



City of Pewaukee Financial Management Plan

January 6, 2020





Objectives of the FMP

- Determines the overall financial impact to taxpayers to fund operational and capital needs.
- Is a tool to provide control and flexibility to meet financial needs by integrating operational and capital budgets.
- Examines existing financial strengths and weaknesses of the community.
- Establishes consensus and set of priorities to meet the City's financial objectives.



Credit assessment by Moody's (Aa1 rating)

Credit Strengths

- ✓ Strong resident income indices
- ✓ Solid financial position
- ✓ Modest debt and pension burdens

Credit challenges

- ✓ Smaller tax base compared to other comparably rated credits



Credit assessment by Moody's

Factors that could lead to upgrade

- ✓ Significant tax base expansion & strengthening income levels
- ✓ Material gains in fund balance

Factors that could lead to a downgrade

- ✓ Weakening of the City's tax base valuation or resident income levels
- ✓ Narrowing of fund balance or liquidity
- ✓ Challenges that hinder the water system's ability to repay a \$6.3 million advance to the sewer system



Components of the FMP

- Provide a multi-year forecast for all levied funds.
 - ✓ General Fund
 - ✓ Capital Projects Fund
 - ✓ Road Projects Fund
 - ✓ Cemetery Fund
 - ✓ Debt Service Fund
- Provide an integrated financial model that incorporates operations and capital funding.



General Fund Forecast

- Most non-levy revenue sources held flat at current levels.
 - ✓ State shared revenue projected to decline
 - ✓ Cable revenues projected to decline
 - ✓ No application of General Fund Balance
- General Fund expenditure forecasts driven by codes assigned to each line item based on the type of expenditure.



FORECAST CODES										
CODE	DEFINITION	EXPLANATION	2021 INCREASE	2022 INCREASE	2023 INCREASE	2024 INCREASE	2025 INCREASE	2026 INCREASE	2027 INCREASE	2028 INCREASE
A	Average	Sets the value in all five years of the forecast period to the average of the prior five year's values.								
C	Commodities	Operating supplies	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
E	Employee Finges	Health, dental, life, and disability insurance	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
I	Insurance	Property, Liability, Worker's Compensation	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
L	Last	Sets the value in all five years of the forecast period to the value in the most recent budget or actual column.								
M	Manual	Manual Entry								
R1a	Revenue 1a	Decrease of revenue by	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%
R1b	Revenue 1b	Increase of revenue by	1.00%	1.00%	1.00%					
R2	Revenue 2	Increase of revenue by	2.00%	2.00%	2.00%					
S	Services	Professional services, training & travel, dues and subscriptions	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
U	Utilities	Utilities	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
W	Wages	Salaries, Wages, payroll taxes, retirement	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Z	Zero	Sets the value in the forecast period to zero.								



