COTTAGE GROVE CITY COUNCIL July 12, 2023

12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016

SPECIAL MEETING - 6:00 PM

TRAINING ROOM

1 Call to Order

2 Roll Call

3 Regular Agenda

A 2024 Budget Workshop/Tax Levy
Staff Recommendation: Provide staff with feedback and direction regarding the 2024 Operating Budget and 2024 Property Tax Levy.

B *Cottage Grove Fire Department Staffing Plan*
Staff Recommendation: Receive Staffing Plan recommendations and provide feedback.

C Dissolution of Fire Relief Association
Staff Recommendation:

4 Adjournment

City Council Action Request

3.A.

Meeting Date	7/12/2023
Department	Finance
Agenda Category	Action Item
Title	2024 Budget Workshop/Tax Levy
Staff Recommendation	Provide staff with feedback and direction regarding the 2024 Operating Budget and 2024 Property Tax Levy.
Budget Implication	N/A
Attachments	1. 2024 Budget Workshop-Tax Levy

Cottage Grove
Where Pride and Prosperity Meet

To: Mayor and City Council Members
Jennifer Levitt, City Administrator

From: Brenda Malinowski, Finance Director

Date: July 19, 2023

Subject: 2024 Budget Workshop/Tax Levy

Introduction:
The annual budget process is guided by policies, ordinances, and the Strategic Plan which have been adopted by the City Council. Four Strategic Initiatives have been used throughout the budget process:

- Managing Sustainable Growth
- Reforming Organizational Culture
- Recreational Destination
- Engaging Community

A ten-year Financial Management Plan (FMP) was developed last fall and presented to Council at a workshop in January. The FMP included all current and future operating costs, the capital improvement plan, existing and future debt, and tax base growth. Following the January workshop, the FMP was revised to incorporate Council's feedback. The revised FMP targeted an average $100 property tax increase for the median home, although an increase of $110 was needed in 2024.

Property Tax Impact

Home #1

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Average
Home Value	$329,600	$336,200	$342,900	$349,800	$356,800	$363,900	$371,200	$378,600	$386,200	$393,900	N/A
Tax Increase – ORIGINAL	$114	$128	$122	$66	$92	$102	$100	$87	$76	$60	$95
Tax Increase - REVISED	$114	$110	$100	$100	$100	$100	$100	$99	$98	$72	$99

Discussion:
The purpose of this workshop is to begin the review of the 2024 Operating Budget and the 2024 Property Tax Levy.

Operating Levy:
The 2024 proposed levy included in this workshop reflects a property tax increase on Sample Home #1 of approximately $87.

	2024 FMP	2024 Proposed
2023 Market Value	$329,600	$329,600
2024 Market Value	$336,200	$371,400
Increase %	2%	12.68%
City Property Tax	$1,197	$1,181
Increase $	$110	$87

The Property Tax Levy is as follows:

	Certified 2023	Proposed 2024	Proposed 2025
General Operating Levy	—		
General Fund	$17,485,270	$18,472,510	$20,487,430
PSCH Interfund Loan/bldg. repairs	250,000	300,000	300,000
Economic Development	125,000	275,000	275,000
Equipment Levy			$600,000
Total General Operating Levy	$17,860,270	$19,047,510	$21,662,430
Total Debt Levy	$2,789,440	$3,664,490	$4,297,930
Total Gross Levy	$20,649,710	$22,712,000	$25,960,360
Levy Increase		9.99%	14.30%

At the total proposed levy of $22,712,000, the 2024 General Fund budget is in balance.

Based on this levy the property tax rate will continue to fall.

	2019	2020	2021	2022	2023	2024
Urban Tax Rate	38.959%	39.182%	37.351	37.251%	33.914%	32.135%

Some other considerations:

Property Values

The 2023 Assessor's Report received from Washington County this spring indicated a 10.91% increase to taxable value (tax capacity) for existing properties. As in past years, preliminary taxable values will not be received until mid-August.

- New Construction increase is 4.75%.
- Average increase to existing residential property values is 9.89%.
- Average increase to existing commercial/industrial property values is 27.09%.

Personnel

- Union contracts are settled through 12/31/24 at 3% per year. These contracts have been incorporated into the 2024 Budget.
- The 2024 Budget includes the following positions (See Changes due to 2023 Action Section for other positions):
  - Police Officer (identified in FMP)
  - Police Officer (use of one-time Public Safety Funds)
  - Firefighter/Paramedic (identified in FMP) - Start 4/1
  - Firefighter/Paramedic (use of one-time Public Safety Funds) - Start 4/1
  - Firefighter/Paramedic (use of one-time Public Safety Funds) - Start 4/1
  - Management Analyst - Parks (identified in FMP)
  - IT Technician (funded in the IT Fund and identified in FMP)
  - Recreation Coordinator at 20 hours per week (revenue neutral)
  - Utility Accounting Technician (funded in the Water/Sewer Fund)
- The Public Service Worker position that is currently funded 50% Parks and 50% Ice Arena is proposed to be two Public Service Worker positions. One will be funded 100% by Parks and one will be funded 100% by the Ice Arena. The additional 50% of the parks position is revenue neutral in the General Fund. The additional 50% of the ice arena position is funded by the Ice Arena revenues.

Commodities and Contractual

- Commodities and Contractual Services have been included at a 3% increase from 2023.

Internal Service Funds

- Additional funds were identified in the FMP to address covering operating costs in the internal service funds. Since the FMP presentation, there have been additional increased costs for property insurance, worker's compensation, and fleet maintenance. The increased amounts have been included in the 2024 Budget.

Changes due to 2023 Legislative Actions

- The City will receive $54,060 in Local Government Aid in 2024. These funds have been included in the 2024 Budget.
- The City will receive $1,733,080 in one-time public safety funds. It is suggested these funds be used over the next two to three years to fund police and fire personnel, Toughbooks, WatchGuard, and SCBA's. If the fire department is successful in securing grant funds for the SCBA's, the remaining public safety funds may be used to fund a Deputy Fire Chief.
- Changes were made to the Homestead Market Value Exclusion thresholds that will be effective beginning with the assessment year 2024 so these changes are not incorporated into the 2024 Budget.
- Staff will continue to review the 2023 legislative actions and make changes to the proposed budget if necessary.

Debt

- A Debt Service Levy spreadsheet has been included that includes the existing and future debt levy needs.

The following items are included with this memo:

- Property Tax Levy with detail of the debt levies
- Levy Change Summary from FMP presented in February
- Public Safety Aid spreadsheet
- Projects with future debt levies for 2024 and 2025
- Cash Balances as of 04-30-2023

Action requested:
Provide feedback and direction regarding the 2024 Operating Budget and 2024 Property Tax Levy.

CITY OF COTTAGE GROVE
PROPERTY TAX LEVY

Fund		Adopted 2022	Adopted 2023	Proposed 2024	Proposed 2025
	General Levies				
100	General Fund	$ 15,160,000	$ 17,485,270	$ 18,472,510	$ 20,487,430
525	Public Safety/City Hall interfund loan	250,000	250,000	300,000	300,000
285	Economic Development	125,000	125,000	275,000	275,000
	Equipment Levy				600,000
	Total levy subject to limit	15,535,000	17,860,270	19,047,510	21,662,430
	Debt Levies				
369	GO Refunding bonds 2016A	220,000	220,000	220,000	190,000
371	GO CIP Bonds 2017A (fire station)	610,000	610,000	610,000	610,000
315	GO CIP Bonds 2019A (HERO)	250,000	250,000	250,000	296,300
305	Equipment Certificates Ice Arena 10 yr	350,000	350,000	350,000	348,800
492	Pavement Mgmt bonds 2015	200,000	300,000	300,000	323,700
493	Pavement Mgmt bonds 2016/2017	200,000	200,000	200,000	200,000
310	GO Improvement bonds 2018A (Ravine Parkway)	350,000	350,000	250,000	50,000
491	Pavement Mgmt 2013	250,000	-	-	-
330	GO imp refunding bonds 2021B		264,440	531,240	537,470
330	Pavement Mgmt bonds 2021A	150,000	245,000	230,000	230,000
	GO Improve & Abatement bonds 2023A	224,000		540,950	541,200
	Future Street Debt (EPD & Shoppes)			182,300	454,010
	Future Pavement Management Debt (24 PM)				413,050
	Equipment Certificates			-	103,400
	Total debt levy	2,804,000	2,789,440	3,664,490	4,297,930
	Total Gross levy	18,339,000	20,649,710	22,712,000	25,960,360
	Change in Gross levy	4.26%	12.60%	9.99%	14.30%

2024 FMP Levy to 2024 Proposed Levy

	Levy	Current Levy Changes
2024 General Fund Operating Levy per FMP	**$ 18,491,671**	8.14%
Internal Service Funds	$ 130,000	0.63%
Other Changes	$ 44,089	0.21%
Utility Increases	$ 60,000	0.29%
HERO Center Contribution	$ 49,495	0.24%
Assessment Services	$ 20,000	0.10%
BA CH increased building maintenance costs	$ 33,500	0.16%
BA Cleaning Costs (CH, Fire, and PW)	$ 24,030	0.12%
BA Comp Study	$ 45,000	0.22%
BA Fire Annual Mental Check	$ 5,400	0.03%
BA Glacial Valley Supervised Playgrounds	$ -	0.00%
BA Increased salt costs	$ 31,980	0.15%
BA Parks 50% position shared with arena	$ -	0.00%
BA PT Recreation Coordinator 20 hours per week	$ -	0.00%
BA-Fence	$ 140,000	0.68%
City Council Dues		0.00%
Reduce Building Permits	$ 84,050	0.41%
Leave Inspector Vacant until 2025	$ (118,700)	-0.57%
Recognize Engineering Revenues for Public Projects	$ (129,205)	-0.63%
Credit Card Fees	$ 34,000	0.16%
Move 2/3 of PW Cleaning Costs to Water and Sewer	$ (15,000)	-0.07%
Move 2/3 of PW Utilities to Water and Sewer	$ (43,000)	-0.21%
Public Safety Aid	$ (716,350)	-3.47%
Toughbook Computers and Watchguard	$ 188,000	0.91%
Hire Additional Police Officer not in FMP	$ 102,800	0.50%
Hire FF/Paramedic(1) 4/1	$ (24,750)	-0.12%
Hire FF/Paramedic(2) 4/1	$ 74,250	0.36%
Hire FF/Paramedic(3) 4/1	$ 74,250	0.36%
Fire Aid to City	$ (213,000)	-1.03%
Fire Staffing Plan	$ 100,000	0.48%
2024 Proposed General Fund Operating Levy	**$ 18,472,510**	**8.05%**
Other Special General Levies		
Public Safety/City Hall Interfund Loan	$ 300,000	0.13%
Economic Development	$ 275,000	0.12%
Total Other Special General Levies	**$ 575,000**	**0.25%**
2023 Debt Levy	**$ 2,789,440**	
Increase in debt levy	$ 859,535	1.61%
Change in debt levy	$ 15,515	0.08%
2024 Proposed Debt Levy	**$ 3,664,490**	**1.69%**
Total 2024 Proposed Operating and Debt Levy	**$ 22,712,000**	**9.99%**

Tax Rate 2023	33.914%
Tax Rate 2024	32.061%
Sample Property #1 Assuming 12.68% increase in MV	$ 1,179
Increase from 2023	$ 87

Items removed from 2024 Budget

BA-Siren	$	39,500	0.19%
BA-CSO Hours	$	110,000	0.53%
BA-Deputy Chief (Fund with PS $'s if grant obtained for SCBA's)	$	149,300	0.72%
BA Car Inserts for Fire Admin Squads	$	12,000	0.06%
BA Water rescue equipment	$	11,000	0.05%
BA-Heated sidewalk at CFS	$	96,400	0.47%
BA-Fitness equipment at CFS	$	26,000	0.13%
BA-300 Additional Tons of Salt	$	28,465	0.14%
BA Copier and folding machine increased costs	$	5,800	0.03%
BA Parks travel and training expenses	$	6,700	0.03%
BA-SCBA's	$	446,050	2.16%

PUBLIC SAFETY AID-$1,733,080

	Cost				Public Safety Aid				Levy			
	2024	2025	2026	2027	2024	2025	2026	2027	2024	2025	2026	2027
Police Officer #1	102,800	116,000	127,600	140,360	102,800	58,000	31,900	-	-	58,000	95,700	140,360
Police Officer #2	102,800	116,000	127,600	140,360	102,800	58,000	31,900	-	-	58,000	95,700	140,360
Toughbook Computers	117,000	-	-	-	117,000	-	-	-	-	-	-	-
Watchguard	71,000	71,000	71,000	71,000	71,000	71,000	69,968	-	-	-	1,033	71,000
FF/Paramedic #1	74,250	104,500	114,950	126,445	74,250	52,250	28,738	-	-	52,250	86,213	126,445
FF/Paramedic #2	74,250	104,500	114,950	126,445	74,250	52,250	28,738	-	-	52,250	86,213	126,445
FF/Paramedic #3	74,250	104,500	114,950	126,445	74,250	52,250	28,738	-	-	52,250	86,213	126,445
Fire staffing plan	100,000	-	-	-	100,000	-	-	-	-	-	-	-
SCBA's		450,000	-	-	-	450,000	-	-	-	-	-	-
Total	716,350	1,066,500	671,050	731,055	716,350	793,750	219,980	-	-	272,750	451,070	731,055
Cumulative Public Safety Aid						1,510,100	1,730,080	**1,730,080**				
Deputy Chief		167,000	183,700	202,070	-	-	-	-	-	-	-	-

Note-Fund Deputy Chief if Grant are received for SCBA's

Debt Issuance with Levy Impact for 2024 and 2025

Project	Project Amount	Debt Issuance Amount
2024 Pavement Management	6,558,330	5,850,000
2025 Pavement Management	5,337,480	3,170,000
East Point Douglas & Jamaica*	3,893,760	3,893,760
Shoppes at Cottage View	1,081,600	1,081,600
		13,995,360

Equipment Certificates**		
	2024	840,000
	2025	1,880,000
		2,720,000

*Project amount is the amount funded by bonds.

**Equipment must have a useful life greater than 5 years.

Cash Balances by Fund

FUND	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	4/30/2023
100 General	11,367,814	11,653,143	12,380,011	12,397,627	13,139,183	13,717,789	8,292,866
210 Equipment Replacement	1,782,130	1,893,498	1,408,039	1,317,210	1,343,541	1,635,867	1,756,469
215 Recycling	77,953	91,605	83,892	80,150	21,460	96,693	82,514
220 COVID 19/CARES ACT	-	-	-	34,197	-	-	-
230 Surface Water	621,075	1,107,469	1,518,002	1,856,502	2,149,824	1,678,988	2,048,544
235 Sealcoating	1,162,348	914,401	1,448,618	904,670	863,207	102,480	406,136
240 Forfeiture	25,274	29,212	75,403	89,681	77,751	75,156	73,631
245 Opioid Settlement	-	-	-	-	-	20,236	127,496
250 Ice Arena	(110,064)	(337,693)	(485,849)	(635,003)	(700,123)	(791,521)	(436,469)
255 Golf Course Special Rev	(192,493)	5,212	(3,060)	18,320	115,833	202,884	99,988
285 EDA	(278,739)	185,531	1,407,651	(246,272)	(334,067)	4,672	(552,871)
286 ED Trust	2,574,113	2,995,071	3,698,801	3,895,025	3,631,747	4,888,724	4,930,390
290 HERO	-	-	(86,357)	(151,841)	225,486	10,009	55,327
300 Closed Debt	2,773,979	1,762,940	1,909,510	2,678,622	2,216,533	2,329,641	2,343,045
305 2019A Equipment Certificates	-	-	-	(23,354)	(4,341)	12,295	(289,214)
310 2018A Improvement Bonds	-	375,668	417,729	1,166,150	1,633,181	1,900,455	1,388,253
315 2019A CIP Bonds	-	-	136,009	230,534	245,171	211,035	(6,163)
320 TIF 1-19 Up North	-	8,020	1,816	1,512	74,684	288,476	292,935
330 2021A Improvement Bonds	-	-	-	-	442,286	580,518	325,743
338 2004A TIF bonds	983	638	3,891	112,093	110,615	302,588	16,439
340 2021B GO Improvement					2,073	7,178	(535,851)
341 2014A Taxable TIF refunding bon	1,628	3,993	783	241,134	38,066	36,043	36,600
369 2016A GO refunding bonds	-	(1,135)	(12,236)	24,610	33,707	52,614	(257,528)
371 2017A GO CIP bonds	191,950	465,391	460,572	496,048	509,148	503,826	5,880
455 3M Settlement - MPCA	-	-	-	-	(152,204)	(617,316)	650,789
490 2012A Improvement bonds	317,588	312,791	296,544	265,114	-	-	-
491 2013A Improvement bonds	820,776	703,190	556,245	386,392	4,068,538	-	1,676
492 2015A Improvement bonds	976,886	1,001,766	982,402	937,474	787,002	607,796	183,794
493 2016B Improvement bonds	497,368	511,226	380,383	290,520	193,835	210,091	(93,341)
500 Completed Construction	491,207	466,501	470,834	407,724	257,779	301,524	169,918
510 Future projects	4,854,700	3,018,257	2,920,100	3,564,715	1,411,213	1,421,836	1,404,508
515 Park Improvement	311,045	804,831	1,217,317	1,571,413	1,470,589	1,179,695	1,565,812
520 MSA Construction	(3,402,324)	(265,675)	(4,112,514)	(1,248,869)	(1,082,326)	(255,467)	851,888
525 Municipal building	3,718,141	538,828	373,362	(33,346)	68,281	124,719	163,106
526 Ice arena construction 2019	-	(136,794)	107,010	(33,570)	-	-	400,934
528 TIF 1-16 Gardenworld	-	655	763	2,658	2,675	1,690	1,717
529 TIF 1-15 American Logistics	14,460	14,719	14,775	14,777	23,238	62,894	63,867
530 TIF 1-14	1,345	-	-	-		-	-
532 TIF 1-12 Westside	162,173	330,676	681,610	515,547	496,975	246,471	126,862
533 TIF 1-8	403,929	403,909	415,086	403,909	403,909	381,277	387,170
534 TIF 1-12	183,365	174,815	178,730	450,477	1,110,483	1,673,116	1,698,978
535 TIF 1-20					14,714	25,960	26,362
540 TIF 1-17	(1)	1,283	27,519	4	8	115,475	66,849
542 TIF 1-18	-	-	(284)	1,796	172	2,608	(6,717)
560 Pavement management	1,726,565	1,654,305	1,618,056	1,776,000	3,152,292	2,450,501	2,316,788
568 Developer Petitioned Projects	(230,024)	(1,470,121)	(2,099,497)	(2,223,771)	1,569,565	1,411,638	932,735
570 Park Trust	350,975	1,092,263	1,273,821	1,594,464	1,682,174	601,379	112,875
575 Water connection/area	894,155	1,739,598	1,995,144	1,238,724	3,762,083	4,134,790	4,134,591
580 Sewer connection/area	(350,792)	112,456	360,314	732,332	1,140,114	102,809	137,578
585 Storm connection/area	3,966,334	5,107,243	3,302,895	3,636,395	4,789,528	1,941,693	1,180,761
610 Water operating	4,567,131	4,696,115	5,548,938	6,783,803	8,124,893	8,500,771	8,514,657
620 Sewer operating	1,883,180	2,064,920	2,508,779	2,735,721	3,254,956	2,828,326	3,202,840
630 Streetlights	931,344	773,101	762,427	438,809	473,383	326,465	391,899
660 CG EMS	844,158	695,113	733,584	586,659	(57,261)	(457,632)	(52,158)
700 Self Insurance	2,180,077	2,040,696	2,031,989	1,675,904	1,351,582	451,160	772,162
710 Fleet	200,981	13,133	36,815	(57,046)	(274,440)	(603,736)	(691,235)
720 IT	82,883	59,948	(112,809)	(301,636)	(357,145)	(245,061)	(85,680)
810 Developer LOC		-	-	-	4,074,256	5,414,334	4,970,231
total cash & investments	46,395,576	47,612,712	46,833,563	50,600,708	67,595,825	60,206,455	53,706,373

