



**Community Development Authority  
Meeting Agenda  
Thursday, March 15, 2018 at 7:30 a.m.**  
Village Hall Board Room  
3930 N. Murray Avenue, Shorewood, WI 53211

1. Call to order.
2. Consideration of February 2, 2018 meeting minutes.
3. Consideration of CDA bylaws and rules of procedure.
4. Consider agreements with CDA financial consultant.
5. Update on the annual vision planning process.
6. Review of 4<sup>th</sup> Quarter Financial Report.
7. Review of BID and PDD monthly reports.
8. Adjournment.

**DATED** at Shorewood, Wisconsin, this 9<sup>th</sup> of March, 2018.

**VILLAGE OF SHOREWOOD**  
Sara Bruckman, Village Clerk

Should you have any questions or comments regarding any items on this agenda, please contact the Village Manager's Office at 847-2700. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information; no action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals



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1. Call to order.
2. Consideration of February 2, 2018 meeting minutes.
3. Consideration of CDA bylaws and rules of procedure.
  - a. The bylaws reflect the agreed changes discussed at the 2/2 meeting.
  - b. Tr. Rozek requested review of previous minutes from 11/7/16, see attachment. At this time, staff requests that we continue to review the bylaws and if there are concerns with the programs that the CDA take up further review of the program documents at a later date. The Village has some documentation that reviews the terms and appointments of committees. Attached is a review of the references that currently exist.
    - i. Does the CDA desire to maintain consistency with the references identified?
    - ii. Does the CDA desire to consider if someone has served some number of terms, leaves, and then volunteers to return? Does the clock start all over for that person?
  - c. Following approval by the CDA, the document will be provided to the Village Board for approval. If the document approved by the Village Board modify any current references on file, the documents will be updated to reflect the Village Boards decisions.
    - ❖ ***The CDA is requested to recommend the document to the Village Board with or without any specified changes.***
4. Consider agreements with CDA financial consultant.
  - a. The CDA approved a Purchasing and Accounts Payable Policy that specifies any expenditure over \$2,500 requires approval of the CDA.
  - b. The Village Board has requested Village staff obtain service contracts from professionals the Village is currently receiving services from. In addition, the Board has requested timelines for each contract to be put out to bid or through the Request for Proposal process. Our financial consultant, Ehlers, provides services to both the CDA and Village Board.
  - c. I am recommending to both the CDA and Village Board that our financial consultant services, Ehlers, not be considered for the RFP process until Q3 of 2019, following the presentation of the 2018 annual report. There has been significant staff transition in 2017. I don't believe it's in the best interest of Shorewood to consider transition of some of our primary relationships until our new team has the opportunity to go through one full annual cycle of activities.
  - d. Tax Increment Finance District Annual Update Agreement
    - i. This agreement describes Ehlers assistance to the CDA with updating the financial projections for each of its Tax Incremental Districts, preparation of a report to the Community Development Authority and a report for the required annual meeting of the Joint Review Board.

- ii. The CDA's anticipated costs for Ehlers services annually is \$2,000 - \$3,000 based on 2016 actuals. The historical range was up to \$9,500 depending on the level of modifications / iterations requested in prior years. Total compensation is not expected to exceed \$9,500 for the above services.
  - e. Development Review Agreement
    - i. This agreement describes Ehlers assistance to review a development project pro forma for any existing or new economic development projects.
    - ii. Ehlers estimates that the total billings for a project will be in the range of \$1,500 to \$7,000 [subject to a maximum fee of \$8,000 per development]. Changes to the developer's *pro forma*, introduction of new information, preparation of alternative scenarios, and protracted negotiations are all variables that can impact the time needed to achieve desired results. If Ehlers anticipates that total billings will exceed the upper range of their initial estimate, they will provide a revised estimate and request authorization prior to continuing with the work.
    - iii. While there is no immediate project before the CDA at this time, I want to ensure the CDA is ready to respond when needed and therefore request the agreement be considered at this time.
      - ❖ ***The CDA is requested to act on the document.***
- 5. Update on the annual vision planning process.
  - a. On 3/5 the Village Board approved the attached annual vision planning process. The timing works well with the CDA's next steps of prioritizing items to work on in the 2018 and 2019 year. An email was sent to you on 3/8 describing the activities involved. This will be the topic for our April 13<sup>th</sup> meeting. A verbal update will be provided at the meeting.
- 6. Review of 4<sup>th</sup> Quarter Financial Report.
- 7. Review of BID and PDD monthly reports.
- 8. Adjournment.

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# Community Development Authority Meeting Minutes Friday, February 2, 2018

3930 N. Murray Avenue, Shorewood, WI 53211

**DRAFT**

## **1. Call to order.**

The meeting was called to order at 7:36 a.m. Members present: Chair Peter Hammond, Tr. Ann McKaig, Tr. Allison Rozek, John Florsheim, Pete Petrie and Andrea Roschke. Also Present: Village President Guy Johnson, Rebecca Ewald, Bart Griepentrog and Ericka Lang.

## **2. Consideration of January 5, 2018 meeting minutes.**

Trustee Rozek moved to approve the minutes, seconded by Tr. McKaig. Vote 6-0.

## **3. Discussion and direction on CDA bylaws and rules of procedure.**

The CDA discussed the draft bylaws and rules or procedure that had been compiled by staff and provided for review. Discussion centered on the questions and comments submitted by members prior to the meeting, including, but not limited to: duties, activities subject to Village Board approval, officer structure, terms, phone voting, staff liaisons and CDA liaisons to other committees/boards, which were included within the CDA packet. Based on discussion, staff agreed to update the document accordingly and provide back to the CDA at its next meeting for recommendation consideration.

## **4. Adjournment.**

Member Florsheim moved to adjourn the meeting at 9:56 a.m., seconded by Trustee McKaig. Vote 6-0.

Recorded by,

Bart Griepentrog, AICP  
Planning & Development Director

COMMUNITY DEVELOPMENT AUTHORITY OF THE  
VILLAGE OF SHOREWOOD, WISCONSIN

By-Laws and Rules of Procedure  
Adopted by the Village Board on \*\*/\*\*/\*\*

1. **GENERAL RULES BY STATUTE OR RESOLUTIONS**

The Community Development Authority (CDA) of the Village of Shorewood shall be governed and controlled by Statutes of the State of Wisconsin, and as the same may hereafter be amended and by the within rules of procedure.

2. **GENERAL POWERS AND DUTIES OF THE CDA**

The CDA shall exercise all powers conferred and perform all duties imposed, by state and local ordinance of the Village of Shorewood, and shall perform such further and other duties as may properly from time to time be required by the Village Board. Specific duties of the CDA include, but are not limited to:

- a. **Provision of recommendations on** ~~Preparation and implementation of the Village of Shorewood Central Business District Master Plan and periodic updates.~~
- b. **Provision of** recommendations on ~~rezoning and redevelopment.~~
- c. Preparation and implementation of Tax Increment District (TID) financial management guidelines.
- d. Evaluation and preparation of TID project plans and financial projections.  
Prepare annual report of projections of Tax Incremental District expenditures, revenues and other CDA programs or initiatives.
- e. Preparation and implementation of redevelopment assistance criteria, including recommendation of developer agreements for specific projects.
- f. Preparation and administration of business **and developer** recruitment and retention assistance **activities, as well as CDA-approved** programs.
- g. **Actions as Village's Housing Authority, per State Statute.**

3. **REVIEW BY PLAN COMMISSION**

Should State Statute or Village Ordinance require, the CDA shall submit recommendations to the Plan Commission prior to submission to the Board of Trustees. Recommendations to the Plan Commission may be by resolution or in such other form as the Board of Trustees deems appropriate and upon adoption of any recommendation.

4. **APPROVAL BY THE VILLAGE BOARD**

Specific action taken related to the following powers shall be subject to review and approval by the Village Board:

- a. Acquisition of land by eminent domain or other methods, and disposition of any land

- within the Central Business District Master Plan.
- b. Approval of TID creation, development agreements, **new programs**, and other related TID expenditures.
  - c. Issuance of debt, other than "conduit debt" which is not supported in any way by the CDA or Village of Shorewood.
  - d. Proposed contracts requiring use of municipal funds.
  - e. Amendments, deletions or additions to these By-laws and Rules of Procedure.

5. **CDA MEMBERSHIP**

Membership. Membership shall be comprised of 7 Commissioners. Five Commissioners shall be resident persons appointed by the Village President, with confirmation of the Village Board. The Village President shall appoint two Village Board members as Commissioners to serve terms **per adopted Board of Trustee policy**. Commissioners, other than Board members, shall serve terms of 4 years expiring May 31<sup>st</sup> of each year. Should a resident appointment resign or be unable to fulfill their term, the Village President shall appoint a new resident member **to complete the remainder of the Commissioner's term**, subject to confirmation of the Village Board.

Presiding Officers. Whenever the Village President shall serve as a commissioner of the CDA, the President shall act as its Chair; otherwise the Chair and Vice-Chair of the CDA shall be elected from among the commissioners of the CDA by majority vote of the commissioners at the first meeting in June annually. **In the event that a Chair or Vice-Chair of the CDA resigns during their term, the CDA shall hold a special election to appoint a new Chair or Vice-Chair at its next regular meeting.**

In the absence of the Chair, the Vice-Chair shall preside. In the event of absence by the Chair and Vice-Chair, the longest tenured Village Board member serving on the CDA in attendance shall preside over the meetings.

The Presiding Officer shall preside at all meetings of the CDA and shall have the right to vote and make motions; shall rule on matters of procedure, subject to appeal from such rulings by proper motion; shall conduct the meetings in accordance with the rules; shall have such powers and duties as may be necessary for conduct of orderly meetings; and such other powers and duties as herein assigned or as may be assigned.

6. **MUNICIPAL LIAISONS**

Executive Director. The Village Manager shall perform the duties of Executive Director **of the CDA** and shall perform duties as may be required to carry out the CDA's tasks. The Village Manager may utilize such members of the Village of Shorewood staff as may be made available to accomplish said tasks.

Treasurer. The Village Treasurer shall perform duties of the Treasurer **of the CDA as governed by the Memorandum of Understanding between the CDA and Village**. The Treasurer of the CDA shall handle and keep a record of the financial dealings of the Authority.

Secretary. The Village Planning & Development Director shall be the Secretary **of the CDA as governed by the Memorandum of Understanding between the CDA and Village**. The Secretary of the CDA shall record the minutes, file applications, request any and all documents directed to the

CDA; to publish or mail, as the case may be, all notices and advertisements required by law or as directed by the CDA; to prepare meeting materials, a summary statement of the nature of each item on such agenda and a copy of the minutes of the last meeting.

**7. AGENDA**

The Executive Director shall prepare the agenda with direction from the Chair.

Order of Business. The order of business at all meetings, regular and special unless varied by a suspension of rules agreed upon by a majority of the Authority shall be as follows:

Call to Order  
Public Hearings  
Person desiring to be heard  
Approval of Minutes of Previous Meeting  
Old Business  
New Business  
Adjournment

**8. MEETINGS**

Regular Meetings. Regular meetings shall be held at a time and place designated by the Authority. Regular meeting times are subject to change only by consensus of the members.

Special meetings. Special meetings may be set at a regular meeting by the majority of the CDA, Chair whenever in their judgement such meeting is necessary, and the Chair shall call such special meeting whenever they are requested to do so by at least four (4) members of the CDA in writing to the Executive Director. Any business which could be done at a regular meeting may be done at such special meeting.