General Fund

	2017 ACTUAL	2018 ACTUAL	2019 YE Forecast	2020 BUDGET	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED	2024 PROJECTED	2025 PROJECTED	2026 PROJECTED	2027 PROJECTED	2028 PROJECTED
REVENUE												
Local property taxes	\$6,123,597	\$ 6,972,986	\$ 7,585,830	\$ 7,897,815	\$ 8,233,226	\$ 8,637,445	\$ 8,996,558	\$ 9,422,967	\$ 9,805,088	\$ 10,255,357	\$ 10,662,226	\$ 11,138,170
Other taxes	922,240	904,161	863,688	945,980	956,580	967,334	978,245	989,314	1,000,545	1,011,941	1,023,503	1,035,235
Special assessments	711,124	671,198	702,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Intergovernmental revenues	1,419,297	1,446,967	1,506,431	1,598,766	1,592,793	1,586,881	1,581,027	1,575,232	1,569,495	1,563,815	1,558,192	1,552,625
Licenses and permits	1,163,564	947,037	915,665	857,612	857,612	857,612	857,612	857,612	857,612	857,612	857,612	857,612
Fines and forfeitures	338,353	710,401	602,350	676,800	676,800	676,800	676,800	676,800	676,800	676,800	676,800	676,800
Public charges for service	918,665	1,018,256	883,494	925,980	925,980	925,980	925,980	925,980	925,980	925,980	925,980	925,980
Intergovernmental charges for service	1,829,256	1,807,412	1,795,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000	1,860,000
Investment income	104,311	196,108	373,500	317,813	317,813	317,813	317,813	317,813	317,813	317,813	317,813	317,813
Miscellaneous	418,131	255,730	143,302	128,272	128,272	128,272	128,272	128,272	128,272	128,272	128,272	128,272
Long-term debt proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers in	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	13,948,538	14,930,256	15,371,260	15,959,038	16,299,076	16,708,137	17,072,307	17,503,990	17,891,605	18,347,590	18,760,398	19,242,507
EXPENDITURES												
General Government	1,799,415	1,951,169	2,198,968	2,497,816	2,518,622	2,601,739	2,630,421	2,716,721	2,748,697	2,838,409	2,873,918	2,967,290
Public Safety	6,733,663	7,139,230	7,585,296	8,254,150	8,459,025	8,670,151	8,887,765	9,112,109	9,343,440	9,582,023	9,828,137	10,082,072
Public Works	2,329,945	2,565,389	2,531,270	2,966,836	3,030,118	3,095,103	3,161,846	3,230,411	3,300,859	3,373,256	3,447,671	3,524,175
Culture, Recreation & Education	1,892,521	1,932,283	1,990,671	2,105,165	2,149,891	2,195,744	2,242,760	2,290,976	2,340,429	2,391,158	2,443,204	2,496,610
Conservation and Development	59,658	76,918	80,789	137,575	141,421	145,399	149,515	153,773	158,181	162,744	167,468	172,361
TOTAL EXPENDITURES	12,815,202	13,664,989	14,386,994	15,961,542	16,299,077	16,708,136	17,072,307	17,503,990	17,891,606	18,347,590	18,760,398	19,242,508
Percentage change		6.63%	5.28%	10.94%	2.11%	2.51%	2.18%	2.53%	2.21%	2.55%	2.25%	2.57%
Surplus/(Deficit)	1,133,336	1,265,267	984,266	(2,504)	(1)	1	0	0	(1)	(0)	0	(1)
Transfer in	16,790			20,000								
Transfer to Capital Equipment	(1,000,000)		(1,370,985)	(50,000)								
Transfer to Storm Water Project Funds	(17,412)	(17,484)	(17,496)	(17,496)								
Transfer to Road Projects Funds	(1,000,000)		(300,000)									
Transfer to Bike & Pedestrian		(6,000)	(47,600)	(129,888)								
NET CHANGE	(867,286)	1,241,783	(751,815)	(179,888)								
BEGINNING FUND BALANCE	5,731,273	4,863,990	6,105,773	5,353,958	5,174,070	5,174,070	5,174,070	5,174,070	5,174,070	5,174,070	5,174,070	5,174,070
ADJUSTMENTS WITHIN FUND BALANCE	(867,286)	1,241,783	(751,815)	(179,888)								
YEAR END BALANCE	\$4,863,987	\$ 6,105,773	\$ 5,353,958	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070	\$ 5,174,070



Capital Equipment & Facilities Fund

- City has a solid practice of setting aside funds for capital purchases and projects to reduce borrowing.
- Capital projects fund forecast utilizes a cash flow approach using levied funds, fund balance, and committed funds to pay for capital in year of acquisition.
- Objective is to simplify budgeting methodology.
 - ✓ “Committing” dollars for capital acquisition within a fund already established for capital projects is more burdensome from a tracking standpoint
 - ✓ Focusing on funds in entirety can still ensure adequate funds for capital projects
 - ✓ Maintaining a long-range forecast provides alternative for tracking replacement cycle



Capital Equipment/Facilities & Road Projects

- City is using debt adjustments on levy limit worksheet to increase its allowable levy to cash finance capital equipment and road projects.
- This is only sustainable if the City continues to issue G.O. debt going forward at an amount that increases total debt service payments.
- Current long term model shows these levies are not sustainable at current amounts (see slide 17).



