the cost of the original purchase. If the equipment is sold, the Federal Awarding Agency may permit the City of Big Lake to deduct and retain from the Federal share \$500 or ten percent of the proceeds, whichever is less, for its selling and handling expenses.

Record Retention Policy

In accordance with “2 CFR Part §200.333 – Retention Requirements for Records”, financial records, supporting documents, statistical records, and all other records pertinent to a Federal award must be retained for a period of three years from the date of submission of the final expenditure report or, for Federal awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report, as reported to the Federal Awarding Agency or pass-through entity. The only exceptions are the following:

- A. If any litigation, claim, or audit is started before the expiration of the three-year period, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.
- B. When the City of Big Lake is notified in writing by the Federal Awarding Agency, cognizant agency for audit, oversight agency for audit, cognizant agency for indirect costs, or pass-through entity to extend the retention period.
- C. Records for real property and equipment acquired with Federal funds must be retained for three years after final disposition.
- D. When records are transferred to or maintained by the Federal Awarding Agency or pass-through entity.
- E. Records for program income transactions after the period of performance. In some cases, program income must be reported after the period of performance. Where there is such a requirement, the retention period for the records pertaining to the earning of the program income starts from the end of the non-Federal entity's fiscal year in which the program income is earned.
- F. Indirect cost rate proposals and cost allocations plans (indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable):
 - 1. If the proposal, plan, or other computation is required to be submitted to the Federal Government (or to the pass-through entity) to form the basis for negotiation of the rate, then the three-year retention period for its supporting records starts from the date of such submission.
 - 2. If the proposal, plan, or other computation is not required to be submitted to the Federal Government (or to the pass-through entity) for negotiation purposes, then the three-year retention period for the proposal, plan, or computation and its supporting records starts from the end of the fiscal year (or other accounting period) covered by the proposal, plan, or other computation.

Monitoring and Reporting Policy

Financial Reporting

The City of Big Lake strives to provide management, staff and funding sources with timely and accurate financial reports applicable to Federal awards. Preparation of these reports shall be the responsibility of Grant Manager, subject to review by the Finance Director. The City of Big Lake shall prepare and submit financial reports as specified by the financial reporting clause of each grant or contract award document. Information will be collected with the frequency required by the terms and conditions of the Federal award, but no less frequently than annually nor more frequently than quarterly except in unusual circumstances (as specified in the grant agreement).

Monitoring and Reporting Program Performance

The City of Big Lake is responsible for oversight of the operations of the Federal award supported activities. It is the policy of the City of Big Lake to monitor its activities under Federal awards to assure compliance with applicable Federal requirements and performance expectations are being achieved. Monitoring must cover each program, function or activity. Performance reports will be submitted at the interval required by the Federal awarding agency or pass-through entity to best inform improvements in program outcomes and productivity.

Intervals must be no less frequent than annually nor more frequent than quarterly except in unusual circumstances (as specified in the grant agreement).

- A. Annual reports will be submitted within 90 calendar days after the reporting period.
- B. Quarterly or semiannual reports will be submitted within 30 calendar days after the reporting period.
- C. Final performance report will be submitted within 90 calendar days after the period of performance end date, unless there is a justified request submitted.

Reports will contain, for each Federal award, brief information on the following:

- A. A comparison of actual accomplishments to the objectives of the Federal award established for the period. Where the accomplishments of the Federal award can be quantified, a computation of the cost (for example, related to units of accomplishment) will be included.
- B. The reasons why established goals were not met, if appropriate.
- C. Additional pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

FINANCIAL MANAGEMENT POLICIES ADOPTION

The Financial Management Policies shall be adopted by the City Council. The policies shall be reviewed by the Finance Department staff on an ongoing basis and any modifications made thereto must be approved by the City Council.

Financial Policies Adopted by City Council July 10, 2002

Revisions: June 14, 2006
 August 9, 2006
 November 28, 2007
 May 24, 2017
 September 27, 2017
 May 23, 2018
 August 8, 2018
 August 22, 2018
 October 10, 2018
 January 09, 2019
 March 13, 2019
 January 8, 2020

Economic Development Financial Policies Adopted by BLEDA May 12, 2014; Adopted by City Council May 28, 2014

Revisions: February 8, 2017
 February 12, 2018
 December 9, 2019

Strategic Plan - 2018-2020

Introduction

Big Lake Vision Statement: *The vision for Big Lake is to create a resilient and safe family oriented recreation and economic center that continues to prosper through a focus on majestic parks, beaches, and community events while providing diverse housing, exceptional schools, and business friendly growth opportunities that create a vibrant and active community.*

Big Lake, located a short drive northwest of the Twin Cities, has a history of being a popular location for escapes from the city to summer cabins. The lake region has a unique historical and cultural tradition of taking advantage of the attractive appearance and natural resources in the area.

Big Lake's location 45 miles from the Twin Cities has created an opportunity for residents to commute into the cities daily. Today the area is considered a prosperous community that houses commuters to the Twin Cities metro area. Big Lake is also home to the northern-most stop of the Northstar Commuter Rail line. This rail service creates a unique opportunity to leverage round-trip access to the Twin Cities.

Big Lake's strategic plan includes goals that improve awareness and identity of the city, develop the community's natural talents and potential, enhance quality of life, and contribute to the realization of the community's dreams and aspirations.

This plan was developed through a City Council and City Staff workshop. The discussion was participatory, wide ranging, and inclusive of many ideas, perspectives, and opinions. Relationships between the City Staff and City Council are solid and collaborative. The relationship works well because of partnership principles that are followed by all parties.

Strategic Objective 1: Promote Transparent, Positive and Constructive Communication

Communication of events, projects, issues, and initiatives is critical to local government success. An effective communication platform benefits a community in a large number of ways. Big Lake believes that good communication is a foundation of many vital aspects of a community. Below are some considerations that the City should make regarding effective communication.

Transparency—Cities must never forget that the dollars they spend are collected from taxpayers who have a right to know where the money is being spent. The City needs to ensure that the public is aware of the City's financial situation and the projects, events, operations, and other items the dollars are spent on.

Influence—A city and its residents can exert influence via communication. The City should seek opportunities to exert that influence in ways that will benefit the City, region, and state. Communication between the City and regional, state and federal leaders should be frequent and strong.

Accuracy— In an age of increased misinformation and “fake news” it’s very important that the City monitor and respond to information that is being shared about the City. Engaging in social media conversations, public forums, and open houses will help the City understand what information is being shared and how to shape a factual message to share with the public.

Reach— “Fish where the Fish are” is a commonly used marketing term to indicate that communications should meet people where they are vs. where it’s easy, inexpensive, or past practice. The City should embrace forms of communication that are used by the public to meet them where they are rather than rely only on forms of media that have always been used.

Positivity—Big Lake is a community filled with assets. A great culture, giving and caring people, events, employment, housing, progressive schools, and much more. To maintain those assets and attract more, the City should communicate in an honest, but positive way.

Communication will surely be one of the most important initiatives for the City over the next few years, and maintaining a focus on adaptability, intentionality, and clarity is imperative to achievement of city goals.

Strategic Objective 2: Focus on Financial Stability

As recently as 2013, the City had over \$50 million in outstanding principle, and a Bond Rating equivalent of an A+. In 2018, the City has about \$36.5million in outstanding principle and a AA bond rating. While these improvements are impressive, the City still has a long way to go to secure financial stability. The City’s tax rate is on the high end of average for the area, and water bills have the same standing. With hard work, the City has shown an ability to improve upon these situations, which is what the City must do if it chooses to improve financial stability. Here are some focus areas for finances that were identified in the strategic planning session:

Seek creative funding sources— Recently the City has been very active in seeking additional funding sources. The City has received a number of large grants, donations, and state bonding. In order to continue to keep costs low, the City should emphasize these efforts to continue to leverage dollars.

Continue to reduce debt burden—As in personal lives, sometimes taking on debt is virtually unavoidable. For instance, when a family purchases a home, it almost never happens with a cash payment for the house. Mortgages are used in the vast majority of cases. Similarly, cities are faced with situations, like multi-million-dollar facility expansions and street improvements that need to be financed via debt to avoid moratoriums on growth. While there are these special cases, debt should not be used for operating expenses, and cash reserves should be built to pay for smaller capital projects. A concerted effort needs to be made to limit debt to necessary uses.

Long-term planning— Purchase decisions and budget decisions need to be made with the long-term in mind. When building a new facility, purchasing new equipment, or hiring new staff, the decision and all future expenses must be built into budget models to ensure that forecasts are within the tolerance of policymakers.

Minimize utility increases— Careful planning and financial management will lead to a more favorable water and sewer rate for the City and its residents. Staff and policymakers must remember that and keep this goal in the forefront of all decision made surrounding water and sewer.

Strategic Objective 3: Improve Quality of Life

Big Lake benefits from a superb setting on the edge the suburbs and an abundance of lakes, rivers and parks. Within the City, there are numerous parks, a half-dozen lakes, miles of trails, and events of all kinds. Employment and housing are ample in most cases, though there are opportunities for expansion in both. While Big Lake has an excellent offering of events, activities, and economic opportunities, there is potential to improve. The strategic planning group identified the following areas to emphasize over the next few years.

Ensure the high quality of Big and Mitchell Lakes— Our lakes are the premier geological feature and tourist attraction to the City. Both lakes provide popular recreational opportunities. Protecting the health of the lakes is necessary for the continuance of those recreation opportunities.