Quorum. A quorum for all meetings shall consist of four ~~present~~ members, and the presiding officer shall be included in such a count. Teleconferencing members **shall be considered present and** may ~~not~~ count towards a quorum; **and however,** teleconferencing member may participate in meeting discussion.

**9. VOTING**

Provided a quorum is present and except as otherwise by law or these rules provided, the affirmative vote of a majority of the members present shall be required to decide any matter up for consideration.

In the event that any member shall disqualify themselves to vote on any matter due to conflicts of interest or other reasons, they shall, none the less, be counted in determining whether a quorum is present, but the disqualification shall not decrease the number of votes required for passage of any motion, resolution or the taking of any other action.

**10. PUBLIC HEARINGS**

The Order of Business for holding public hearings shall be as follows:

- a. A brief statement by the executive director as to the topic of the public hearing and the manner in which notice of the hearings was given.
- b. Presentation (by applicant if applicable) on the top including any documents filed.
- c. Statements of all persons in favor.
- d. Statement of all persons in rebuttal.
- f. Statements in rebuttal by the applicant and by other persons favoring the request.
- g. Statements in rebuttal by opposing the request.
- h. Adjournment of the hearing.

Conduct of Public Hearings. The presiding officer shall announce immediately prior to each public hearing that no one will be heard unless they state their name and address. The presiding officer shall briefly explain the order of business. They shall have the right prior to the hearing to announce that each person's statement shall be limited to a specified period of time, and that rebuttals shall be limited to a specified period of time, and they shall have the right to terminate any statement when the speaker's time has elapsed, or in the event of unnecessary repetition, or in the event the statement is not material or germane.

Appearance. All persons desiring to be heard shall be heard, in person or by attorney.

Withdrawal of Application. At any time prior to a motion to grant or refuse a request, application or petition, the applicant may withdraw his request, application or petition if applicable and such withdrawal shall not entitle the applicant to a refund of whatever filing or publication fee may previously have been paid.

## **11. AMENDMENT OF RULES**

These rules may be amended from time to time upon a concurring vote of 2/3 or 5 members of the CDA and upon approval of the Village Board.

The general rules of procedure of the CDA shall be governed by Robert Rules of Orders where no specific statute, law or ordinance controls or other provisions of these bylaws control.



**MINUTES - SHOREWOOD BOARD OF TRUSTEES**  
**Village Board Meeting**  
**November 7, 2016**

1. Call to Order  
President Johnson called the meeting of the Village Board to order at 7:50 p.m. in Village Hall.
2. Roll Call  
President Johnson called the roll. Present: Trustees Davida Amenta, Tammy Bockhorst, Michael Maher, Ann McKaig, Allison Rozek, Trustee Paul Zovic.  
  
Others Present: Village Attorney Nathan Bayer, Village Manager Chris Swartz, Assistant Village Manager Tyler Burkart
3. Statement of Public Notice  
Assistant Village Manager Burkart stated that the meeting had been posted and noticed according to law.
4. Consent Agenda Items
  - a) Presentation of Accounts November 7, 2016
  - b) Disallowance of Claim – Stephen Vogel
  - c) Appointment to Elder Services Advisory Board – Katy Rollins, term expiration 2019Tr. Bockhorst moved, seconded by Tr. Maher to approve the consent agenda. Motion carried 7-0. Presentation of Accounts November 7, 2016 was pulled from the consent agenda.
5. Items removed from the Consent Agenda  
  
Tr. Maher moved, seconded by Tr. Bockhorst to approve the Presentation of Accounts November 7, 2016. There was a question and discussion about a \$50,000 transfer for a façade grant. Tr. Amenta made a motion to amend the Presentation of Accounts November 7, 2016 to postpone the \$50,000 transfer to the BID until the November 21 meeting for further discussion and consideration. Tr. Rozek seconds the motion. Village Attorney Bayer provided a summary of the Village's role as it relates to authorizing façade grants in the BID. BID Director Jim Plaisted provided some background to the transfer and the specific façade grant submission. CDA member Peter Petrie and Finance Director Mark Emanuelson mentioned some potential procedural options relating to the Village, BID and TID #1. Amendment to motion approved 7-0. The amended motion was approved 7-0.
6. October 17, 2016 Village Board Minutes  
  
Tr. Amenta moved, seconded by Tr. Bockhorst to approve the amended October 17, 2016 Village Board minutes. Motion carried 7-0.
7. Citizens to be heard  
  
No citizens present to express concern or topic to the Village Board.

8. New Business

a. Community Development Authority

1. Consideration of Revisions to Village of Shorewood Business Loan Program

President Johnson provided a summary and some background introducing the CDA business items. CDA Chair Peter Hammond presented to the Village Board some of the major revisions made to the business loan program, including lowering the maximum loan amount to \$45,000. The CDA recommended unanimously to move forward the revised versions of the business loan program to the Village Board. Trustees McKaig and Rozek expressed their gratitude towards the CDA and their involvement in revising the program.

Tr. Maher moved, seconded by Tr. Rozek to approve the revised Shorewood Business Loan Program. Motion carried 7-0.

2. Consideration of Revisions to the Village of Shorewood Façade Program

Mr. Hammond gave a brief summary outlining the changes proposed to the façade program. Once again, the CDA recommended unanimously to move forward the revised versions of the façade program to the Village Board. Mr. Hammond presented to the Board some of the limitations and new requirements for the façade program including lowering the maximum grant amount to \$10,000. There was some discussion about the steps involved in the application process and how the CDA will uphold the guidelines included in the revised version of the façade program. There was additional discussion about the new program requirement that the Village follow the façade application and agreement procedures for larger façade grant requests made directly to the Village, outside of the CDA façade program and Mr. Hammond mentioned this requirement is clarified in the revised façade program. Additional questions related to size of signs and records retention.

Tr. Maher recommended changing the language so that the line “records will be stored and accessible at Village Hall” struck. Tr. Amenta inquired about limitations to the grants if there is an exclusion to any of the guidelines. There was a comment that the façade grant program should be 12 months instead of 6 months (on page 8) so it matches the time span in the business loan program. Tr. Maher also mentioned that the (30) days on page 9 should be (90) days instead and language in section should be unstruck. In addition, language on page 10 under IV should be struck and following roman numerals should be adjusted based on this change. On page 4, the Board would like the language to reflect the CDA meeting minutes so that it is clearer. In addition, the Board would like to have the CDA add more specific language to application in Attachment D.

Tr. Bockhorst moved, seconded by Tr. McKaig to approve the revised Shorewood Façade Improvement Program. Tr. Bockhorst rescinded her original motion. Tr. Bockhorst moved, seconded by Tr. Zovic to approve the revised Shorewood Façade Improvement Program reflecting the edits made during discussion. Motion carried 7-0.

3. Consideration of MOU between the Village of Shorewood and the CDA

Mr. Hammond provided a brief summary of the MOU and that the CDA unanimously approved and recommended the MOU to the Village Board. There was discussion on the Village Board's role once the CDA has obtained the transferred funds.

Tr. Maher moved, seconded by Tr. Bockhorst to approve the memorandum of understanding between the Village of Shorewood and the Community Development Authority of the Village of Shorewood to complete the transfer of \$838,500 from TID #1 to the CDA and uphold the included terms of the MOU. Motion carried 5-2. Yeas: Tr. Bockhorst, Tr. Maher, Tr. McKaig, Tr. Zovic, President Johnson. Nays: Tr. Amenta, Tr. Rozek

4. Consideration of the Business Loan Transfers

This topic was deferred to a future meeting.

b. Budget and Finance

1. Consideration of Resolution 2016-18 Approving the 2017 North Shore Fire Department Fees for Service Schedule

Tr. Maher mentioned the Budget and Finance Committee did not have time to review the item. This is a routine annual item that comes to the Village Board annually.

Tr. Maher moved, seconded by Tr. Bockhorst to approve the 2017 North Shore Fire Department Fees for service schedule. Motion carried 7-0. Ayes: Tr. Maher, Tr. Rozek, Tr. McKaig, Tr. Bockhorst, Tr. Zovic, Tr. Amenta, President Johnson. Nays: None.

c. Public Safety

1. Consideration of Ordinance to Amend the Residential Congested Commuter Area Parking District

Tr. Rozek summarized this item, defining parking permit districts and residential congested commuter areas. Trustee Rozek conveyed that the Public Safety Committee was recommending that a Residential Parking Permit Area be designated (for Prospect and Downer Avenues) as opposed to the designation as a Residential Congested Commuter Area to ensure that the test for congestion as outlined will apply. The Public Safety committee determined to consider turning the designated area in the residential commuter area district and create ordinance for the next Village Board meeting on November 21.

2. Consideration of amending electrical code to comply with State law changes

Tr. Rozek introduced this item to the Village Board. Village staff is recommending changing the ordinance to meet State law changes. These changes will be brought to the November 21 meeting.

d. Public Works

1. Consideration of Village Entrance Sign Proposals

Tr. Amenta mentioned the Public Works committee deferred this topic for the committee to discuss at a later date. Tr. Amenta mentioned there needs to be more discussion on timing of the signs especially as it relates to Wilson Drive, the overall design and the role of a past ad hoc committee or potentially the Design Review Board on the sign guidelines and specifications.

2. Consideration of special privilege application for installing a drop off box for proposed business, The Sharp Brothers, at 1522 E. Capitol Drive

Tr. Amenta mentioned the new business is proposing to have a drop box for residents to have knives and other objects to be sharpened. The property owners want to make improvements to the property with their own funds.

Tr. Amenta moved, seconded by Tr. McKaig to approve the special privilege application for installing a drop box within the public way at commercial property 1522 E. Capitol Drive. Motion carried 7-0.

3. Consideration of 2017 Alley Reconstruction Program

Tr. Amenta summarized the discussion on the 2017 alley reconstruction program and the Village's potential options for addressing poor conditioned alleys. There was a question about when the Village Board should discuss alternatives to fund an additional \$250,000 for added alley projects starting in 2017 prior to the adoption of the budget and also considering the action taken earlier on alleys this year. The Public Works committee concluded for staff to pursue a program at \$500,000 and propose funding alternatives for the program if funded at that level. Resident Steve Kavalauskas mentioned his support for a progressive alley reconstruction program that funds the reconstruction of multiple alleys. There was some discussion on the impacts of adding the cost onto the Village levy or if funded through General Fund reserves. President Johnson mentioned the idea of approving engineering services for all 4 engineering services but reconstructing 2 of the 4 alleys for 2017. Village Manager Chris Swartz asked the Board if DPW can start receiving information for engineering costs for alleys.

Tr. Amenta moved, seconded by Tr. Zovic to approve 2017 program at \$500,000 funding level reconstructing alleys A, B and D. The 2017 Village Budget would include \$250,000 in alley funding with an additional \$250,000 to be determined by Village staff. Tr. Amenta withdrew her motion. Tr. Maher moved, seconded by Tr. McKaig to move forward with securing cost estimates for engineering services for all four alley reconstruction projects. Motion carried 6-1. Yeas: Tr. Amenta, Tr. Bockhorst, Tr. Maher, Tr. McKaig, Tr. Zovic, President Johnson. Nays: Tr. Rozek.

Village staff will provide some additional recommendations in regards to

the alley reconstruction program at the November 14 meeting.