Capital Projects Fund

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE										
Local property taxes	\$ 425,000	\$ 525,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 645,000	\$ 290,000	\$ 170,000	\$ 50,000	\$ -
Investment income	5,000		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Impact Fees	300,000				-	-	-	-	-	-
Transfers in	1,370,985	50,000				-	-	-	-	-
TOTAL REVENUE	2,100,985	575,000	655,000	655,000	655,000	650,000	295,000	175,000	55,000	5,000
EXPENDITURES										
Administration	-	590,000	-	-	-	-	-	-	-	-
Engineering	-	-	-	-	17,500	-	-	-	-	-
Elections	6,500	-	-	-	-	-	-	-	-	-
Fire Protection	718,000	1,886,000	500,000	380,000	553,000	63,000	131,000	90,000	75,400	5,000
Public Works - Highway Operations	470,500	318,000	348,000	238,000	313,000	35,000	540,000	425,000	210,000	254,000
Information Technology	180,000	20,000	-	76,540	-	40,000	20,000	95,000	85,000	65,000
Parks & Recreation - City of Pewaukee	102,900	40,000	20,000	15,000	16,000	26,000	20,000	20,000	20,000	20,000
Parks & Recreation - Playground Equipment - City	21,254	19,254	17,386	17,311	16,911	16,911	16,911	16,911	16,911	16,911
Parks & Recreation - Shared Items	28,000	139,930	42,735	75,250	90,230	117,285	28,840	144,480	52,885	53,900
TOTAL EXPENDITURES	1,527,154	3,013,184	928,121	802,101	1,006,641	298,196	756,751	791,391	460,196	414,811
Percentage change		97.31%	-69.20%	-13.58%	25.50%	-70.38%	153.78%	4.58%	-41.85%	-9.86%
Net Change (Fund Balance Applied)	573,831	(2,438,184)	(273,121)	(147,101)	(351,641)	351,804	(461,751)	(616,391)	(405,196)	(409,811)
TOTAL BEGINNING FUND BALANCE	4,813,609	5,387,440	2,949,256	2,676,135	2,529,034	2,177,393	2,529,197	2,067,446	1,451,055	1,045,859
YEAR END BALANCE	\$ 5,387,440	\$ 2,949,256	\$ 2,676,135	\$ 2,529,034	\$ 2,177,393	\$ 2,529,197	\$ 2,067,446	\$ 1,451,055	\$ 1,045,859	\$ 636,048



Cemetery Fund

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
REVENUE										
Local property taxes	\$ 35,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Internment Fees	4,750	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Lot Sales	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188
Columbarium Nitches	1,200	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Interest on investments	120	120	120	120	120	120	120	120	120	120
TOTAL REVENUE	42,258	40,308	40,308	45,308	45,308	45,308	45,308	50,308	50,308	50,308
EXPENDITURES										
Grave Opening & Closing						-	-	-	-	-
Grounds Maintenance & Projects	27,550	46,300	47,226	48,171	49,134	50,117	51,119	52,141	53,184	54,248
Columbarium	600	600	600	600	600	600	600	600	600	600
Software/Maintenance/Updates	450	500	500	500	500	500	500	500	500	500
Operating Supplies	20	100	100	100	100	100	100	100	100	100
Capital Equipment Purchase										
Storm Water Utility Charge (Transfer)	420	420	420	420	420	420	420	420	420	420
TOTAL EXPENDITURES	29,040	47,920	48,846	49,791	50,754	51,737	52,739	53,761	54,804	55,868
Percentage change		65.01%	1.93%	1.93%	1.93%	1.94%	1.94%	1.94%	1.94%	1.94%
Net Change	13,218	(7,612)	(8,538)	(4,483)	(5,446)	(6,429)	(7,431)	(3,453)	(4,496)	(5,560)
BEGINNING FUND BALANCE	74,987	88,205	80,593	72,055	67,572	62,127	55,698	48,267	44,814	40,318
YEAR END BALANCE	\$ 88,205	\$ 80,593	\$ 72,055	\$ 67,572	\$ 62,127	\$ 55,698	\$ 48,267	\$ 44,814	\$ 40,318	\$ 34,758



Debt Service Fund

- City's debt service levy is scheduled to decrease in 2021.
- The City has indicated it has capital projects requiring debt issuance in 2020
 - ✓ Decrease in the debt service levy provides opportunity to add new debt service payments and mitigates major tax levy impacts or “spikes”
 - ✓ City has special assessment collections and debt service fund balance it can be apply to keep the debt service levy increases minimal



2020 and future capital projects

- 2020 preliminary capital projects included in G.O. Notes:
 - ✓ \$3.0 million for City hall improvements.
 - ✓ \$1.0 million for storm water
 - ✓ \$1.5 million for water
- For illustration purposes, \$1.5 million of levy supported financings are shown from 2021-2026.
 - ✓ Plan is meant to show that the City can plan for future borrowing without concern of major tax impact
- Model can be revised as long-term capital project list is updated.