	12/31/2021	12/31/2022	4/30/2023
491 Bond Called	4,068,538		
810 Developer Escrows	4,074,256	5,414,334	4,970,231

Cottage Grove

Budget Comparison Report
Group Summary

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Revenue										
Category: 3010 - PROPERTY TAXES										
3011 - CURRENT PROP TAX	14,603,771.20	15,094,133.55	7,261,940.00	17,485,270.00	18,472,510.00	987,240.00	5.65%	20,487,430.00	2,014,920.00	10.91%
3012 - DEL PROP TAXES	24,218.99	48,898.46	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3013 - NON LEVY PROPERTY TAX	63,282.41	67,613.21	0.00	60,000.00	0.00	-60,000.00	-100.00%	0.00	0.00	0.00%
3016 - EXCESS TIF REVENUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3010 - PROPERTY TAXES:	**14,691,272.60**	**15,210,645.22**	**7,261,940.00**	**17,545,270.00**	**18,472,510.00**	**927,240.00**	**5.28%**	**20,487,430.00**	**2,014,920.00**	**10.91%**
Category: 3030 - SPECIAL ASSESSMENTS										
3030 - S.A. - CURRENT	3,200.16	4,056.20	0.00	3,000.00	3,060.00	60.00	2.00%	3,120.00	60.00	1.96%
3031 - S.A. - DELINQ	602.10	1,158.38	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3041 - S.A. - NEW ROLL	364.23	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3044 - MISC PEN & INT	52.90	406.97	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3030 - SPECIAL ASSESSMENTS:	**4,219.39**	**5,621.55**	**0.00**	**3,000.00**	**3,060.00**	**60.00**	**2.00%**	**3,120.00**	**60.00**	**1.96%**
Category: 3110 - LICENSES AND PERMITS										
3110 - CONTRACT LICENSE	36,581.50	32,350.00	12,910.00	25,000.00	25,500.00	500.00	2.00%	23,800.00	-1,700.00	-6.67%
3112 - SOLID WASTE LIC	0.00	5,850.00	5,300.00	5,850.00	5,970.00	120.00	2.05%	6,090.00	120.00	2.01%
3113 - CIGARETTE LIC	375.00	5,000.00	15,700.00	4,000.00	7,000.00	3,000.00	75.00%	7,000.00	0.00	0.00%
3115 - LIQUOR LICENSE	2,200.00	48,400.00	47,400.00	52,000.00	50,000.00	-2,000.00	-3.85%	50,000.00	0.00	0.00%
3117 - ALARM LICENSE	870.00	2,178.80	1,574.91	1,000.00	1,000.00	0.00	0.00%	1,000.00	0.00	0.00%
3119 - GAMBLING ENFORCE	700.00	800.00	800.00	1,000.00	1,000.00	0.00	0.00%	1,000.00	0.00	0.00%
3125 - LAWN CARE LIC	1,275.00	3,637.50	0.00	2,500.00	0.00	-2,500.00	-100.00%	2,600.00	2,600.00	0.00%
3127 - PEDDLER TEMP	100.00	100.00	100.00	100.00	100.00	0.00	0.00%	100.00	0.00	0.00%
3128 - SAUNA/MASSAGE PARLOR BUSINESS	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3129 - MISCELLANEOUS LICENSE	500.00	2,200.00	4,850.00	200.00	3,000.00	2,800.00	1,400.00%	3,000.00	0.00	0.00%
3130 - MASSAGE THERAPY	362.50	900.00	900.00	500.00	800.00	300.00	60.00%	800.00	0.00	0.00%
3138 - ENGINEERING PERMITS	10,545.83	95,276.26	16,661.00	30,000.00	13,000.00	-17,000.00	-56.67%	13,000.00	0.00	0.00%
3139 - ELECTRICAL PERMITS	201,169.25	229,042.35	85,136.00	150,000.00	150,000.00	0.00	0.00%	140,000.00	-10,000.00	-6.67%
3140 - BUILDING PERMIT	1,930,751.85	2,262,482.28	658,955.85	1,250,000.00	1,250,000.00	0.00	0.00%	1,166,200.00	-83,800.00	-6.70%
3141 - HTG/REFR PERMIT	178,046.40	362,538.46	66,050.76	125,000.00	125,000.00	0.00	0.00%	116,600.00	-8,400.00	-6.72%
3142 - PLBG PERMIT	83,812.52	246,889.10	56,412.80	250,000.00	138,000.00	-112,000.00	-44.80%	128,100.00	-9,900.00	-7.17%
3143 - REINSPECTION FEE	50.00	7,000.00	64,000.00	1,000.00	1,000.00	0.00	0.00%	1,000.00	0.00	0.00%
3144 - ANNL PLANT INSP	0.00	32,261.42	16,130.71	13,500.00	13,800.00	300.00	2.22%	13,800.00	0.00	0.00%
3145 - BUILDING PLAN REVIEW	645,558.66	1,015,767.72	254,635.21	475,000.00	500,000.00	25,000.00	5.26%	466,000.00	-34,000.00	-6.80%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
3146 - RENTAL LICENSE	65,040.00	57,890.00	39,390.00	65,000.00	66,300.00	1,300.00	2.00%	66,300.00	0.00	0.00%
3147 - BUILDING PERMITS DENMARK TOWNSHIP	450.00	-44,186.10	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3150 - ANIMAL LICENSE	10,558.00	13,242.50	7,580.00	10,000.00	10,200.00	200.00	2.00%	10,400.00	200.00	1.96%
3159 - MISC NON-BUS LIC	12,792.08	7,199.55	3,075.15	21,250.00	10,000.00	-11,250.00	-52.94%	10,600.00	600.00	6.00%
Total Category: 3110 - LICENSES AND PERMITS:	**3,181,738.59**	**4,386,819.84**	**1,357,562.39**	**2,482,900.00**	**2,371,670.00**	**-111,230.00**	**-4.48%**	**2,227,390.00**	**-144,280.00**	**-6.08%**
Category: 3310 - INTERGOVERNMENTAL										
3310 - FEDERAL GRANTS	110,523.00	43,225.58	4,636.30	73,400.00	30,000.00	-43,400.00	-59.13%	31,000.00	1,000.00	3.33%
3321 - MVHC	9,085.33	4,439.93	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3322 - LGA	0.00	0.00	0.00	0.00	54,060.00	54,060.00	0.00%	54,060.00	0.00	0.00%
3324 - STATE GRANTS	310.43	19,087.22	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3325 - MN STREET MAINT	48,285.00	49,470.00	24,750.00	45,000.00	50,000.00	5,000.00	11.11%	51,000.00	1,000.00	2.00%
3327 - MN PUBLIC SAFETY AID	0.00	0.00	0.00	0.00	716,350.00	716,350.00	0.00%	801,700.00	85,350.00	11.91%
3328 - MN POLICE AID	379,193.48	432,376.01	0.00	380,000.00	410,000.00	30,000.00	7.89%	418,200.00	8,200.00	2.00%
3329 - MN FIRE AID	233,523.63	258,668.15	0.00	206,000.00	250,000.00	44,000.00	21.36%	255,000.00	5,000.00	2.00%
3339 - OTHER MN AID	74,654.56	64,422.29	11,931.50	50,200.00	77,800.00	27,600.00	54.98%	79,830.00	2,030.00	2.61%
3349 - COUNTY AID	43,530.86	17,377.88	46,455.38	15,500.00	14,600.00	-900.00	-5.81%	14,890.00	290.00	1.99%
3359 - OTHER GOV AID	0.00	0.00	795.48	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3310 - INTERGOVERNMENTAL:	**899,106.29**	**889,067.06**	**88,568.66**	**770,100.00**	**1,602,810.00**	**832,710.00**	**108.13%**	**1,705,680.00**	**102,870.00**	**6.42%**
Category: 3400 - CHARGES FOR SERVICES										
3454 - CLOTHING-NONTAX	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3510 - MAPS/DOC SALES	0.00	65.00	10.00	100.00	100.00	0.00	0.00%	100.00	0.00	0.00%
3511 - ASSESS SEARCH	100.00	20.00	0.00	100.00	0.00	-100.00	-100.00%	0.00	0.00	0.00%
3514 - PLANNING FEE	21,994.00	33,218.75	8,390.00	20,000.00	20,400.00	400.00	2.00%	20,810.00	410.00	2.01%
3517 - ADM CHARGE-CONST	0.00	4,022.20	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3518 - ENGINEERING CHG-PRIVATE CONSTRUCTION	475,259.87	214,180.14	18,300.00	250,000.00	200,000.00	-50,000.00	-20.00%	275,000.00	75,000.00	37.50%
3519 - OTHER CHARGE SVS	274,374.83	61,364.02	2,592.86	19,000.00	19,380.00	380.00	2.00%	19,770.00	390.00	2.01%
3522 - LICENSE INVEST	100.00	0.00	0.00	1,000.00	1,000.00	0.00	0.00%	1,020.00	20.00	2.00%
3523 - D.A.R.E. REIMB	166,663.33	98,879.78	104,563.69	99,000.00	100,980.00	1,980.00	2.00%	103,000.00	2,020.00	2.00%
3524 - ENGINEERING CHARGE - PUBLIC PROJECTS	298,732.26	872,688.16	0.00	525,000.00	730,000.00	205,000.00	39.05%	575,000.00	-155,000.00	-21.23%
3530 - TOWING & REIMBURSEMENT	5,375.00	5,020.00	2,215.00	5,300.00	5,460.00	160.00	3.02%	5,600.00	140.00	2.56%
3532 - FALSE ALARM FEES	0.00	0.00	0.00	5,000.00	3,500.00	-1,500.00	-30.00%	3,570.00	70.00	2.00%
3533 - LOCK OUT FEE	4,199.99	5,443.74	2,533.21	5,100.00	5,250.00	150.00	2.94%	5,410.00	160.00	3.05%
3536 - ANIMAL POUND CHG	0.00	0.00	185.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3537 - OUT POLICE EMPL	363,562.14	16,200.00	14,080.00	20,000.00	20,000.00	0.00	0.00%	20,400.00	400.00	2.00%
3539 - MISC PUB SAFETY	44,820.83	31,790.05	15,432.01	20,200.00	25,000.00	4,800.00	23.76%	25,300.00	300.00	1.20%
3547 - ST OPEN PERMIT	6,760.00	6,565.00	5,695.00	7,500.00	7,500.00	0.00	0.00%	7,650.00	150.00	2.00%
3548 - RIGHT OF WAY PERMITS	53,905.15	47,519.10	25,520.50	45,000.00	48,000.00	3,000.00	6.67%	48,000.00	0.00	0.00%
3549 - MISC PUBLIC WORK	16,084.27	15,442.76	516.00	20,000.00	15,000.00	-5,000.00	-25.00%	10,000.00	-5,000.00	-33.33%
3561 - ADMISSIONS	13,417.46	18,502.90	8,458.90	15,000.00	29,000.00	14,000.00	93.33%	30,200.00	1,200.00	4.14%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
3563 - SUPERVISED PLAYGROUNDS	113,416.80	130,148.00	0.00	135,000.00	193,800.00	58,800.00	43.56%	206,460.00	12,660.00	6.53%
3567 - EDUCATIONAL LESSONS	4,600.00	7,925.00	4,380.00	6,500.00	8,500.00	2,000.00	30.77%	9,000.00	500.00	5.88%
3568 - FEE FOR SERVICE	1,401.57	4,108.04	1,403.75	2,000.00	2,040.00	40.00	2.00%	2,080.00	40.00	1.96%
3569 - LEAGUE FEES	6,185.45	4,721.13	3,500.00	7,000.00	13,000.00	6,000.00	85.71%	13,160.00	160.00	1.23%
3571 - CONCESSION SALES	3,769.37	-690.76	0.00	500.00	0.00	-500.00	-100.00%	0.00	0.00	0.00%
3575 - SPECIAL EVENTS	4,044.36	22,223.00	4,680.00	15,000.00	23,000.00	8,000.00	53.33%	24,000.00	1,000.00	4.35%
3580 - FACILITY USE	16,557.54	60,531.61	35,315.01	44,000.00	97,000.00	53,000.00	120.45%	117,840.00	20,840.00	21.48%
Total Category: 3400 - CHARGES FOR SERVICES:	**1,895,324.22**	**1,659,887.62**	**257,770.93**	**1,267,300.00**	**1,567,910.00**	**300,610.00**	**23.72%**	**1,523,370.00**	**-44,540.00**	**-2.84%**
Category: 3610 - FINES AND PENALTIES										
3610 - COURT FINES	148,725.71	142,770.02	75,519.06	150,000.00	150,000.00	0.00	0.00%	153,000.00	3,000.00	2.00%
Total Category: 3610 - FINES AND PENALTIES:	**148,725.71**	**142,770.02**	**75,519.06**	**150,000.00**	**150,000.00**	**0.00**	**0.00%**	**153,000.00**	**3,000.00**	**2.00%**
Category: 3809 - INVESTMENT INTEREST										
3810 - INVEST INTEREST	-63,605.39	-486,954.10	172,772.68	125,000.00	126,250.00	1,250.00	1.00%	128,780.00	2,530.00	2.00%
Total Category: 3809 - INVESTMENT INTEREST:	**-63,605.39**	**-486,954.10**	**172,772.68**	**125,000.00**	**126,250.00**	**1,250.00**	**1.00%**	**128,780.00**	**2,530.00**	**2.00%**
Category: 3812 - MISCELLANEOUS										
3812 - DONATE & CONTRI	61,554.00	46,893.00	57,489.31	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3813 - SALE OF GOODS	25,732.40	9,328.13	6,370.00	6,000.00	6,000.00	0.00	0.00%	6,000.00	0.00	0.00%
3814 - RENTAL INCOME	29,409.61	5,090.98	955.27	15,000.00	7,000.00	-8,000.00	-53.33%	7,500.00	500.00	7.14%
3816 - REFUND & REIMBRS	67,536.68	52,883.47	20,386.32	25,000.00	39,465.00	14,465.00	57.86%	26,000.00	-13,465.00	-34.12%
3829 - MISC - OTHER	26,112.15	3,516.79	511.00	7,000.00	7,140.00	140.00	2.00%	7,280.00	140.00	1.96%
Total Category: 3812 - MISCELLANEOUS:	**210,344.84**	**117,712.37**	**85,711.90**	**53,000.00**	**59,605.00**	**6,605.00**	**12.46%**	**46,780.00**	**-12,825.00**	**-21.52%**
Category: 3960 - OTHER FINANCING SOURCE										
3965 - LEASE ISSUANCE PROCEEDS	0.00	20,070.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3960 - OTHER FINANCING SOURCE:	**0.00**	**20,070.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3999 - TRANSFERS IN										
3899 - TRANSFER IN	616,890.08	575,230.00	313,692.96	687,390.00	709,325.00	21,935.00	3.19%	729,060.00	19,735.00	2.78%
Total Category: 3999 - TRANSFERS IN:	**616,890.08**	**575,230.00**	**313,692.96**	**687,390.00**	**709,325.00**	**21,935.00**	**3.19%**	**729,060.00**	**19,735.00**	**2.78%**
Total Revenue:	**21,584,016.33**	**22,520,869.58**	**9,613,538.58**	**23,083,960.00**	**25,063,140.00**	**1,979,180.00**	**8.57%**	**27,004,610.00**	**1,941,470.00**	**7.75%**
Expense										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	9,329,033.05	10,060,954.55	4,911,265.75	10,716,125.00	11,615,720.00	899,595.00	8.39%	12,612,210.00	996,490.00	8.58%
4110 - OVERTIME F. T.	651,968.47	472,333.53	275,811.43	402,100.00	408,680.00	6,580.00	1.64%	427,500.00	18,820.00	4.61%
4115 - REGULAR-P/T REG STATUS	82,397.17	82,352.80	28,483.23	163,100.00	166,400.00	3,300.00	2.02%	172,700.00	6,300.00	3.79%
4116 - O/T -P/T REG. STATUS	507.60	393.73	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4120 - SAL-P.T./TEMP	826,827.86	907,327.78	294,228.01	787,100.00	984,150.00	197,050.00	25.03%	930,285.00	-53,865.00	-5.47%
4121 - O.T. - P.T./TEMP	19,523.99	24,512.33	7,460.50	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	1,253,173.60	1,389,031.35	636,963.51	1,337,150.00	1,451,755.00	114,605.00	8.57%	1,471,680.00	19,925.00	1.37%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
4142 - FICA	470,908.87	510,924.12	243,144.42	576,780.00	612,400.00	35,620.00	6.18%	637,980.00	25,580.00	4.18%
4144 - HEALTH INSURANCE	999,139.42	1,068,809.92	573,829.92	1,147,660.00	1,420,050.00	272,390.00	23.73%	1,506,700.00	86,650.00	6.10%
4147 - UNEMPLOYMENT	0.00	12,273.77	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4148 - WORKERS COMP	371,880.12	548,269.96	345,847.50	691,695.00	789,265.00	97,570.00	14.11%	791,290.00	2,025.00	0.26%
Total Category: 4100 - PERSONAL SERVICES:	**14,005,360.15**	**15,077,183.84**	**7,317,034.27**	**15,821,710.00**	**17,448,420.00**	**1,626,710.00**	**10.28%**	**18,550,345.00**	**1,101,925.00**	**6.32%**
Category: 4200 - COMMODITIES										
4200 - OFFICE SUPPLIES	14,159.09	17,301.82	4,065.44	21,080.00	22,060.00	980.00	4.65%	22,560.00	500.00	2.27%
4209 - OP SUPPLIES-CLEN	49.32	884.46	0.00	1,850.00	1,900.00	50.00	2.70%	2,000.00	100.00	5.26%
4210 - OP SUPPLY-OTHER	416,934.01	527,713.16	375,094.46	523,170.00	597,310.00	74,140.00	14.17%	606,370.00	9,060.00	1.52%
4211 - MOTOR FUELS	247,228.89	311,041.49	148,611.57	316,900.00	333,630.00	16,730.00	5.28%	340,630.00	7,000.00	2.10%
4212 - LUB/ADD	437.22	97.34	251.96	410.00	400.00	-10.00	-2.44%	400.00	0.00	0.00%
4216 - FERTILIZER/CHEM	42,291.91	52,989.99	32,027.46	56,880.00	58,600.00	1,720.00	3.02%	69,200.00	10,600.00	18.09%
4217 - CLOTHING/UNIFORM	96,733.44	124,753.85	113,618.19	176,719.00	155,330.00	-21,389.00	-12.10%	159,930.00	4,600.00	2.96%
4231 - SMALL TOOLS	5,496.78	7,037.36	329.30	6,855.00	7,075.00	220.00	3.21%	7,975.00	900.00	12.72%
4270 - OP SUP-VEH/EQ	4,795.71	5,069.87	2,826.44	14,805.00	14,220.00	-585.00	-3.95%	15,990.00	1,770.00	12.45%
4271 - OP SUP-OTHER IMP	198,727.76	177,248.08	32,829.75	221,830.00	225,300.00	3,470.00	1.56%	233,300.00	8,000.00	3.55%
4272 - OP SUP-BUILDINGS	19,189.52	19,665.93	7,787.66	23,860.00	24,420.00	560.00	2.35%	25,740.00	1,320.00	5.41%
4280 - CAPITAL OUTLAY <$5,000	35,305.28	60,518.85	28,373.48	40,020.00	41,160.00	1,140.00	2.85%	42,360.00	1,200.00	2.92%
Total Category: 4200 - COMMODITIES:	**1,081,348.93**	**1,304,322.20**	**745,815.71**	**1,404,379.00**	**1,481,405.00**	**77,026.00**	**5.48%**	**1,526,455.00**	**45,050.00**	**3.04%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	457,481.11	653,477.71	391,751.02	530,770.00	612,128.00	81,358.00	15.33%	563,900.00	-48,228.00	-7.88%
4301 - ENGINEERING SVS	85,698.35	151,831.50	37,727.95	52,150.00	53,652.00	1,502.00	2.88%	55,175.00	1,523.00	2.84%
4302 - LEGAL SERVICE	260,195.26	361,600.08	127,609.12	275,600.00	283,900.00	8,300.00	3.01%	292,400.00	8,500.00	2.99%
4305 - FEES FOR SERVICE	276,500.52	264,612.03	183,814.54	339,021.00	445,715.00	106,694.00	31.47%	459,575.00	13,860.00	3.11%
4309 - CREDIT CARD FEES	195,191.95	146,048.53	66,592.46	91,300.00	144,000.00	52,700.00	57.72%	143,000.00	-1,000.00	-0.69%
4310 - COMMUNICATION	146,858.46	147,119.31	68,754.11	142,660.00	147,260.00	4,600.00	3.22%	151,200.00	3,940.00	2.68%
4311 - POSTAGE	11,828.21	16,748.44	8,068.98	48,690.00	49,570.00	880.00	1.81%	50,890.00	1,320.00	2.66%
4321 - DATA PROCESSING	661,148.66	590,634.71	408,650.04	817,300.00	1,099,400.00	282,100.00	34.52%	1,032,700.00	-66,700.00	-6.07%
4340 - PRINTING	81,307.90	85,125.46	35,426.85	50,230.00	50,440.00	210.00	0.42%	51,200.00	760.00	1.51%
4341 - ADVER/PUBLISH	3,596.36	2,169.05	102.42	6,695.00	4,040.00	-2,655.00	-39.66%	4,070.00	30.00	0.74%
4350 - INSURANCE CHARGE	178,089.72	184,869.92	100,750.08	201,500.00	302,800.00	101,300.00	50.27%	333,100.00	30,300.00	10.01%
4360 - UTILITIES	260,049.92	327,090.27	167,059.12	247,910.00	273,930.00	26,020.00	10.50%	285,675.00	11,745.00	4.29%
4370 - MAINT-REPAIR/EQ	109,108.29	76,780.60	59,505.66	141,890.00	142,780.00	890.00	0.63%	147,010.00	4,230.00	2.96%
4371 - MAINT-REPAIR/OTH	91,731.95	11,221.71	5,323.38	33,400.00	35,300.00	1,900.00	5.69%	44,900.00	9,600.00	27.20%
4372 - MAINT-REPAIR/BLD	231,581.96	464,669.39	82,845.80	300,100.00	343,450.00	43,350.00	14.45%	358,500.00	15,050.00	4.38%
4375 - CHARGE-FLEET MNT	705,928.91	834,634.26	579,095.51	825,300.00	1,155,420.00	330,120.00	40.00%	1,270,970.00	115,550.00	10.00%
4380 - RENTAL/LEASE	94,421.13	110,231.17	53,798.60	128,110.00	123,540.00	-4,570.00	-3.57%	132,570.00	9,030.00	7.31%
4401 - DUES & SUBS	48,137.05	53,614.06	22,221.45	57,655.00	63,145.00	5,490.00	9.52%	64,710.00	1,565.00	2.48%
4403 - TRAVEL/TRAIN/CON	131,803.92	127,766.86	83,041.98	180,615.00	230,970.00	50,355.00	27.88%	237,890.00	6,920.00	3.00%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
4405 - CLEAN/WASTE REMV	144,958.12	125,290.89	77,620.90	119,490.00	132,200.00	12,710.00	10.64%	137,210.00	5,010.00	3.79%
4434 - SPECIAL EVENTS	53,191.27	73,910.45	51,821.05	73,925.00	79,645.00	5,720.00	7.74%	82,645.00	3,000.00	3.77%
4435 - LEAGUE PROGRAMS	3,587.48	3,975.89	545.92	3,600.00	3,700.00	100.00	2.78%	3,800.00	100.00	2.70%
4436 - CONCESSION RESAL	1,960.50	1,891.48	1,000.47	500.00	0.00	-500.00	-100.00%	0.00	0.00	0.00%
4449 - OTHER CONTRACT	369,449.87	383,387.00	2,379.21	344,460.00	16,330.00	-328,130.00	-95.26%	16,700.00	370.00	2.27%
Total Category: 4300 - CONTRACTUAL SERVICES:	**4,603,806.87**	**5,198,700.77**	**2,615,506.62**	**5,012,871.00**	**5,793,315.00**	**780,444.00**	**15.57%**	**5,919,790.00**	**126,475.00**	**2.18%**
Category: 4500 - CAPITAL OUTLAY										
4520 - FURN & OFF EQUIP	0.00	20,070.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4530 - MACH & EQUIPMENT	193,386.27	307,438.57	253,495.66	435,000.00	0.00	-435,000.00	-100.00%	490,690.00	490,690.00	0.00%
4540 - OTHER CAP OUTLAY	36,400.24	3,429.92	0.00	0.00	140,000.00	140,000.00	0.00%	0.00	-140,000.00	-100.00%
Total Category: 4500 - CAPITAL OUTLAY:	**229,786.51**	**330,938.49**	**253,495.66**	**435,000.00**	**140,000.00**	**-295,000.00**	**-67.82%**	**490,690.00**	**350,690.00**	**250.49%**
Category: 4999 - TRANSFERS OUT										
4700 - TRANSFERS OUT	833,211.00	400,000.00	205,000.02	410,000.00	0.00	-410,000.00	-100.00%	0.00	0.00	0.00%
4701 - RESIDUAL EQUITY	0.00	0.00	0.00	0.00	200,000.00	200,000.00	0.00%	275,000.00	75,000.00	37.50%
Total Category: 4999 - TRANSFERS OUT:	**833,211.00**	**400,000.00**	**205,000.02**	**410,000.00**	**200,000.00**	**-210,000.00**	**-51.22%**	**275,000.00**	**75,000.00**	**37.50%**
Total Expense:	**20,753,513.46**	**22,311,145.30**	**11,136,852.28**	**23,083,960.00**	**25,063,140.00**	**1,979,180.00**	**8.57%**	**26,762,280.00**	**1,699,140.00**	**6.78%**
Report Total:	**830,502.87**	**209,724.28**	**-1,523,313.70**	**0.00**	**0.00**	**0.00**	**0.00%**	**242,330.00**	**242,330.00**	**0.00%**