4. Discussion of Refuse and Recycling Collection Options

Department of Public Works Director Leeann Butschlick provided a summary on the refuse and recycling collection options to the Village Board. Staff is recommending the Village Board to continue its discussion to determine the preferred collections service level. These services need to be determined by January at the latest. Tr. Amenta recommended staff getting proposals for enhanced alley service along with weekly and biweekly costs for recycling and hauling collection services. The Village Board confirmed this as a direction for staff to proceed.

9. Reports of Village Officials

a. Village President  
No report.

b. Village Trustees  
President Johnson as well as Trustees Bockhorst and Rozek attended the League of Wisconsin Municipalities conference. There was a great session on priority budgeting. Tr. Maher mentioned the yard clean-up was last weekend and went very well.

c. Village Manager  
There will be a PSC hearing for the rate increase on November 15 at 10 a.m. in the Committee Room. Mr. Emanuelson will be providing a summary to the Village Board. Mr. Swartz also reminded the Board that he sent the items of future consideration spreadsheet to the Village Board. The CDA requests to have a copy of the spreadsheet so they can implement something similar.

10. Items for Future Consideration

Tr. Rozek requests overnight parking and CDA research on programs that financially assist elderly residents on affordability and improvements on homes.

11. Adjournment

Tr. Bockhorst moved, seconded by Tr. Maher to adjourn at 10:47 p.m. Motion carried 7-0.

Respectfully submitted,

Tyler Burkart  
Assistant Village Manager

## Related Documents for CDA Appointments & Terms

1. Policy 30 Committee/Commission appointments reflects that the Village President's appointment of two Village Board members to the CDA requires Village Board confirmation.

*"The Village contains committees and commissions where the Village President appoints Village Board members to the committees. These specific appointments also require Village Board confirmation based on Village Code and/or Wisconsin State Statute. The Village Board must confirm the recommended appointments from the Village President through an official Village Board action during an open, public meeting.*

- *Community Development Authority – the Village President needs to appoint two Village Board members to the Community Development Authority pursuant to Resolution 93-14 and Wisconsin State Statute § 66.1335."*

2. The CDA is not referenced within the Village's Code of Ordinance.
3. The Village Clerk has authored and maintained a Board/Committee/Commission Handbook which provided the following,

*"The Community Development Authority consists of seven members, two of which are members of the Village Board, appointed by the Village President and confirmed by the Village Board. Whenever the Village President serves as a Commissioner, he or she shall act as Chairperson. Otherwise the Chairperson shall be elected from among the Commissioners by majority vote.*

*The goals of the CDA include the strengthening of the long term economic viability of the Village; eliminating substandard and obsolete buildings, environmental deficiencies and nonconforming uses; providing for orderly physical and economic growth; providing affordable housing; increasing the Village's tax base; and stimulating investment capital into the Village. Strong backgrounds in business, finance, development, including architecture and real estate are helpful. The ability to consider issues with a long term perspective would be an asset."*

4. Village Board Resolution 82-13 sets term limits to two consecutive terms or to nine consecutive years, whichever is longer.

# CDA Purchasing and Approval Processes

The CDA is adopting the following processes for the purpose of establishing procedures for purchasing and accounts payable. These procedures have been developed to achieve the goals of these purchasing practices while balancing the need for flexibility in CDA activities.

## **Overview**

The goals of these purchasing practices are to achieve the following objectives:

- A. That all purchases made are duly authorized per the criteria set forth,
- B. State and federal regulations regarding 1099 filing requirements are followed,
- C. That payments made are correct with respect to vendor, amount and account charged.

## **Favorable pricing**

In order to help ensure that the CDA is getting favorable pricing, the following purchasing practices should be applied based upon the total expected purchase costs, and/or nature of the purchase.

### **General Goods:**

- If the expenditure is under \$2,500 and routine in nature, the following methods should be used:  
*While there are no specific bidding processes required for this level of purchase activity, price checking should be done whenever practical as the costs of the items increase.*
- If the expenditure is over \$2,500 or not routine in nature, the following methods should be used:  
*Price checking from at least 3 vendors is required to be documented for all expenditures that are over \$2,500, or for purchases that are not routine in nature.*

### Additional Considerations – Pricing - General Goods:

- Pricing should be considered in conjunction with obtaining the appropriate quality of goods.
- Product availability and the timeliness of delivery may also impact purchasing decisions.
- The amount of staff time spent on purchasing should be commensurate with the product costs.

### **Contracts**

- All contracted services, professional service agreements, or consulting agreements which have a total value of \$5,000 or less must use the following procedures:  
*The CDA shall negotiate pricing with potential vendors based on the scope of services required. The terms of these agreements must be made in writing prior to commencement of services.*
- All contracted services, professional service agreements, consulting agreements, or construction contracts over \$5,000 must use the following procedures:  
*Staff shall develop a written Request for Quotes (RFQ), Request for Proposal (RFP), or other scope of services document that may be usual and customary based on the type of services required.*  
*These documents will be prepared in a manner that will identify in ample detail, the scope of services to be delivered in order to facilitate qualified potential service providers to submit bids or negotiate pricing.*

- When considering multi-year service contracts in order to obtain the most favorable pricing and quality of services, initial contract terms should be limited to no more than 3 years. Contracts may also have a CDA renewal option for up to 2 additional years. In any case, all contracts should have a performance review and be rebid at a minimum of every 5 years.

#### Additional Considerations – Pricing - Contracts:

Pricing shall not be the sole criteria in selecting service providers. Contracts and proposals will be evaluated based on a combination of factors, including but not limited to:

*The Understanding of the work required by the CDA, Documented sole vendor, Demonstrated competence and professional qualifications of the firm, Background and related experience of the specific individuals to be assigned to the project, Recent experience in successfully performing similar services, Proposed methodology for completing work, Level of staff interaction required to complete work, References. When these considerations result in the lowest cost bid not being selected, those reasons should be documented when awarding the contract.*

#### **Authorization**

There are several levels of authorization that may be necessary to initiate a purchase. The level of authorization required will depend on which of the following conditions may apply to the purchase:

- The CDA budget provides a sufficient level of detail to provide funding authorization for most expenditures. If the expenditure is under \$2,500, routine in nature, and falls within budgetary limits, only the CDA Chairperson or the Executive Director approval is required.
- If the expenditure is over \$2,500, not routine in nature, or falls outside of budgetary limits, the CDA Board must also approve the expenditure prior to initiating the purchase.

#### Additional Considerations - Authorization

A voucher report of disbursements will be presented to the CDA Board for their review that these expenditures have been properly authorized. Approval of this report by the CDA Board documents that these reports have been presented.

#### **Documentation**

The CDA Chairperson has the responsibility for administering and documenting that these purchasing practices are being followed. The following documents must also be forwarded to Village Finance staff to support any transactions:

- A copy of any CDA Board minutes (as applicable) that show that a purchase was authorized,
- For all contracts, any additional documentation that would be necessary to allow a third party to verify/understand how the purchase decision was made if not reflected in the minutes,
- Any Proof of Purchase documents (shipping document / packing slip) as applicable,
- A copy of all purchase agreements or executed contracts

## Accounts Payable - Accuracy of payments

### Vendors:

All Vendors will be required to have a W-9 on file prior to processing any requests for payment. When making a purchase from a new vendor, a W-9 form should be forwarded to the finance department so that the vendor can be added to the system for invoice processing.

### Authorization:

Only properly authorized expenditures should be submitted for payment processing. In cases when the CDA Board approval was necessary, the date of such approval must be clearly noted on the face of the invoice prior to scanning.

### Invoice Entry:

CDA expenditures will be entered into BS&A through the accounts payable module by village staff in order to process payments. Proper invoice entry will include the following components:

- The correct vendor has been selected
- The actual invoice date and number is entered
- The correct amount of current charges (no past due amounts)(no sales tax)
- A posting date that corresponds to when the goods / services were received
- A due date that corresponds with the published A/P schedule for payment processing
- The correct expense account number for the type of purchase

### Supporting Documents:

To ensure that adequate documentation is attached to the BS&A invoice to support payment processing, the following items should be attached if available:

- The actual invoice will be scanned and attached to the record in BS&A.  
*(note: statements may not be used for payment processing)*
- Proof of Purchase: the shipping document / packing slip, or pick-up receipt (as applicable)
- A copy of any CDA Board minutes (as applicable) that show that the purchase was authorized
- Any additional details, quotes or reports (if applicable) that would be necessary allow a third party to verify/understand purchase and how it has been coded

### Issuing Payments

Checks will be printed and mailed based on the invoices entered within the parameters of the Village's published A/P schedule for payment processing.

March 7, 2018

Rebecca Ewald, Village Manager  
Village of Shorewood, Wisconsin  
3930 N Murray Ave  
Shorewood, WI 53211

Re: Written Municipal Advisor Client Disclosure with the Village of Shorewood (“Client”) for 2018 Tax Increment District Update and Annual Reporting (“Project” Pursuant to MSRB Rule G-42)

Dear Rebecca:

As a registered Municipal Advisor, we are required by Municipal Securities Rulemaking Board (MSRB) Rules to provide you with certain written information and disclosures prior to, upon or promptly, after the establishment of a municipal advisory relationship as defined in Securities and Exchange Act Rule 15Ba1-1. To establish our engagement as your Municipal Advisor, we must inform you that:

1. When providing advice, we are required to act in a fiduciary capacity, which includes a duty of loyalty and a duty of care. This means we are required to act solely in your best interest.
2. We have an obligation to fully and fairly disclose to you in writing all material actual or potential conflicts of interest that might impair our ability to render unbiased and competent advice to you. We are providing these and other required disclosures in **Appendix A** attached hereto.
3. As your Municipal Advisor, Ehlers shall provide this advice and service at such fees, as described within **Appendix B** attached hereto.

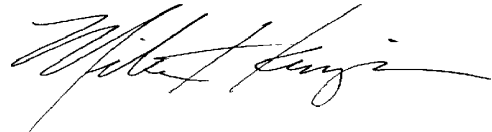
This documentation and all appendices hereto shall be effective as of its date unless otherwise terminated by either party upon 30 days written notice to the other party.

During the term of our municipal advisory relationship, this writing might be amended or supplemented to reflect any material change or additions.

We look forward to working with you on this Project.

Sincerely,

Ehlers



Michael C. Harrigan, CIPMA  
Senior Municipal Advisor/Board Chairman

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<sup>1</sup> This document is intended to satisfy the requirements of MSRB Rule G-42(b) and Rule G-42(c).

## Appendix A

### Disclosure of Conflicts of Interest/Other Required Information

#### Actual/Potential Material Conflicts of Interest

Ehlers has no known actual or potential material conflicts of interest that might impair its ability either to render unbiased and competent advice or to fulfill its fiduciary duty to Client.

#### Other Engagements or Relationships Impairing Ability to Provide Advice

Ehlers is not aware of any other engagement or relationship Ehlers has that might impair Ehlers' ability to either render unbiased and competent advice to or to fulfill its fiduciary duty to Client.

#### Affiliated Entities

Ehlers offers related services through two affiliates of Ehlers, Bond Trust Service Corporation (BTSC) and Ehlers Investment Partners (EIP). BTSC provides paying agent services while Ehlers Investment Partners (EIP) provides investment related services and bidding agent service. Ehlers and these affiliates do not share fees. If either service is needed in conjunction with an Ehlers municipal advisory engagement, Client will be asked whether or not they wish to retain either affiliate to provide service. If BTSC or EIP are retained to provide service, a separate agreement with that affiliate will be provided for Client's consideration and approval.