Debt Service Model: Projected Impact of Proposed Projects

Existing G.O. Debt Only					Projected Debt Service															
	Equalized Value Projection	Total Payment (P&I)	Total Less Non Levy Revenues	Net Debt Service Levy		G.O. Notes Series 2020 \$5,620,000	G.O. Notes Series 2021 \$1,500,000	G.O. Notes Series 2022 \$1,500,000	G.O. Notes Series 2023 \$1,500,000	G.O. Notes Series 2024 \$1,500,000	G.O. Notes Series 2025 \$1,500,000	G.O. Notes Series 2026 \$1,500,000					Net Debt Service Levy	Levy Change	Debt Service Tax Rate	
YEAR					YEAR	Total P&I	Total P&I	Total P&I	Total P&I	Total P&I	Total P&I	Total P&I	Less Storm	Less Water	Less Assmt./FB	Net Total				YEAR
2020	3,333,311,300	2,134,995	(1,204,194)	930,802	2020												930,802		0.28	2020
2021	3,399,977,526	1,598,911	(956,642)	642,269	2021	782,664							(112,819)	(166,742)	(180,000)	323,103	965,372	34,570	0.28	2021
2022	3,467,977,077	1,573,714	(959,924)	613,790	2022	617,731	220,000						(111,442)	(169,712)	(180,000)	376,578	990,368	24,996	0.29	2022
2023	3,537,336,618	1,547,108	(950,788)	596,320	2023	594,940	234,750	48,750					(115,045)	(167,580)	(180,000)	415,815	1,012,135	21,767	0.29	2023
2024	3,608,083,350	1,545,500	(950,259)	595,241	2024	546,958	173,900	128,750	52,500				(113,495)	(170,333)	(180,000)	438,280	1,033,521	21,385	0.29	2024
2025	3,680,245,017	1,208,483	(863,883)	344,600	2025	619,120	169,700	171,150	157,500	52,500			(111,845)	(167,858)	(180,000)	710,268	1,054,868	21,347	0.29	2025
2026	3,753,849,918	1,208,125	(865,025)	343,100	2026	614,685	165,500	142,088	118,825	102,500	52,500		(110,145)	(170,308)	(180,000)	735,645	1,078,745	23,878	0.29	2026
2027	3,828,926,916	1,196,881	(865,381)	331,500	2027	609,885	161,300	153,838	101,375	100,750	52,500	52,500	(113,395)	(167,595)	(180,000)	771,158	1,102,658	23,913	0.29	2027
2028	3,905,505,454	869,045	(869,045)		2028	604,715	157,100	250,100	184,450	134,000	52,500	52,500	(111,505)	(169,805)	(30,000)	1,124,055	1,124,055	21,398	0.29	2028
2029	3,983,615,564	861,586	(861,586)		2029	603,885	152,900	243,113	179,550	121,025	112,500	52,500	(114,510)	(171,765)	(30,000)	1,149,198	1,149,198	25,143	0.29	2029
2030	4,063,287,875	848,578	(848,578)		2030	597,285	153,700	236,125	174,650	118,400	100,400	102,500	(112,310)	(168,465)	(30,000)	1,172,285	1,172,285	23,088	0.29	2030
2031	4,144,553,632	842,550	(842,550)		2031		149,350	229,138	309,750	230,775	148,650	130,750				1,198,413	1,198,413	26,128	0.29	2031
2032	4,227,444,705	840,518	(840,518)		2032			227,150	299,950	359,125	145,150	162,950				1,194,325	1,194,325	(4,088)	0.28	2032
2033	4,311,993,599	253,040	(253,040)		2033				300,150	347,750	436,650	108,925				1,193,475	1,193,475	(850)	0.28	2033
2034	4,398,233,471	256,900	(256,900)		2034					336,375	422,825	421,650				1,180,850	1,180,850	(12,625)	0.27	2034
2035	4,486,198,140	250,238	(250,238)		2035						414,000	433,350				847,350	847,350	(333,500)	0.19	2035
2036	4,575,922,103	253,575	(253,575)		2036							419,175				419,175	419,175	(428,175)	0.09	2036
2037	4,667,440,545	96,600	(96,600)		2037											0	0	(419,175)	0.00	2037
2038	4,760,789,356	78,000	(78,000)		2038											0	0		0.00	2038
TOTALS		17,464,346	(13,066,725)	4,397,621	TOTALS	6,191,867	1,738,200	1,830,200	1,878,700	1,903,200	1,937,675	1,936,800	(1,126,511)	(1,690,161)	(1,350,000)	13,249,971	19,747,592			TOTALS