Fund Summary

Fund		2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
100 - GENERAL FUND		830,502.87	209,724.28	-1,523,313.70	0.00	0.00	0.00	0.00%	242,330.00	242,330.00	0.00%
	Report Total:	**830,502.87**	**209,724.28**	**-1,523,313.70**	**0.00**	**0.00**	**0.00**	**0.00%**	**242,330.00**	**242,330.00**	**0.00%**

Budget Comparison Report
Group Summary

Cottage Grove

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Fund: 700 - SELF INSURANCE										
Revenue										
Category: 3310 - INTERGOVERNMENTAL										
3339 - OTHER MN AID	7,172.78	8,773.00	0.00	8,000.00	66,000.00	58,000.00	725.00%	66,000.00	0.00	0.00%
Total Category: 3310 - INTERGOVERNMENTAL:	**7,172.78**	**8,773.00**	**0.00**	**8,000.00**	**66,000.00**	**58,000.00**	**725.00%**	**66,000.00**	**0.00**	**0.00%**
Category: 3400 - CHARGES FOR SERVICES										
3519 - OTHER CHARGE SVS	2,195,553.96	2,520,820.00	1,445,962.62	2,860,600.00	3,440,090.00	579,490.00	20.26%	3,732,090.00	292,000.00	8.49%
Total Category: 3400 - CHARGES FOR SERVICES:	**2,195,553.96**	**2,520,820.00**	**1,445,962.62**	**2,860,600.00**	**3,440,090.00**	**579,490.00**	**20.26%**	**3,732,090.00**	**292,000.00**	**8.49%**
Category: 3809 - INVESTMENT INTEREST										
3810 - INVEST INTEREST	-9,249.09	-49,168.88	8,935.53	15,000.00	10,000.00	-5,000.00	-33.33%	10,000.00	0.00	0.00%
Total Category: 3809 - INVESTMENT INTEREST:	**-9,249.09**	**-49,168.88**	**8,935.53**	**15,000.00**	**10,000.00**	**-5,000.00**	**-33.33%**	**10,000.00**	**0.00**	**0.00%**
Category: 3812 - MISCELLANEOUS										
3815 - INSURANCE RECOVERY	48,136.91	57,834.79	39,556.53	20,000.00	20,000.00	0.00	0.00%	20,000.00	0.00	0.00%
3816 - REFUND & REIMBRS	76,122.68	48,185.94	6,327.98	20,000.00	20,000.00	0.00	0.00%	20,000.00	0.00	0.00%
Total Category: 3812 - MISCELLANEOUS:	**124,259.59**	**106,020.73**	**45,884.51**	**40,000.00**	**40,000.00**	**0.00**	**0.00%**	**40,000.00**	**0.00**	**0.00%**
Total Revenue:	**2,317,737.24**	**2,586,444.85**	**1,500,782.66**	**2,923,600.00**	**3,556,090.00**	**632,490.00**	**21.63%**	**3,848,090.00**	**292,000.00**	**8.21%**
Expense										
Category: 4100 - PERSONAL SERVICES										
4144 - HEALTH INSURANCE	1,572,246.57	1,737,446.33	876,628.86	1,683,200.00	1,875,200.00	192,000.00	11.41%	1,986,000.00	110,800.00	5.91%
4146 - DISABILITY	0.00	0.00	34,813.06	45,000.00	66,000.00	21,000.00	46.67%	66,000.00	0.00	0.00%
4147 - UNEMPLOYMENT	57,427.25	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4148 - WORKERS COMP	619,095.00	855,624.00	460,031.00	842,500.00	1,015,500.00	173,000.00	20.53%	1,066,300.00	50,800.00	5.00%
Total Category: 4100 - PERSONAL SERVICES:	**2,248,768.82**	**2,593,070.33**	**1,371,472.92**	**2,570,700.00**	**2,956,700.00**	**386,000.00**	**15.02%**	**3,118,300.00**	**161,600.00**	**5.47%**
Category: 4200 - COMMODITIES										
4210 - OP SUPPLY-OTHER	1,216.49	5,430.95	2,460.43	13,900.00	12,900.00	-1,000.00	-7.19%	12,900.00	0.00	0.00%
Total Category: 4200 - COMMODITIES:	**1,216.49**	**5,430.95**	**2,460.43**	**13,900.00**	**12,900.00**	**-1,000.00**	**-7.19%**	**12,900.00**	**0.00**	**0.00%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	65,376.29	98,089.72	41,223.22	49,100.00	42,600.00	-6,500.00	-13.24%	42,600.00	0.00	0.00%
4302 - LEGAL SERVICE	0.00	0.00	2,176.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4352 - GENERAL LIABILIT	262,448.00	307,531.00	272,951.00	326,400.00	398,900.00	72,500.00	22.21%	418,800.00	19,900.00	4.99%
4434 - SPECIAL EVENTS	41.71	990.00	1,005.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Total Category: 4300 - CONTRACTUAL SERVICES:	**327,866.00**	**406,610.72**	**317,355.22**	**375,500.00**	**441,500.00**	**66,000.00**	**17.58%**	**461,400.00**	**19,900.00**	**4.51%**
Category: 4730 - MISCELLANEOUS										
4733 - GENERAL LIABILITY CLAIMS	6,392.48	17,127.81	8,779.18	20,000.00	20,000.00	0.00	0.00%	20,000.00	0.00	0.00%
4734 - AUTO CLAIMS	153,728.92	86,844.46	40,198.53	40,000.00	40,000.00	0.00	0.00%	40,000.00	0.00	0.00%
4735 - WORKERS COMP MED DEDUCTIBLE	100.00	200.00	0.00	50,000.00	50,000.00	0.00	0.00%	50,000.00	0.00	0.00%
4736 - PROPERTY LOSS CLAIMS	-60,208.12	-35,290.10	0.00	20,000.00	20,000.00	0.00	0.00%	20,000.00	0.00	0.00%
4737 - MEDICAL DEDUCTIBLE	45,663.88	117,285.97	27,571.87	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4730 - MISCELLANEOUS:	**145,677.16**	**186,168.14**	**76,549.58**	**130,000.00**	**130,000.00**	**0.00**	**0.00%**	**130,000.00**	**0.00**	**0.00%**
Total Expense:	**2,723,528.47**	**3,191,280.14**	**1,767,838.15**	**3,090,100.00**	**3,541,100.00**	**451,000.00**	**14.59%**	**3,722,600.00**	**181,500.00**	**5.13%**
Total Fund: 700 - SELF INSURANCE:	**-405,791.23**	**-604,835.29**	**-267,055.49**	**-166,500.00**	**14,990.00**	**181,490.00**	**-109.00%**	**125,490.00**	**110,500.00**	**737.16%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Fund: 710 - FLEET MAINTENANCE										
Revenue										
Category: 3400 - CHARGES FOR SERVICES										
3549 - MISC PUBLIC WORK	0.00	141.09	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3568 - FEE FOR SERVICE	1,354,081.02	1,702,301.79	786,938.46	1,712,100.00	2,110,640.00	398,540.00	23.28%	2,258,460.00	147,820.00	7.00%
Total Category: 3400 - CHARGES FOR SERVICES:	**1,354,081.02**	**1,702,442.88**	**786,938.46**	**1,712,100.00**	**2,110,640.00**	**398,540.00**	**23.28%**	**2,258,460.00**	**147,820.00**	**7.00%**
Category: 3812 - MISCELLANEOUS										
3813 - SALE OF GOODS	1,468.17	531.05	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3816 - REFUND & REIMBRS	63.40	1,457.15	423.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3812 - MISCELLANEOUS:	**1,531.57**	**1,988.20**	**423.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Revenue:	**1,355,612.59**	**1,704,431.08**	**787,361.46**	**1,712,100.00**	**2,110,640.00**	**398,540.00**	**23.28%**	**2,258,460.00**	**147,820.00**	**7.00%**
Expense										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	597,113.93	628,245.99	292,551.96	658,500.00	678,200.00	19,700.00	2.99%	711,900.00	33,700.00	4.97%
4110 - OVERTIME F. T.	11,761.86	13,465.25	6,635.72	14,000.00	14,000.00	0.00	0.00%	14,800.00	800.00	5.71%
4120 - SAL-P.T./TEMP	0.00	11,554.00	7,521.25	17,700.00	0.00	-17,700.00	-100.00%	0.00	0.00	0.00%
4140 - PENSIONS	53,187.00	51,538.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	44,673.96	47,030.37	22,966.61	50,600.00	52,200.00	1,600.00	3.16%	54,800.00	2,600.00	4.98%
4142 - FICA	41,560.69	44,974.90	21,212.47	52,900.00	53,000.00	100.00	0.19%	55,600.00	2,600.00	4.91%
4144 - HEALTH INSURANCE	60,343.96	55,308.08	43,200.00	86,400.00	96,000.00	9,600.00	11.11%	105,600.00	9,600.00	10.00%
4148 - WORKERS COMP	15,000.00	26,000.04	11,850.00	23,700.00	27,600.00	3,900.00	16.46%	29,100.00	1,500.00	5.43%
Total Category: 4100 - PERSONAL SERVICES:	**823,641.40**	**878,116.63**	**405,938.01**	**903,800.00**	**921,000.00**	**17,200.00**	**1.90%**	**971,800.00**	**50,800.00**	**5.52%**
Category: 4200 - COMMODITIES										
4210 - OP SUPPLY-OTHER	12,930.66	17,083.69	9,740.90	26,900.00	22,300.00	-4,600.00	-17.10%	28,320.00	6,020.00	27.00%
4211 - MOTOR FUELS	272,345.18	378,367.85	188,988.66	385,400.00	402,600.00	17,200.00	4.46%	421,400.00	18,800.00	4.67%
4212 - LUB/ADD	20,958.96	8,209.00	8,666.28	20,000.00	21,000.00	1,000.00	5.00%	21,630.00	630.00	3.00%
4217 - CLOTHING/UNIFORM	4,933.69	4,349.02	2,240.72	6,800.00	7,300.00	500.00	7.35%	7,210.00	-90.00	-1.23%
4231 - SMALL TOOLS	14,340.81	23,959.44	9,628.13	16,000.00	15,000.00	-1,000.00	-6.25%	16,895.00	1,895.00	12.63%
4270 - OP SUP-VEH/EQ	277,732.65	358,773.66	162,577.67	252,500.00	340,000.00	87,500.00	34.65%	350,000.00	10,000.00	2.94%
4271 - OP SUP-OTHER IMP	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4272 - OP SUP-BUILDINGS	0.00	14.57	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4200 - COMMODITIES:	**603,241.95**	**790,757.23**	**381,842.36**	**707,600.00**	**808,200.00**	**100,600.00**	**14.22%**	**845,455.00**	**37,255.00**	**4.61%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	449.82	707.20	73.42	500.00	600.00	100.00	20.00%	620.00	20.00	3.33%
4305 - FEES FOR SERVICE	9,050.82	6,813.43	143.50	3,000.00	8,200.00	5,200.00	173.33%	3,300.00	-4,900.00	-59.76%
4310 - COMMUNICATION	5,766.90	6,078.47	2,685.48	6,100.00	6,300.00	200.00	3.28%	6,490.00	190.00	3.02%
4311 - POSTAGE	16.30	0.00	43.90	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4321 - DATA PROCESSING	52,237.00	52,571.44	31,150.02	65,200.00	68,500.00	3,300.00	5.06%	71,900.00	3,400.00	4.96%