#### Solicitors/Payments Made to Obtain/Retain Client Business

Ehlers does not use solicitors to secure municipal engagements; nor does it make direct or indirect payments to obtain or retain Client business.

#### Payments from Third Parties

Ehlers does not receive any direct or indirect payments from third parties to enlist Ehlers recommendation to the Client of its services, any municipal securities transaction or any financial product.

#### Payments/Fee-splitting Arrangements

Ehlers does not share fees with any other parties and any provider of investments or services to the Client. However, within a joint proposal with other professional service providers, Ehlers could be the contracting party or be a subcontractor to the contracting party resulting in a fee splitting arrangement. In such cases, the fee due Ehlers will be identified in a Municipal Advisor writing and no other fees will be paid to Ehlers from any of the other participating professionals in the joint proposal.

#### Municipal Advisor Registration

Ehlers is registered with the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB).

#### Material Legal or Disciplinary Events

Neither Ehlers nor any of its officers or municipal advisors have been involved in any legal or disciplinary events reported on Form MA or MA-I nor are there any other material legal or disciplinary events to be reported. Ehlers' application for permanent registration as a Municipal Advisor with the (SEC) was granted on July 28, 2014 and contained the information prescribed under Section 15B(a)(2) of the Securities and Exchange Act of 1934 and rules thereunder. It did not list any information on legal or disciplinary disclosures.

Client may access Ehlers' most recent Form MA and each most recent Form MA-I by searching the Securities and Exchange Commission's EDGAR system (currently available at <http://www.sec.gov/edgar/searchedgar/companysearch.html>) and searching under either our Company Name (Ehlers & Associates, Inc.) or by using the currently available "Fast Search" function and entering our CIK number (0001604197).

Ehlers has not made any material changes to Form MA or Form MA-I since that date.

#### **Conflicts Arising from Compensation Contingent on the Size or Closing of Any Transaction**

The forms of compensation for municipal advisors vary according to the nature of the engagement and requirements of the client. Compensation contingent on the size of the transaction presents a conflict of interest because the advisor may have an incentive to advise the client to increase the size of the securities issue for the purpose of increasing the advisor's compensation. Compensation contingent on the closing of the transaction presents a conflict because the advisor may have an incentive to recommend unnecessary financings or recommend financings that are disadvantageous to the client. If the transaction is to be delayed or fail to close, an advisor may have an incentive to discourage a full consideration of such facts and circumstances, or to discourage consideration of alternatives that may result in the cancellation of the financing or other transaction.

Any form of compensation due a Municipal Advisor will likely present specific conflict of interests with the Client. If a Client is concerned about the conflict arising from Municipal Advisor compensation contingent on size and/or closing of their transaction, Ehlers is willing to discuss and provide another form of Municipal Advisor compensation. The Client must notify Ehlers in writing of this request within 10 days of receipt of this Municipal Advisor writing.

#### **MSRB Contact Information**

The website address of the MSRB is [www.msrb.org](http://www.msrb.org). Posted on the MSRB website is a municipal advisory client brochure that describes the protections that may be provided by MSRB rules and how to file a complaint with the financial regulatory authorities.

## Appendix B

### Tax Incremental District Annual Financial Update

#### Scope of Service

Client has requested that Ehlers assist Client with **updating the financial projections for each of its Tax Incremental Districts, preparation of a report to the Community Development Authority and a report for the required annual meeting of the Joint Review Board. (the project)** Ehlers proposes and agrees to provide the following scope of services:

#### **Preparation of Financial Exhibits for Current Year Updates**

Ehlers will prepare the following exhibits for each active Tax Increment District in the Village (TIDs 1, 3,4 and 5):

- A summary of any development assumptions that the Village proposes to use with respect to timing of future construction and projected values.
- Projections of tax increment revenue collections to include annual and cumulative present value calculations based on increment certified by the Wisconsin Department of Revenue.
- If any future debt financing is anticipated, a summary of the sizing, structure and timing of proposed debt issues.
- A cash flow *pro forma* reflecting tax increment revenues, all existing obligations, planned future obligations, annual and cumulative district fund balances and projected year of closure.

#### **Preparation of Annual Report for JRB**

- Shorewood Staff will file the Digital reports for each TID as annually required by Statute. Ehlers will incorporate the above annual Financial Exhibit Updates along with the digital report filed by the Village in a report for the Joint Review Board.
- Scope:
- 1. Request from Client information necessary for preparation of summary page and updated TID cash flow.
- 2. Prepare JRB annual report package to include:
  - a. Cover and summary page.
  - b. Current map of TID boundaries.
  - c. Updated cash flow projections as set forth above.
  - d. Copy of Annual Digital Report.

#### **JRB Meeting Coordination**

- Following submission of the annual report with the Department of Revenue, the JRB must meet for the purpose of reviewing the annual report, and to review the performance and status of each district governed by the JRB.
- Scope:
- 1. Obtain from Client preferred meeting dates and times and contact overlapping taxing jurisdictions to confirm availability and attendance.
- 2. Prepare required Class 1 meeting notice and transmit to Client's Official Newspaper for publication.
- 3. Prepare, and via electronic mail, provide Client and overlapping taxing jurisdictions with:
  - a. Cover letter with meeting details and requirements.

- b. Agenda.
- c. Annual JRB Report package.
- d. Joint Review Board resolution.
  
- **JRB Meeting Attendance**
- Scope: Attend Joint Review Board meeting to review cash flow projections and answer questions. Meeting attendance may be in person, or by conference call, as agreed to by Client. Ehlers can provide a call-in number for meetings to be held telephonically. If phone participation in meetings is permitted by Client’s ordinance or policy, this may also be used to facilitate attendance by taxing jurisdiction representatives.

**Compensation**

In return for the services set forth in the “Scope of Service,” Client agrees to compensate Ehlers for its actual hours worked on the Project at the following rates:

Senior Municipal Advisor	\$250/hour
Financial Specialist II	\$190/hour

**Total compensation is not expected to exceed \$9,500 for the above services.**

**Payment for Services**

Ehlers will invoice Client each month for the work completed in the prior month. Our fees include our normal travel, printing, computer services, and mail/delivery charges. The invoice is due and payable upon receipt by the Client.

February 26, 2018

Rebecca Ewald, Village Manager  
Village of Shorewood, Wisconsin  
3930 N Murray Ave  
Shorewood, WI 53211

Re: Written Municipal Advisor Client Disclosure with the Village of Shorewood (“Client”) for 2018  
Developer Pro-Forma Review / Analysis and Negotiation (“Project” Pursuant to MSRB Rule G-42)

Dear Rebecca:

As a registered Municipal Advisor, we are required by Municipal Securities Rulemaking Board (MSRB) Rules to provide you with certain written information and disclosures prior to, upon or promptly, after the establishment of a municipal advisory relationship as defined in Securities and Exchange Act Rule 15Ba1-1. To establish our engagement as your Municipal Advisor, we must inform you that:

1. When providing advice, we are required to act in a fiduciary capacity, which includes a duty of loyalty and a duty of care. This means we are required to act solely in your best interest.
2. We have an obligation to fully and fairly disclose to you in writing all material actual or potential conflicts of interest that might impair our ability to render unbiased and competent advice to you. We are providing these and other required disclosures in **Appendix A** attached hereto.
3. As your Municipal Advisor, Ehlers shall provide this advice and service at such fees, as described within **Appendix B** attached hereto.

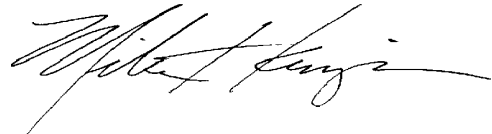
This documentation and all appendices hereto shall be effective as of its date unless otherwise terminated by either party upon 30 days written notice to the other party.

During the term of our municipal advisory relationship, this writing might be amended or supplemented to reflect any material change or additions.

We look forward to working with you on this Project.

Sincerely,

Ehlers



Michael C. Harrigan, CIPMA  
Senior Municipal Advisor/Board Chairman

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<sup>1</sup> This document is intended to satisfy the requirements of MSRB Rule G-42(b) and Rule G-42(c).

## Appendix A

### Disclosure of Conflicts of Interest/Other Required Information

#### Actual/Potential Material Conflicts of Interest

Ehlers has no known actual or potential material conflicts of interest that might impair its ability either to render unbiased and competent advice or to fulfill its fiduciary duty to Client.

#### Other Engagements or Relationships Impairing Ability to Provide Advice

Ehlers is not aware of any other engagement or relationship Ehlers has that might impair Ehlers' ability to either render unbiased and competent advice to or to fulfill its fiduciary duty to Client.

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#### Solicitors/Payments Made to Obtain/Retain Client Business

Ehlers does not use solicitors to secure municipal engagements; nor does it make direct or indirect payments to obtain or retain Client business.

#### Payments from Third Parties

Ehlers does not receive any direct or indirect payments from third parties to enlist Ehlers recommendation to the Client of its services, any municipal securities transaction or any financial product.

#### Payments/Fee-splitting Arrangements

Ehlers does not share fees with any other parties and any provider of investments or services to the Client. However, within a joint proposal with other professional service providers, Ehlers could be the contracting party or be a subcontractor to the contracting party resulting in a fee splitting arrangement. In such cases, the fee due Ehlers will be identified in a Municipal Advisor writing and no other fees will be paid to Ehlers from any of the other participating professionals in the joint proposal.

#### Municipal Advisor Registration

Ehlers is registered with the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB).

#### Material Legal or Disciplinary Events

Neither Ehlers nor any of its officers or municipal advisors have been involved in any legal or disciplinary events reported on Form MA or MA-I nor are there any other material legal or disciplinary events to be reported. Ehlers' application for permanent registration as a Municipal Advisor with the (SEC) was granted on July 28, 2014 and contained the information prescribed under Section 15B(a)(2) of the Securities and Exchange Act of 1934 and rules thereunder. It did not list any information on legal or disciplinary disclosures.

Client may access Ehlers' most recent Form MA and each most recent Form MA-I by searching the Securities and Exchange Commission's EDGAR system (currently available at <http://www.sec.gov/edgar/searchedgar/companysearch.html>) and searching under either our Company Name (Ehlers & Associates, Inc.) or by using the currently available "Fast Search" function and entering our CIK number (0001604197).

Ehlers has not made any material changes to Form MA or Form MA-I since that date.

#### **Conflicts Arising from Compensation Contingent on the Size or Closing of Any Transaction**

The forms of compensation for municipal advisors vary according to the nature of the engagement and requirements of the client. Compensation contingent on the size of the transaction presents a conflict of interest because the advisor may have an incentive to advise the client to increase the size of the securities issue for the purpose of increasing the advisor's compensation. Compensation contingent on the closing of the transaction presents a conflict because the advisor may have an incentive to recommend unnecessary financings or recommend financings that are disadvantageous to the client. If the transaction is to be delayed or fail to close, an advisor may have an incentive to discourage a full consideration of such facts and circumstances, or to discourage consideration of alternatives that may result in the cancellation of the financing or other transaction.