Current and Projected Debt Limit Calculations

Year End	Projected Equalized Value (TID IN)	Change in EV	Existing General Obligation Debt			Projected General Obligation Debt									Residual Capacity	Year End
			Debt Limit	Principal Outstanding	% of Limit	2020 Notes	2021 Notes	2022 Notes	2023 Notes	2024 Notes	2025 Notes	2026 Notes	Principal Outstanding	% of Limit		
2019	3,333,311,300	4.43%	166,665,565	14,922,950	8.95%								14,922,950	8.95%	151,742,615	2019
2020	3,399,977,526	2.00%	169,998,876	13,128,288	7.72%	5,620,000							18,748,288	11.03%	151,250,588	2020
2021	3,467,977,077	2.00%	173,398,854	11,838,094	6.83%	4,935,000	1,500,000						18,273,094	10.54%	155,125,760	2021
2022	3,537,336,618	2.00%	176,866,831	10,547,355	5.96%	4,405,000	1,325,000	1,500,000					17,777,355	10.05%	159,089,476	2022
2023	3,608,083,350	2.00%	180,404,168	9,256,055	5.13%	3,890,000	1,130,000	1,500,000	1,500,000				17,276,055	9.58%	163,128,113	2023
2024	3,680,245,017	2.00%	184,012,251	7,939,179	4.31%	3,415,000	990,000	1,420,000	1,500,000	1,500,000			16,764,179	9.11%	167,248,072	2024
2025	3,753,849,918	2.00%	187,692,496	6,931,711	3.69%	2,860,000	850,000	1,295,000	1,395,000	1,500,000	1,500,000		16,331,711	8.70%	171,360,785	2025
2026	3,828,926,916	2.00%	191,446,346	5,903,635	3.08%	2,300,000	710,000	1,195,000	1,325,000	1,450,000	1,500,000	1,500,000	15,883,635	8.30%	175,562,711	2026
2027	3,905,505,454	2.00%	195,275,273	4,864,935	2.49%	1,735,000	570,000	1,080,000	1,270,000	1,400,000	1,500,000	1,500,000	13,919,935	7.13%	181,355,338	2027
2028	3,983,615,564	2.00%	199,180,778	4,130,595	2.07%	1,165,000	430,000	865,000	1,130,000	1,315,000	1,500,000	1,500,000	12,035,595	6.04%	187,145,183	2028
2029	4,063,287,875	2.00%	203,164,394	3,385,596	1.67%	585,000	290,000	650,000	990,000	1,240,000	1,440,000	1,500,000	10,080,596	4.96%	193,083,798	2029
2030	4,144,553,632	2.00%	207,227,682	2,635,420	1.27%		145,000	435,000	850,000	1,165,000	1,390,000	1,450,000	8,070,420	3.89%	199,157,262	2030
2031	4,227,444,705	2.00%	211,372,235	1,870,000	0.88%			220,000	570,000	975,000	1,290,000	1,370,000	6,295,000	2.98%	205,077,235	2031
2032	4,311,993,599	2.00%	215,599,680	1,085,000	0.50%				290,000	650,000	1,190,000	1,255,000	4,470,000	2.07%	211,129,680	2032
2033	4,398,233,471	2.00%	219,911,674	865,000	0.39%					325,000	795,000	1,190,000	3,175,000	1.44%	216,736,674	2033
2034	4,486,198,140	2.00%	224,309,907	635,000	0.28%						400,000	810,000	1,845,000	0.82%	222,464,907	2034
2035	4,575,922,103	2.00%	228,796,105	405,000	0.18%							405,000	810,000	0.35%	227,986,105	2035
2036	4,667,440,545	2.00%	233,372,027	165,000	0.07%								165,000	0.07%	233,207,027	2036
2037	4,760,789,356	2.00%	238,039,468	75,000	0.03%								75,000	0.03%	237,964,468	2037
2038	4,856,005,143	2.00%	242,800,257	0	0.00%								0	0.00%	242,800,257	2038