Encourage diversified housing stock— Big Lake has a variety of housing from apartments to step-up homes. The challenge the City has faced is attracting two types of housing, step-up homes, and senior housing. In the City's recent housing study, there is virtually no vacancy in senior housing, and about 90% of the homes in the Community were valued under \$200,000. The City should explore ideas to expand the market in those areas.

Continued investment in parks—The City has nearly two dozen parks within City limits. The City is also expanding housing outwards which will likely lead to more parks in the future. Evaluation and prioritization of parks capital spending will be an important task in the coming years.

Initiate bike ability and walkability—Demand is ever increasing for trails and sidewalks to increase modes of transportation other than vehicles. Given the increased demand, the City will want to explore the possibility of trails and sidewalks in partnership with other infrastructure projects as well as through grant funding.

Strategic Objective 4: Enhance Technology and Education

Technology is changing with exponential speed. The City can benefit from things like digitization, geographical information systems, website development, electronic recordkeeping, and more. Recently, the City has been upgrading its technology to keep pace by developing a new website, changing phone systems, upgrading police record keeping, investing in GIS, and more. The City will need to continue to

make those investments to provide services that residents expect. With upgrades, the City will need to provide education to teach its staff how to effectively utilize the new tools. Below were some of the ideas and emphasis areas on the subject that were generated at the Strategic Planning Session.

Invest in technology improvements for the City— While the City has made recent investments, there are still a number of initiatives that staff and policymakers would like to see implemented. Some of those mentioned included: building out the GIS system, radio-read water meters, paperless recordkeeping, etc. The City should constantly work to identify opportunities, and use a cost-benefit analysis to determine which initiatives would be favorable for the City to implement.

Offer staff education opportunities— If staff and policymakers are going to stay on the cutting edge of technology, they must have access to resources to learn about innovations. Staff and policymakers should ensure that both have access to trainings, conferences, publications, and other sources of technology news and demonstrations.

Strategic Objective 5: Foster Commercial and Industrial Growth

Situated along Highway 10, and located near the Twin Cities Metro Area, Big Lake has had a history of strong commercial activity. Manufacturing is strong, and retail trade has been adequate, though competition from neighboring communities along the interstate is a challenge. The outlook for commercial growth is strong particularly given the recent residential growth. Big Lake is currently estimated to be over 11,000 people and growing 2-3% annually. While there are nearly infinite ways to approach this, the focus group identified a few areas of emphasis.

Investment in infrastructure— In order to attract businesses, the City must ensure that there is adequate infrastructure in place. This means roads, water, sewer, internet, etc. When making decisions on these utilities, or embarking on infrastructure projects, the City should keep the business community in the forefront of the decision making process.

Developer communication— Strong relationships and communication are paramount in the development industry. The City needs to continue its relationship building with developers and businesses.

Local incentives— When businesses and developers are considering developing in a community, one of the things that they are often seeking are local incentives. The City needs to ensure that its incentive package is competitive with the area. Additionally, many small businesses just starting out are not able to access capital through traditional methods. The City should work with those businesses to understand how they can help address needs.

Redevelopment— Much of the City is older, and while a focus on preserving history is important, there will also be some redevelopment required. Spending time discerning which areas need to be refurbished, and which need to be replaced will be an important part of the City's near future. The City will need to carefully consider all of its options when contemplating redevelopment.

Strategic Objective 6: Implement Comprehensive Plan

Over the past eighteen months, a dedicated group of policymakers, staff, and residents worked diligently to update the City's comprehensive plan. The comprehensive plan is a guiding document for the City. Land use, transportation, parks, utilities, economic development and other subjects are addressed in the plan. The goal is that the plan will help guide the City in its desired direction over the next decade. In order for that to happen, City staff and policymakers will need to reflect on the plan often, and base decisions off of its guidance. There are a lot of actionable items within the plan, but for the purposes of this document, several high-level focus areas are outlined below.

Implement initiatives outlined in plan—Staff will need to work on identifying, prioritizing, and strategizing implementation strategies for implementing the actionable items in the strategic plan.

Let plan help guide decisions—In addition to enacting the actionable items in the plan, staff needs to develop a method of ensuring that decisions made by the Council, Planning Commission, EDA, and Parks Advisory Committee are guided by the comprehensive plan. This will ensure that the vision the community developed is preserved in all decisions that are made.

Upkeep plan—Finally, the plan will need to stay fresh, so a method of keeping the plan current and relevant should be addressed.

Strategic Objective 7: Maintain Strong Relationships with Other Government Entities

Much of the Success of the City of Big Lake relies on the School District, or the County, or the Township, or the State, or Chamber of Commerce, or neighboring communities. The City can't succeed without the success and support of the groups listed above. For that reason, it's important that the City continually strive to maintain relationships with all of the groups mentioned. A cohesive and strong group of organizations will create a strong region. A fracturing of these groups will lead to a fractured region. Below are some highlights of important considerations regarding these relationships.

Communication—Everything in relationship building starts with communication. The City must continue to meet and work with elected officials and staff from various local organizations and governments.

Mutual support—There are many instances where mutual support between governments is essential and beneficial. The obvious examples are the Fire or Police Departments offering mutual aid for a large call or disaster. There are other instances though, like when another agency is seeking legislative support, or need political help accomplishing a task. The City needs to be open to this type of support.

Exploiting efficiencies—Many of the similarities between local organizations creates an ability to exploit efficiencies. For instance, splitting staff, or coupling activities to take advantage of economies of scale. Opportunities exist everywhere, it's simply a matter of communicating and partnering!

Strategic Objective 8: Encourage Stability

Over its history, Big Lake has experienced periods of extremely fast growth, and points of stagnation. There have been periods of rapid expansion and contraction of staff. Additionally, there have been periods where there was high turnover of staff for extended periods of time. It's no secret the costs of turning over staff, and while there shouldn't be an expectation that hiring is a lifetime appointment to a position, there should be a concerted effort to maintain a stable workplace to ensure that the City not only doesn't pay for turnover costs, but also that it reaps the benefits of institutional knowledge of long-term employees.

Additionally, leadership at the Council and Commission level should be considered as part of this plan. While the Council or staff don't have control over Council elections, fostering a strong contingent interested in local government helps ensure that there are qualified and capable candidates waiting in the wings to assume future seats. While staff in particular needs to be careful not to attempt to influence elections or guide people towards certain offices or candidates, simple things can be done to encourage involvement and cultivate future leaders. Staff and policymakers should always have an eye towards the future when it comes to boards, commissions, and Council.

How the Assessor Estimates Your Market Value

MINNESOTA • REVENUE

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How the Assessor Estimates Your Market Value

12b

Property Tax Fact Sheet 12b

Fact Sheet

This fact sheet is the second in a series of three fact sheets that were designed to assist taxpayers in the understanding of the basic concepts of their annual assessment and property tax administration. Please see Fact Sheets 12a and 12c for additional information.

Property Tax Assessment Process

Minnesota has what is known as an *ad valorem* property tax. This means property tax is divided among taxable properties according to their value. The final amount of property tax the owner of a property pays in any given year is the end result of a process that begins over two years before property tax statements are actually mailed to property owners.

The process begins with the assessor collecting data on sales of properties within the market during a specific time period between October of one year and September of the following year (this period is known as a sales study period). Over the next several months and by using mass appraisal techniques, assessors analyze the data in order to estimate each property's market value for the next assessment (January 2). Pursuant to Minnesota Statutes, section 273.11 assessors must estimate the value of property at a value that would represent what the property would sell for in an open-market arm's length transaction on January 2 of each year. The assessor cannot adopt a higher or lower standard of value because the value will be used for the purposes of taxation.

Assessors also classify property according to its use on January 2. Between April and June, taxpayers have an opportunity to appeal both the estimated market value and the classification of their property. Values and classifications are generally finalized July 1 of each year.

Local units of government then finalize their estimated budgets for the upcoming year. Once the budgets are finalized in December, the market values and classifications are used to divide the overall tax levy among all taxable properties. Tax statements are mailed by the following March 31.

For example, sales of properties that occur between October 1, 2008 and September 30, 2009 are used by assessors to estimate a property's market value for the January 2, 2010 assessment. Following an appeal process that occurs between April 1, 2010 and June 30, 2010, the valuations and classifications generally become final on July 1, 2010.

This lengthy time frame may result in a significant difference between actual sales prices occurring in the current market and assessors' estimated market values for the current year's assessment.

Using the final values and the local jurisdictions' proposed budgets, the auditor then estimates each property's proposed taxes payable for 2011. After public budget meetings are held and final budget numbers are adopted, property tax statements are mailed to taxpayers by March 31, 2011.

In summary, sales taking place from October 2008 to September 2009 are used to estimate a property's market value as of January 2, 2010 which will in turn be used to calculate property taxes payable in 2011.

What is the role of the assessor?

Assessors use historical sales in order to estimate each property's market value as of the assessment date (January 2) of each year. The assessor also classifies the property according to its use on January 2 of each year.

Assessors also review other quantifiable data such as supply/demand, marketing times, sales concessions, vacancy rates, etc. to help in analyzing whether a market is increasing, stable, or decreasing.