Budget Comparison Report

				Parent Budget	Comparison 1 Budget	Comparison 1 to Parent Budget	%	Comparison 2 Budget	Comparison 2 to Comparison 1 Budget	%
Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	2023 2023	2024 2024	Increase / (Decrease)		2025 2025 Fall 2023	Increase / (Decrease)	
4341 - ADVER/PUBLISH	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4350 - INSURANCE CHARGE	1,400.04	1,449.96	799.98	1,600.00	2,400.00	800.00	50.00%	2,600.00	200.00	8.33%
4370 - MAINT-REPAIR/EQ	135,111.29	270,393.56	272,565.15	128,000.00	313,000.00	185,000.00	144.53%	335,780.00	22,780.00	7.28%
4371 - MAINT-REPAIR/OTH	525.00	500.00	1,068.94	1,100.00	600.00	-500.00	-45.45%	1,235.00	635.00	105.83%
4372 - MAINT-REPAIR/BLD	466.17	40.00	0.00	0.00	200.00	200.00	0.00%	0.00	-200.00	-100.00%
4380 - RENTAL/LEASE	802.00	0.00	0.00	1,600.00	1,700.00	100.00	6.25%	1,750.00	50.00	2.94%
4401 - DUES & SUBS	371.15	1,666.75	1,012.50	500.00	4,000.00	3,500.00	700.00%	515.00	-3,485.00	-87.13%
4403 - TRAVEL/TRAIN/CON	4,229.27	5,277.23	3,539.00	11,000.00	16,500.00	5,500.00	50.00%	11,740.00	-4,760.00	-28.85%
4405 - CLEAN/WASTE REMV	2,181.46	4,301.60	1,071.48	2,000.00	4,300.00	2,300.00	115.00%	2,165.00	-2,135.00	-49.65%
4445 - SALES TAX	5,947.62	6,098.66	3,867.75	6,400.00	6,600.00	200.00	3.13%	6,800.00	200.00	3.03%
4449 - OTHER CONTRACT	0.00	108.77	0.00	200.00	200.00	0.00	0.00%	205.00	5.00	2.50%
Total Category: 4300 - CONTRACTUAL SERVICES:	**218,554.84**	**356,007.07**	**318,021.12**	**227,200.00**	**433,100.00**	**205,900.00**	**90.63%**	**445,100.00**	**12,000.00**	**2.77%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4500 - CAPITAL OUTLAY:	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 4720 - DEPRECIATION										
4721 - DEPRECIATION-PURCHASED	45,971.26	39,974.28	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4720 - DEPRECIATION:	**45,971.26**	**39,974.28**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Expense:	**1,691,409.45**	**2,064,855.21**	**1,105,801.49**	**1,838,600.00**	**2,162,300.00**	**323,700.00**	**17.61%**	**2,262,355.00**	**100,055.00**	**4.63%**
Total Fund: 710 - FLEET MAINTENANCE:	**-335,796.86**	**-360,424.13**	**-318,440.03**	**-126,500.00**	**-51,660.00**	**74,840.00**	**-59.16%**	**-3,895.00**	**47,765.00**	**-92.46%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Fund: 720 - INFORMATION TECHNOLOGY										
Revenue										
Category: 3400 - CHARGES FOR SERVICES										
3519 - OTHER CHARGE SVS	1,079,609.12	1,167,226.00	740,560.02	1,490,400.00	1,812,600.00	322,200.00	21.62%	1,781,000.00	-31,600.00	-1.74%
Total Category: 3400 - CHARGES FOR SERVICES:	**1,079,609.12**	**1,167,226.00**	**740,560.02**	**1,490,400.00**	**1,812,600.00**	**322,200.00**	**21.62%**	**1,781,000.00**	**-31,600.00**	**-1.74%**
Category: 3812 - MISCELLANEOUS										
3816 - REFUND & REIMBRS	0.00	225.61	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3829 - MISC - OTHER	0.00	198,449.83	201,854.61	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3812 - MISCELLANEOUS:	**0.00**	**198,675.44**	**201,854.61**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Revenue:	**1,079,609.12**	**1,365,901.44**	**942,414.63**	**1,490,400.00**	**1,812,600.00**	**322,200.00**	**21.62%**	**1,781,000.00**	**-31,600.00**	**-1.74%**
Expense										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	260,279.85	280,959.40	137,350.25	290,900.00	406,900.00	116,000.00	39.88%	427,200.00	20,300.00	4.99%
4116 - O/T -P/T REG. STATUS	765.04	875.70	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4140 - PENSIONS	-13,228.00	24,366.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	19,350.02	20,713.13	10,072.28	21,800.00	23,000.00	1,200.00	5.50%	24,100.00	1,100.00	4.78%
4142 - FICA	18,662.04	19,994.03	9,939.27	22,200.00	23,400.00	1,200.00	5.41%	24,700.00	1,300.00	5.56%
4144 - HEALTH INSURANCE	21,892.80	20,560.00	16,200.00	32,400.00	36,000.00	3,600.00	11.11%	39,600.00	3,600.00	10.00%
4148 - WORKERS COMP	1,399.68	2,259.96	850.02	1,700.00	2,000.00	300.00	17.65%	2,000.00	0.00	0.00%
Total Category: 4100 - PERSONAL SERVICES:	**309,121.43**	**369,728.22**	**174,411.82**	**369,000.00**	**491,300.00**	**122,300.00**	**33.14%**	**517,600.00**	**26,300.00**	**5.35%**
Category: 4200 - COMMODITIES										
4200 - OFFICE SUPPLIES	927.39	25.97	251.88	105.00	110.00	5.00	4.76%	115.00	5.00	4.55%
4210 - OP SUPPLY-OTHER	4,953.57	7,152.05	2,186.14	6,000.00	6,180.00	180.00	3.00%	6,560.00	380.00	6.15%
4211 - MOTOR FUELS	41.84	136.41	42.37	200.00	200.00	0.00	0.00%	200.00	0.00	0.00%
4280 - CAPITAL OUTLAY <$5,000	92,219.51	136,891.84	53,369.02	150,000.00	232,305.00	82,305.00	54.87%	170,000.00	-62,305.00	-26.82%
Total Category: 4200 - COMMODITIES:	**98,142.31**	**144,206.27**	**55,849.41**	**156,305.00**	**238,795.00**	**82,490.00**	**52.78%**	**176,875.00**	**-61,920.00**	**-25.93%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	77,694.13	84,185.00	78,173.50	120,000.00	122,700.00	2,700.00	2.25%	127,308.00	4,608.00	3.76%
4301 - ENGINEERING SVS	0.00	37,200.00	0.00	19,000.00	19,570.00	570.00	3.00%	0.00	-19,570.00	-100.00%
4310 - COMMUNICATION	94,426.52	110,893.41	48,402.72	110,000.00	125,900.00	15,900.00	14.45%	130,000.00	4,100.00	3.26%
4311 - POSTAGE	275.31	0.00	151.27	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4321 - DATA PROCESSING	436,078.95	541,918.53	466,985.12	580,260.00	676,400.00	96,140.00	16.57%	615,600.00	-60,800.00	-8.99%
4350 - INSURANCE CHARGE	1,599.72	0.00	799.98	1,600.00	1,600.00	0.00	0.00%	1,600.00	0.00	0.00%
4370 - MAINT-REPAIR/EQ	10,869.64	24,529.47	11,736.33	58,000.00	100,200.00	42,200.00	72.76%	270,000.00	169,800.00	169.46%
4371 - MAINT-REPAIR/OTH	901.83	9,184.16	20.80	41,305.00	0.00	-41,305.00	-100.00%	0.00	0.00	0.00%
4375 - CHARGE-FLEET MNT	773.69	0.00	266.73	1,500.00	2,100.00	600.00	40.00%	2,310.00	210.00	10.00%
4403 - TRAVEL/TRAIN/CON	1,020.00	7,370.49	8,566.13	15,000.00	16,000.00	1,000.00	6.67%	0.00	-16,000.00	-100.00%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
4449 - OTHER CONTRACT	0.00	19.25	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4300 - CONTRACTUAL SERVICES:	**623,639.79**	**815,300.31**	**615,102.58**	**946,665.00**	**1,064,470.00**	**117,805.00**	**12.44%**	**1,146,818.00**	**82,348.00**	**7.74%**
Category: 4720 - DEPRECIATION										
4721 - DEPRECIATION-PURCHASED	7,288.66	3,409.58	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4720 - DEPRECIATION:	**7,288.66**	**3,409.58**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 4730 - MISCELLANEOUS										
4732 - LOSS-FIXED ASSET	16,478.71	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4730 - MISCELLANEOUS:	**16,478.71**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Expense:	**1,054,670.90**	**1,332,644.38**	**845,363.81**	**1,471,970.00**	**1,794,565.00**	**322,595.00**	**21.92%**	**1,841,293.00**	**46,728.00**	**2.60%**
Total Fund: 720 - INFORMATION TECHNOLOGY:	**24,938.22**	**33,257.06**	**97,050.82**	**18,430.00**	**18,035.00**	**-395.00**	**-2.14%**	**-60,293.00**	**-78,328.00**	**-434.31%**
Report Total:	**-716,649.87**	**-932,002.36**	**-488,444.70**	**-274,570.00**	**-18,635.00**	**255,935.00**	**-93.21%**	**61,302.00**	**79,937.00**	**-428.96%**

Fund Summary

Fund	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
700 - SELF INSURANCE	-405,791.23	-604,835.29	-267,055.49	-166,500.00	14,990.00	181,490.00	-109.00%	125,490.00	110,500.00	737.16%
710 - FLEET MAINTENANCE	-335,796.86	-360,424.13	-318,440.03	-126,500.00	-51,660.00	74,840.00	-59.16%	-3,895.00	47,765.00	-92.46%
720 - INFORMATION TECHNOLOGY	24,938.22	33,257.06	97,050.82	18,430.00	18,035.00	-395.00	-2.14%	-60,293.00	-78,328.00	-434.31%
Report Total:	**-716,649.87**	**-932,002.36**	**-488,444.70**	**-274,570.00**	**-18,635.00**	**255,935.00**	**-93.21%**	**61,302.00**	**79,937.00**	**-428.96%**