Any form of compensation due a Municipal Advisor will likely present specific conflict of interests with the Client. If a Client is concerned about the conflict arising from Municipal Advisor compensation contingent on size and/or closing of their transaction, Ehlers is willing to discuss and provide another form of Municipal Advisor compensation. The Client must notify Ehlers in writing of this request within 10 days of receipt of this Municipal Advisor writing.

#### **MSRB Contact Information**

The website address of the MSRB is [www.msrb.org](http://www.msrb.org). Posted on the MSRB website is a municipal advisory client brochure that describes the protections that may be provided by MSRB rules and how to file a complaint with the financial regulatory authorities.

## Appendix B

### Project Pro Forma Analysis and Developer Negotiations

#### Scope of Service

Client has requested that Ehlers to undertake a review of the project pro forma for **any existing or new economic development projects in 2018** (“Project”) and to assist in the negotiation of terms of any development agreement for the Project. Ehlers will undertake an independent review of the developer’s proposed project sources, uses and cash flows to assess financial feasibility and to identify the “gap”, if any, between expected performance and the performance required to achieve a reasonable rate of return. The results of this analysis will give the Client substantial information to help determine if and how to move forward with future negotiations with the developer. To accomplish this, Ehlers proposes and agrees to provide the following scope of services:

- Review the developer’s submittal and financial data, including but not limited to sources and uses of funds, construction and financing costs, annual revenues and expenses, and Client revenues from the proposed project that may support financing the developer’s gap, if any.
- Prepare project *pro formas* with and without Client financial assistance. Ehlers will review the developer’s numbers and methodology as compared to Ehlers’ model and assumptions utilizing industry and market standards. Ehlers will prepare other alternate scenarios to provide the Client a reasonable understanding of the developer’s anticipated returns and risks to the Client.
- Estimate Client revenues (tax increment revenues or other revenues as may be specific to the project) from the proposed project that may support financing the developer’s “gap,” if any, and compare to the developer’s numbers. Ehlers will examine whether these revenues are appropriate to fill the “gap,” if any. Ehlers will review and provide feedback as to the eligibility of the developer’s project costs under state statutes.
- Prepare a summary report to the Client. The report will summarize our findings and make recommendations as appropriate to the Client. Ehlers will make a presentation to the Client Board/Council as appropriate.
- Participate in Developer Negotiations, as requested by the Client. Ehlers will participate with the Client negotiating team in developer negotiations to create or review term sheets, development or redevelopment agreements, and financing options. The final agreement is subject to Client attorney’s approval. Based on the financial analyses outlined above, Ehlers will make recommendations to the Client on the amount, type, and timing of incentives or assistance to the Developers and the use of “Look Back” provisions in development agreements, so that if the project is more successful than anticipated, the developer returns funds to the municipality.
- Identify options for financing any needed Client portion of the project, as necessary.

## Compensation

For all work performed and services provided under the Scope of Service section set forth herein, Ehlers will bill Client at the following hourly rates for personnel assigned to the Project:

Senior Municipal Advisor	\$235-275/hour
Municipal Advisor	\$200-230/hour
Financial Specialist II	\$190-215/hour
Financial Specialist I	\$175-195/hour

We estimate that the total billings for the Project will be in the range of \$1,500 to \$7,000 [subject to a maximum fee of \$8,000 per development. Changes to the developer's *pro forma*, introduction of new information, preparation of alternative scenarios, and protracted negotiations are all variables that can impact the time needed to achieve Client's desired results. If we anticipate that total billings will exceed the upper range of our initial estimate, we will provide a revised estimate and request authorization prior to continuing with the work.

## Payment for Services

Ehlers will invoice Client each month for the work completed in the prior month. Our fees include our normal travel, printing, computer services, and mail/delivery charges. The invoice is due and payable upon receipt by the Client.

## Additional Services (Elective)

Though not a part of this scope of services, should a "Look Back" provision be incorporated into a development or redevelopment agreement, Client may authorize Ehlers to perform a "Look Back" analysis upon project sale or other milestones, as follows:

- Implementation of Look Back Provision. Upon authorization by Client, as a separate engagement, Ehlers will review the developer's actual cost and return numbers in accordance with the timing and terms outlined in the respective development agreement. Ehlers will inform the Client of the results and make a summary report available for Client and developer review, as authorized by the Client. This scope of services will be billed on an hourly basis, based on prevailing rates at the time of the engagement.

**Village of Shorewood – 2018 Annual Report**

**VILLAGE OF SHOREWOOD  
DEPARTMENT / COMMITTEE ANNUAL REPORT**

**Instructions:** To help inform the Village Board on the annual operations, services and activities being performed by all areas of the Village, the Village Manager is asking each department and citizen committee to complete the following report. All reports must be completed by May 14. Please contact the Village Manager’s Office if you have any questions about the report.

---

**Name of Department / Committee:**

**Name of Department Head / Committee Chair:**

**Other Department Managers / Committee Members:**

---

**Identify your most significant department / committee services and activities performed in the past year.**

- |  |
|--|
| <ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li><li>4.</li><li>5.</li><li>6.</li><li>7.</li><li>8.</li><li>9.</li><li>10.</li></ol> |
|--|

## Village of Shorewood – 2018 Annual Report

Identify your department / committee proposed initiatives that you hope to perform or implement in future years. Initiatives are significant subjects such as service delivery changes, capital items, programs, or studies that require Village resources and time to execute. Each initiative listed should link to one of the six vision statements in [Vision 2025](#) on pages 6-8. Include the vision number(s) in the “Relationship to Vision 2025” column corresponding with the vision statement(s) that best relates to the initiative along with a brief explanation. For each initiative, please complete the “Request Execution of New Village Initiative” form to complete this section. For citizen committees, please utilize your staff liaison to complete this form.

Department / Committee Initiative(s)	Relationship to Vision 2025
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

## Village of Shorewood – 2018 Annual Report

**FOR VILLAGE DEPARTMENTS:** Please review and evaluate the Village fee schedule. For fees that should be modified or require additional review from the Village Board, please list out those fees in the chart below. In addition, please indicate your department’s recommendation to amend the fee. If the fee impacts additional departments, please list the following departments you’ve contacted and gained their approval involving your recommendation.

Village Fee – include Fee amount	Recommended Modification	Departments Approving Recommendation
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

**VILLAGE OF SHOREWOOD**  
**REQUEST EXECUTION OF NEW VILLAGE INITIATIVE**

**Summary:** This form is used for departments, citizen committees and officials to propose new significant initiatives such as service changes, programs, studies, capital items and other requests to be considered for the annual vision planning and prioritization process. The goal of this form is to help staff, residents and officials identify the resources, steps and time involved in executing an initiative. It allows a formalized process for the Village to recognize proposed initiatives and request the Village Board to consider an initiative before investing more resources. Complete the following information and hand in to the Village Manager for the request to be considered.

**Name:**  **Date:**

**Department / Committee:**

**Initiative:**

**Description and Goal:** Include a short summary of the initiative and the goal/desired outcome.

**Time Sensitivity:** Identify any time constraints or deadlines associated with the initiative.

**Estimated Staff Time Needed to Execute:** Include estimated hours and staff/persons involved.

**Estimated Costs:** Materials, contractual services, equipment, etc. Indicate annual vs. one-time.

--

**Implementation Steps for Execution:** Include approvals, collaboration with other groups, etc.

--

			2018											
Activity	Task	Action Area	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>Update Vision 2025 Initiative Status</b>														
1	Update Vision 2025 implementation task list	Initiatives VM	31											
2	Integrate capital projects/services/recently approved tasks (2015-2018) into Vision 2025 task list	Initiatives FINANCE		16										
3	Department heads review of annual planner	Initiatives DH / VM		27										
4	Village Board review of annual planner & special meeting dates	Initiatives VM/VB			5									
5	Department heads to integrate services, capital projects and new tasks on the initiative task list	Initiatives DH			1-15									
6	Department heads to meet with Village Manager's office to review initiative task list	Initiatives DH / VM			19-23									
<b>Department Annual Reports</b>														
7	Identify 2017 accomplishments	Annual Report DH			19-31	1-13								
8	Link 2017 accomplishments to Vision 2025 plan	Annual Report DH			19-31	1-13								
9	Identify 2018 - 2019 planned & proposed initiatives/projects/services	Annual Report DH			19-31	1-13								
10	Link 2018-2019 accomplishments to Vision 2025 plan	Annual Report DH			19-31	1-13								
11	Department heads review and provide recommended updates to fee schedule	Annual Report DH / FIN				16-30								
12	Review annual reports & fees with VM	annual report/fee review DH/VM					1-13							
13	Complete Department annual reports	Annual Report DH					14							
<b>Citizen Committee Annual Reports</b>														
14	Notify committee chairs & committees of annual report process	Annual Report VM			8									
15	Identify 2017 committee accomplishments	Annual Report Citizen Com.			8-31	1-30								
16	Link 2017 committee accomplishments to Vision 2025 plan	Annual Report Laison			8-31	1-30								
17	Identify 2018 - 2019 committee planned & proposed initiatives/services/project	Annual Report Laison			8-31	1-30								
18	Link 2018-2019 accomplishments to Vision 2025 plan, costs and resources required	Annual Report Laison			8-31	1-30								
19	Review annual reports with VM	Annual Report Citizen Com./VM					1-13							
20	Complete report for Village Board	Annual Report Citizen Com.					14							
<b>Prioritization of Initiatives &amp; Services</b>														
21	Annual reports and requested initiatives/projects/services provided to Village Board/citizen committees/staff for review	prioritize Village Board					21							
22	Trustees submit modification of current 2025 initiatives, new initiative tasks or modification of service levels for consideration	prioritize Trustees						4						
23	Village Board reviews Vision 2025 current and proposed initiatives/projects/services submitted for 2018-2019; prioritization process begins	prioritize Special Board						11						
24	Village Board prioritizes initiatives and service changes for 2019	prioritize Village Board -COW						18						
25	Village Board approves prioritization of initiatives and service levels for 2019 budget	prioritize Special Board						25						
26	Village Board considers of fee schedule for 2019 budget	fee review Village Board -COW							2					
<b>Bonds</b>														
27	Bond project cost updates for 2018-2019 projects	bonds DH / FIN					1-14							
28	Approval of 2019 projects (in 2018 budget)	bonds Village Board					21							
29	Authorize bond issuance	bonds Village Board						18						
30	Award Bonds	bonds Village Board							16					
31	Receive Bond Proceeds	bonds FINANCE							30					
<b>Long Range Financial Plan</b>														
32	Review other long-term capital project needs, 2020 plus	LRP VM / DH					15-31							
33	Update other long-term capital project cost projections	LRP DH / FIN						1-30						
34	Review and update project narratives and any other supporting documents	LRP DH							2-13					
35	Review and update Long Range Plan financial schedules	LRP FIN							2-13					
36	Pre-Long Range Plan - project prioritization meeting	LRP Special Board							30					
37	Long Range Plan - presentation	LRP Special Board								27				
<b>Capital Budget</b>														
38	DH Review / Update Master Capital Asset list	Cap. Bud. DH						18-29						
39	Submit updated Master Capital Asset listed to Finance	Cap. Bud. DH / FIN						29						
40	Submit 2019 capital requests with narratives	Cap. Bud. DH							2-13					
41	Review 2019 capital requests within budget context	Cap. Bud. VM / FIN								23-27				
<b>Operating Budget</b>														
42	Submit any proposed staffing changes in response to service level changes approved by the Village Board for 2019	Op. Bud. DH / VM							2-20					
43	Village Board consideration of 2019 staffing requests	Op. Bud. Village Board -COW								6				
44	Baseline operating budget materials to DH	Op. Bud. FINANCE								13				
45	Departments prepare 2019 budget requests	Op. Bud. DH								13-25				
46	Submit budget requests to finance	Op. Bud. DH / FIN								13-25				
47	Review 2019 operating requests within budget context	Op. Bud. VM / FIN / DH								27-31	4-7			
<b>Review of Proposed Budget</b>														
48	Prepare proposed 2019 budget	Op. Bud. VM / FIN									4-14			
49	Present proposed 2019 budget - Overview	Op. Bud. Village Board									17			