During increasing markets, this may benefit some property owners because a buyer may pay a price that is significantly higher than the assessor placed on the property for the last assessment. For example, if a property is valued by the assessor at \$180,000 for the 2009 assessment (based on sales that occurred between October 2007 and September 2008), and it sells for \$230,000 in August 2009, the new property owner is benefiting from the lower market value for the 2009 assessment which will be used to calculate taxes payable in 2010.

The August 2009 sale of the property will be included in the study period of October 2008 to September 2009 which the

Property Tax Division - Mail Station 3340 St. Paul, MN 55146-3340

This fact sheet is intended to help you become more familiar with Minnesota tax laws and your rights and responsibilities under the laws. Nothing in this fact sheet supersedes, alters, or otherwise changes any provisions of the tax law, administrative rules, court decisions, or other revenue notices. Alternative formats available upon request.

Revised 07/09

Minnesota Revenue, How the Assessor Estimates Your Market Value

assessor will use to value property for the 2010 assessment for taxes payable in 2011.

This same lag time is also present in declining markets. For example, if the assessor places a market value of \$200,000 on a property for the 2009 assessment (again using sales that occurred between October 2007 and September 2008), but the property sells for \$175,000 in August 2009, does it mean the January 2, 2009 assessed value is incorrect? Not necessarily. It could signal a downturn in the housing market just began to occur between September 2008 and August 2009. The assessor will use the August 2009 sale as well as others occurring in the market to estimate 2010 market values.

The assessor does not raise property tax revenues by increasing values. Total property tax revenues are a function of county, school district, and city/town spending as well as state-paid local government aid and other factors. The value and classification of the property are merely a way to divide the total property tax levy among all taxpayers. The total amount of the levy will be collected whether values increase or decrease from one year to the next. An individual's share of the overall tax burden may change from year to year, however.

What are sales ratio studies?

Sales ratios show the relationship between the assessor's estimated market value on a property and the actual sale price of a property.

Each year the assessor performs sales ratio studies on properties that have sold in their jurisdiction. These sales are stratified many different ways including by location and property type (residential, agricultural, commercial, etc.). The sales can also be stratified further such as by home style, subdivision, age of structure, location on or off water frontage, price range, etc.

A single sale may not represent the true market activity. Rather, sales of all properties are reviewed to determine market trends. However, even if there are no sales occurring within the sales ratio study period, assessors are still expected to use their professional judgment and knowledge of the local market to annually value properties in their jurisdiction.

Whenever any real estate is sold for a consideration in excess of \$1,000, a Certificate of Real Estate Value (CRV) is filed. These CRVs are the foundation of all sales ratio studies because they contain important information about each transaction. Assessors then verify the information contained on the CRV in order to determine whether or not the sale represents an open-market arm's length transaction. If the sale does not represent an open-market, arm's length transaction, it may not be used in the sales ratio study.

Simply having an extremely high or low sales ratio is not a valid reason to remove a sale from the sales ratio study. Rather, the extreme ratio indicates a need for additional investigation by the assessor.

Again, sales ratio study periods are generally October 1 of a given year to September 30 of the following year. For example, for the 2010 assessment, assessors use sales that took place between October 1, 2008 and September 30, 2009. This is the reason that assessors' market values may lag a bit behind current market activity.

Assessors will use the median sales ratio as the statistical measure of the overall level of assessment. The median ratio is the middle ratio of all the ratios when they are arranged in order from highest to lowest (or vice versa). The median is used because it is not affected by extreme ratios. Department of Revenue guidelines indicate that the median ratio of a sales ratio study should be between 90 and 105 percent.

Is it possible for the values of some properties to decrease while others increase?

Yes. Each segment of the market is different. Sales prices of certain types of properties can vary widely. Currently, sales of both farmland and recreational properties are strong and show appreciation. However, the sales of residential properties are stable or declining in some areas.

Sometimes it can be difficult to estimate the rate at which a market is increasing or declining. Ideally, a property would sell twice within a certain period of time, such as one year, but all other characteristics of the property would remain the same. That way an appraiser or assessor would be able to isolate a time adjustment to indicate whether the market is increasing or decreasing or simply remaining stable.

Do all areas increase or decline at the same rate?

No. Some areas or neighborhoods are declining at a much faster rate than others that are showing stable values or values that are slightly increasing.

Conclusion

In conclusion, it is essential that taxpayers understand that there may be a legitimate reason for the assessor's annual market value to be different from current market conditions due to the lag time between sales study periods and sales taking place today.

For additional information, please refer to Fact Sheet 12a Understanding Property Taxes and Fact Sheet 12c Understanding Your Assessment and the Appeals Process.

Property Taxation 101



CONNECTING & INNOVATING
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Property Taxation 101

Updated August 2015

This guide is intended to describe the basics of Minnesota's property tax system. This system collected just over \$6.4 billion in 2015 to help fund the services of schools, counties, cities, townships, and special districts and the state general fund. One of the challenges of trying to understand this system is the complex array of terms involved. As new terms are introduced in this guide, they are shown in *italics*. A glossary at the end of the guide has short definitions of these terms.

Assessment and classification

The property tax system is a continuous cycle, but it effectively begins with the estimation of property *market values* by local assessors. Assessors attempt to determine the approximate selling price of each parcel of property based on the current market conditions.

Along with the market value determination, a *property class* is ascribed to each parcel of property based on the use of the property. For example, property that is owner-occupied as a personal residence is classified as a residential homestead. The "use class" is important because the Minnesota system, in effect, assigns a weight to each class of property. Generally, properties that are associated with income production (e.g. commercial and industrial properties) have a higher classification weight than other properties.

The property classification system defines the *tax capacity* of each parcel as a percentage of each parcel's market value. For example, a \$75,000 home which is classified as a residential homestead has a class rate of 1.0 percent and therefore has a tax capacity of \$75,000 x .01 or \$750. (A

sample of the class rates are included in table A.)

$$[\text{parcel market value}] * [\text{class rate}] = [\text{parcel tax capacity}]$$

The next step in calculating the tax burden for a parcel involves the determination of each local unit of government's *property tax levy*. The city, county, school district and any special property taxing authorities must establish their levy by December 28 of the year preceding the year in which the levy will be paid by taxpayers. The property tax levy is set after the consideration of all other revenues including state aids such as *LGA*.

$$[\text{city budget}] - [\text{all non-property tax revenues}] = [\text{city levy}]$$

For cities within the seven-county Twin Cities metropolitan and on the iron range, the levies are reduced by an amount of property tax revenue derived from the metropolitan and range area *fiscal disparities programs* (see "Fiscal Disparities 101" for more information).

Local tax rates

Local governments do not directly set a tax rate. Instead, the tax rate is a function of the levy and the total tax base. To compute the *local tax rate*, a county must determine the total tax capacity to be used for spreading the levies. The *total tax capacity* is computed by first aggregating the tax capacities of all parcels within the city. Several adjustments to this total must be made because not all tax capacity is available for general tax purposes. The result of this calculation produces taxable tax capacity. Taxable tax capacity is used to determine the local tax rates.

$$[\text{city levy}] / [\text{taxable tax capacity}] = [\text{city tax rate}]$$

The city tax rate is computed by dividing the city levy (minus the fiscal disparities distribution levy, if applicable) by the taxable tax capacity. Under the current property tax system, the tax rate is expressed as a percentage. For example, the average 2015 city tax capacity rate is approximately 46.90 percent. Dramatic changes to the tax system in 2001 increased the average city rate significantly in 2002. This same calculation is completed for the county based on the county's levy and tax base, the school district and all special taxing authorities. The sum of the tax rates for all taxing authorities that levy against a single property produces the total local tax rate. This total local tax rate is then used to determine the overall tax burden for each parcel of property.

Parcel tax calculations

The property tax bill for each parcel of property is determined by multiplying the parcel's tax capacity by the total local tax rate. The tax statement for each individual parcel itemizes the taxes for the county, municipality, school district, and any special taxing authorities.

$$[\text{parcel tax capacity}] * [\text{total local tax rate}] = [\text{tax capacity tax bill}]$$

To complicate the tax calculations, voter-approved referenda levies are applied to the market value of each parcel, not tax capacity. As a result, each identically valued parcel, regardless of the property's use, pays the same amount of referenda taxes (with the exception of certain agricultural and seasonal recreational properties, which are exempted from referenda taxes). In 2015, three counties, 40 cities and 328 school districts levied market value-based levies. These communities must have a separate calculation for a market value referenda levy by the total taxable market value of each community.

$$[\text{parcel market value}] * [\text{market value tax rate}] = [\text{market value tax bill}]$$

$$[\text{tax capacity tax bill}] + [\text{market value tax bill}] = [\text{total tax bill}]$$

State property tax

New to the tax system in 2002 was a state property tax on all commercial, industrial, seasonal recreational, and utility real property. In 2015, this tax raised more than \$849 million statewide; the proceeds are deposited in the state general fund. Prior to 2002, the state last collected a property tax in 1968.

Property tax credits

Several tax credits for various types of properties are available in certain instances. These amounts are subtracted from the overall taxes for each parcel to determine the net tax bill for the individual owner. Minnesota also provides additional property tax relief directly to individual homeowners, cabin owners, and renters through the *circuit breaker* and the *targeting refund* programs (see "State Homeowner Property Tax Relief Programs 101" for more details).

Property tax intricacies

The technical details of computing property taxes mask many other intricacies of the property tax system. Many communities over the past several years have experienced situations where individual property taxes rise much faster than the increase in the levies that are certified by local units of government.