Budget Comparison Report
Group Summary

Cottage Grove

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Department: 15 - EMERGENCY PREPAREDNESS										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	33,623.19	35,864.50	62,049.77	36,200.00	37,300.00	1,100.00	3.04%	39,100.00	1,800.00	4.83%
4110 - OVERTIME F. T.	506.74	654.03	26,931.85	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	5,928.72	6,337.68	8,403.88	5,800.00	6,000.00	200.00	3.45%	6,300.00	300.00	5.00%
4142 - FICA	469.04	496.92	5,245.18	500.00	500.00	0.00	0.00%	500.00	0.00	0.00%
4144 - HEALTH INSURANCE	2,349.96	2,580.00	1,350.00	2,700.00	3,000.00	300.00	11.11%	3,300.00	300.00	10.00%
4148 - WORKERS COMP	1,800.00	2,600.04	1,350.00	2,700.00	3,300.00	600.00	22.22%	3,500.00	200.00	6.06%
Total Category: 4100 - PERSONAL SERVICES:	**44,677.65**	**48,533.17**	**105,330.68**	**47,900.00**	**50,100.00**	**2,200.00**	**4.59%**	**52,700.00**	**2,600.00**	**5.19%**
Category: 4200 - COMMODITIES										
4210 - OP SUPPLY-OTHER	134.98	549.50	2,402.25	100.00	100.00	0.00	0.00%	100.00	0.00	0.00%
4211 - MOTOR FUELS	331.76	357.20	99.02	1,700.00	1,760.00	60.00	3.53%	1,810.00	50.00	2.84%
Total Category: 4200 - COMMODITIES:	**466.74**	**906.70**	**2,501.27**	**1,800.00**	**1,860.00**	**60.00**	**3.33%**	**1,910.00**	**50.00**	**2.69%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	800.00	800.00	800.00	1,030.00	1,100.00	70.00	6.80%	1,100.00	0.00	0.00%
4305 - FEES FOR SERVICE	2,718.69	2,718.69	4,038.69	4,120.00	3,500.00	-620.00	-15.05%	3,500.00	0.00	0.00%
4310 - COMMUNICATION	3,524.04	3,943.61	1,636.26	3,600.00	3,710.00	110.00	3.06%	3,820.00	110.00	2.96%
4311 - POSTAGE	0.00	408.25	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4360 - UTILITIES	673.68	784.81	321.25	510.00	1,030.00	520.00	101.96%	1,040.00	10.00	0.97%
4370 - MAINT-REPAIR/EQ	1,458.74	190.00	4,262.48	9,680.00	9,970.00	290.00	3.00%	10,270.00	300.00	3.01%
4375 - CHARGE-FLEET MNT	0.00	5,517.26	0.00	1,400.00	1,960.00	560.00	40.00%	2,160.00	200.00	10.20%
4380 - RENTAL/LEASE	0.00	0.00	1,768.08	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4401 - DUES & SUBS	225.00	300.00	199.00	200.00	450.00	250.00	125.00%	450.00	0.00	0.00%
4403 - TRAVEL/TRAIN/CON	820.00	1,816.02	731.69	1,340.00	1,380.00	40.00	2.99%	1,420.00	40.00	2.90%
Total Category: 4300 - CONTRACTUAL SERVICES:	**10,220.15**	**16,478.64**	**13,757.45**	**21,880.00**	**23,100.00**	**1,220.00**	**5.58%**	**23,760.00**	**660.00**	**2.86%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	31,976.25	49,739.26	89,052.00	27,000.00	0.00	-27,000.00	-100.00%	40,690.00	40,690.00	0.00%
Total Category: 4500 - CAPITAL OUTLAY:	**31,976.25**	**49,739.26**	**89,052.00**	**27,000.00**	**0.00**	**-27,000.00**	**-100.00%**	**40,690.00**	**40,690.00**	**0.00%**
Total Department: 15 - EMERGENCY PREPAREDNESS:	**87,340.79**	**115,657.77**	**210,641.40**	**98,580.00**	**75,060.00**	**-23,520.00**	**-23.86%**	**119,060.00**	**44,000.00**	**58.62%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Department: 21 - POLICE PROTECTION										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	4,810,028.93	5,112,272.40	2,470,043.19	5,241,000.00	5,650,200.00	409,200.00	7.81%	6,013,500.00	363,300.00	6.43%
4110 - OVERTIME F. T.	434,388.96	205,678.99	109,530.39	200,000.00	200,000.00	0.00	0.00%	210,000.00	10,000.00	5.00%
4115 - REGULAR-P/T REG STATUS	71,151.50	69,761.48	21,652.58	90,500.00	48,300.00	-42,200.00	-46.63%	50,700.00	2,400.00	4.97%
4116 - O/T -P/T REG. STATUS	507.60	272.35	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4120 - SAL-P.T./TEMP	128,651.18	117,056.26	56,611.64	93,700.00	126,300.00	32,600.00	34.79%	132,600.00	6,300.00	4.99%
4121 - O.T. - P.T./TEMP	824.93	631.52	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	850,332.76	958,251.79	423,161.74	846,100.00	907,500.00	61,400.00	7.26%	928,900.00	21,400.00	2.36%
4142 - FICA	112,413.39	115,976.50	55,629.40	123,400.00	129,600.00	6,200.00	5.02%	135,000.00	5,400.00	4.17%
4144 - HEALTH INSURANCE	454,614.46	475,470.00	238,980.00	477,960.00	634,800.00	156,840.00	32.81%	671,900.00	37,100.00	5.84%
4148 - WORKERS COMP	178,299.96	300,000.00	226,699.98	453,400.00	473,400.00	20,000.00	4.41%	483,700.00	10,300.00	2.18%
Total Category: 4100 - PERSONAL SERVICES:	**7,041,213.67**	**7,355,371.29**	**3,602,308.92**	**7,526,060.00**	**8,170,100.00**	**644,040.00**	**8.56%**	**8,626,300.00**	**456,200.00**	**5.58%**
Category: 4200 - COMMODITIES										
4200 - OFFICE SUPPLIES	2,834.70	3,753.40	355.24	4,640.00	4,780.00	140.00	3.02%	4,920.00	140.00	2.93%
4210 - OP SUPPLY-OTHER	52,916.74	46,710.18	48,474.82	75,000.00	78,920.00	3,920.00	5.23%	81,110.00	2,190.00	2.77%
4211 - MOTOR FUELS	91,835.99	101,708.33	45,200.51	114,300.00	117,730.00	3,430.00	3.00%	121,270.00	3,540.00	3.01%
4217 - CLOTHING/UNIFORM	45,410.59	73,062.16	96,724.04	107,150.00	83,500.00	-23,650.00	-22.07%	86,000.00	2,500.00	2.99%
4272 - OP SUP-BUILDINGS	2,628.09	918.17	1,020.34	3,000.00	3,000.00	0.00	0.00%	3,000.00	0.00	0.00%
4280 - CAPITAL OUTLAY <$5,000	17,629.57	43,420.29	21,272.66	24,720.00	25,460.00	740.00	2.99%	26,230.00	770.00	3.02%
Total Category: 4200 - COMMODITIES:	**213,255.68**	**269,572.53**	**213,047.61**	**328,810.00**	**313,390.00**	**-15,420.00**	**-4.69%**	**322,530.00**	**9,140.00**	**2.92%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	4,500.04	31,376.40	15,013.64	18,020.00	22,560.00	4,540.00	25.19%	23,240.00	680.00	3.01%
4305 - FEES FOR SERVICE	22,560.24	23,382.09	20,477.85	26,570.00	27,370.00	800.00	3.01%	28,190.00	820.00	3.00%
4309 - CREDIT CARD FEES	0.00	2,554.19	691.31	0.00	2,000.00	2,000.00	0.00%	0.00	-2,000.00	-100.00%
4310 - COMMUNICATION	76,785.96	76,117.23	38,477.56	73,770.00	75,980.00	2,210.00	3.00%	78,260.00	2,280.00	3.00%
4311 - POSTAGE	471.50	507.89	147.53	410.00	420.00	10.00	2.44%	430.00	10.00	2.38%
4321 - DATA PROCESSING	397,627.70	315,939.71	193,050.00	386,100.00	595,200.00	209,100.00	54.16%	503,300.00	-91,900.00	-15.44%
4340 - PRINTING	792.62	2,280.59	502.24	1,230.00	1,270.00	40.00	3.25%	1,300.00	30.00	2.36%
4341 - ADVER/PUBLISH	0.00	0.00	0.00	110.00	110.00	0.00	0.00%	120.00	10.00	9.09%
4350 - INSURANCE CHARGE	45,000.00	46,710.00	25,450.02	50,900.00	76,400.00	25,500.00	50.10%	84,000.00	7,600.00	9.95%
4370 - MAINT-REPAIR/EQ	9,976.72	22,362.37	15,534.83	28,530.00	29,390.00	860.00	3.01%	30,270.00	880.00	2.99%
4372 - MAINT-REPAIR/BLD	0.00	505.00	8,903.00	7,000.00	8,900.00	1,900.00	27.14%	8,900.00	0.00	0.00%
4375 - CHARGE-FLEET MNT	115,036.68	123,658.46	62,692.88	105,500.00	147,700.00	42,200.00	40.00%	162,470.00	14,770.00	10.00%
4380 - RENTAL/LEASE	9,906.10	8,159.54	3,254.66	20,400.00	13,000.00	-7,400.00	-36.27%	13,000.00	0.00	0.00%
4401 - DUES & SUBS	1,789.08	3,161.22	2,133.05	3,910.00	4,030.00	120.00	3.07%	4,150.00	120.00	2.98%
4403 - TRAVEL/TRAIN/CON	50,008.91	46,680.97	23,520.65	60,630.00	110,095.00	49,465.00	81.59%	113,400.00	3,305.00	3.00%
4405 - CLEAN/WASTE REMV	504.13	676.71	477.71	1,750.00	1,800.00	50.00	2.86%	1,860.00	60.00	3.33%
4434 - SPECIAL EVENTS	10,421.78	10,025.00	11,000.00	16,640.00	17,000.00	360.00	2.16%	17,500.00	500.00	2.94%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
4449 - OTHER CONTRACT	8,593.47	3,675.89	2,188.11	8,960.00	9,230.00	270.00	3.01%	9,500.00	270.00	2.93%
Total Category: 4300 - CONTRACTUAL SERVICES:	**753,974.93**	**717,773.26**	**423,515.04**	**810,430.00**	**1,142,455.00**	**332,025.00**	**40.97%**	**1,079,890.00**	**-62,565.00**	**-5.48%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	161,410.02	257,699.31	164,443.66	408,000.00	0.00	-408,000.00	-100.00%	0.00	0.00	0.00%
4540 - OTHER CAP OUTLAY	0.00	0.00	0.00	0.00	140,000.00	140,000.00	0.00%	0.00	-140,000.00	-100.00%
Total Category: 4500 - CAPITAL OUTLAY:	**161,410.02**	**257,699.31**	**164,443.66**	**408,000.00**	**140,000.00**	**-268,000.00**	**-65.69%**	**0.00**	**-140,000.00**	**-100.00%**
Total Department: 21 - POLICE PROTECTION:	**8,169,854.30**	**8,600,416.39**	**4,403,315.23**	**9,073,300.00**	**9,765,945.00**	**692,645.00**	**7.63%**	**10,028,720.00**	**262,775.00**	**2.69%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Department: 23 - ANIMAL CONTROL										
Category: 4100 - PERSONAL SERVICES										
4120 - SAL-P.T./TEMP	15,000.00	15,000.00	0.00	15,000.00	15,450.00	450.00	3.00%	15,920.00	470.00	3.04%
4142 - FICA	1,100.00	1,100.00	0.00	1,100.00	1,140.00	40.00	3.64%	1,170.00	30.00	2.63%
4148 - WORKERS COMP	99.96	99.96	55.02	110.00	120.00	10.00	9.09%	120.00	0.00	0.00%
Total Category: 4100 - PERSONAL SERVICES:	**16,199.96**	**16,199.96**	**55.02**	**16,210.00**	**16,710.00**	**500.00**	**3.08%**	**17,210.00**	**500.00**	**2.99%**
Category: 4200 - COMMODITIES										
4200 - OFFICE SUPPLIES	105.00	0.00	0.00	200.00	200.00	0.00	0.00%	210.00	10.00	5.00%
4210 - OP SUPPLY-OTHER	0.00	370.46	0.00	1,030.00	1,060.00	30.00	2.91%	1,090.00	30.00	2.83%
4211 - MOTOR FUELS	0.00	0.00	0.00	400.00	420.00	20.00	5.00%	430.00	10.00	2.38%
4217 - CLOTHING/UNIFORM	1,714.57	3,187.59	1,024.83	3,300.00	3,400.00	100.00	3.03%	3,500.00	100.00	2.94%
Total Category: 4200 - COMMODITIES:	**1,819.57**	**3,558.05**	**1,024.83**	**4,930.00**	**5,080.00**	**150.00**	**3.04%**	**5,230.00**	**150.00**	**2.95%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	0.00	0.00	0.00	310.00	320.00	10.00	3.23%	330.00	10.00	3.13%
4305 - FEES FOR SERVICE	5,866.00	6,032.00	2,051.00	6,390.00	6,580.00	190.00	2.97%	6,780.00	200.00	3.04%
4340 - PRINTING	0.00	0.00	113.00	200.00	200.00	0.00	0.00%	210.00	10.00	5.00%
4375 - CHARGE-FLEET MNT	0.00	0.00	0.00	1,300.00	1,820.00	520.00	40.00%	2,000.00	180.00	9.89%
Total Category: 4300 - CONTRACTUAL SERVICES:	**5,866.00**	**6,032.00**	**2,164.00**	**8,200.00**	**8,920.00**	**720.00**	**8.78%**	**9,320.00**	**400.00**	**4.48%**
Total Department: 23 - ANIMAL CONTROL:	**23,885.53**	**25,790.01**	**3,243.85**	**29,340.00**	**30,710.00**	**1,370.00**	**4.67%**	**31,760.00**	**1,050.00**	**3.42%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Department: 26 - FIRE PROTECTION										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	366,275.51	447,996.41	235,194.16	546,700.00	732,600.00	185,900.00	34.00%	916,100.00	183,500.00	25.05%
4110 - OVERTIME F. T.	59,141.24	63,823.47	17,152.96	31,000.00	31,000.00	0.00	0.00%	32,600.00	1,600.00	5.16%
4115 - REGULAR-P/T REG STATUS	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4120 - SAL-P.T./TEMP	166,498.50	139,421.45	54,148.90	165,000.00	265,000.00	100,000.00	60.61%	173,300.00	-91,700.00	-34.60%
4121 - O.T. - P.T./TEMP	17,123.73	16,474.16	6,580.82	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	73,160.91	76,742.88	36,591.40	91,200.00	120,875.00	29,675.00	32.54%	99,700.00	-21,175.00	-17.52%
4142 - FICA	21,002.22	22,929.43	10,857.97	22,300.00	24,950.00	2,650.00	11.88%	23,600.00	-1,350.00	-5.41%
4144 - HEALTH INSURANCE	44,255.04	46,080.00	28,900.02	57,800.00	84,450.00	26,650.00	46.11%	70,600.00	-13,850.00	-16.40%
4147 - UNEMPLOYMENT	0.00	2,371.64	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4148 - WORKERS COMP	44,900.04	51,755.04	24,600.00	49,200.00	73,475.00	24,275.00	49.34%	62,300.00	-11,175.00	-15.21%
Total Category: 4100 - PERSONAL SERVICES:	**792,357.19**	**867,594.48**	**414,026.23**	**963,200.00**	**1,332,350.00**	**369,150.00**	**38.33%**	**1,378,200.00**	**45,850.00**	**3.44%**
Category: 4200 - COMMODITIES										
4200 - OFFICE SUPPLIES	0.00	249.19	0.00	1,440.00	1,480.00	40.00	2.78%	1,530.00	50.00	3.38%
4210 - OP SUPPLY-OTHER	9,807.43	5,881.29	3,606.41	10,090.00	10,400.00	310.00	3.07%	10,700.00	300.00	2.88%
4211 - MOTOR FUELS	11,409.68	14,256.92	6,749.42	13,400.00	14,200.00	800.00	5.97%	14,800.00	600.00	4.23%
4217 - CLOTHING/UNIFORM	27,663.47	30,776.31	9,466.52	47,280.00	48,700.00	1,420.00	3.00%	50,160.00	1,460.00	3.00%
4270 - OP SUP-VEH/EQ	1,880.65	3,478.37	154.78	5,360.00	5,520.00	160.00	2.99%	5,690.00	170.00	3.08%
4272 - OP SUP-BUILDINGS	3,486.98	3,478.01	1,169.57	3,710.00	3,820.00	110.00	2.96%	3,940.00	120.00	3.14%
4280 - CAPITAL OUTLAY <$5,000	15,801.95	6,026.16	2,200.00	10,300.00	10,600.00	300.00	2.91%	10,930.00	330.00	3.11%
Total Category: 4200 - COMMODITIES:	**70,050.16**	**64,146.25**	**23,346.70**	**91,580.00**	**94,720.00**	**3,140.00**	**3.43%**	**97,750.00**	**3,030.00**	**3.20%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	2,927.50	9,808.87	5,500.00	18,750.00	24,710.00	5,960.00	31.79%	25,300.00	590.00	2.39%
4305 - FEES FOR SERVICE	17,557.35	20,211.90	9,732.73	24,170.00	24,900.00	730.00	3.02%	25,640.00	740.00	2.97%
4310 - COMMUNICATION	28,583.07	27,907.56	13,794.61	28,840.00	29,700.00	860.00	2.98%	30,600.00	900.00	3.03%
4311 - POSTAGE	30.25	71.65	0.00	100.00	100.00	0.00	0.00%	110.00	10.00	10.00%
4321 - DATA PROCESSING	42,009.96	45,999.96	29,599.98	59,200.00	87,400.00	28,200.00	47.64%	91,800.00	4,400.00	5.03%
4340 - PRINTING	28.67	61.50	55.00	200.00	200.00	0.00	0.00%	210.00	10.00	5.00%
4350 - INSURANCE CHARGE	15,249.96	15,830.04	8,650.02	17,300.00	26,000.00	8,700.00	50.29%	28,600.00	2,600.00	10.00%
4360 - UTILITIES	64,884.71	84,476.27	43,304.56	51,500.00	70,000.00	18,500.00	35.92%	75,000.00	5,000.00	7.14%
4370 - MAINT-REPAIR/EQ	82,674.59	35,989.79	25,567.50	66,330.00	68,320.00	1,990.00	3.00%	70,370.00	2,050.00	3.00%
4372 - MAINT-REPAIR/BLD	70,753.91	170,699.50	15,802.38	68,100.00	73,650.00	5,550.00	8.15%	78,500.00	4,850.00	6.59%
4375 - CHARGE-FLEET MNT	28,494.05	68,264.63	36,703.47	31,000.00	43,400.00	12,400.00	40.00%	47,740.00	4,340.00	10.00%
4380 - RENTAL/LEASE	3,206.72	2,810.88	1,109.30	4,120.00	4,240.00	120.00	2.91%	4,370.00	130.00	3.07%
4401 - DUES & SUBS	770.00	870.00	810.00	1,030.00	1,060.00	30.00	2.91%	1,090.00	30.00	2.83%
4403 - TRAVEL/TRAIN/CON	30,508.53	29,502.59	25,444.16	21,840.00	22,500.00	660.00	3.02%	23,170.00	670.00	2.98%
4405 - CLEAN/WASTE REMV	16,786.99	15,391.98	10,380.22	15,240.00	25,200.00	9,960.00	65.35%	26,200.00	1,000.00	3.97%
4434 - SPECIAL EVENTS	800.00	1,100.00	0.00	720.00	2,740.00	2,020.00	280.56%	2,770.00	30.00	1.09%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
4449 - OTHER CONTRACT	233,759.46	258,946.40	191.10	206,000.00	0.00	-206,000.00	-100.00%	0.00	0.00	0.00%
Total Category: 4300 - CONTRACTUAL SERVICES:	**639,025.72**	**787,943.52**	**226,645.03**	**614,440.00**	**504,120.00**	**-110,320.00**	**-17.95%**	**531,470.00**	**27,350.00**	**5.43%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	450,000.00	450,000.00	0.00%
Total Category: 4500 - CAPITAL OUTLAY:	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**450,000.00**	**450,000.00**	**0.00%**
Total Department: 26 - FIRE PROTECTION:	**1,501,433.07**	**1,719,684.25**	**664,017.96**	**1,669,220.00**	**1,931,190.00**	**261,970.00**	**15.69%**	**2,457,420.00**	**526,230.00**	**27.25%**
Report Total:	**9,782,513.69**	**10,461,548.42**	**5,281,218.44**	**10,870,440.00**	**11,802,905.00**	**932,465.00**	**8.58%**	**12,636,960.00**	**834,055.00**	**7.07%**

Fund Summary

Fund		2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
100 - GENERAL FUND		9,782,513.69	10,461,548.42	5,281,218.44	10,870,440.00	11,802,905.00	932,465.00	8.58%	12,636,960.00	834,055.00	7.07%
	Report Total:	**9,782,513.69**	**10,461,548.42**	**5,281,218.44**	**10,870,440.00**	**11,802,905.00**	**932,465.00**	**8.58%**	**12,636,960.00**	**834,055.00**	**7.07%**

Budget Comparison Report
Group Summary

Cottage Grove

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Fund: 240 - FORFEITURE & SEIZURE										
Revenue										
Category: 3310 - INTERGOVERNMENTAL										
3349 - COUNTY AID	0.00	26,000.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3310 - INTERGOVERNMENTAL:	**0.00**	**26,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3400 - CHARGES FOR SERVICES										
3538 - FORFEIT/SEIZ REV	18,798.95	18,135.25	9,736.00	7,500.00	8,000.00	500.00	6.67%	8,000.00	0.00	0.00%
3540 - DUI FORFEITURE REVENUE	12,599.47	12,675.00	0.00	7,500.00	8,000.00	500.00	6.67%	8,000.00	0.00	0.00%
3541 - CRIMINAL STIPULATION	11,911.73	4,868.78	3,774.74	15,000.00	8,000.00	-7,000.00	-46.67%	8,000.00	0.00	0.00%
Total Category: 3400 - CHARGES FOR SERVICES:	**43,310.15**	**35,679.03**	**13,510.74**	**30,000.00**	**24,000.00**	**-6,000.00**	**-20.00%**	**24,000.00**	**0.00**	**0.00%**
Category: 3809 - INVESTMENT INTEREST										
3810 - INVEST INTEREST	-449.65	-3,241.02	1,143.44	1,000.00	0.00	-1,000.00	-100.00%	0.00	0.00	0.00%
Total Category: 3809 - INVESTMENT INTEREST:	**-449.65**	**-3,241.02**	**1,143.44**	**1,000.00**	**0.00**	**-1,000.00**	**-100.00%**	**0.00**	**0.00**	**0.00%**
Category: 3812 - MISCELLANEOUS										
3816 - REFUND & REIMBRS	0.00	806.36	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3812 - MISCELLANEOUS:	**0.00**	**806.36**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Revenue:	**42,860.50**	**59,244.37**	**14,654.18**	**31,000.00**	**24,000.00**	**-7,000.00**	**-22.58%**	**24,000.00**	**0.00**	**0.00%**
Expense										
Category: 4200 - COMMODITIES										
4280 - CAPITAL OUTLAY <$5,000	25,120.00	9,350.00	0.00	4,740.00	4,880.00	140.00	2.95%	5,030.00	150.00	3.07%
Total Category: 4200 - COMMODITIES:	**25,120.00**	**9,350.00**	**0.00**	**4,740.00**	**4,880.00**	**140.00**	**2.95%**	**5,030.00**	**150.00**	**3.07%**
Category: 4300 - CONTRACTUAL SERVICES										
4302 - LEGAL SERVICE	7,920.00	1,851.36	237.50	8,750.00	6,010.00	-2,740.00	-31.31%	9,280.00	3,270.00	54.41%
4305 - FEES FOR SERVICE	652.25	50.00	90.00	100.00	100.00	0.00	0.00%	110.00	10.00	10.00%
4310 - COMMUNICATION	0.00	0.00	0.00	410.00	420.00	10.00	2.44%	430.00	10.00	2.38%
4341 - ADVER/PUBLISH	0.00	0.00	0.00	620.00	640.00	20.00	3.23%	660.00	20.00	3.13%
4370 - MAINT-REPAIR/EQ	2,440.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4390 - VICTIM/WITNESS	1,850.67	1,914.36	958.84	0.00	3,000.00	3,000.00	0.00%	0.00	-3,000.00	-100.00%
4391 - COUNTY DEFENDENT	7,250.75	6,635.98	1,917.68	4,120.00	4,240.00	120.00	2.91%	4,370.00	130.00	3.07%
4403 - TRAVEL/TRAIN/CON	0.00	0.00	0.00	1,020.00	1,060.00	40.00	3.92%	1,080.00	20.00	1.89%
4449 - OTHER CONTRACT	14,326.52	9,216.93	50.00	510.00	6,520.00	6,010.00	1,178.43%	540.00	-5,980.00	-91.72%

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Total Category: 4300 - CONTRACTUAL SERVICES:	**34,440.19**	**19,668.63**	**3,254.02**	**15,530.00**	**21,990.00**	**6,460.00**	**41.60%**	**16,470.00**	**-5,520.00**	**-25.10%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	0.00	31,906.20	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4540 - OTHER CAP OUTLAY	0.00	0.00	0.00	10,710.00	5,030.00	-5,680.00	-53.03%	11,360.00	6,330.00	125.84%
Total Category: 4500 - CAPITAL OUTLAY:	**0.00**	**31,906.20**	**0.00**	**10,710.00**	**5,030.00**	**-5,680.00**	**-53.03%**	**11,360.00**	**6,330.00**	**125.84%**
Total Expense:	**59,560.19**	**60,924.83**	**3,254.02**	**30,980.00**	**31,900.00**	**920.00**	**2.97%**	**32,860.00**	**960.00**	**3.01%**
Total Fund: 240 - FORFEITURE & SEIZURE:	**-16,699.69**	**-1,680.46**	**11,400.16**	**20.00**	**-7,900.00**	**-7,920.00**	**39,600.00%**	**-8,860.00**	**-960.00**	**12.15%**

Budget Comparison Report

Objec…		2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Fund: 245 - OPIOID SETTLEMENT										
Revenue										
Category: 3610 - FINES AND PENALTIES										
3615 - SETTLEMENTS	0.00	0.00	126,241.56	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3610 - FINES AND PENALTIES:	**0.00**	**0.00**	**126,241.56**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3809 - INVESTMENT INTEREST										
3810 - INVEST INTEREST	0.00	76.06	1,177.99	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3809 - INVESTMENT INTEREST:	**0.00**	**76.06**	**1,177.99**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Revenue:	**0.00**	**76.06**	**127,419.55**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Fund: 245 - OPIOID SETTLEMENT:	**0.00**	**76.06**	**127,419.55**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Report Total:	**-16,699.69**	**-1,604.40**	**138,819.71**	**20.00**	**-7,900.00**	**-7,920.00**	**39,600.00%**	**-8,860.00**	**-960.00**	**12.15%**

Fund Summary

Fund	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
240 - FORFEITURE & SEIZURE	-16,699.69	-1,680.46	11,400.16	20.00	-7,900.00	-7,920.00	39,600.00%	-8,860.00	-960.00	12.15%
245 - OPIOID SETTLEMENT	0.00	76.06	127,419.55	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Report Total:	**-16,699.69**	**-1,604.40**	**138,819.71**	**20.00**	**-7,900.00**	**-7,920.00**	**39,600.00%**	**-8,860.00**	**-960.00**	**12.15%**

Cottage Grove

Budget Comparison Report
Group Summary

Object	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Fund: 290 - HERO CENTER OPERATIONS										
Category: 3310 - INTERGOVERNMENTAL										
3359 - OTHER GOV AID	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3310 - INTERGOVERNMENTAL:	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3400 - CHARGES FOR SERVICES										
3572 - VENDING SALE	5,155.65	4,935.82	2,271.35	6,000.00	6,000.00	0.00	0.00%	6,000.00	0.00	0.00%
3581 - PRE-TRAINING	200.00	0.00	0.00	600.00	1,000.00	400.00	66.67%	1,000.00	0.00	0.00%
3582 - SHOOTING RANGES	169,443.02	216,408.33	88,273.50	190,000.00	230,000.00	40,000.00	21.05%	236,900.00	6,900.00	3.00%
3583 - CLASSROOM(S)	30,705.00	26,547.50	7,295.00	35,000.00	30,000.00	-5,000.00	-14.29%	30,900.00	900.00	3.00%
3586 - REALITY BASED INSIDE	8,600.00	15,182.00	8,682.00	20,000.00	21,000.00	1,000.00	5.00%	21,630.00	630.00	3.00%
3587 - REALITY BASED OUTSIDE	3,900.00	4,814.50	2,255.00	8,000.00	14,000.00	6,000.00	75.00%	14,420.00	420.00	3.00%
3588 - MEMBERSHIPS	281,647.00	368,204.61	379,250.75	379,250.00	390,630.00	11,380.00	3.00%	402,350.00	11,720.00	3.00%
3589 - AMMUNITION	53,238.83	18,863.51	7,476.62	30,000.00	20,000.00	-10,000.00	-33.33%	21,630.00	1,630.00	8.15%
3591 - HOSTED COURSE REGISTRATION	34,473.73	46,944.95	10,823.91	40,000.00	40,000.00	0.00	0.00%	40,000.00	0.00	0.00%
3592 - SIMULATOR	2,080.00	2,800.00	996.00	5,000.00	5,000.00	0.00	0.00%	5,150.00	150.00	3.00%
3593 - RTR MATS ROOM	-200.00	0.00	1,760.00	4,000.00	7,000.00	3,000.00	75.00%	7,210.00	210.00	3.00%
3596 - RENTAL OF EYE/EAR PROTECTION	427.77	174.00	15.00	500.00	400.00	-100.00	-20.00%	400.00	0.00	0.00%
Total Category: 3400 - CHARGES FOR SERVICES:	**589,671.00**	**704,875.22**	**509,099.13**	**718,350.00**	**765,030.00**	**46,680.00**	**6.50%**	**787,590.00**	**22,560.00**	**2.95%**
Category: 3809 - INVESTMENT INTEREST										
3810 - INVEST INTEREST	-697.25	-8,940.93	1,839.99	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3809 - INVESTMENT INTEREST:	**-697.25**	**-8,940.93**	**1,839.99**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3812 - MISCELLANEOUS										
3590 - PARTNER REVENUE	0.00	0.00	0.00	100,000.00	133,763.00	33,763.00	33.76%	135,559.00	1,796.00	1.34%
3594 - SALE OF BRASS	20,511.00	19,980.70	6,248.75	24,000.00	24,000.00	0.00	0.00%	24,000.00	0.00	0.00%
3812 - DONATE & CONTRI	29,000.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3816 - REFUND & REIMBRS	1,036.48	74.00	-2,399.97	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3829 - MISC - OTHER	0.00	347.00	0.00	35,440.00	35,800.00	360.00	1.02%	37,600.00	1,800.00	5.03%
3830 - CASH OVER/UNDER	159.55	15.23	14.17	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3812 - MISCELLANEOUS:	**50,707.03**	**20,416.93**	**3,862.95**	**159,440.00**	**193,563.00**	**34,123.00**	**21.40%**	**197,159.00**	**3,596.00**	**1.86%**
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	158,487.47	175,748.65	110,388.50	265,500.00	280,100.00	14,600.00	5.50%	294,100.00	14,000.00	5.00%
4120 - SAL-P.T./TEMP	53,738.80	62,655.00	30,746.10	75,200.00	79,200.00	4,000.00	5.32%	83,200.00	4,000.00	5.05%