	Activity	Task	Action Area	2018											
				Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
50	Budget review sessions - General Gov / Capital	Op. Bud.	VB Budget / Fin									24			
51	Budget review sessions - Utilities / Library / SRC	Op. Bud.	VB Budget / Fin										8		
52	Budget review sessions - TIDS / Debt / Wrap-up	Op. Bud.	VB Budget / Fin										22		
53	Public Hearing Notice prepared for publication	Op. Bud.	FINANCE										24		
54	Public hearing notice - published	Op. Bud.	CLERK										31		
55	Public Hearing	Op. Bud.	Village Board											19	



AT THE EDGE OF THE CITY AND  
THE HEART OF EVERYTHING

**2019**  
**Annual Vision Planner**  
**Implementation Notes**

Draft 02.28.18

*This document is a description of each line item on the Annual Vision Planner calendar and should be utilized by staff and the Village Board as a guide for the annual process. As the process evolves, notes will be updated. The document will be provided to staff via Google Docs to access daily. The Village Board will be provided updated drafts when substantial changes are made. Each section of the annual planner calendar is identified by capital font, followed by the line item, date or date range for each corresponding task and activity description.*

## **UPDATE VISION 2025 STATUS:**

### **1) January 31 Update Vision 2025 implementation task list**

In 2015 Village Board approved Vision 2025. This document provided a vision for a planning process whereby the elected officials and community stakeholders stepped back, examined the current situation of the Village and developed a vision of what they would like the Village to be like in 10 years based upon forecasted needs and conditions. The vision describes what the stakeholders desire the Village to be like in the future. The vision provides a framework to further define initiatives that are supported by implementation tasks – the works or steps to accomplish the initiatives. An implementation task list was developed following approval of Vision 2025 and collectively these two documents serve as Shorewood’s vision plan; however, the plan was not strategic and failed to identify a specific goal for each initiative and prioritize the goal within the context of existing services and planned capital projects. Due to transition of trustees and key staff members only a few tasks in the plan were completed and the remaining were put on hold for the last 2 years. The Village Manager’s office dusted off the implementation task list and identified which tasks were completed, see “Vision Plan Implementation Checklist.” The updated document provides a baseline for further discussion.

### **2) February 16 Integrate capital projects/services/recently approved tasks (2015-2018) into Vision 2025 task list**

In addition to the Vision 2025 plan, Shorewood also has a long range financial plan, department services/goals, citizen committees and Village trustees that have expressed the desire to amend and add initiatives to the Vision 2025 plan. To ensure all parties are supporting agreed upon initiatives and tasks within Vision 2025 it is important that these documents be combined and reflected in one list. The implementation task list was updated to include sections for Department Heads to add current services, capital items noted in the Village’s long range financial plan, and those items requested by the Board from 2015-2018 that were not specifically identified in the initial plan and list. Reviewing these items together allows everyone to see a clearer picture of current operations, planned or requested tasks. This will also serve as a list for the Village Board to strategize goal(s) for the initiatives and prioritize the order of which we collectively complete each goal. The Village will not be able to effectively proceed with all the initiatives, capital projects and assigned Board tasks at one time due to staff limitations, budget constraints or timing.

### **3) February 27 Department heads review of annual planner**

Departments Heads have requested a process by which the citizen committees and Village Board review the initiatives for the prior, current and future years annually and obtain clear direction on how the Board would like staff to prioritize requests. The needs of the Village can change over time and priorities are likely to shift with each election cycle. Each new board has a responsibility to clearly communicate to its staff what they

expect. Most important to achievement of the strategic initiatives is how on an ongoing basis the Village resources can be deployed to achieve the plan's goals. The current plan identifies initiatives, but not goals that strategically align tasks with resources. Right now new items are brought up by citizen committees and trustees without a process to provide clear direction from the entire Board on whether staff should proceed with an item and under what expectations. Village staff wants to proceed supporting the Board. In order to do so, the Board must set goals for the initiatives and strategically prioritize the tasks associated. Staff must provide the Board guidance on how to allocate or reallocate resources to meet those priorities.

This is of course a first attempt at a new annual process. The annual process will be evaluated at conclusion and process improved to better meet our needs in 2019-2020.

#### **4) March 5 Village Board review of annual planner & special meeting dates**

In the next five years the Village anticipates going through many new projects that require substantial investment. Having an agreed upon vision for the future of our community, it is essential to ensure that the decisions made support the vision. Our board, departments heads and citizen committees have not had a process to get together and discuss what is truly important on an annual basis. Village's with successful visions periodically redirect and modify the "plan" as conditions warrant within an identified process. Annual review of the strategic goals and tasks associated with the vision is a process designed to help the Village respond effectively to their new situations. Shorewood would not need this process if everyone already had the same common goals and were like minded. Development of prioritized goals that support the vision will create laser focus for where the Village is headed and what needs to be accomplished to meet the goals. Not prioritizing will continue to perpetuate service disruption, inefficient utilization of resources and staff turnover.

The Board and staff are requested by the Village Manager to move forward with the annual planner understanding that we will try the process for one year and process-improve it for the following year. The process calls for four special board meetings and three Committee of the Whole (COW) discussions prior to regular Village Board meeting. The process continues to cancel one regularly scheduled board meeting in July and August as done in prior years.

#### **5) March 1 – 15 Department Head to integrate services, capital projects and new tasks on the initiative task list**

Vision 2025 initiatives have been updated to reflect known items of completion. Department Heads are requested to:

- Identify services provided by their department, service changes that occurred from 2015-2018 that are not already noted in the plan and any forecasted service changes.
- Identify completed capital projects from 2015-2018 and planned capital project from the Village's long range financial plan moving forward.
- Identify new Village Board requested tasks (2015-2018) since the plan adoption.

- The “Vision 2025 Initiatives Implementation Task List” document will be provided to the Department Heads for completion via Google Docs. The document shall be updated by March 15.

**6) March 19-23 Department Heads to meet with Village Manager’s office to review initiative task list**

Department Heads shall schedule by Outlook Invitation, a meeting with the Village Manager and Assistant Manager to review the updated task list for their department.

**BEGIN DEPARTMENT ANNUAL REPORTS:**

**7-10) March 19 – April 13 Department Heads begin annual reports**

Department heads are requested to begin their annual reports. The reports submitted shall:

- Identify 2017 department accomplishments
- Link 2017 accomplishments to Vision 2025 plan
- Identify 2018 – 2019 planned & proposed initiatives/services/projects
- Link 2018-2019 planned & proposed items to Vision 2025
- Submit a form for all proposed new initiatives/services for 2018-2019

Next year an enhancement of this process will include a standardized format for annual reporting, review of annual services and costs associated.

**11) April 16 – 30 Department heads review and provide recommended updates to fee schedule**

This annual cycle planner includes a review of fees related to each department. Department Heads are requested to provide recommendation on fee updates for 2018-2019 in preparation for budget.

**12) May 1-13 Department Heads to meet with Village Manager’s office to review annual reports and fee schedule**

Department Heads shall schedule by Outlook Invitation, a meeting with the Village Manager and Assistant Manager to review the annual reports and fee schedule for their department.

**13) May 14 Department deadline for annual report submission**

Annual reports shall be placed in shared drive/annual planner/2017 annual reports folder.

## **CITIZEN COMMITTEE ANNUAL REPORTS:**

### **14) March 6 Notify Committee Chairs & Committees of annual report process**

The Village Manager's office will notify by email each committee chairperson and members of the new process. Staff liaisons shall call each Chairperson to discuss next steps for each committee.

### **15-18) March 6 – April 30 Define planned/desired services/initiatives**

Historically, Citizen Committees (CDA, Conservation, Design Review, Pedestrian & Bicycle Safety, Plan Commission, Public Art, Marketing, Elder Services Advisory Board, Library Board, Police, Recreation) have not been included in the annual review of Village services and programs, nor have they had an opportunity to share with the Board their prior year's work, desired goals and how the goals match up to Vision 2025. Similar to the Departments, resources and staff time provided to the proposed citizen committee efforts must be evaluated against all priorities. Committee liaisons are requested to work with the chairperson and members to identify the below items in March and April.

- Identify 2017 committee accomplishments
- Link 2017 accomplishments to Vision 2025 plan
- Identify 2018 – 2019 planned & proposed initiatives/projects/services
- Link 2018-2019 planned & proposed items to Vision 2025
- Submit a form for all proposed new initiatives/services for 2018-2019

Note: A form will be provided for submission of prior accomplishments and proposed initiatives/service needs that require Village resources. Board of Review and Board of Appeals are omitted from the reporting process as they respond to specific requests facilitated by statutory regulated process. North Shore Fire Board and North Shore Health Department will continue to provide their annual reports when available at regular Village Board meetings. Future consideration should be given to requesting North Shore Communications Center (dispatch) to also provide an annual report in a similar fashion.

### **19) May 1-13 Staff liaisons to meet with Village Manager's office to review Annual Reports**

Staff liaisons to citizen committees shall schedule by Outlook Invitation, a meeting with the Village Manager and Assistant Manager to review the annual reports for the citizen committee. If available, the committee chairperson or his/her designee is welcome to attend this meeting as well.

### **20) May 14 Complete annual report for Village Board**

Annual reports and any new initiatives shall be submitted via email to [tburkart@villageofshorewood.org](mailto:tburkart@villageofshorewood.org) or saved on the shared drive/annual planner/2018 annual report.

## **PRIORITIZATION OF INITIATIVES, SERVICES & PROJECTS:**

### **21) May 21 Annual reports and requested initiatives/services/projects provided to Village Board/citizen committees/staff for review**

All identified parties above will receive the annual reports and requested initiatives provided for their review. Staying educated on the all Village initiatives is important so that each group can assess how they can collaborate more effectively to meet initiative goals moving forward. It also provides perspective for all individuals on the resources available and required to complete tasks.

### **22) May 21 - June 4 Trustee submit modification of current 2025 initiatives, new initiatives or modification of service levels for consideration**

Similar to the departments and committees, trustees will have the opportunity to submit prior accomplishments, proposed amendments to Vision 2025, new initiatives or service changes for consideration by the Village Board. A form will be provided for submission of prior accomplishments and proposed initiatives/service needs that require Village resources. These forms will be distributed to all departments and committees in preparation for prioritization. Forms are due on June 4<sup>th</sup> via email to [rewald@villageofshorewood.org](mailto:rewald@villageofshorewood.org) . Late submissions will not be included for prioritization.

### **23) June 11 Village Board reviews Vision 2025 current and proposed initiatives/projects/services submitted for 2018-2019; prioritization process begins**

Department heads and citizen committee representatives are requested to attend this meeting to answer any questions of clarification from the Village Board. This purpose of the meeting is to share information and begin the prioritization process.