The most common factor that results in an increase in an individual parcel's tax is the change in the parcel's estimated market value. Without any change in local levies, a property owner can experience a tax increase due almost exclusively to any valuation increase.

The Legislature frequently changes the classification system. Changes to the classification system can shift property tax burdens from one type of property to another. Table A demonstrates some of the changes the Legislature has made to class rates since 1997. Commercial, industrial, and apartment properties received significant reductions in their class rates. This shifts tax burden to other classes of property that did not receive class rate reductions. In an effort to minimize the effect of these shifts, the legislature reduced school levies across the state and created the *Market Value Homestead Credit (MVHC)*. This credit reduced property taxes for homesteads by 0.4 percent of the homestead's market value up to a maximum \$304 dollars. As part of the credit program, the state was supposed to reimburse cities for the amount by which the credits reduce cities' tax receipts. Between 2003 and 2011, the Legislature and the governor made significant reductions to the reimbursement amounts for cities. The reimbursement program was eliminated beginning in 2012. Going forward, qualifying homeowners will receive a partial market value exclusion

instead of the credit offset (see "Homestead Market Value Exclusion 101").

Economic factors that may affect broad classes of property can also influence the overall tax changes for individual parcels of property. For example, in the early 1990s the metropolitan area experienced major declines in the valuation for commercial and industrial properties. These valuation declines shifted taxes from property classified as commercial and industrial to all other types of property. Valuation declines also may have accentuated the levy changes by local units of government.

A 2002 law change exempted agricultural and cabin property from voter-approved referenda levies. In some jurisdictions where these types of property are a significant part of the tax base, this change shifted taxes onto other classes of property.

Legislative changes in state aid programs can also affect the revenue needed to be raised from the property tax. In 2002 the legislature eliminated *HACA* and increased the other major aid program, LGA, by \$140 million. In 2003, the Legislature reduced 2003 LGA by about \$120 million and 2004 LGA by about \$150 million. In 2005, however, the Legislature added about \$48 million to the LGA program for 2006 and beyond, \$4 million of which is directed to cities under 5000 via a per capita aid base. In December 2008, the governor used the unallotment authority to reduce cities' LGA and MVHC payments. Actual aid and credit payments for 2009 and 2010 were reduced by \$64.2 million and \$128.3 million, respectively, through the power of unallotment¹. The legislature cut MVHC reimbursement by \$45 million and LGA by \$7.8 million during the 2010 session—these cuts were in addition to the ratified unallotments. The 2011 special session

¹ The 2010 legislature later ratified the governor's unallotments.

budget agreement cut LGA by \$102 million, leaving roughly \$425.3 for 2011 and 2012. In 2012, legislators passed an LGA freeze for payments due in 2013. The 2013 legislature increased the LGA appropriation by \$80 million for 2014. The 2014 legislature also boosted the LGA appropriation by \$7.8 million in calendar year 2015 to \$516.9 million.

Levy limits also impact local levy decisions. During the 2003 session, cities that had been previously covered by levy limits lost any unused levy authority. There were no levy limits in place for 2008 but the Legislature did pass new levy limits for cities over 2500 for taxes payable in 2009, 2010, and 2011. The 2013 legislature implemented one-year levy limits for taxes payable in 2014 for cities over 2500 in population. There were no levy limits in place for taxes payable in 2015. This discussion is only a general overview of the current Minnesota property tax system. Over time, the system has become more complex and difficult for taxpayers to understand. Unfortunately, local officials must frequently explain how the system works and take the blame for the complicated features of the system. Local officials, however, can only control local levy decisions. They have no direct ability to modify the overall structure of the tax system and are at the mercy of the Minnesota Legislature.

Glossary of Terms

Circuit breaker - A state-paid property tax refund program for homeowners who have property taxes out of proportion with their income. A similar program is also available to renters.

Class rates - The percent of market value set by state law that establishes the property's tax capacity subject to the property tax. See Table A for a sample list of class rates.

Fiscal disparities programs - Local units of government in the Twin Cities metropolitan area and on the iron range participate in property tax base sharing programs. Under these two programs, a portion of the growth in commercial and industrial property value of each city and township is contributed to a tax base sharing pool. Each city and township then receives a distribution of property value from the pool based on market value and population in each city.

Homestead and agricultural credit aid (HACA) - A \$200 million property tax relief program that was eliminated in 2001.

Homestead Market Value Exclusion (HMVE) - Starting with taxes payable in 2012, eligible homesteads will pay property taxes on only a portion of the value of their homes. The maximum exclusion, 40% of value, occurs at home value of \$76,000 and phases out as home value grows.

Local government aid (LGA) - A state government revenue sharing program for cities and townships that is intended to provide an alternative to the property tax. The formulae for distributing the aid payments were changed for 2004 and beyond. The 2008 Legislature implemented additional formula changes. LGA is distributed using different formulae for cities over 2,500 and cities under 2,500. Large city formula factors are: pre-1940 housing percentage, population decline over last decade, accidents per capita, average household size, metro or non-metro, and adjusted net tax capacity per capita. Small city formula factors are: pre-1940 housing percentage, population decline over last decade, commercial/industrial property percentage, and population. In 2006, a new aid base for small cities was created. Cities under 5,000 in population received base aid equal to \$6 per capita. The 2008 reforms

resulted in several other changes and additions to aid base. The formula was again changed in 2013 for aid distributions in 2014 and beyond (see “Local Government Aid 101: 2014 Distribution and Beyond”).

Local tax rate - The rate used to compute taxes for each parcel of property. Local tax rate is computed by dividing the certified levy (after reduction for fiscal disparities distribution levy and disparity reduction) by the taxable tax capacity.

Market value - An assessor’s estimate of what property would be worth on the open market if sold. The market value is set on January 2 of the year before taxes are payable.

Market value homestead credit - This credit offset a portion of each homestead's property tax burden equal to .4 percent of the homestead's market value up to a maximum credit of \$304. For taxes payable in 2012 and beyond homestead properties will not receive a credit but rather see a portion of the value excluded from taxation (for eligible properties).

Property class - The classification assigned to each parcel of property based on the use of the property. For example, owner-occupied residential property is classified as homestead.

Property tax levy - The tax imposed by a local unit of government. The tax is established on or around December 28 of the year preceding the year the levy will be paid by taxpayers.

Targeting refund - a state paid property tax refund for homeowners whose property taxes have increased by more than 12 percent. A similar program is available to cabin owners.

Tax capacity - The valuation of property based on market value and statutory class rates. The property tax for each parcel is based on its tax capacity.

Total tax capacity - The amount computed by first totaling the tax capacities of all parcels of property within a city. Adjustments for fiscal disparities, tax increment and a portion of the powerline value are made to this total since not all tax capacity is available for general tax purposes.

Truth-in-Taxation - The “taxation and notification law” which requires local governments to set estimated levies, inform taxpayers about the impacts, and announce which of their regularly scheduled council meetings will include a discussion of the budget and levy. Taxpayer input is taken at that meeting.

Table A: class rates

Property Class	Taxes Payable 2014	Local Taxes Payable 2015	State Tax Payable 2015
Residential Homestead: 1 st \$500,000 ¹ >\$500,000	1.0% 1.25	1.0% 1.25	No state tax
Non-homestead Residential: Single unit: 1 st \$500,000 ¹ >\$500,000 2-3 unit buildings	1.0 1.25 1.25	1.0 1.25 1.25	No state tax
Market-rate Apartments:	1.25	1.25	No state tax
Commercial/Industrial: 1 st \$150,000 ² >\$150,000	1.5 2.0	1.5 2.0	Subject to state levy (commercial-industrial rate)

Updated August 2015

Seasonal Recreational Residential: 1= \$500,000 >\$500,000	1.0 1.25	1.0 1.25	Subject to state levy (seasonal- recreational rate)
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¹First tier limit was \$72,000 for 1997, \$76,000 for 2000, and \$500,000 for 2002 and thereafter

²First tier limit was \$100,000 for 1997, \$150,000 thereafter

Resources

League of Minnesota Cities

<http://www.lmc.org/page/1/property-tax-state-funding-fiscal-issues.jsp>

- Local Government Aid 101: 2014 Distribution and Beyond
- Fiscal Disparities 101
- State Homeowner Property Tax Relief Programs 101
- Homestead Market Value Exclusion 101

Updated August 2015

Why Your Property Taxes Change from Year to Year



Minnesota has a complicated property tax system— Understand the “what,” “when,” “why,” and “how” of your property taxes and get answers to frequently asked questions like this one:

- Q** What makes my property tax bill change from year to year?
- a. My property’s value
 - b. My neighbor’s property value
 - c. My city council, my county board, and my school board
 - d. The state Legislature
 - e. All of the above

See the next page for the answer to this question and more like it



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The League of Minnesota Cities is a membership organization dedicated to promoting excellence in local government. The League serves its more than 800 member cities through advocacy, education and training, policy development, risk management, and other services.



- Q** What makes my property tax bill change from year to year?
- a. My property's value
 - b. My neighbor's property value
 - c. My city council, my county board, and my school board
 - d. The state Legislature
 - e. All of the above

A Answer: All of the above.
The decisions of your city council, county board, and school board about the amount of tax dollars they need to deliver services may be the most obvious factor in your property tax bill. But the value of your property, the total value of all the property in your community, changes in state programs, and changes in state laws that affect the tax system also play a role. Changes in any of these factors can make your tax bill go up in some years and down in others.