Budget Comparison Report

Object	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
4141 - PERA	11,886.56	13,181.15	9,101.17	19,900.00	21,000.00	1,100.00	5.53%	22,000.00	1,000.00	4.76%
4142 - FICA	15,206.38	17,462.28	10,411.36	26,100.00	27,500.00	1,400.00	5.36%	28,800.00	1,300.00	4.73%
4144 - HEALTH INSURANCE	26,319.96	27,750.00	19,750.02	39,500.00	36,000.00	-3,500.00	-8.86%	39,600.00	3,600.00	10.00%
4148 - WORKERS COMP	1,100.04	2,040.00	3,049.98	6,100.00	5,400.00	-700.00	-11.48%	5,600.00	200.00	3.70%
Total Category: 4100 - PERSONAL SERVICES:	**266,739.21**	**298,837.08**	**183,447.13**	**432,300.00**	**449,200.00**	**16,900.00**	**3.91%**	**473,300.00**	**24,100.00**	**5.37%**
Category: 4200 - COMMODITIES										
4210 - OP SUPPLY-OTHER	9,962.25	9,438.56	4,112.83	12,000.00	12,000.00	0.00	0.00%	12,000.00	0.00	0.00%
4211 - MOTOR FUELS	0.00	0.00	54.28	800.00	800.00	0.00	0.00%	830.00	30.00	3.75%
4217 - CLOTHING/UNIFORM	849.00	518.59	383.25	1,000.00	2,110.00	1,110.00	111.00%	2,110.00	0.00	0.00%
4280 - CAPITAL OUTLAY <$5,000	30,923.88	3,799.99	7,626.82	45,000.00	40,000.00	-5,000.00	-11.11%	40,000.00	0.00	0.00%
Total Category: 4200 - COMMODITIES:	**41,735.13**	**13,757.14**	**12,177.18**	**58,800.00**	**54,910.00**	**-3,890.00**	**-6.62%**	**54,940.00**	**30.00**	**0.05%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	5,565.10	7,721.37	10,199.00	11,000.00	11,500.00	500.00	4.55%	11,845.00	345.00	3.00%
4302 - LEGAL SERVICE	2,160.50	32.00	0.00	3,000.00	3,000.00	0.00	0.00%	3,000.00	0.00	0.00%
4305 - FEES FOR SERVICE	13,856.67	16,573.39	7,606.36	17,000.00	17,040.00	40.00	0.24%	17,550.00	510.00	2.99%
4309 - CREDIT CARD FEES	7,296.39	8,795.52	3,757.05	10,000.00	10,000.00	0.00	0.00%	10,610.00	610.00	6.10%
4310 - COMMUNICATION	2,877.20	2,893.18	1,060.63	3,600.00	1,620.00	-1,980.00	-55.00%	1,620.00	0.00	0.00%
4311 - POSTAGE	100.62	161.94	51.51	200.00	200.00	0.00	0.00%	200.00	0.00	0.00%
4321 - DATA PROCESSING	11,759.07	15,405.99	21,802.02	43,400.00	50,000.00	6,600.00	15.21%	52,500.00	2,500.00	5.00%
4340 - PRINTING	295.29	101.91	215.64	400.00	400.00	0.00	0.00%	400.00	0.00	0.00%
4341 - ADVER/PUBLISH	2,549.75	3,968.27	1,414.98	6,000.00	6,000.00	0.00	0.00%	6,000.00	0.00	0.00%
4350 - INSURANCE CHARGE	9,999.96	10,380.00	5,650.02	11,300.00	11,640.00	340.00	3.01%	11,990.00	350.00	3.01%
4360 - UTILITIES	96,649.63	130,852.40	70,178.29	116,500.00	145,000.00	28,500.00	24.46%	152,250.00	7,250.00	5.00%
4372 - MAINT-REPAIR/BLD	80,345.65	144,962.40	30,580.36	68,150.00	87,000.00	18,850.00	27.66%	89,610.00	2,610.00	3.00%
4375 - CHARGE-FLEET MNT	0.00	231.20	50.01	1,500.00	1,550.00	50.00	3.33%	1,600.00	50.00	3.23%
4380 - RENTAL/LEASE	4,227.66	3,940.81	1,387.13	4,200.00	4,200.00	0.00	0.00%	4,325.00	125.00	2.98%
4401 - DUES & SUBS	636.00	799.00	509.88	1,100.00	1,100.00	0.00	0.00%	1,165.00	65.00	5.91%
4403 - TRAVEL/TRAIN/CON	2,690.02	2,506.03	1,990.04	5,000.00	5,000.00	0.00	0.00%	5,300.00	300.00	6.00%
4405 - CLEAN/WASTE REMV	35,741.47	54,056.43	19,827.47	37,500.00	78,020.00	40,520.00	108.05%	64,130.00	-13,890.00	-17.80%
4434 - SPECIAL EVENTS	0.00	14,921.02	0.00	20,000.00	15,000.00	-5,000.00	-25.00%	15,000.00	0.00	0.00%
4438 - PRO/MISC RESALE	17,713.72	12,653.70	7,145.62	25,000.00	15,000.00	-10,000.00	-40.00%	15,000.00	0.00	0.00%
Total Category: 4300 - CONTRACTUAL SERVICES:	**294,464.70**	**430,956.56**	**183,426.01**	**384,850.00**	**463,270.00**	**78,420.00**	**20.38%**	**464,095.00**	**825.00**	**0.18%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	0.00	0.00	2,552.55	10,000.00	0.00	-10,000.00	-100.00%	0.00	0.00	0.00%
Total Category: 4500 - CAPITAL OUTLAY:	**0.00**	**0.00**	**2,552.55**	**10,000.00**	**0.00**	**-10,000.00**	**-100.00%**	**0.00**	**0.00**	**0.00%**

Budget Comparison Report

Object	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Category: 4999 - TRANSFERS OUT										
4700 - TRANSFERS OUT	0.00	0.00	17,194.98	34,390.00	35,800.00	1,410.00	4.10%	37,600.00	1,800.00	5.03%
Total Category: 4999 - TRANSFERS OUT:	**0.00**	**0.00**	**17,194.98**	**34,390.00**	**35,800.00**	**1,410.00**	**4.10%**	**37,600.00**	**1,800.00**	**5.03%**
Total Fund: 290 - HERO CENTER OPERATIONS:	**36,741.74**	**-27,199.56**	**116,004.22**	**-42,550.00**	**-44,587.00**	**-2,037.00**	**4.79%**	**-45,186.00**	**-599.00**	**1.34%**
Report Total:	**36,741.74**	**-27,199.56**	**116,004.22**	**-42,550.00**	**-44,587.00**	**-2,037.00**	**4.79%**	**-45,186.00**	**-599.00**	**1.34%**

Fund Summary

Fund	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through Jun	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
290 - HERO CENTER OPERATIONS	36,741.74	-27,199.56	116,004.22	-42,550.00	-44,587.00	-2,037.00	4.79%	-45,186.00	-599.00	1.34%
Report Total:	**36,741.74**	**-27,199.56**	**116,004.22**	**-42,550.00**	**-44,587.00**	**-2,037.00**	**4.79%**	**-45,186.00**	**-599.00**	**1.34%**

Budget Comparison Report
Group Summary

Cottage Grove

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through May	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Revenue										
Category: 3310 - INTERGOVERNMENTAL										
3310 - FEDERAL GRANTS	58,918.68	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3349 - COUNTY AID	54,064.25	6,750.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3310 - INTERGOVERNMENTAL:	**112,982.93**	**6,750.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3400 - CHARGES FOR SERVICES										
3534 - SOWASHCO SERVICE	5,892,265.96	5,546,503.65	2,646,477.30	4,920,540.00	6,213,500.00	1,292,960.00	26.28%	6,525,250.00	311,750.00	5.02%
3550 - NON-DISCRETIONARY WRITE OFFS	-2,581,566.15	-3,758,491.58	-1,518,606.28	-2,430,000.00	-3,231,020.00	-801,020.00	32.96%	-3,393,130.00	-162,110.00	5.02%
Total Category: 3400 - CHARGES FOR SERVICES:	**3,310,699.81**	**1,788,012.07**	**1,127,871.02**	**2,490,540.00**	**2,982,480.00**	**491,940.00**	**19.75%**	**3,132,120.00**	**149,640.00**	**5.02%**
Category: 3809 - INVESTMENT INTEREST										
3810 - INVEST INTEREST	-1,392.02	-72.27	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3809 - INVESTMENT INTEREST:	**-1,392.02**	**-72.27**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 3812 - MISCELLANEOUS										
3812 - DONATE & CONTRI	0.00	500.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3813 - SALE OF GOODS	1,116.05	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
3816 - REFUND & REIMBRS	78,968.64	70,141.55	5,816.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 3812 - MISCELLANEOUS:	**80,084.69**	**70,641.55**	**5,816.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Total Revenue:	**3,502,375.41**	**1,865,331.35**	**1,133,687.02**	**2,490,540.00**	**2,982,480.00**	**491,940.00**	**19.75%**	**3,132,120.00**	**149,640.00**	**5.02%**
Expense										
Category: 4100 - PERSONAL SERVICES										
4100 - SALARY-FULL TIME	830,691.18	860,047.30	368,773.69	1,011,900.00	1,103,800.00	91,900.00	9.08%	1,177,200.00	73,400.00	6.65%
4110 - OVERTIME F. T.	166,211.29	184,424.58	33,722.33	81,800.00	37,500.00	-44,300.00	-54.16%	39,400.00	1,900.00	5.07%
4115 - REGULAR-P/T REG STATUS	975.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4120 - SAL-P.T./TEMP	252,464.64	239,431.47	111,108.76	270,000.00	214,500.00	-55,500.00	-20.56%	225,000.00	10,500.00	4.90%
4121 - O.T. - P.T./TEMP	13,021.33	12,945.89	2,029.77	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4140 - PENSIONS	-110,975.21	97,341.20	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4141 - PERA	170,829.83	175,744.43	70,556.98	174,600.00	184,350.00	9,750.00	5.58%	193,700.00	9,350.00	5.07%
4142 - FICA	35,801.37	33,832.05	14,367.63	38,400.00	39,000.00	600.00	1.56%	41,500.00	2,500.00	6.41%
4144 - HEALTH INSURANCE	112,770.04	109,578.00	47,250.00	113,400.00	132,750.00	19,350.00	17.06%	148,500.00	15,750.00	11.86%
4148 - WORKERS COMP	51,699.96	77,000.04	29,875.00	71,700.00	84,525.00	12,825.00	17.89%	90,100.00	5,575.00	6.60%
Total Category: 4100 - PERSONAL SERVICES:	**1,523,489.43**	**1,790,344.96**	**677,684.16**	**1,761,800.00**	**1,796,425.00**	**34,625.00**	**1.97%**	**1,915,400.00**	**118,975.00**	**6.62%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through May	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Category: 4200 - COMMODITIES										
4200 - OFFICE SUPPLIES	0.00	190.69	0.00	100.00	0.00	-100.00	-100.00%	0.00	0.00	0.00%
4210 - OP SUPPLY-OTHER	107,803.35	56,733.70	16,928.04	54,380.00	56,010.00	1,630.00	3.00%	57,690.00	1,680.00	3.00%
4211 - MOTOR FUELS	22,203.02	30,712.73	11,762.00	26,000.00	28,500.00	2,500.00	9.62%	27,600.00	-900.00	-3.16%
4217 - CLOTHING/UNIFORM	11,067.15	5,640.67	2,142.31	14,320.00	14,750.00	430.00	3.00%	15,190.00	440.00	2.98%
4280 - CAPITAL OUTLAY <$5,000	6,327.99	500.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4200 - COMMODITIES:	**147,401.51**	**93,777.79**	**30,832.35**	**94,800.00**	**99,260.00**	**4,460.00**	**4.70%**	**100,480.00**	**1,220.00**	**1.23%**
Category: 4300 - CONTRACTUAL SERVICES										
4300 - PROF SERVICES	13,536.50	17,568.00	18,865.00	27,920.00	28,760.00	840.00	3.01%	29,620.00	860.00	2.99%
4302 - LEGAL SERVICE	0.00	2,632.00	630.46	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4305 - FEES FOR SERVICE	87,644.45	83,734.77	40,300.69	52,420.00	149,990.00	97,570.00	186.13%	151,610.00	1,620.00	1.08%
4309 - CREDIT CARD FEES	3,807.68	4,631.85	907.81	5,240.00	6,000.00	760.00	14.50%	6,000.00	0.00	0.00%
4310 - COMMUNICATION	15,918.39	15,585.71	4,196.94	16,380.00	16,870.00	490.00	2.99%	17,380.00	510.00	3.02%
4311 - POSTAGE	0.00	380.30	37.08	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4321 - DATA PROCESSING	41,060.04	45,000.00	45,166.65	108,400.00	100,100.00	-8,300.00	-7.66%	105,100.00	5,000.00	5.00%
4340 - PRINTING	0.00	27.50	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4350 - INSURANCE CHARGE	8,000.04	8,300.04	3,750.00	9,000.00	13,500.00	4,500.00	50.00%	14,900.00	1,400.00	10.37%
4370 - MAINT-REPAIR/EQ	2,981.58	20,096.79	970.07	36,770.00	37,870.00	1,100.00	2.99%	39,010.00	1,140.00	3.01%
4372 - MAINT-REPAIR/BLD	7,166.15	0.00	0.00	37,600.00	38,730.00	1,130.00	3.01%	39,890.00	1,160.00	3.00%
4375 - CHARGE-FLEET MNT	35,402.11	41,623.03	12,316.87	42,800.00	59,920.00	17,120.00	40.00%	65,910.00	5,990.00	10.00%
4380 - RENTAL/LEASE	0.00	0.00	0.00	0.00	53,000.00	53,000.00	0.00%	53,000.00	0.00	0.00%
4401 - DUES & SUBS	3,050.91	2,902.00	1,214.00	5,150.00	5,300.00	150.00	2.91%	5,460.00	160.00	3.02%
4403 - TRAVEL/TRAIN/CON	23,223.56	18,106.41	2,423.22	21,840.00	22,500.00	660.00	3.02%	23,170.00	670.00	2.98%
Total Category: 4300 - CONTRACTUAL SERVICES:	**241,791.41**	**260,588.40**	**130,778.79**	**363,520.00**	**532,540.00**	**169,020.00**	**46.50%**	**551,050.00**	**18,510.00**	**3.48%**
Category: 4500 - CAPITAL OUTLAY										
4530 - MACH & EQUIPMENT	0.00	0.00	0.00	0.00	305,000.00	305,000.00	0.00%	0.00	-305,000.00	-100.00%
Total Category: 4500 - CAPITAL OUTLAY:	**0.00**	**0.00**	**0.00**	**0.00**	**305,000.00**	**305,000.00**	**0.00%**	**0.00**	**-305,000.00**	**-100.00%**
Category: 4720 - DEPRECIATION										
4721 - DEPRECIATION-PURCHASED	79,338.66	91,070.76	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
Total Category: 4720 - DEPRECIATION:	**79,338.66**	**91,070.76**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00%**	**0.00**	**0.00**	**0.00%**
Category: 4730 - MISCELLANEOUS										
4732 - LOSS-FIXED ASSET	55,064.39	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%
4738 - BAD DEBTS	864,679.05	480,000.00	30,585.50	300,000.00	434,945.00	134,945.00	44.98%	456,767.50	21,822.50	5.02%
Total Category: 4730 - MISCELLANEOUS:	**919,743.44**	**480,000.00**	**30,585.50**	**300,000.00**	**434,945.00**	**134,945.00**	**44.98%**	**456,767.50**	**21,822.50**	**5.02%**

Budget Comparison Report

Objec…	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through May	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
Category: 4999 - TRANSFERS OUT										
4700 - TRANSFERS OUT	95,000.04	97,850.04	42,000.00	100,800.00	103,825.00	3,025.00	3.00%	106,940.00	3,115.00	3.00%
Total Category: 4999 - TRANSFERS OUT:	**95,000.04**	**97,850.04**	**42,000.00**	**100,800.00**	**103,825.00**	**3,025.00**	**3.00%**	**106,940.00**	**3,115.00**	**3.00%**
Total Expense:	**3,006,764.49**	**2,813,631.95**	**911,880.80**	**2,620,920.00**	**3,271,995.00**	**651,075.00**	**24.84%**	**3,130,637.50**	**-141,357.50**	**-4.32%**
Report Total:	**495,610.92**	**-948,300.60**	**221,806.22**	**-130,380.00**	**-289,515.00**	**-159,135.00**	**122.05%**	**1,482.50**	**290,997.50**	**-100.51%**

Budget Comparison Report

Fund Summary

Fund	2021 Total Activity	2022 Total Activity	2023 YTD Activity Through May	Parent Budget 2023 2023	Comparison 1 Budget 2024 2024	Comparison 1 to Parent Budget Increase / (Decrease)	%	Comparison 2 Budget 2025 2025 Fall 2023	Comparison 2 to Comparison 1 Budget Increase / (Decrease)	%
660 - SOUTH WASHINTON COUNTY AMBUL	495,610.92	-948,300.60	221,806.22	-130,380.00	-289,515.00	-159,135.00	122.05%	1,482.50	290,997.50	-100.51%
Report Total:	**495,610.92**	**-948,300.60**	**221,806.22**	**-130,380.00**	**-289,515.00**	**-159,135.00**	**122.05%**	**1,482.50**	**290,997.50**	**-100.51%**