### **24) June 18 Village Board prioritizes initiatives and services changes for 2019**

The Village Board will continue to prioritize the initiative goals/tasks and service changes for 2019. The prioritization will be distributed to all parties following the meeting

### **25) June 25 Village Board approves annual prioritization of initiatives/projects/services for 2019 budget**

Now that the Village has an annual review process for our vision plan, the Board is requested to approve prioritized initiative tasks/services that will be utilized by department heads to complete budgets reflective of these items.

### **26) July 2 Village Board considers fee schedule for 2019 budget**

Departments will provide their review of the current fee schedule and any proposed fee changes based upon the prioritization or service level changes. The Board will be requested to provide direction on any fee updates for purposes of completing the 2019 budget.

## **BONDS:**

### **27) May 1-14 Bond project cost updates for 2018-2019 projects**

In order to be prepared to issue municipal bonds to finance the projects identified in the 2018-2027 Long Range Financial Plan, updated and refined cost estimated must be prepared for any projects which will be completed in 2018 or 2019 that are to be financed through the 2018 bonding process.

While we would anticipate that most of the 2018 projects and contracts will have been bid by this date so that we will have actual costs to prepare our bonding documents, some projects may not have yet reached this level of certainty and will require an updated cost estimate based on current information and circumstances.

There will be a standard project cost reporting form that will need to be submitted with each updated estimate. Supporting documentation on how these cost estimated were derived must also be provided and attached to the form.

### **28) May 21 Approval of 2019 projects (in 2018 budget)**

Any projects to be financed by these bonds not deemed to be approved by the Village Board must be presented and approved at the May 21<sup>st</sup> Village Board meeting in order to allow for sufficient time to prepare the formal bonding documents.

### **29) June 18 Authorize bond issuance**

The formal pre-sale bonding documents and applicable authorizing resolutions must be approved by the Village Board at the June 18<sup>th</sup> Village Board meeting in order to solicit bidders for the bonds. The timing of this is crucial in order to award the bond sale at the July 2<sup>nd</sup> Village Board meeting to help ensure that sufficient funds will be available for the Village to make the required payments to our project contractors without having to liquidate long-term investment holdings.

### **30) July 2 Award Bonds**

Bond sale bids will be presented to the Village Board so that they may award the sale to the applicable bidder. Awarding the bids on this date facilitates the Village receiving the actual funds by mid-July.

### **31) July 15 Receive Bond Proceeds**

Based on successfully completing the previous bonding related items within the identified timelines, bond proceeds should be received by the Village in Mid-July.

## **LONG RANGE FINANCIAL PLAN:**

### **32) June 15-31 Review other long-term capital project needs, 2020 plus**

This process involves the comprehensive review of the Long Range Plan schedule of identified future infrastructure projects and needs. Projects currently on the schedule should be reevaluated annually and prioritized based on need, current conditions, fiscal and operational implementation capabilities, and the coordination of other activities.

Any new needs that can be anticipated within the planning timeline should then also be evaluated using the same parameters and added to the schedule as applicable, with the goal of being able to effectively manage and plan for these projects in a comprehensive manner.

### **33) June 1-30 Update other long-term capital project cost projections**

While the short term project costs are updated during the preparation for bonding, the cost estimates of the remainder of the projects identified within the Long Range Plan will also need to be updated based on current information.

In order to facilitate the preparation of the Long Range Plan's fiscal analysis for the Village Board to review at the end of July, all updated project cost estimates and supporting documentation should be submitted to finance by June 30.

There will be a standard project cost reporting form that will need to be submitted with each updated estimate. Supporting documentation on how these cost estimated were derived must also be provided and attached to the form.

### **34) July 2-13 Submit updated project cost projections and supporting documents**

In addition to the cost estimate documentation, all project narratives and other supporting documentation should also be reviewed and updated on an annual basis. This information is essential to assist the Village Board in evaluating these projects

### **35) July 2-13 Review and update Long Range Plan financial schedules**

Following the receipt of this information, numerous schedules of bonding cost estimates, debt repayment schedules, debt capacity analysis, and tax levy impacts must be prepared within the next 3 weeks in order to meet the goals of presenting this information to the Village Board for their review by July 30.

### **36) July 30 Pre-Long Range Plan - project prioritization meeting (if desired)**

Updated materials for the upcoming presentation of the proposed Long Range Financial Plan are presented to the Village Board for their review and deliberation. Topics will include discussions on project prioritization, current conditions, fiscal and operational implementation capabilities, and the coordination of other activities.

### **37) Aug. 27 Long Range Plan - presentation**

Based on the guidance provided by the Village Board at the Pre-Long Range Plan project prioritization meeting, staff will update all materials and prepare the final Long Range Financial Plan for presentation to the Village Board.

## **2019 CAPITAL BUDGET:**

### **38) June 18-29 DH Review / Update Master Capital Asset list**

As part of the capital planning process, the Village maintains a schedule of all municipal vehicles and equipment with a cost of \$5,000 or more. This schedule tracks and identifies the year each item was purchased, the original purchase cost, the expected replacement cost, the expected life of the equipment, and the anticipated year in which the equipment may need to be replaced.

Annually, the finance department provides a copy of this list to department heads. Department heads will then review this list to make sure that all equipment on the list is still in service and that any new equipment purchased in the past year has been appropriately added to the list. They will also then review and recommend any updates to the list with any changes to the anticipated replacement costs or year in which the equipment may need to be replaced. This is done within the context of the current condition of the equipment, the cost of ongoing maintenance, and prioritizing needs within a budgetary context that is reasonably balanced over a multi-year timeframe while still being able to meet operational needs.

Based on this process, items that have been prioritized within each department as needing replacement in the upcoming budget cycle will be requested to be replaced in the General Capital Fund budget for the following year.

### **39) June 29 Submit updated Master Capital Asset listed to Finance**

As the finance department is responsible for maintaining the “Master” list, department heads must report back any recommended changes or updates to the finance department to be integrated in to the “Master” list for the equipment that they use within their departments.

Completing this process in a timely manner helps facilitate the building of schedules within the Long Range Financial Plan from July 2-13, as well as sets the basis for identifying the equipment replacement needs for the capital budget in advance of beginning the department head review of the operations budgets on August 6.

### **40) July 2-13 Submit 2019 capital requests with narratives**

All capital funding requests are made through the submission of standardized capital request forms by department heads. Capital requests include any current cycle infrastructure projects from the long range planning process, any identified equipment replacement needs from the master capital asset list review, and any other significant “one-time” needs, projects, or initiatives that have been identified through other processes.

There will also be a standard project cost reporting form that will need to be submitted with each updated estimate. Supporting documentation on how these cost estimates were derived must also be provided and attached to the form.

### **41) July 23-27 Review 2019 capital requests within budget context**

Once all of the capital requests from each department have been compiled into a draft capital budget, these items will then be reviewed by the Village Manager for overall prioritization within the context of available funding resources.

## **OPERATING BUDGET:**

### **42) July 2-20 Submit any proposed salary or staffing changes for 2019**

As a result of any Village Board actions on changes to service levels as the basis for the development of the 2019 budget at their June 11 meeting, or other changes in operating needs or proposed staff compensation, department heads may need to request changes in staffing or salary levels for the upcoming budget cycle.

These requests will need to be submitted to the Village Manager for review so that they can be presented to the Village Board for approval on July 16 so that they may be incorporated into the drafting of the baseline operating budget worksheets to be distributed to department heads on August 6.

### **43) August 6 Village Board consideration of 2019 staffing requests**

The Village Board will consider any proposed staffing changes that may be needed to implement any approved changes in service levels for the upcoming fiscal year from their June 11<sup>th</sup> or June 18<sup>th</sup> meetings, or due to other changes in operating needs or proposed staff compensation for the upcoming budget cycle.

This action is required to allow staff sufficient time to incorporate these changes into the drafting of the baseline operating budget worksheets which will be distributed to department heads on August 6.

### **44) August 13 Baseline operating budget materials to DH**

Based on approved staffing and salary levels, various benefit assumptions, and other known or projected contractual costs and trends, the finance department will generate draft budget worksheets as the basis for department heads to submit their 2019 operating budget requests. These worksheets will include all salary and benefit projections.

### **45) Aug. 13-25 Departments prepare 2019 budget requests**

Using the 2019 budget worksheets provided by finance on August 6, department heads will need to prepare their remaining revenue and expenditure forecasts for the upcoming budget cycle. The first step in this process is to update the budget detail sheets from which those totals can then be input into the main budget worksheets. Then using trends, averages, or other specific insights to changes in departmental needs, the remaining revenue and expenditure line items should be entered into the budget worksheets.

### **46) Aug. 13-25 Submit budget requests to finance**

Department heads will return their completed operating budget requests to finance so that they may be compiled and the total operating budget request amounts can be calculated. Early submission is encouraged. The timely completion of this process is essential in order to facilitate a comprehensive budget review from August 27-31 and to be able to prepare the final proposed budget from September 4-14 for presentation to the Village Board on September 17.

### **47) Aug. 27-Sept. 7 Review 2019 operating requests within budget context**

Once compiled, the operating budget, in conjunction with the capital budget will be reviewed by the Village Manager, the Finance Director, and the various department heads as needed to address any questions or evaluate any revisions that may be necessary. The budget requests will also be reviewed within the context of the Village's allowable expenditure restraint limits as well as the budget's impact on the tax levy.

## **REVIEW OF PROPOSED BUDGET:**

### **48) Sept. 4-14 Prepare proposed 2019 budget**

Based on the cumulative work done in the preceding processes, the Finance Department will prepare various additional schedules and assemble binders of the 2019 proposed budget for Trustees to be presented on September 14<sup>th</sup>.

### **49) Sept. 17 Present proposed 2019 budget - Overview**

The 2019 proposed budget binders will be distributed at the September 17 Village Board meeting. The Finance Director will also give an overview and summary presentation of the trends, issues, and other metrics of the proposed budget.

### **50) Sept. 24 Budget review sessions - General Fund / Capital Fund**

During this session, the General Fund departmental budgets and Capital Fund project requests will be reviewed by committee. Staff will be available to address any question related to these budgetary requests. Items for which the committee determines are in need of further discussion or contemplated budgetary changes will be identified for additional follow-up and/or inclusion in the budget wrap-up review for final deliberation.

### **51) Oct. 8 Budget review sessions - Utilities / Library / SRC**

During this session, the budgets for the Village's Utilities, Library, Senior Resource Center, and Shorewood Today funds will be reviewed by committee. Staff will be available to address any question related to these budgetary requests. Items for which the committee determines are in need of further discussion or contemplated budgetary changes will be identified for additional follow-up and/or inclusion in the budget wrap-up review for final deliberation.

### **52) Oct. 22 Budget review sessions - Debt / TID's / Wrap-up**

During this session, the Debt Service and TID budgets will be reviewed by committee. Staff will be available to address any question related to these budgetary requests. The committee will then also review the budget wrap-up items which will include any staff adjustments to the proposed budget based on additional information obtained since the drafting of the original proposed budget, as well as those items identified by the committee for additional review from the previous sessions.

### **53) Oct. 24 Public Hearing Notice prepared for publication**

Based on the direction received during the budgetary review process, staff will prepare a formal public hearing notice for the proposed budget which incorporates these updates.