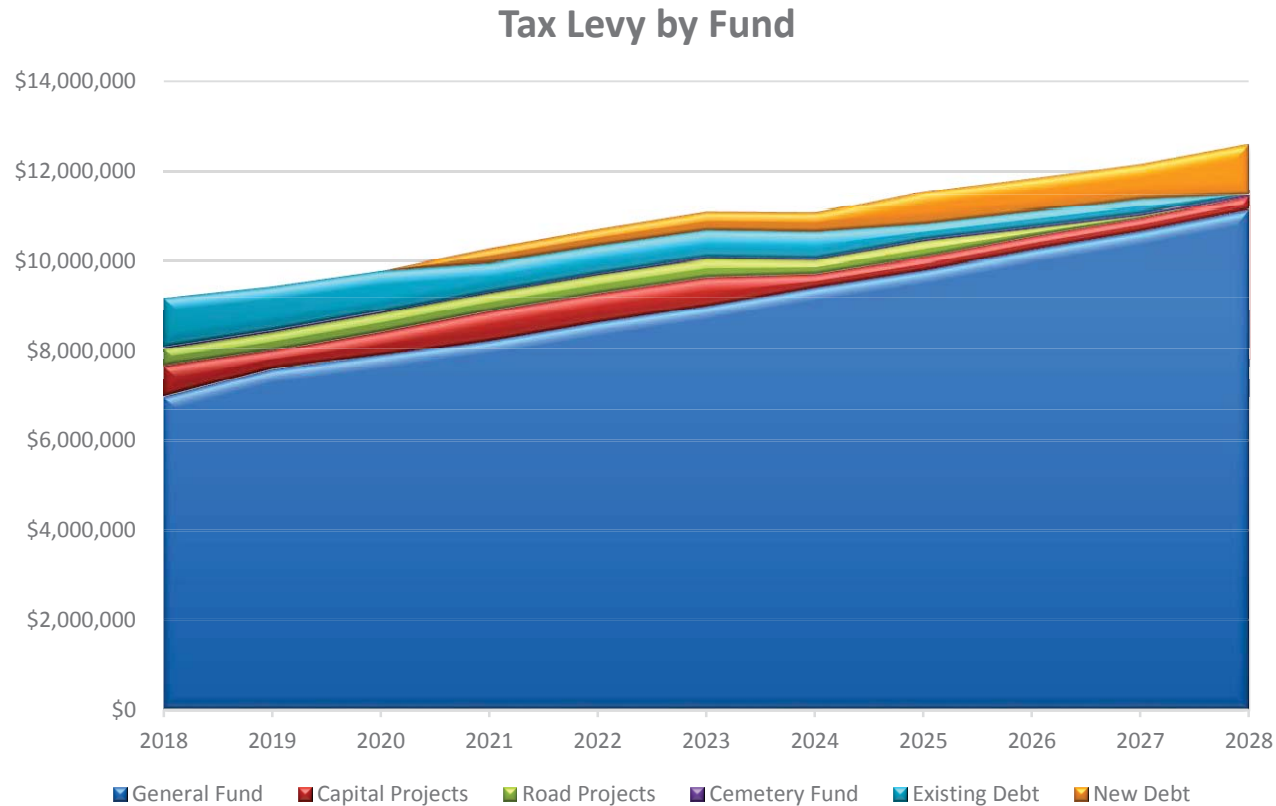


Levy and tax rate summary

	2018 <u>ACTUAL</u>	2019 <u>ACTUAL</u>	2020 <u>PROJECTED</u>	2021 <u>PROJECTED</u>	2022 <u>PROJECTED</u>	2023 <u>PROJECTED</u>	2024 <u>PROJECTED</u>	2025 <u>PROJECTED</u>	2026 <u>PROJECTED</u>	2027 <u>PROJECTED</u>	2028 <u>PROJECTED</u>
FUNDS											
General Fund	6,972,986	7,585,830	7,897,815	8,233,226	8,637,445	8,996,558	9,422,967	9,805,088	10,255,357	10,662,226	11,138,170
Capital Projects	677,500	425,000	525,000	650,000	650,000	650,000	645,000	290,000	170,000	50,000	-
Road Projects	300,000	400,000	400,000	400,000	400,000	400,000	300,000	345,000	170,000	50,000	-
Cemetery Fund	35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	45,000	45,000	45,000
Debt Service - Existing	1,100,000	1,000,000	930,802	642,269	613,790	596,320	595,241	344,600	343,100	331,500	-
New Debt Service	-	-	-	323,103	376,578	415,815	438,280	710,268	735,645	771,158	1,124,055
TOTAL LEVY	9,085,486	9,445,830	9,788,617	10,283,598	10,717,813	11,098,693	11,441,488	11,534,956	11,719,102	11,909,884	12,307,225
Dollar change from prior year	465,181	\$360,344	\$342,787	\$494,981	\$434,215	\$380,880	\$342,795	\$93,468	\$184,146	\$190,782	\$397,341
Percentage Change from Prior Year	5.40%	3.97%	3.63%	5.06%	4.22%	3.55%	3.09%	0.82%	1.60%	1.63%	3.34%
Equalized Value TID OUT (2% GROWTH 2021-2028)	3,001,079,100	3,192,028,300	3,333,311,300	3,399,977,526	3,467,977,077	3,537,336,618	3,608,083,350	3,680,245,017	3,753,849,918	3,828,926,916	3,905,505,454
Projected change in EV	1.92%	6.36%	4.43%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Actual/Projected Equalized Tax Rate	\$3.03	\$2.96	\$2.94	\$3.02	\$3.09	\$3.14	\$3.17	\$3.13	\$3.12	\$3.11	\$3.15
Annual City Taxes on \$250,000 Home	\$757	\$740	\$734	\$756	\$773	\$784	\$793	\$784	\$780	\$778	\$788