2024 BUDGET ADDITIONS

Item #	Fund	Program	Department	Dept Request Cost	Recommended	Description
1	100	0395-4300	Employee Programs	45,000	45,000	Compensation study
		0110 Total		**45,000**	**45,000**	
2	100	0400-4530	Emergency Mgmt	39,500	-	Warning siren-9500 Block of Military
		400 Total		**39,500**	**-**	
4	100	0577-4120	Police	110,000	-	Add CSO Hours
5	100	0500-4530	Police	140,000	140,000	Security fence around PS parking lot
		500 Total		**250,000**	**140,000**	
6	100	0800-4100	Fire	149,300	-	Deputy Chief-Fund in 2025 if PS Funds available
8	100	0800-4280	Fire	12,000	-	Car inserts for two fire admin squads
9	100	0800-4280	Fire	11,000	-	Water rescue equipment -50% with EMS
10	100	0800-4300	Fire	5,400	5,400	Annual mental health check
11	100	0800-4372	Fire	96,400	-	Heated sidewalk at CFS
12	100	0800-4405	Fire	9,500	9,500	Increase in cleaning costs
13	100	0800-4530	Fire	26,000	-	Fitness equipment at CFS
14	100	0800-4530	Fire	446,050	-	SCBA replacement (37)-Fund in 2025 with grant or Public Safety Funds
		800 Total		**755,650**	**14,900**	
15	100	1290-4210	Snow and ice removal	31,980	31,980	Salt price increase
16	100	1290-4210	Snow and ice removal	28,465	-	300 additional tons of salt
		1290 Total		**60,445**	**31,980**	
17	100	2005-4405	Public Works	5,620	5,620	Increase in cleaning costs
		2005 Total		**5,620**	**5,620**	
19	100	2500-4372	City Hall	33,500	33,500	Building maintenance increased costs
20	100	2500-4380	City Hall	5,800	-	Copier and folding machine increased costs
21	100	2500-4405	City Hall	8,910	8,910	Increase in cleaning costs
		2500 Total		**48,210**	**42,410**	
23		1500-4120	Park maintenance	46,200	46,200	50/50 Employee to FT Parks staff-Revenue Neutral
24		1500-4403	Park maintenance	6,700	-	Training and travel expenses
		1500/1516 Total		**52,900**	**46,200**	
25		2300-4121	Recreation	32,640	32,640	Glacial Valley Park Supervised Playgrounds-Revenue Neutral
25.5		2300-4100	Recreation	57,000	40,000	Recreation and Arena Positions-Fund Revenue Neutral portion $40,000
		2300 Total		**32,640**	**32,640**	
	100 Total			**1,289,965**	**358,750**	**FUND 100**

7/6/2023

2024 BUDGET ADDITIONS

Item #	Fund	Program	Department	Dept Request Cost	Recommended	Description
25.5	250	3700-4100	Ice Arena	(17,000)		Recreation and Arena Positions
26	250	3700-4100	Ice Arena	46,200	46,200	50/50 Employee to FT Parks staff
27	250	3700-4280	Ice Arena	5,000	5,000	Rental skates
28	250	3700-4540	Ice Arena	30,000	30,000	North rink party lights (design, purchase, install)
	250 Total			**64,200**	**81,200**	**FUND 250**
29	255	2105-4530	Golf Course	20,000	20,000	Cart path repairs and replacement
30	255	2140-4530	Golf Course	90,000	90,000	Carpet, banquet chairs, and dance floors
31	255	2105-4530	Golf Course	100,000	100,000	Replacement of rough mower
	255 Total			**210,000**	**210,000**	**FUND 255**
32	610	3000-4530	Water	150,000	150,000	Replace Service Body Truck (2011 Model)
		610 Total		**150,000**	**150,000**	**FUND 610**
34	660	0600-4280	EMS	11,000	-	Water rescue equipment -50% with Fire
35	660	0600-4530	EMS	187,300	52,000	Replace cardiac monitors & AEDs-Lease
36	660	0600-4530	EMS	58,950	58,950	3 Ventilators
	660 Total			**257,250**	**110,950**	**FUND 710**
37	710	1700-4270	Fleet	80,000	80,000	Increased operating supplies
38	710	1700-4370	Fleet	180,000	180,000	Increased operating supplies
39	710	1700-4400	Fleet	7,400	7,400	New subscriptions for vehicle diagnosing
40	710	1700-4530	Fleet	3,100	3,100	Training budget
41	710	1720-4530	Fleet	85,000	-	Scrubber/sweeper replacement-Revaluate in 2025
	710 Total			**355,500**	**270,500**	**FUND 710**
42	720	0380-4321	IT	71,000	71,000	Watchguard and Video Evidence
43	720	0380-4280	IT	117,000	117,000	Toughbooks
	720 Total			**188,000**	**188,000**	**FUND 720**
	Grand Total			**2,514,915**	**1,369,400**	
				1,289,965	**358,750**	**TOTAL FUND 100**
				1,224,950	**1,010,650**	**TOTAL ALL OTHER FUNDS**

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $45,000

Program: 0395

Object: 4300

New Level of Service? ☐ Yes ☑ No

Change Overview: Compensation Study

Detail Description: Compensation Study- this would update the compensation study done in 2020 ahead of the 2025 labor contract negotiations

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: potential loss of employees if not adequately compensated relative to the market.

Submitted by: Joe Fischbach

Date: 05/16/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $39,500

Program: 0400

Object: 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Add warning siren to cover gaps in the 9500 block of Military Road.

Detail Description: Increase current budget of $27,810 by $11,690 to cover cost of adding a siren to a current gap in coverage. This siren will provide better coverage and allow us to remotely monitor the siren to provide feedback of failures in electrical power or failure to activate when needed.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☑ Engaging Community

Service Level Impacts if not approved: Areas in Cottage Grove that are experiencing significant home building and outdoor recreation that lack coverage will not be properly warned when severe weather approaches.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $110,000

Program: 0577

Object: 4120

New Level of Service? ☑ Yes ☐ No

Change Overview: Add Community Service Officer staffing for additional hours.

Detail Description: Increase staffing from 1 CSO to 2 CSO's per shift, 7AM-11PM, 7 days/week (+5,000 hrs). Budget offset by $5,000 in fingerprint revenues. CSO's are a hugely successful recruitment tool for future police officer openings and play an integral role in operations of the patrol division.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☑ Recreational Destination
- ☑ Engaging Community

Service Level Impacts if not approved: Quality of candidates could diminish, timeliness of call response for low priority calls will increase, and additional parks will have less patrol.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund 100

Total Cost $140,000

Program 0500

Object 4530

New Level of Service? ☑ Yes ☐ No

Change Overview: Add security fence around Public Safety parking lot.

Detail Description: Install perimeter fencing with gates for the Public Safety parking lot in order to limit public access. Material and labor costs = $112,000.00 and electrical = $28,000.00.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Restrict access as we have had on a number of occasions groups filming and documenting personal vehicles in addition to damaged tires from nails being placed in the entrance and exit area.

Submitted by Aly Renschen

Date 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $149,296

Program: 0800

Object: 4100

New Level of Service? ☑ Yes ☐ No

Change Overview: Additional Deputy Fire Chief position in 2024 (not in Tyler budget).

Detail Description:

2024

Yearly Salary - $104,000.00	Medicare (1.45%) - $1,508.00
PERA (17.7%) - $18,408.00	Worker's Comp (9.98%) - $10,380.00
Health Insurance - $15,000.00	TOTAL - $149,296.00

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: As discussed in the Financial Management Plan, impacts include decreased level of service, training challenges and staffing minimums.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $12,000

Program: 0800

Object: 4280

New Level of Service? ☑ Yes ☐ No

Change Overview: Add car inserts for two fire admin squads.

Detail Description: Car inserts will secure response equipment (turn-out gear, medical equipment, fire extinguishers, etc.) in chief squads. The inserts also include an air tight container that prevents carcinogens from being spread. Two fire admin squads - $6,000.00 each.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Equipment will not be secure in vehicles and without air-tight containers, the carcinogens being spread throughout the vehicle will increase the risk of cancer.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $11,000

Program: 0800

Object: 4280

New Level of Service? ☐ Yes ☑ No

Change Overview: Fire department does not have equipment to support water rescue.

Detail Description: Washington County Sheriff's Office relocated their airboat to Newport. Split costs 50/50 between Fire/EMS to support water rescue. Rapid deployment craft - $6,000.00 + Rescue swimmer equipment (wet-suits, life vests, snorkels, fins, rescue rope, etc.) - $16,000.00 = $22,000.00

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: We would not be able to perform water rescue. Current time for mutual aid organizations to respond is over 20 minutes. This would impact ability to have meaningful outcomes for those that are involved in a water emergency.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $5,400

Program: 0800

Object: 4300

New Level of Service? ☑ Yes ☐ No

Change Overview: Provide all firefighters a yearly mental health check-in.

Detail Description: As part of our strategic initiatives, our focus is employee wellness and mental health. Provide all firefighters a yearly mental health check-in. This affords all fire fighters an opportunity to meet confidentially about stressors in the workplace and their personal lives. $120 each x 45 FF

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: We know that due to the nature of our job duties, Public Safety employees are exposed to traumas that can create opportunities for mental injuries. Providing yearly mental health checks is best practice and can reduce costly PTSD disability claims.

Submitted by: Peter J Koerner

Date: 06/06/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $96,400

Program: 0800

Object: 4372

New Level of Service? ☑ Yes ☐ No

Change Overview: Add heated sidewalk to the front entrance of the Central Fire Station.

Detail Description: The Central Fire Station runs on a 24 hour schedule, providing emergency services. Adding a heated sidewalk will reduce snow clearing time and salt use and may alleviate slip, trip and fall incidents for both employees and citizens.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☑ Engaging Community

Service Level Impacts if not approved: Reduce liability for a fall injury by either staff or visitors, which could lead to a worker's comp claim or liability claims. Without approval, there will be continued high usage of salt and increased maintenance.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $9,500

Program: 0800

Object: 4405

New Level of Service? ☐ Yes ☑ No

Change Overview: Increase budget for cleaning contracts.

Detail Description: Cleaning contract fees for fire stations per Adam. Cleaning contract ($20,300), Tennis Sanitation ($1,000), carpet cleaning ($1,300), tile cleaning ($1,300), window cleaning ($1,300) = $25,200.00. Increase cleaning budget by $9,500.00.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Buildings will not appear cared for without proper cleaning.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $26,000

Program: 0800

Object: 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Support improvement and replacement of fitness equipment at CFS.

Detail Description: Proposed equipment is designed to maximize Firefighter & Police Officer fitness as well as city employees, and includes sauna ($8,000), treadmill ($4,200), elliptical ($4,000), rowing machine ($2,385), misc. items such as dumbbells, benches, barbells/plates, etc. ($7,415) = $26,000.00

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: The current equipment is dated and much is obsolete.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 100

Total Cost $446,050

Program 0800

Object 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Replace existing self-contained breathing apparatus (SCBA)

Detail Description: Replace SCBAs that have reached the end of their useful service life. Purchase 37 harnesses (37 @ $8,030), 77 air cylinders (77 @ $1,175), 45 face-pieces (45 @ 480), misc. battery charging equipment/adapter ($14,467) and 3 rapid intervention team (RIT) packs (3 @ $7,466).

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Failure to approve new SCBAs will result in having to use outdated and unreliable equipment that does not meet current safety standards. As the current SCBAs age past 10 years, units will continue to break and be out of service, requiring maintenance/parts that are difficult to secure.

Submitted by Aly Renschen

Date 06/05/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund	100	Total Cost	$31,980
Program	1290		
Object	4210		

New Level of Service? ☐ Yes ☑ No

Change Overview: Increase in salt state contract price

Detail Description: The state contract price for salt in the winter of '23-'24 will be $94.88, a 15.2% increase above the '22-'23 price, only 3% was budgeted. This increase will maintain our current 3,000 ton budgeted quantity. Salt price has risen 49.9% since '20-'21, when it was $63.28/ton.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: If the 3,000 ton salt quantity is not maintained, we would need to consider only salting stop signs, curves, and hills on residential streets.

Submitted by: Gary Orloff

Date: 06/15/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $28,464

Program: 1290

Object: 4210

New Level of Service? ☐ Yes ☑ No

Change Overview: More miles of City Street

Detail Description: We need an additional 300 tons of untreated salt for a total of 3300 tons of untreated salt. In 2020, the budget was for 3200 tons of untreated salt and 500 tons of treated for a total of 3700 tons. We now treat 600 tons of salt in-house so this will leave us with 2700 tons of untreated.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Possible ice-covered roads, or reduce the amount of salt used on residential streets.

Submitted by: Gary Orloff

Date: 06/15/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund 100

Total Cost $5,618

Program 2005

Object 4405

New Level of Service? ☑ Yes ☐ No

Change Overview: Increase in janitorial contract

Detail Description:

There was an increase in the janitorial contract from previous years. This applies to the Fire, PW Admin, City Hall and Hero Center. The contract is for two years and expires in Feb 2025.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

The city currently has a janitorial company clean our buildings. Without this assistance from a contractor, the city would have to hire employees to clean buildings or the buildings will not be cleaned.

Submitted by: Adam

Date: 06/12/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 100

Total Cost $33,500

Program 2500

Object 4372

New Level of Service? ☐ Yes ☑ No

Change Overview Increase due to spending

Detail Description

Increase budget due to spending. Many different things come out of this budget including facility maintenance labor costs. City Hall is getting older and maintenance continue to add up. Contractor costs also have increased.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved

The building would start to fall apart mechanically and cosmetically without the additional funds.

Submitted by Adam

Date 06/12/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $5,800

Program: 2500

Object: 4380

New Level of Service? ☐ Yes ☑ No

Change Overview: Increase due to spending

Detail Description: Increase budget due to spending. Rental costs of the folding machine and copier have increased.

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: The City would not be able to print, copy or fold items without these machines.

Submitted by: Adam

Date: 06/12/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $8,910

Program: 2500

Object: 4405

New Level of Service? ☑ Yes ☐ No

Change Overview: Increase in janitorial contract

Detail Description:

There was an increase in the janitorial contract from previous years. This applies to the Fire, PW Admin, City Hall and Hero Center Budgets. The contract is for two years and expires in Feb 2025.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

The city currently has a janitorial company clean our buildings. Without this assistance from a contractor, the city would have to hire employees to clean buildings or the buildings will not be cleaned.

Submitted by: Adam

Date: 06/12/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund 250

Total Cost $46,200

Program 3700

Object 4100

New Level of Service? ☐ Yes ☑ No

Change Overview 50/50 employee to fulltime Ice Arena staff

Detail Description

Make the ice arena/parks position into a fulltime ice arena and fulltime parks employee. Expense is expected to be fully offset with arena revenues.

Justification (which part of the strategic plan?)

- ☐ Broaden Recreational Opportunities
- ☐ Maintain & Enhance Community Connections
- ☐ Expand Full-Spectrum Housing
- ☐ Foster Positive Business Environment
- ☑ Maintenance of Operations
- ☐ Service Excellence & Fiscal Stewardship
- ☑ High Performance & Inclusive Employer

Service Level Impacts if not approved

We have been filling the gap with part-time employees and are at a time where we would like to fill this position with a qualified team member to continue to offer exceptional services for Ice Arena customers.

Submitted by Jordan Hirman

Date 06/06/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $6,700

Program: 1500

Object: 4403

New Level of Service? ☐ Yes ☑ No

Change Overview: Increase budget to match travel training document

Detail Description: Increase to cover training as cost for training continue to rise

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Will adjust training to match budget

Submitted by: Jim Fohrman

Date: 06/02/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 100

Total Cost: $32,640

Program: 2300

Object: 4121

New Level of Service? ☑ Yes ☐ No

Change Overview: Staff operations for Glacial Valley Park Supervised Playgrounds

Detail Description:

Offer Summer Supervised Playgrounds at Glacial Valley Park
4 Staff @ $17/hr @ 40hrs/week @ 12 weeks = $32,640
Originally offered in 2023, postponed until 2024

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☑ Engaging Community

Service Level Impacts if not approved:

Submitted by: Molly Pietruszewski

Date: 06/06/23

Supervised Playgrounds offer a fun and safe place for your child to be cared for during the summer. Each day will consist of arts and crafts, water activities, large and small group games, free play, special events, sports, and more! Kids must be signed in and out by an adult each day they are registered.

Summer Staff & Volunteers are dedicated to providing a memorable experience for your children this summer. Playground Leaders have received several hours of training which include basic first aid, emergency procedures, insight on planning events for kids, and passed a Criminal History Background Check. Volunteers have also attended training and are there to assist the staff.

As of 2021, the Recreation Department hosts programming at Hamlet, Hearthside, Pine Tree Valley and Peter Thompson Park. All sites are full with about 75 kids on a waiting list for any availability. Program needs to continue to in high demand and more parents want their children to be in an outdoor environment for the summer.

Proposed staff expenses will be offset 100% by program fees, plus Supervised Playgrounds is a revenue generating program for the Recreation Division.

Glacial Valley Park will be a park building size similar to Hamlet and Peter Thompson; able to host up to forty kids each day.

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund 51

Total Cost $57,000

Program 2300

Object 4115

New Level of Service? ☑ Yes ☐ No

Change Overview: Staffing Levels

Detail Description:

Covering 90% of the Recreation Supervisor Salary (4100) = $17,000
Adding a PT Recreation Coordinator position (4115) = $40,000
Duties to include by not limited to: 50+ Wellness, Pickle ball possibilities at GV, Grizzly League 3v3, Marketing, Special Events, GV rental exp

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☑ Recreational Destination
- ☑ Engaging Community

Service Level Impacts if not approved:

Due to a continually a growing community; recreation simultaneously responds with excellent customer service. That level of service is extended through our programs, events, services, and facility use reservations. We want to continue to provide exceptional service.

Submitted by: Molly Pietruszewski

Date: 06/28/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 250

Total Cost: $46,200

Program: 3700

Object: 4100

New Level of Service? ☐ Yes ☑ No

Change Overview: 50/50 employee to fulltime Ice Arena staff

Detail Description:

Make the ice arena/parks position into a fulltime ice arena and fulltime parks employee. Expense is expected to be fully offset with arena revenues.

Justification (which part of the strategic plan?)

- ☐ Broaden Recreational Opportunities
- ☐ Maintain & Enhance Community Connections
- ☐ Expand Full-Spectrum Housing
- ☐ Foster Positive Business Environment
- ☑ Maintenance of Operations
- ☐ Service Excellence & Fiscal Stewardship
- ☑ High Performance & Inclusive Employer

Service Level Impacts if not approved:

We have been filling the gap with part-time employees and are at a time where we would like to fill this position with a qualified team member to continue to offer exceptional services for Ice Arena customers.

Submitted by: Jordan Hirman

Date: 06/06/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund: 250

Total Cost: $5,000

Program: 3700

Object: 4280

New Level of Service? ☐ Yes ☑ No

Change Overview: Rental Skates and Storage Rack addition

Detail Description: Rental Skates are an essential part of our buisness model that gives people the opportunity to skate who otherwise would not. The price includes approximately 20 pairs of skates and a portable storage rack.

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: If not approved, more people will be turned away at the window due to the lack of rental skate sizes currently on hand for Skate School and Public Skate sessions.

Submitted by: Jordan Hirman

Date: 06/07/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 250

Total Cost $30,000

Program 3700

Object 4540

New Level of Service? ☐ Yes ☑ No

Change Overview North Rink Party Lights design, purchase and install

Detail Description

Party lights will increase the experience for Public Skate, Recreation events, Youth Hockey and High School hockey games. By enhancing the experience, we will be able to bring in customers that do not necessarily play hockey and become more inclusive to other residents.