### **54) Oct. 31 Public hearing notice - published**

The public hearing notice must be published at least 10 days prior to the public hearing

### **55) Nov. 19 Public Hearing on 2019 Budget**

Public hearing and Village Board consideration of the proposed 2019 budget.

## 2018 Village Board Meetings - Annual Vision Planner Dates

March	
5-Mar	Regular Village Board Meeting
19-Mar	Regular Village Board Meeting
April	
2-Apr	Regular Village Board Meeting
16-Apr	Regular Village Board Meeting
May	
7-May	Regular Village Board Meeting
21-May	Regular Village Board Meeting
June	
4-Jun	Regular Village Board Meeting
11-Jun	Special Village Board Meeting - Prioritization - 2019
18-Jun	COW 6:30 PM / Regular Village Board Meeting
25-Jun	Special Village Board Meeting - Prioritization - 2019
July	
2-Jul	COW 6:30 PM / Regular Village Board Meeting - Fee Schedule Review
16-Jul	<b>Canceled Meeting</b>
30-Jul	Special Village Board Meeting - Long Range Plan - Prioritization
August	
6-Aug	COW 6:00 PM / Regular Village Board Meeting - Op. Budget - 2019
20-Aug	<b>Canceled Meeting</b>
27-Aug	Special Village Board Meeting - Long Range Plan - Prioritization
September	
4-Sep	Regular Village Board Meeting
17-Sep	Regular Village Board Meeting
24-Sep	Budget & Finance Committee - Gen Gov & Capital Budget
October	
1-Oct	Regular Village Board Meeting
8-Oct	Budget & Finance Committee - Utilities/Library/SRC Budget
15-Oct	Regular Village Board Meeting
22-Oct	Budget & Finance Committee - TIDS/Debt/Wrap-up Budget
November	
5-Nov	Regular Village Board Meeting
19-Nov	Regular Village Board Meeting
December	
3-Dec	Regular Village Board Meeting
17-Dec	Regular Village Board Meeting

Indicates Cancelled Meeting

Indicates Special Board Meeting

## Community Development Authority - 4Q 2017 Financial Report

Account Number	Account Name	2016 Actual	2017 YTD 9/30	2017 Actual	2017 Proposed Budget	YTD % of Budget	Projected as a % of Budget	Notes
<b>Revenues</b>								
700-6800-48110	Loan Interest Income	-	13,695	15,228	\$ 11,150	122.8%	136.6%	Business Loans
700-6800-48900	Miscellaneous Revenues	-	1,700	1,700	-	0.0%	0.0%	
700-6800-47360	Charges for Service - TID's	-	-	-	9,000	0.0%	0.0%	
<b>Total Revenue</b>		<u>-</u>	<u>15,395</u>	<u>16,928</u>	<u>20,150</u>	<u>76.4%</u>	<u>84.0%</u>	
<b>Expenditures</b>								
700-6800-52100	Program Administration Fees	-	-	7,700	\$ 10,700	0.0%	72.0%	Village Staff / Façade Admin
700-6800-52120	Professional Fees - Legal	-	1,190	1,414	2,000	59.5%	70.7%	
700-6800-52130	Professional Fees - Financial	-	5,108	5,107	2,000	255.4%	255.4%	Audit / Ehlers / Annual CDA report
700-6800-52920	Assessment & Planning	-	-	-	5,000	0.0%	0.0%	
700-6800-53120	Copy & Printing Costs	-	-	-	1,000	0.0%	0.0%	
700-6800-53130	Postage & supplies	-	-	-	1,000	0.0%	0.0%	
700-6800-53140	Communications / Education	-	-	-	5,000	0.0%	0.0%	up to 30% charged back to TID's
700-6800-54620	Loan Program costs	-	-	516	3,000	0.0%	17.2%	
700-6800-54630	Façade Program Grants	-	830	14,738	30,000	2.8%	49.1%	
700-6800-54650	Business Recruitment	-	-	2,534	8,000	0.0%	31.7%	up to 30% charged back to TID's
700-6800-54660	Developer Recruitment	-	-	222	2,000	0.0%	11.1%	up to 30% charged back to TID's
<b>Total Expenditures</b>		<u>-</u>	<u>7,128</u>	<u>32,231</u>	<u>69,700</u>	<u>10.2%</u>	<u>46.2%</u>	
Net Change in Fund Balance		-	8,267	(15,303)	(49,550)			
Restricted for Façade Program		330,000		315,262	300,000			
Restricted for Loan Program		601,945		601,429	598,945			
Restricted for other CDA activities		<u>308,500</u>		<u>308,451</u>	<u>291,950</u>			
<b>Ending Fund Balance</b>		<u>\$ 1,240,445</u>		<u>\$ 1,225,142</u>	<u>\$ 1,190,895</u>			
Current Business Loan outstanding balances		399,241		\$ 279,142				
Available Business Loan funds		\$ 202,704		\$ 322,287				

## CDA Business Loans Receivable

### BUSINESS LOAN SUMMARY

<u>Borrower</u>	<u>Amount Loaned</u>	<u>Closing Date</u>	<u>Final Pay Due</u>	<u>2018 Beginning Balance</u>	
Open Book (Kieth Schmitz)	25,000	11/2/2009	12/1/2016	-	Defaulted 12/30/2010
2510 E. Capitol LLC (Mark Sweet)	100,000	11/5/2009	12/1/2019	73,702	
Thief Wine (Phil Bilodeau)	109,000	7/2/2010	8/1/2017	-	Loan Paid in Full 8-30-13
North Star Bistro (Mike Stoner)	102,500	9/30/2010	10/1/2020	47,277	
Big Bay Brewery (Chris Piotrowski)	25,000	12/30/2010	1/1/2018	-	Loan Paid in Full 7-29-16
Sendiks (John Nehring)	50,000	1/25/2012	12/1/2016	-	Loan Paid in Full 12-1-16
Sendiks (John Nehring)	100,000	1/25/2012	12/1/2021	-	Loan Paid in Full 7-25-17
	150,000				
Kively Investments (Mark Kivley)	8,630	9/25/2012	10/1/2018	-	Loan Paid in Full 2-28-14
Kensington Liquor (Keith Marquardt)	24,195	3/20/2013	4/1/2020	10,956	
LeOrangerie	50,000	4/15/2014	4/16/2014	-	Loan Paid in Full 4-16-14
Draft & Vessel (Nat Davauer)	14,867	11/30/2015	1/1/2025	-	Loan Paid in Full 2-8-17
Northwoods (Patrick Bieser)	179,779	7/1/2014	8/1/2023	150,727	
Total	763,971			282,662.00	



## Planning & Development Department – CDA Report

March 8, 2018

### I. BUSINESS/DEVELOPMENT

- a. Met with Peter Grimes to discuss updates on proposed health clinic and lease negotiation points
- b. Continued discussion with broker of former Sendik's space regarding application and review procedures for potential re-occupancy
- c. Provided update to the Village Board regarding Parking Agreement within the Metro Market parking structure, including update on proposed Fall review of parking (and traffic circulation) at the end of the "Interim Period"
- d. Received applications for outdoor seating and parklets for consideration of Village Board on March 5<sup>th</sup> and 19<sup>th</sup> (5 parklets / 13 outdoor seating)
- e. Received inquiry from property owner regarding eligibility for Façade Grant at former Goldi's building
- f. Received phone call from applicant interested in opening a Spanish-Immersion day care in the Village
- g. Reviewed signage proposals from Blue's Egg
- h. Began research into attaining additional liquor licenses for business recruitment
- i. Considering requests from 2 businesses Oakland Ave. for loading zones

Prepared By:

Bart Griepentrog, AICP  
Planning & Development Director

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*Shorewood Business Improvement District Executive Directors Report  
February 15, 2018*

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I. BUSINESS/DEVELOPMENT

- Meeting with General Capital Group developer, discussed business leads, market, housing (millennials will eventually buy house in suburbs and Shorewood and WFB poised to reap benefits) and more.
- Inquiries for Mexican restaurant relocation and Thai/Japanese restaurant expansion.
- Attended Recraft & Relic Fair with 1/27. 4 compatible vendors open for shared storefront.
- Meeting with local restaurant discussing BID marketing, low day time traffic and ideas to increase.
- Updates: Sunseekers 2420 Capitol, Sendik's 4027 Oakland, Katz 4001-11 Oakland, Ogden 4014 Oakland
- Hayek's building officially under contract with an adaptive reuse developer
- Queensway parcel developer purchased house behind property. House is zoned commercial.

II. UPCOMING EVENTS

- Outcome Shorewood Chill Feb 10 – Edward Jones provided popcorn from Goody Gourmet. Sold bags for 50 cents. 11 people signed up for newsletter-2 won gift cards to Culver's and Corner Bakery. Very successful event.
- St. Patrick's Day Saturday March 17- Village Board consideration 2/19

III. FAÇADE GRANT STATUS

- INQUIRY. MKE Movement window sign
- PENDING. Awaiting application from Stone Creek (**see attached**). Village Board approved Special Privilege application.
- APPROVED. Reviewing application for Blue's Egg façade (**see attached**).

IV. BUSINESS LOAN PROGRAM

- No inquiries. Program in Spring Shorewood Today magazine under 'resource'.

## SHOREWOOD CDA FAÇADE PROGRAM

as of 2/25/18

### PENDING AND PAST FAÇADE GRANTS

Property Location	Applicant Type	Status	Applicant Name	Meeting	Date of Application	Application Approved	Reimbursement Date	Tot Project Cost	Amount of Grant	Sign/Awning	Summary of work performed
<b>2017</b>											
4010 N. Oakland Ave.	Tenant	Completed	Allstate Insurance - Andrew McCabe		4/10/2017	4/17/2017	6/2/2017	\$1,660.00	\$ 830.00	1	Replace torn/worn awning
3596 N. Oakland Ave.	Owner	Inquiry	David Wu -Inquiry		2/1/2017						owns Crave Café, asking if he creates new business in vacancy whether it would qualify for more grant dollars (he received \$10,631 under old program)
4022 N. Oakland Ave	Tenant	Approved	Scott Schaefer-Milwaukee Brat House		6/1/2017	7/7/2017	11/1/2017	\$23,400.00	\$12,000.00		install garage doors front façade and design; (not included 1 wall sign; 2 blade signs)
4121 N. Wilson Drive	Tenant	Inquiry	Larry Fox North Shore Legend Post	11/6/2017							Modify front entrance; remove sign in transom; new railings
4529 N. Oakland Ave	Tenant	Completed	Luke Laga, Structural Elements	11/8/2017	11/8/2017	11/10/2017		\$5,840.00	\$1,500.00	1	Routed out internal lit box sign.
<b>2017 Total Grants</b>									<b>\$14,330.00</b>		
<b>2018</b>											
4195 N. Oakland Ave	Tenant	Approved	Dan Sidner- Blue's Egg	various	1/12/2018	1/16/2018		\$30,000.00	\$12,000.00		5 Garage doors for building addition.
1924 E. Capitol Dr	Tenant	inquiry	Shawn Glazer - MKE Movement		1/26/2018						sign, etched on front window
4106 N. Oakland Ave	Tenant	Inquiry	Stone Creek	10/1/2017							Add permanent seating/canopy/landscape hardscape, front and side
4114 N. Oakland Ave	Broker	inquiry	Ogden	2/22/2018							
<b>2018 Total Grants</b>									<b>\$12,000.00</b>		