More answers to your property tax FAQs

Q Some of the local news coverage talks about city budgets and other coverage talks about city levies. Are they the same thing?

A The property tax levy is the amount of money that the city (or other local government) decides it needs to collect from property owners in order to deliver services. Property taxes, however, are just part of the overall city budget. The budget includes both discretionary spending (for services the city is free to choose to provide) and non-discretionary spending (to meet obligations such as paying off debt). The budget includes all the dollars that the city collects from various sources—fees, grants, revenue sharing, and property taxes.

Q What governments collect property taxes?

A Your property tax bill is a total of taxes owed to several local governments and, for some types of property, to the state. Cities, counties, school districts, and townships are separate governments. They all collect money through the property tax in order to provide services. Special districts, like watershed districts, also collect property taxes, but those taxes are usually a very small part of the total bill. The state collects property taxes from business property and seasonal/recreational property such as cabins.

Q What do I get for my property taxes?

A Local governments get the money they use to deliver services from a few different sources: property taxes, fees, revenue sharing with the state, and grants. Property tax dollars pay for the services that everyone in the community—as well as visitors, commuters, and tourists—can access. This includes things like streets, police and fire services, parks, and libraries. Other services—like economic development programs to help businesses grow and develop, snowplowing, garbage removal, and recycling are also typically paid for with property tax dollars.

Q Why does my tax bill come from the county?

A For efficiency, counties have been designated by the state Legislature to administer most aspects of the property tax system on behalf of all local governments. County staff calculate the tax bills for each property in the community and then collect tax payments from property owners. After your property taxes are paid, the county then properly distributes the money to the various local governments and to the state.

Q When do I pay my property taxes?

A Most property owners pay their taxes in two installments—the first half in May and the second half in October. This semi-annual payment occurs even if your property taxes are collected by your mortgage company with your monthly mortgage payment.

Q I get several property tax statements each year. How do I make sense of them?

A Generally, three statements are sent to property owners each year: one in November, and two statements generally in March or April. The November statement shows you the amount of taxes local governments are proposing to collect in the following year. It will include an estimate of what your tax bill will be. Local governments can decrease the amount of taxes they will collect as they finalize their budgets, but they cannot increase the amount after this notice goes out, except in very limited circumstances such as natural disasters.

The second notice that you receive generally in March or April is a notice of the estimated value of your property and the property's "use" classification (e.g., homestead, apartment, commercial, etc.), which is also known as the property assessment. All property is valued at its market value and classified according to its use on Jan. 2 of each year. Any improvements or destruction made to a property after Jan. 2 will be evaluated for the following year's assessment.

The valuation of your property provided on the annual valuation notice is not used to compute your property taxes until the next calendar year. So, the spring 2014 valuation notice will be used for taxes payable in 2015. This is because all property owners have the right to challenge the valuation of the property. Information on how to contest a property's valuation is contained on the valuation notice.

Q When does my tax bill come?

A The third notice, generally received in March of each year, is the actual tax bill. It will show what you owe in property taxes to each local government—your county, city or township, school district, any special district, and the state. Some local governments will also include information about the kinds of services that the property tax dollars will support.

Q There is something labeled “homestead exclusion” on my tax statement. What is that?

A A relatively new state program excludes some of the value of many residential homesteads from property taxes, meaning taxes are not paid on that portion. The statement will show you how much of the assessed value of your homestead is excluded from taxation.

Q If I make an improvement or addition to my house, will I pay more in property taxes?

A In some cases, yes, but not necessarily. The change in your tax bill depends on a lot of factors other than changes in the value of your home. It is also affected by things like whether all the properties in the city taken together (tax base) grow or shrink in value, whether the local governments collect more or less money in property tax, and changes to the tax system state lawmakers make. For example, let’s say you add a bedroom to your home, and its value increases by \$20,000. If local governments don’t change how much property tax they need to collect and the rest of the tax base is unchanged, then you will pay more in property tax because your property is now a bigger piece of the pie. But if the tax base as a whole increases in value—maybe a new development was built—then your piece of the pie may not be bigger and you may not pay more in tax.

Q How does the city—or any local government—decide what services to provide?

A City councils review the services they currently provide and think about what local preferences are and what population trends suggest about the kinds of services people will need. For example, one community might favor running its own pool while another does not see the need. Communities with lots of young families need to offer different kinds of services than communities seeing big increases in the number of senior residents. Sometimes cities have to provide certain services in order to comply with state or federal laws. Some common examples are requirements for testing drinking water and making public buildings accessible to people with disabilities.

Q How does the city decide how much to collect in property taxes?

A Cities look at their costs—like gasoline, road salt, salaries, and building repairs. They also determine the amount of money the city needs to provide the services residents expect and depend on. Councils then examine the dollars coming into the city from other sources—like fees people pay to use the recreation center or to license their dogs, grants from state and federal governments, and state revenue sharing. Property taxes make up the gap between money coming in from non-tax sources and the money needed to run the city. Other local governments (e.g., counties, schools) go through a similar process to set their property tax amounts.

Q Last year, the taxes I had to pay to the county and school district were lower, but the taxes I had to pay to the city stayed about the same. Why did that happen?

A One of the factors that affects whether your tax bill goes up or down is the change in value of all property within the taxing jurisdiction. In recent years, the value of farm property has grown significantly faster than that of other kinds of property such as residential homes and businesses. The property taxes collected by the county and the school districts are collected from a larger geographical area that includes many more farms than are the taxes collected by the city. That means the county and school district taxes get spread across a bigger tax base when those farm values increase, and your share of the tax pie for county and school district property tax shrinks. Your share of the city tax pie, though, may remain about the same.

Q Are property taxes the only way that the city takes in money?

A Cities have several sources of revenue, but the two largest sources are property taxes and state revenue sharing. Property taxes are collected from the owners of homes, businesses, and farms within the city. State aid dollars, such as local government aid and municipal state aid for roads, are funded by the sales taxes, income taxes, and gas taxes that we all pay to the state. Some of those dollars are redistributed to cities through revenue sharing.

Cities also get money from a few other sources. One source of revenue is fees. Some examples of common fees that people pay to cities are for: dog licenses, building permits, use of the community pool, fines for failure to remove snow from the sidewalk, and water and sewer services. Cities also get some money from grants. These come from the state or federal government and are used for very specific purposes such as a building improvement.

Q How does the state affect my property taxes?

A State law spells out all aspects of the property tax system. All properties within cities are classified as one of more than 50 types according to the system set by state policymakers. Property types include home, commercial, apartment building, farm, bed and breakfast, railroad, and duplex. Each property type is assigned a classification rate. This indicates what portion of the property's value is taxable.

The state also implements programs, such as fiscal disparities and tax increment financing, which can affect tax bills. The fiscal disparities programs operate in the metro area and on the Iron Range. Through these programs, part of the tax dollars that cities collect are from the regional tax base. This shifts some of the tax burden. With tax increment financing, cities can finance public improvements over time with the tax dollars collected on new development such as an industrial park.

The state also imposes mandates that require cities and other local governments to do certain things. These mandates can increase costs for cities and counties. Many mandates are for good reasons, like the rules to maintain clean drinking water. But they do result in pressure on city budgets.

From time to time, the state Legislature has also imposed "levy limits" on larger cities and counties. In some cases, these limits can require cities and counties to reduce the amount of property tax dollars they collect.

Q How can I get help paying my property taxes?

A The state has increased funding for direct property tax relief over the last few years. There are a few different programs through which property owners and renters can get help with their property taxes. These programs provide state-paid refunds for qualifying property owners. There is another program in which seniors can defer some of the property taxes that they owe.

Q Where can I learn more about the property tax system?

A The League of Minnesota Cities offers several resources that explain the property tax system. They are available at www.lmc.org/property-tax



Understanding Property Taxes

MINNESOTA • REVENUE

www.taxes.state.mn.us

Understanding Property Taxes

12a

Property Tax Fact Sheet 12a

Fact Sheet

This fact sheet is the first in a series of three fact sheets that were designed to assist taxpayers in the understanding of the basic concepts of their annual assessment and property tax administration. Please see Fact Sheets 12b and 12c for additional information.

Why do we have property taxes?

The money raised by property taxes is a major source of funding for school districts, cities and townships, counties, and special taxing districts. Local property taxes help fund many programs and services including public schools, fire stations, police protection, streets, libraries, and more.

Certain types of properties – including seasonal/cabin, commercial/industrial, and un-mined iron ore – are also subject to a state-level property tax. Receipts from this “state general tax” go into the general fund.

A key benefit of the property tax system is that the revenue it raises tends to remain stable. Compared with sales or income taxes, the property tax is less susceptible to recessions or other changes in income or spending trends. In addition, since local jurisdictions only levy what they need to cover their annual needs, there is no surplus or deficit.

What affects my property tax bill?

Government spending and revenues will affect your tax bill the most. If spending increases or revenues from other sources such as state aid decrease, your property taxes may increase. Conversely, if spending decreases or revenue from other sources increases, you may see a decrease in your property tax bill.

Since property taxes are levy-based, it is possible to have your property tax increase while your market value decreases and vice versa.

Your share of the overall property tax levy is determined by the market value and classification of your property. The estimated market value and classification of your home are determined by the

assessor as of January 2 of each year. Assessors estimate the value of your property using historical sales of similar properties.