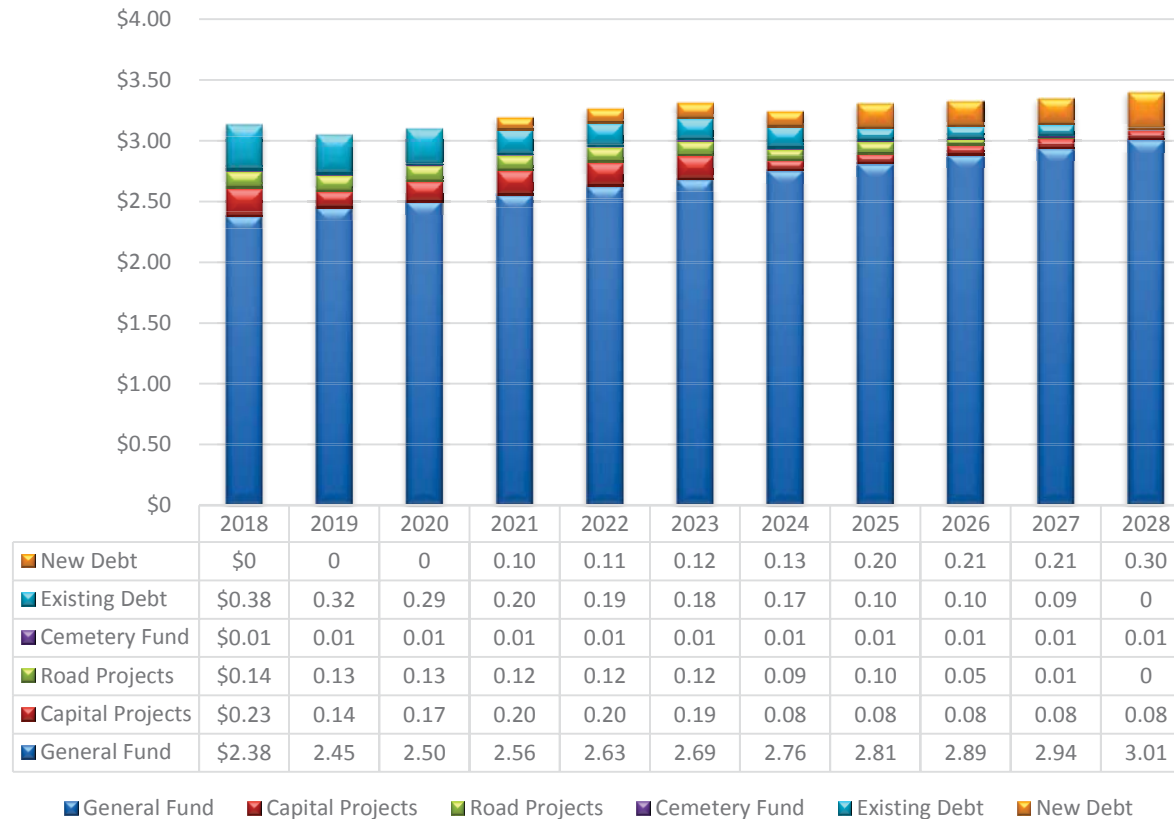


Levy Components





Tax Rate Components





City of Pewaukee, Wisconsin

Levy Limit Worksheet

Levy Year	2018	2019	2020	2021	2022
Calendar/Budget Year	2019	2020	2021	2022	2023
Line	Actual	Actual	Projected	Projected	Projected
1 Prior Year's Actual Levy Plus Prior Year Personal Property Aid	9,085,485	9,595,936	9,938,723	10,433,705	10,867,919
2 Exclude Prior Year Levy for Unreimbursed Emergency Expenses	0	0	0	0	0
3 Exclude Prior Year Levy for G.O. Debt Authorized After July 1, 2005	942,080	1,271,422	1,377,460	1,722,619	2,004,390
4 Adjusted Actual Levy	8,143,405	8,324,514	8,561,263	8,711,086	8,863,529
Line 5-6 Net New Construction	181,109	138,020	149,822	152,444	155,112
Enter Assumed Net New Construction Percentage	2.224%	1.66%	1.75%	1.75%	1.75%
7 Applied to Prior Year Adjusted Actual Levy	8,324,514	8,462,534	8,711,085	8,863,529	9,018,641
8 Less Personal Property Aid Payment	(150,106)	(150,106)	(150,106)	(150,106)	(150,106)
Levy Limit Before Adjustments	8,174,408	8,312,428	8,560,979	8,713,423	8,868,535
E Debt Service for G.O. Debt Authorized After July 1, 2005	1,271,422	1,377,460	1,722,619	2,004,390	2,230,159
R Increase for unused levy carryover from prior years		98,729			
S Increase in levy for each occupancy permit issued for qualifying new single family residential					
T Total Adjustments	1,271,422	1,476,189	1,722,619	2,004,390	2,230,159
9 Total Adjustments	1,271,422	1,476,189	1,722,619	2,004,390	2,230,159
10 Allowable Levy	9,445,830	9,788,617	10,283,598	10,717,813	11,098,694
11 Higher levy approved by Town Electors on a town under 2,000 population					
Actual or Projected Levy	9,445,830	9,788,617	10,283,598	10,717,813	11,098,693
Levy Surplus/(Shortfall)	0	0	(0)	0	0
Total G.O. Debt Service Payments	2,345,557	2,134,995	2,381,574	2,411,445	2,425,548
Levy for debt service	1,000,000	930,802	965,372	990,368	1,012,135
Adjustment E Amount that exceeds debt service levy	271,422	446,658	757,247	1,014,022	1,218,024



City of Pewaukee, Wisconsin

Levy Limit Worksheet

Levy Year	2023	2024	2025	2026	2027
Calendar/Budget Year	2024	2025	2026	2027	2028
Line	Projected	Projected	Projected	Projected	Projected
1 Prior Year's Actual Levy Plus Prior Year Personal Property Aid	11,248,800	11,591,594	11,685,062	11,869,208	12,059,990
2 Exclude Prior Year Levy for Unreimbursed Emergency Expenses	0	0	0	0	0
3 Exclude Prior Year Levy for G.O. Debt Authorized After July 1, 2005	2,230,159	2,415,127	2,348,006	2,368,754	2,393,278