There is no direct relationship between estimated market value and property tax liability. Instead, your property’s taxable market value is used to determine how much property tax is due. These two values may differ for a number of reasons, including tax deferral programs, homestead and other value exclusions, or reductions for specific types of property.

The classification of your property is based on its use on January 2. Each class of property (residential, apartment, cabin, farm, commercial, etc.) has a different classification rate. These rates are set by the Legislature and calibrated so that some property types pay a greater share of the property tax than others. For example, commercial properties pay more than residential homesteads and agricultural properties.

How are my taxes determined?

First, each local jurisdiction will determine the revenue needed from property taxes. This amount – the levy – is calculated by subtracting all non-property tax revenue from the total proposed budget.

$$\begin{aligned} & \text{Total Proposed Local Budget} \\ & - \text{All non-property tax revenue (state aid, fees, etc.)} \\ & = \text{Property tax revenue needed (levy)} \end{aligned}$$

The levy is then spread among all taxable properties according to their net tax capacity. A property’s tax capacity is calculated by multiplying the taxable market value by the state-mandated classification rate.

$$(\text{Taxable Market Value}) \times (\text{Class Rate}) = \text{Tax Capacity}$$

Property Tax Division - Mail Station 3340 St. Paul, MN 55146-3340

This fact sheet is intended to help you become more familiar with Minnesota tax laws and your rights and responsibilities under the laws. Nothing in this fact sheet supersedes, alters, or otherwise changes any provisions of the tax law, administrative rules, court decisions, or other revenue notices. Alternative formats available upon request.

Revised 08/11

Minnesota Revenue, Understanding Property Taxes

The final step is to calculate the local property tax rate by dividing the property tax revenue needed in a jurisdiction by its total tax capacity.

$$\text{Local Tax Rate} = \frac{\text{(Property tax revenue needed)}}{\text{(Total Tax Capacity)}}$$

The county auditor will also calculate and apply any credits, referendum levies, and the state general tax (for certain types of property).

Combining the above calculations, the basic formula to determine an individual property's tax amount is:

	Taxable Market Value
x	Class Rate
=	Tax Capacity
x	Local Tax Rate
=	Base Tax
-	Credits
+	Referendum Amounts
+	State General Tax
=	Total Property Tax Payable

What is a "Truth in Taxation" notice?

Every year, after November 10, but before November 25, all property owners receive a "Truth-in-Taxation" notice by mail. The notice contains:

- valuation and classification information on your property for the current and previous assessment years;
- your current-year property tax amounts; and
- an estimate of how your taxes may change based on your taxing district and local budget decisions for the following year.

The Truth-in-Taxation notices are required to show dates, times, and places for the scheduled meetings in which the budget and levy will be discussed and finalized. These meetings must occur after November 24. The public must be allowed to speak at these meetings for the city, county, and school district and they must not be held prior to 6 p.m.

These meetings are held to give taxpayers an opportunity to voice their concerns over the jurisdiction's proposed budget. They are not a forum for taxpayers to appeal their market value or their individual proposed property tax amounts.

Property Tax Statement

The County Treasurer's Office mails a tax statement to property owners by March 31 of each year. The statement provides an itemized list of the property tax due to each taxing authority. The dollar amounts must be listed separately for the state general tax (if applicable), county, municipality or township, voter-approved school tax, other local school tax, and other special taxing districts. The statement must also include any tax on contamination value and any other special assessments on the property.

Real property taxes are due in equal installments on May 15 and October 15 of each year (unless the amount is \$50 or less [\$250 or less starting with taxes payable in 2010] in which case taxes are due in full on May 15). If a property is classified as agricultural property, the 2nd half is not due until November 15.

Conclusion

In conclusion, it is essential that taxpayers understand that there is no direct relationship between estimated market value and property tax revenue. It is possible to have your property tax increase while your market value decreases and vice versa. Government spending and revenues will affect your tax bill the most.

For additional information, please refer to Fact Sheet 12b How the Assessor Estimates Your Market Value and Fact Sheet 12c Understanding Your Assessment and the Appeals Process.

Property Tax Statement 101



CONNECTING & INNOVATING
SINCE 1913

Property Tax Statement 101

Updated August 2015

This guide is intended to help explain the basics of the property tax system to residential taxpayers by “walking through” each section of the property tax statement. Minnesota homeowners receive the tax statement for their property in March. Property taxes are derived from the property assessment, the local government levies and any voter approved referenda. Credits, refunds, exemptions and exclusions complicate the system. See the “[Property Taxation 101](#)” document for a more detailed description of the property tax system and a glossary of terms.

The Layout

The property tax statement is brief but contains a lot of information. The property tax statement not only communicates the amount due in the current year but provides comparison with the previous year’s valuation, property classification, reductions from state aid and credits and total tax amounts.

Layout of the statement may vary slightly from county to county but the content will generally be the same. The front page lists identifying information about the county auditor, the subject property and the taxpayers. The rest of the front page, which shows the taxes due, will be discussed in more detail in the following sections.

The back page of the statement contains information about refund programs available to eligible homeowners. See the “[Property Tax Relief 101](#)” document for a summary of state-paid refund programs. A summary table of late payment penalties also appears on the

back page. The back page may also contain other tax related notices.

Tax Values & Classification

This section contains information on the market value and classification of the property.

The *estimated market value* is determined by an assessor and represents an estimate of how much the property would be worth on the open market if sold. The *taxable market value* is the estimated market value minus any excluded property improvements or other exclusions. Beginning with taxes payable in 2012, a portion of eligible homestead market value is excluded from property taxation. This is known as the Homestead Market Value Exclusion (HMVE). For more details on that program and how the exclusion is calculated, refer to the [HMVE 101](#).

Every parcel is classified based on use and assigned a *classification rate*. Income-producing properties generally have higher class rates. These rates are

set by the legislature and are not tax rates but a weighting system. In other words, if two properties had equal market values but different class rates, the property with the higher class rate would have a higher tax capacity. The property tax statement may show the abbreviated classification name, such as *Res. Hmstd.* (residential homestead).

The Mechanics of Taxes

The market value and classification is used to determine the property tax bill. Most property taxes are levied against the parcel's tax capacity and some are levied against the taxable market value.

- The *tax capacity* of a parcel is determined by multiplying the parcel's market value by its classification rate. For example, a home with an assessed market value of \$250,000 has a class rate of 1.0% which equals a tax capacity of \$2,500.

Property taxes that are levied against tax capacity are calculated using tax capacity rates. These rates are determined by dividing the tax capacity levy by the total tax capacity of a jurisdiction. The sum of all tax capacity rates, the total local tax rate, is multiplied by a parcel's tax capacity to determine the tax capacity portion of the tax bill.

Voter-approved referenda levies are applied to a parcel's taxable market value instead of the tax capacity. The market value rate is found by dividing the market value levy by the total market value. Multiplying the market value rate by the parcel's taxable market value results in the market value portion of property taxes. The tax capacity portion

plus the market value portion less any credits comprise the total tax bill for a property.

Taxes payable for the current year and previous year are listed at the top of the tax detail section on the statement. These amounts do not include any special assessments and are used to determine eligibility for refund programs.

State Aid Reductions

The statement must contain a section that details how an individual's taxes have been reduced by state aid and credit programs. The tax amount without any aid or credits applied is shown first, with deductions for aid and credits itemized separately.

All state aid amounts that cities may receive are certified by July. For cities that receive it, aid helps close the gap between a city's expenditure needs and its ability to raise revenues through property taxes, fees, charges and other sources of revenue. See the "Local Government Aid 101" document for more information on LGA, the largest state aid program.

Through 2011, an individual property tax bill may be reduced by applicable credits. One of the most common was the Market Value Homestead Credit, but this program was eliminated beginning with tax year 2012. Now, there is the HMVE program ([HMVE 101](#).)

The taconite tax relief program is available to taconite relief areas on the Iron Range. The value of the credit is dependent on characteristics such as the value of iron ore in the jurisdiction and the proximity to mines.

Updated August 2015

Property Tax by Jurisdiction

The tax statement itemizes tax amounts for each taxing jurisdiction and any voter-approved referenda levies. All of the different levies are summed, showing the total property tax amount before special assessments.

An individual parcel is typically in several taxing jurisdictions: city, county, school district and any special property taxing districts, such as a watershed district. Each jurisdiction levies a tax and there is a different tax rate for each jurisdiction. Jurisdictions do not set the tax rate; rather it is a function of the jurisdiction's levy and total tax base.

$$[\text{levy}] / [\text{tax base}] = [\text{tax rate}]$$

Cities, school districts and counties must establish the preliminary *property tax levy* by the end of September. The final levy can be less but not more than the preliminary amount. In very simple terms, the levy is determined by the following calculation:

$$[\text{budget}] - [\text{all non-property tax revenues}] = [\text{levy}]$$

Special Assessment

Any special assessments on the property are listed by type of assessment. The sum of any assessments owed is then added to the property tax subtotal.

Pay Stubs

The bottom of the statement contains pay stubs showing the amount and date due that are to be submitted with each payment. The pay stubs are not used by taxpayers who pay property taxes along with their mortgage payments.

Half of the total tax payment is due May 15th with the remaining half due October 15th. A penalty fee is assessed for late

payments. The back of the statement explains how to calculate penalties. The payment amounts must be paid in full even if the taxpayer is eligible for a refund.

City, county and school district web sites often have additional information on budgets, spending priorities, etc. The League of Minnesota Cities website offers a calculator tool to compare taxes on properties in different cities and in different years.

Timeline and Additional Information

The entire process for assessing, calculating, imposing and collecting property taxes actually takes two full years and is administered by counties. Taxpayers receive two documents prior to the tax statement.

Assessors determine market values by January 2 of the year before taxes are payable. In other words, market values for taxes payable in 2015 were set in January of 2014. Property owners receive notice of the market value from the assessor in March of each year. An appeals process is established for property owners who disagree with the assessed valuation.

Truth-in-taxation (T-n-T) notices are mailed to property owners in November and show the tax burden under the proposed levy. The notice lists both actual taxes paid in the previous year and proposed taxes. Taxpayers can see what factors contributed to change in the property taxes due (i.e., changes in spending by one or more jurisdictions, classification changes, assessed value change, etc.). During their budget-setting process, usually in the fall, cities over 500 are required to publish which

Updated August 2015

of their regularly scheduled council meetings will include a discussion of the budget and levy. Residents can use that opportunity to ask questions and share their thoughts on the city's budget plans. The levy may change as a result of this meeting, future referendums, legal

judgments, natural disasters or special assessments. A jurisdiction's final levy must be certified at the end of December.

Resources

League of Minnesota Cities

<http://www.lmc.org/page/1/property-tax-state-funding-fiscal-issues.jsp>

Updated August 2015

Big Lake Community Information

Economic Development



Contact

City Administrator
160 Lake Street North
Big Lake, MN 55309
763-263-2107
Fax: 763-263-0133

[City of Big Lake website](#)

City Population: 10,060 (2010 estimate)
Population Growth Rate: +66% from 2000-2010

School District: 727
Number of Schools: 4
Number of Students: 3,400

Major Transportation Routes: US Hwy 10 and MN Hwy 25.

Top Employers:

Remmele Engineering Plant 40, Remmele Engineering Plant 30, Windstream Communications, Cargill Kitchen Solutions, Paragon Store Fixtures, Big Lake School District, Genra Systems Inc

Chamber of Commerce:

www.biglakechamber.com 763-263-7800

City Services:

Big Lake City Hall 763-263-2107
Big Lake Maintenance Department 763-263-2268
Big Lake Chamber of Commerce 763-263-7800

Schools:

The City of Big Lake's Area School District 727 is comprised of four schools. Approximately 3,400 students are enrolled in the district. Call 763-262-2537 for more information, or visit the website at www.biglake.k12.mn.us

Churches:

Six places of worship within Big Lake serve a variety of denominations.

Medical Services:

A variety of chiropractic, dental clinics and senior care facilities are located in the immediate area.

Hospitals:

Monticello-Big Lake Community Hospital in Monticello 763-295-2945

Mail Services:

First Class Post Office and Express Service available.

Financial Institutions:

Riverwood Bank 763-262-2265

Klein Bank 763-427-4350

Newspapers:

West Sherburne Tribune (weekly)

Minneapolis Star Tribune (daily)

St. Paul Pioneer Press (daily)

Telecommunications: (Telephone, Cable, Internet)

Charter Communications 800-581-0081

[Hughes Net](#)

Sherburne County Rural Tel Co. 763-262-4100

Windstream Communications 763-263-3022

Electricity:

Connexus Energy 800-642-1672

Xcel Energy 800-895-4999

Natural Gas:

CenterPoint Energy 800-245-2377

Refuse and Recycling:

Ace Solid Waste, Inc. 763-427-3110

Allied Waste 800-437-1835

Birchem Sanitation 763-441-3572

Randy's Environmental Services 763-479-3335

Veolia Environmental Services 888-251-8919

Waste Management 320-253-6491

Additional Contact Information

- Relating to your property value, please contact: The Sherburne County Assessor's Office at 763-765-4900 or assessor@co.sherburne.mn.us
- Relating to your overall tax statement, please contact: The Sherburne County Auditor/Treasurer's Office at 763-765-4351 or auditor@co.sherburne.mn.us
- Relating to your City taxes or the 2019 City Budget, please contact: Finance Director, Deb Wegeleben, at 763-251-2974 or dwegeleben@biglakemn.org

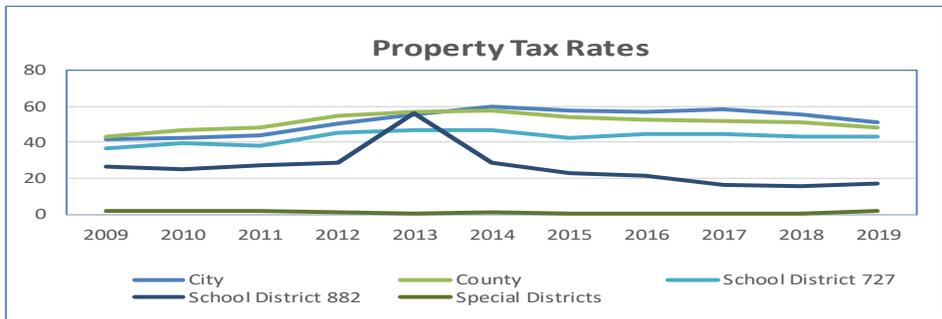
Statistical Information

TOP TAXPAYERS OF BIG LAKE CITY		
	2019 - Total Tax Rate Net Tax Capacity	9,034,647
Name	Net Tax Capacity Total	Percentage of Total Net Tax Capacity
LGI HOMES - MINNESOTA LLC	97,429	1.08%
REMMELE ENGINEERING, INC	86,532	0.96%
INLAND BIG LAKE, LLC	86,406	0.96%
NORTHERN STAR APARTMENTS LLC	73,055	0.81%
RIVERWOOD BANK	67,318	0.75%
KELLER LAKE ACQ LLC	65,665	0.73%
LISI MEDICAL REMMELE INC	63,224	0.70%
CENTRACARE HEALTH SYSTEM	54,488	0.60%
MINNEGASCO PROPERTY ACCNTNG	49,652	0.55%
CARGILL KITCHENS	45,824	0.51%
SHIOTA, FRED I & JANE	42,091	0.47%
WAF SHERBURNE HOLDINGS, LLC	40,140	0.44%
NORTHERN STATES POWER COMPANY - MN	39,924	0.44%
PARAGON REAL ESTATE LLC	37,824	0.42%
LAKEDALE TELEPHONE COMPANY	37,774	0.42%
GREAT RIVER ENERGY	37,732	0.42%
SHERBURNE PARK ESTATES LLP	34,050	0.38%
BIG LAKE BUSINESS CENTER, LLC	30,514	0.34%
SUN RAE APARTMENTS LLC	30,185	0.33%
KWIK TRIP INC	29,892	0.33%
RKE PROPERTIES MN LLC	29,074	0.32%
CARGILL, INC	27,988	0.31%
CAZ PROPERTIES, LLC	24,862	0.28%
VISION ENTERPRISES, LLC	24,547	0.27%
FCB PROPERTIES LLC	24,144	0.27%
MP OF BIG LAKE, LLC	23,164	0.26%
PARAGON PLAZA LLC	23,146	0.26%
CHERRYWOOD OF BIG LAKE LLC	21,750	0.24%
THE CROSSING OF BIG LAKE LTD PTNSHP	21,033	0.23%
ALLEN INDUSTRIAL PROPERTIES LLC	21,028	0.23%
KELCO BUILDING LLC	20,628	0.23%
	1,311,083	14.51%

Source: Sherburne County

**PROPERTY TAX CAPACITY RATES - DIRECT AND OVERLAPPING GOVERNMENTS
(PER \$1,000 OF TAX CAPACITY)**

Year Taxes Payable	Overlapping Rates				
	City	County	School District No 727	School District No 882	Special Districts
2009	41.573 %	43.202 %	36.580 %	26.277 %	2.067 %
2010	42.713	46.350	39.636	25.156	1.754
2011	43.652	48.468	38.344	27.245	1.501
2012	50.404	54.399	45.243	28.484	1.240
2013	55.198	56.914	46.939	56.439	0.608
2014	60.048	57.194	46.392	28.460	1.167
2015	57.518	53.968	42.200	23.048	0.305
2016	57.112	52.352	44.389	21.033	0.743
2017	57.936	52.077	44.368	16.454	0.726
2018	55.643	50.825	43.130	15.827	0.674
2019	50.898	47.899	42.949	17.191	1.574



Note: Special Districts include Economic Development Authority (this began in 2014, Hospital District ended in 2013)

Source: Sherburne County Auditor/Treasure Department



Major Employers:

- | | |
|------------------------|------------------------------|
| School District | Cargill Protein |
| LISI MEDICAL Remmele | Arconic |
| Options, Inc. | Coborn's |
| CentraCare Clinic | Bullseye Property Management |
| Vision Transportations | Ice-O-Metric |

Glossary of Budget Terms

Account

A term used to identify an individual asset, liability, expenditure controls, revenue control, or fund balance.

Accrual Basis of Accounting

The method of accounting under which revenues are recorded when they are earned and expenditures are recorded when goods and services are received.

Activity

A specific and distinguishable line of work performed by one or more organizational components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible. For example, "Code Enforcement" is an activity performed in the discharge of the "Planning" function.