4 Adjusted Actual Levy	9,018,641	9,176,467	9,337,056	9,500,454	9,666,712
Line 5-6					
Net New Construction	157,826	160,588	163,398	166,258	169,167
Enter Assumed Net New Construction Percentage	1.75%	1.75%	1.75%	1.75%	1.75%
7 Applied to Prior Year Adjusted Actual Levy	9,176,467	9,337,055	9,500,454	9,666,712	9,835,879
8 Less Personal Property Aid Payment	(150,106)	(150,106)	(150,106)	(150,106)	(150,106)
Levy Limit Before Adjustments	9,026,361	9,186,949	9,350,348	9,516,606	9,685,773
E Debt Service for G.O. Debt Authorized After July 1, 2005	2,415,127	2,348,006	2,368,754	2,393,278	2,621,452
R Increase for unused levy carryover from prior years					
S Increase in levy for each occupancy permit issued for qualifying new single family residential					
T Total Adjustments	2,415,127	2,348,006	2,368,754	2,393,278	2,621,452
9 Total Adjustments	2,415,127	2,348,006	2,368,754	2,393,278	2,621,452
10 Allowable Levy	11,441,488	11,534,955	11,719,102	11,909,884	12,307,225
11 Higher levy approved by Town Electors on a town under 2,000 population					
Actual or Projected Levy	11,441,488	11,534,956	11,719,102	11,909,884	12,307,225
Levy Surplus/(Shortfall)	(0)	(0)	0	(0)	0
Total G.O. Debt Service Payments	2,447,608	2,378,453	2,404,223	2,429,029	2,304,410
Levy for debt service	1,033,521	1,054,868	1,078,745	1,102,658	1,124,055
Adjustment E Amount that exceeds debt service levy	1,381,606	1,293,139	1,290,009	1,290,621	1,497,397

*In levy year 2027/ budget year 2028 the debt service adjustment needed is \$317,042 higher than projected debt service payments.



Levy Limit Worksheet Comments

- A portion of the City's levy limit adjustment for debt service includes debt service that is paid by non-levy sources.
- This is permissible, but if the City's gross debt service payments decrease in the future, the City will not be able to increase its allowable levy.
- This will put pressure on the City's ability to maintain a capital and road projects levy.



Summary

- Overall, the City has remained in a strong financial position with healthy reserves and liquidity.
- Decline in the City's debt service levy provides an opportunity to fund additional projects without significant increases to the debt service levy.
- Areas which require more discussion going forward are:
 - 1) Amount needed for larger infrastructure projects, such as roads.
 - 2) The City's reliance on levy limit adjustments using non-levy supported debt service will put pressure on future levies.



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