Adoption

The formal action taken by the City Council to authorize or approve the budget.

Appropriation

An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount to the time it may be expended.

Assessed Valuation

Value placed upon real estate or other property as a basis for levying taxes.

Assigned Fund Balance

Amounts a government intends to use for a specific purpose; intent can be expressed by the government body or by an official or body to which the governing body delegates the authority.

Audit

The examination of documents, records, reports, systems of internal control, accounting and financial procedures, and other evidence for one or more of the following purposes:

- a) To ascertain whether the statements prepared from the accounts present fairly the financial position and the results of financial operations of the constituent funds and balanced account groups of the governmental unit in accordance with generally accepted accounting principles applicable to governmental units and on a basis consistent with that of the preceding year.
- b) To determine the propriety, legality, and mathematical accuracy of a governmental unit's financial transactions.
- c) To ascertain whether all financial transactions have been properly recorded.
- d) To ascertain the stewardship of public officials who handle and are responsible for the financial resources of a governmental unit.

Balanced Budget

Annual appropriations do not exceed the total of the estimated annual revenue.

Bond

A written promise, generally under seal, to pay a specified sum of money, called the face value or principal amount, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically.

Bonded Indebtedness

Outstanding debt by issues of bonds, which is paid by ad valorem or other revenue.

Budget

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Document

The official written statement prepared by the Administrator and Finance Director of the City which presents the proposed budget to the City Council.

Budget Message

A general discussion of the proposed budget presented in writing as a part of the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Administrator and Finance Director.

Budget Calendar

The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Control

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

Capital Assets

Assets with a value of \$5,000 or more.

Capital Improvement Program

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay

A level of budgetary appropriations which include expenses for acquiring capital assets, including land or buildings, improvements of grounds, and equipment.

Capital Projects Funds

To account for financial resources to be used for the acquisition or construction of major capital facilities.

Cash Basis

The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

Certified Levy

Total tax levy of a jurisdiction, which is certified to the County Auditor.

Charges for Services

Charges for current services rendered.

Chart of Accounts

The classification system used by a City to organize the accounting for various funds.

Committed Fund Balance

Amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.

Contingency

Budget for expenditures which cannot be placed in departmental budgets, primarily due to uncertainty about the level or timing of expenditures when the budget is adopted. The contingency also serves as a hedge against shortfalls in revenues or unexpected expenditures.

Culture and Recreation

To account for costs related to recreational activities, programs, and facilities including maintenance of City parks.

Current

A term which, applied to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods.

Debt

An Obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Margin

The amount of available debt, which may be issued by a governmental unit before reaching its debt limit.

Debt Service Funds

To account for the accumulation of resources for payment of general long-term debt.

Department

Basic organizational unit of government, responsible for carrying out related functions.

Enterprise Funds

To account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the cost of providing services are to be recovered primarily on a user-charge basis to the general public.

Estimated Market Value

Represents the selling price of a property if it were on the market. Estimated market value is converted to tax capacity before property taxes are levied.

Expenditure

Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of good received or services rendered whether cash payment have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

Fines & Forfeitures

Revenues from penalties imposed for violation of laws or regulations.

Fiscal Policy

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal Policy provides an agreed-upon set of principles for the planning and programming of budgets and their funding.

Fiscal Year

The budget and accounting year that begins on the first day of January and ends on the last day of December of each year.

Full Time Equivalent (FTE)

The number of employee hours (2080) needed to be equal to one full-time employee. Several part-time employees may be combined to make one full-time equivalent.

Function

A group of related activities aimed at accomplishing a major service or regulatory program for which the government unit is responsible.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance

The difference between assets and liabilities reported in a governmental fund.

General Government

Expenditures, which represents a set of accounts, to which are charged the expenditures for operating the city.

General Obligation Bonds

When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds.

Goal

A statement of broad direction, purpose, or intent based on the need of a community. A goal is general and timeless; that is not concerned with a specific achievement in a given period.

Governmental Accounting

The composite of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governmental units and agencies.

Governmental Fund Types

Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregation of financial resources. Under current GAAP, there are four governmental funds types: general, special revenue, debt service, and capital projects.

Improvement Bonds

Bonds payable from the proceeds of special assessments from properties benefiting from an improvement.

Interfund Transfers

Amounts transferred from one fund to another.

Infrastructure

Assets which are immovable and of value only to the governmental unit (i.e. roads, gutters, sewer lines).

Intergovernmental Revenues

Revenues from other governments in the form of grants, entitlement, or shared revenues.

Investments

Securities held for the production of income in the form of interest.

Levy

(Verb) To impose taxes, special assessments, or service charges for the support of governmental activities.

(Noun) The total amount of taxes special assessments, or service charges imposed by a governmental unit.

Licenses & Permits

Revenues received from the sale of business and non-business licenses.

Local Government Aid (LGA)

Intergovernmental revenue from the state to municipalities to help fund general expenditures.

Long-Term Debt

Debt with a maturity of more than one year after the date of issuance.

Market Value Homestead Credit (MVHC)

State paid property tax reduction on owner occupied homes based on the properties market value.

Miscellaneous

Revenues or expenditures not classified in any other revenue or expenditure category.

Modified Accrual Basis

The basis of accounting under which expenditures other than accrued interest on general long-term debt is recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues, which should be accrued to reflect properly the tax levied and revenue earned.

Net Assets

The difference between a fund's assets and liabilities of proprietary funds that consists of capital assets less both accumulated depreciation and the outstanding balance of debt that is directly attributable to the acquisition, construction, or improvement of those assets.

Nonspendable Fund Balance

Amounts that are not in a spendable form or are required to be maintained intact.

Objective

Desired output oriented accomplishments, which can be measured and achieved within a given time frame.

Operating Budget

A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them.

Operating Transfers

Amounts transferred from one fund to another, shown as expenditure in the originating fund and revenue in the receiving fund.

Other Charges & Services

A level of budgetary appropriations which include expenses for outside professional services, advertising, insurance, utility costs, repairs maintenance, and miscellaneous costs.

Personal Services

A level of budgetary appropriations which include expenses for salaries, wages, and related employee benefits such as the City's share of retirement and insurance.

Program

A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the governmental unit is responsible.

Proprietary Accounts

Those accounts which show actual financial position and operation, such as actual assets, liabilities, reserve, fund balances, revenues, and expenditures, as distinguished from budgetary accounts.

Public Safety

To account for expenditures related to the protection of persons and property.

Public Works

To account for expenditures for the maintenance of City property.

Reimbursement

Cash or other assets received as a repayment of the cost of work or services performed or of other expenditures made for or on behalf of another governmental unit or department or for an individual, firm, or corporation.

Reserve

An account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Resolution

A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources

The actual assets of a governmental unit, such as cash, plus contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and not issued.

Restricted Fund Balance

Amounts subject to externally enforceable legal restrictions.

Revenue

The term designates an increase to a fund's assets which: 1) does not increase a liability; 2) does not represent a repayment of an expenditure already made; 3) does not represent a cancellation of certain liabilities; and 4) does not represent an increase in contributed capital.

Revenue Bond

A bond that is backed by a particular revenue source such as sewer user fees and municipal liquor store sales.

Special Assessment

A compulsory levy made by a local government against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be of general benefit to the public and of special benefit to such properties.

Special Revenue Fund

To account for revenue derived from specific revenue sources that are legally restricted for specific purposes.

Supplies

A level of budgetary appropriations which include expenses for commodities which are used such as office supplies, operating supplies, and repair and maintenance supplies.

Tax Capacity

An amount determined by a percentage of a property's market value, which is then applied to the tax rates of taxing jurisdictions affecting the property to determine the amount of property taxes owed.

Tax Capacity Rate

Tax rate applied to tax capacity to generate property tax revenue. The rate is obtained by dividing the property tax levy by the available tax capacity.

Tax Classification Rate

Rate at which estimated market values are converted into the property tax base. The classification rates are assigned to properties depending on their type (residential, commercial, farm, etc.) and, in some cases there are two tiers of classification rates, with the rate increasing as the estimated market value increases.

Tax Increment Financing (TIF)

Financing tool originally intended to combat severe blight in areas, which would not be redeveloped "but for" the availability of government subsidies derived from locally generated property tax revenues.

Tax Levy

The total amount to be raised by general property taxes for the purpose stated in the resolution certified to the county auditor.

Tax Rate

The amount applied to properties tax capacity to determine the taxes generated by the property.

Taxes

Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Trust Fund

A fund consisting of resources received and held by the governmental unit as trustee, to be expended or invested in accordance with the conditions of the trust.

Unassigned Fund Balance

Residual amounts that are available for any purpose in the general fund.

Unrestricted Fund Balance

The total of committed fund balance, assigned fund balance, and unassigned fund balance.

User Fees

The payment of a charge for direct receipt of a public service by the party benefiting from the service.

Acronyms

CAFR	Comprehensive Annual Financial Report
CIP	Capital Improvement Plan
EDA	Economic Development Authority
EMV	Estimated Market Value
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers' Association
GIC	Guaranteed Investment Contract
GO	General Obligation
HRA	Housing and Redevelopment Authority
LGA	Local Government Aid
MVHC	Market Value Homestead Credit
SAC	Sewer Availability Charge
SIPC	Securities Investor Protection Corporation
TIF	Tax Increment Financing
WAC	Water Availability Charge

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