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved

Residents & non-residents are looking for an improved experience when attending public skate, HS Hockey games, youth hockey & figure skating. By creating an uptempo atmosphere, we'll generate an excitement that will in turn have more people visiting CG & Ice Arena.

Submitted by Jordan Hirman

Date 06/07/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 255

Total Cost $20,000

Program 2105

Object 4530

New Level of Service? ☑ Yes ☐ No

Change Overview: Improve bad areas on cart paths due to tree roots & cracks/potholes

Detail Description: Continue to improve areas of the cart paths that have broke down over time.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Customer experience is impacted.

Submitted by: Dennis Neitz

Date: 06/06/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund 255

Total Cost $90,000

Program 2140

Object 4530

New Level of Service? ☑ Yes ☐ No

Change Overview: Carpet, Banquest Chairs, & Dance Floors

Detail Description: Approx. $90,000 to stay ahead with customer trends and enhanced look of venue to ensure long term success.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☑ Recreational Destination
- ☑ Engaging Community

Service Level Impacts if not approved: Customer experience is impacted.

Submitted by: Dennis Neitz

Date: 06/06/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund: 255

Total Cost: $100,000

Program: 2105

Object: 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Rough mower has aged and needs replacement

Detail Description:

Approx. $100,000 for a new rough mower that mows a majority of the golf course on a daily basis.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

Customer experience is impacted.

Submitted by: Dennis Neitz

Date: 06/06/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund 610

Total Cost $150,000

Program 3000

Object 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Replace Service Body Truck (#1509)

Detail Description:

Replace the 2011 Service Truck. This vehicle has 115,000 miles on it and has reached its 12 year service life.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

Keeping the current vehicle will lead to more maintenance costs and downtime, which will affect operations in the field.

Submitted by: Rick Alt

Date: 06/02/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 660

Total Cost: $11,000

Program: 0600

Object: 4280

New Level of Service? ☐ Yes ☑ No

Change Overview: Fire department does not have equipment to support water rescue.

Detail Description:
Washington County Sheriff's Office relocated their airboat to Newport. Split costs 50/50 between Fire/EMS to support water rescue. Rapid deployment craft - $6,000.00 + Rescue swimmer equipment (wet-suits, life vests, snorkels, fins, rescue rope, etc.) - $16,000.00 = $22,000.00

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☑ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:
We would not be able to perform water rescue. Current time for mutual aid organizations to respond is over 20 minutes. This would impact ability to have meaningful outcomes for those that are involved in a water emergency.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund: 660

Total Cost: $187,300

Program: 0600

Object: 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Replace cardiac monitors and AEDs that are at their end of useful life

Detail Description:

The department's five cardiac monitors have reached their life expectancy. Replace cardiac monitors (3 at $55,874 each - includes maintenance, peripheral, software) + Advanced AED replacements (8 at $3,147 each) with a trade-in credit of $5,500 = $187,298.00

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

Failure to replace monitors and AEDs will have a direct impact on the reliability of critical, lifesaving equipment that may not be functional when needed. Repair and maintenance will also become burdensome when equipment is no longer supported by the manufacturer.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 660

Total Cost: $58,950

Program: 0600

Object: 4530

New Level of Service? ☑ Yes ☐ No

Change Overview: Add one ventilator per ambulance (3 total) for EMS care.

Detail Description: Ventilators optimize breathing and oxygenation for those that cannot breathe for themselves. This equipment will improve outcomes for residents that are critically ill. Cost includes initial equipment costs ($40,200) and 5 year service plan ($18,750).

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Poor patient outcomes due to substandard level of service. Current care is manual (person) ventilation, which is not consistent or reliable.

Submitted by: Aly Renschen

Date: 06/05/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 710

Total Cost: $80,000

Program: 1700

Object: 4270

New Level of Service? ☐ Yes ☑ No

Change Overview: Increase operating due to spending

Detail Description:

Our fleet is growing, prices are increasing and the age of our vehicles continues to increase. We need this money to keep up our fleet.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

Without these funds, the fleet dept. will not be able to keep up the fleet resulting in vehicles not getting repaired and employees not able to do their job.

Submitted by: Adam

Date: 06/12/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 710

Total Cost $180,000

Program 1700

Object 4370

New Level of Service? ☐ Yes ☑ No

Change Overview: Increase operating due to spending

Detail Description: Our fleet is growing, prices are increasing and the age of our vehicles continues to increase. We do not have the man power to keep up the current fleet. Many repairs have been sent out due to lack of time. We need this money to keep up our fleet.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Without these funds, the fleet dept. will not be able to keep up the fleet resulting in vehicles not getting repaired and employees not able to do their job.

Submitted by Adam

Date 06/12/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 710

Total Cost $7,400

Program 1700

Object 4400

New Level of Service? ☑ Yes ☐ No

Change Overview

Detail Description

New subscriptions for trucks and equipment diagnosing

Justification (which part of the strategic plan?)

- ☐ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved

More money spent on outside repairs, longer times in diagnosing problems.

Submitted by

Date

City of Cottage Grove
Budget Addition Form

Please fill in all required information below and return to the Finance department.

Fund: 710

Total Cost: $3,100

Program: 1700

Object: 4403

New Level of Service? ☐ Yes ☑ No

Change Overview: Add 3,100 to the training budget

Detail Description: Add 3,100 to the training budget for fleet services. Would like to really focus on training next year.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☑ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Get behind on knowledge and new trends. Could lead to more costly repairs and longer down times.

Submitted by ______________________ Date __________

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 710

Total Cost $85,000

Program 1720

Object 4530

New Level of Service? ☐ Yes ☑ No

Change Overview: Replace scrubber/sweeper

Detail Description:

Replace the scrubber/sweeper that will be 12 years old in 2024 for $85,000. It will take one year to receive from date of purchase. The machine is in rough shape and has a large amount of rust. It is in a harsh environment with cleaning up salt in the garages.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved:

Down time becomes an issue while waiting for parts, garages are not cleaned and the facility starts to get away from us. Eroding of concrete.

Submitted by Adam Moshier

Date 05/31/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund: 720

Total Cost: $71,000

Program: 0380

Object: 4321

New Level of Service? ☑ Yes ☐ No

Change Overview: Watchguard Video Evidence System

Detail Description: Hardware and cloud subscription for WatchGuard video evidence system, including cloud video storage, squad hardware, and body-cam replacement due to the deprecation of old body-cams and on-premise systems.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved: Body-cams are end of life for support and usage.

Submitted by: Brian Blulhm

Date: 06/16/23

City of Cottage Grove
Budget Addition Form

Cottage Grove
Where Pride and Prosperity Meet

Please fill in all required information below and return to the Finance department.

Fund 720

Total Cost $117,000

Program 0380

Object 4280

New Level of Service? ☑ Yes ☐ No

Change Overview PD Toughbooks

Detail Description

Toughbook Laptop (MDCs) for all patrol officers due to changes in CJIS policy requiring unique authentication per device in squad.

Justification (which part of the strategic plan?)

- ☑ Managing Sustainable Growth
- ☐ Reforming Organizational Culture
- ☐ Recreational Destination
- ☐ Engaging Community

Service Level Impacts if not approved

Non-compliance with Federal CJIS rules.

Submitted by Brian Blulhm

Date 06/16/23

Equipment List

Equipment	Unit #	Form #	2024 in FMP	2024 per Budget Request	% Increase from FMP	2025 in FMP	2025 per Budget Request	% Increase from FMP	Comments
2013 Ford Explorer	21-1247-13	1	45,000	50,000	11.1%	-	-		
2016 ford interceptor	21-1660-16	2	45,000	50,000	11.1%	-	-		
800 radio replacement	800 Radios	3	30,335	30,335	0.0%	-	-		
1995 Comb Custom Freightliner	26-3115-95		600,000	600,000	0.0%	-	-		No Form
Squad Cars	Squad Cars (6)	5	452,400	472,560	4.5%	-	-		
New Vehicle for PD Admin	New		45,000	-	-100.0%	-	-		Removed by Police
11 Malibu Sedan	13-5011-11	7	45,000		-100.0%	-	45,000		PW&CD Move to 2025
John Deere 1445 Mower	31-8509-14	8	45,000	68,000	51.1%	-	-		
Enclosed Trailer	41-7010-06	9	10,000	10,000	0.0%	-	-		
Trailer REDI-Haul	41-7013-05	10	12,000	22,000	83.3%	-	-		
Utility Vehicle With Sprayer	41-8705-05	11	60,000	125,000	108.3%	-			
Plow for tractor	41-8401-16	12	35,000		-100.0%	-	46,000		Finance Move to 2025
Toro Grounds master 4100-D Mower 8504	41-8504-15	13	105,000	116,000	10.5%	-	-		
Utility Vehicle With attachments	New	14	-	40,000			40,000		This is a lease
2014 Chrysler	21-1839-14	17	-			35,000	50,000	42.9%	
2020 ford f150	21-1662-12	18	-			43,000	50,000	16.3%	
Squad Cars	Squad Cars (4)	19	-			470,496	360,000	-23.5%	
2015 Ford Explorer 3117 (Squad 2)	26-3117-15	20	-			47,000	69,350	47.6%	
2008 Ford 1 Ton Dump Truck	41-4204-08	21	-			105,000	115,000	9.5%	
John Deere 5625 Tractor	41-8403-08	22	-			95,000	110,000	15.8%	
Mower 16 Foot	New	23	-				-		Move to 2026
Gators 2	New	24	-				-		Move to 2026
GMC Crew Cab Sign Truck C4500	32-1101-07	25	-			100,000	115,000	15.0%	
Hydro seeder	31-0044-10	26	-			38,000	38,000	0.0%	
Dump Truck Single Axle / 31-4008-09	31-4008-09	27	-			320,000	325,000	1.6%	
2010 Single-Axle Dump Truck Freightliner 40	31-4001-10	28	-			320,000	325,000	1.6%	
Single-Axle Dump Truck 2010 Freightliner / 3	31-4002-10	29	-			320,000	325,000	1.6%	
Brush Chipper	31-6001-09	30	-			55,000	55,000	0.0%	
Freightliner Asphalt Patcher	31-6008-05	31	-			200,000	275,000	37.5%	
Mini Paver JB Machine	31-8305-07		-			8,000	-	-100.0%	
Ex mark Vantage Stand Up Mower	31-8501-15	33	-			15,000	25,000	66.7%	
Holder Utility Vehicle	31-8409-16	34	161,000		-100.0%	-	200,000		
Elgin Pelican Street Sweeper	31-8601-97	35	-			220,000	-	-100.0%	See below
New Utility vehicle with attachments	New		-			161,000	-	-100.0%	See below
SUV 2013 Ford Explorer	51-5003-13	36	-			35,000	47,000	34.3%	
Building Maintenance Van	New	37	-			85,000	85,000	0.0%	
Total Equipment Replacement			1,690,735	1,583,895	-6.3%	2,672,496	2,700,350	1.0%	

Equipment	Unit #	Form #	2024 in FMP	2024 per Budget Request	% Increase from FMP	2025 in FMP	2025 per Budget Request	% Increase from FMP	Comments
							91,000		
Other Funds									
Ambulance	EMS			305,000					Ordered 2022
Scrubber/Sweeper	Fleet						85,000		Revaluate for 2025
Pickup with Service Body	Water	16		150,000					
Street Sweeper	Storm	35		306,000					50% Grant& 50% Storm
Vac Truck	Sewer	38					700,000		50%Grant & 50% Storm/Sewer

Equipment Replacement Fund

	2023	2024	2025
Revenues:			
Transfer In-General Fund	$ 410,000	$ -	$ -
Debt Levy-Equip. Certificates	-	-	103,397
Equipment Levy	-	-	600,000
Investment Interest	26,000	7,993	466
Total Revenues:	436,000	7,993	703,863
Expenditures:			
Equipment Paid 2023	99,306		
Equipment Purchases on Order	694,050		
Equipment Purchases to Order	468,550		
Equipment Purchases	-	1,583,895	2,700,350
Total Expenditures:	1,261,906	1,583,895	2,700,350
Other Financing Sources/(Uses)			
Equipment Certificates		840,000	1,880,000
Debt Payment			(98,474)
Interest Payment		(16,800)	(37,600)
Total Other:	-	823,200	1,743,926
Beginning Fund Balance	$ 1,635,867	$ 809,961	$ 57,259
Ending Fund balance	$ 809,961	$ 57,259	$ (195,302)

Equipment on Order	
Dump Truck 4009	$ 317,300
Dump Truck 4010	322,075
Pickup F250 41-1302-07	54,675
	$ 694,050

Equipment to Order	
One-ton pickup 41-4202-05	$ 100,000
One-ton pickup 31-4201-06	100,000
Pickup 41-1403-11	55,000
Pickup Parks New	55,000
Pickup Streets New	55,000
800 MHz radios (Fire)	62,550
Sand Trap Rake (Parks)	41,000
	$ 468,550

Equipment Request Form

Today's Date:	5/10/2023		
Program Number:	0500	Fixed Asset #	3669
Department Name:	PS Police	Fleet Number/Unit	1247
Year Requested:	2024	Division:	21

Description of Requested Equipment

Replace Investigations fleet car. End of life service of 10 years due to increasing maintenance costs and age of equipment.

Estimated Useful life of new equipment:	10 Years

Purpose (check all that apply)

Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	X
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information

Age of Equipment	2012
Condition of Equipment	Fair
Total repair costs	$ 16,011.44
2023 miles or hours	87,405

Information on Replacement year

Age of Equipment	12
Condition of Equipment	Fair
Will equipment be sold or traded?	Sold

If not, why?

Purchase price:	$ 50,000.00
Trade (if any)	
Net Purchase price	$ 50,000.00

2

Equipment Request Form

Today's Date:	5/10/2023		
Program Number:	0500	Fixed Asset #	3972
Department Name:	PS Police	Fleet Number/Unit	1660
Year Requested:	2024	Division:	21

Description of Requested Equipment

Replace admin/training fleet car due to increasing maintenance costs and age of equipment.

Estimated Useful life of new equipment: 10 Years

Purpose (check all that apply)	
Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	X
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information	
Age of Equipment	2016
Condition of Equipment	Fair
Total repair costs	$ 17,776.01
2023 miles or hours	112,363

Information on Replacement year	
Age of Equipment	10
Condition of Equipment	Fair
Will equipment be sold or traded?	Sold

If not, why?

Purchase price:	$ 50,000.00
Trade (if any)	
Net Purchase price	$ 50,000.00

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	0800	Fixed Asset #	
Department Name:	PS Fire	Fleet Number/Unit	
Year Requested:	2024	Division:	26

Description of Requested Equipment

Replace 5 of the fire department's 800 mhz radios in 2024 and purchase one bank charger, for a total of $30,335 (2022 State of MN contract pricing). Our current radios are ending factory support in 2019, and may be difficult, if not impossible, to be repaired.

Estimated Useful life of new equipment: 10 years

Purpose (check all that apply)

Scheduled replacement	X
Obsolete equipment	X
Reduce personnel time	
Expand service	
New service	
Comply with mandate	X
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	2007
Condition of Equipment	Fair
repair costs	
miles or hours	

Information on Replacement year

Age of Equipment	
Condition of Equipment	
Will equipment be sold or traded?	No

If not, why?

No longer supported by manufacturer.

Purchase price:	$ 30,335.00
Trade (if any)	$ -
Net Purchase price	$ 30,335.00

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Equipment Request Form

Today's Date:	5/10/2023		
Program Number:	0500	Fixed Asset #	
Department Name:	PS Police	Fleet Number/Unit	
Year Requested:	2024	Division:	21

Description of Requested Equipment

Per our scheduled replacement of patrol vehicles, we are due to replace squads 2066, 2153, 2154, 2155, 2159 & 2160 at $90,000.00 each, totaling $540,000.00 in 2024.

Estimated Useful life of new equipment:	3 Years

Purpose (check all that apply)

Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information

Age of Equipment	3-5 years old
Condition of Equipment	Fair
Total repair costs	
2022 miles or hours	

Information on Replacement year

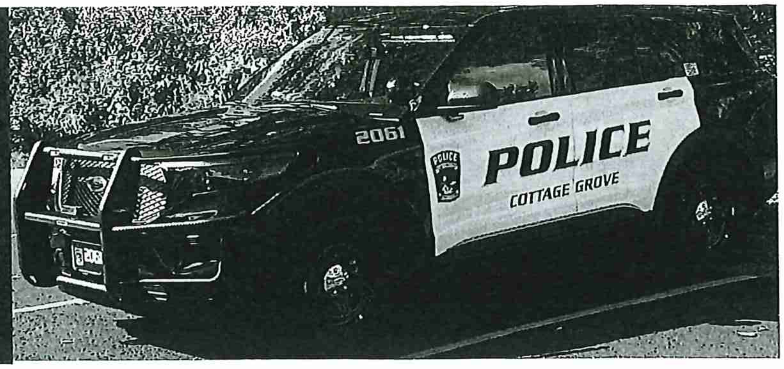
Age of Equipment	2019-2021
Condition of Equipment	Fair
Will equipment be sold or traded?	2nd Tier Use

If not, why?

Purchase price:	$ 540,000.00
Trade (if any)	
Net Purchase price	$ 540,000.00

→ 67,440 IT Fund
= 472,560 Equip. Fund

2023 Squad Setup



Vehicle Purchase	$45,000.00
-Price varies based on make/model and current state contract	
Graphics Package for Fully Marked Squad	$982.00
-Includes application	
Equipment and Setup from Guardian Fleet Safety	$16,926.83
-Includes all equipment for new setup	
-Does not include strip of outgoing vehicle (If Applicable)	$70 K
Motorola M500 Camera System Package IT Budget ←	$7,100.00
-Includes In-Car HD Panoramic Camera and Back Seat Camera	28K
Panasonic Toughbook 55	$2,947.00 IT
-Integrated 4G LTE for internet connectivity	
Gamber Johsnon Computer Dock	$ 635.00
Power Supply for Computer Dock IT Budget	$144.00
Brother PJ763 Thermal Printer	$410.00
Motorola APX6500 Radio	$6,251.36
Stalker DSR2X Radar System	$3,250.00
Squad Rifle	$3,100.00
Less Lethal Weapon System	$1,200.00
Additional Squad Supplies	$2,000.00

-Includes Stop Sticks with Mounting Tray, Lockout Tool with Wedge, Fire Extinguisher, Medical Bag with initial supplies, LED Flares and other items as outfitted

Equipment Request Form

Today's Date:	6/15/2024		
Program Number:	1000	Fixed Asset #	3545
Department Name:	Inspections	Fleet Number/Unit	5011
Year Requested:	2024	Division:	13

Description of Requested Equipment

escape

Estimated Useful life of new equipment: 12

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	12
Condition of Equipment	good
total repair costs	$ 12,600.00
miles or hours	61636

Information on Replacement year

Age of Equipment	13
Condition of Equipment	good
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 45,000.00
Trade (if any)	$ 4,000.00
Net Purchase price	$ 41,000.00

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	1200	Fixed Asset #	3890
Department Name:	Streets	Fleet Number/Unit	8509
Year Requested:	2024	Division:	31

Description of Requested Equipment

Small tractor with broom and blower to repalce mower with broom and blower

Estimated Useful life of new equipment: 12

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	x
Cost efficiency	x

Current Information

Age of Equipment	9
Condition of Equipment	poor
total repair costs	$ 68,000.00
miles or hours	3291

Information on Replacement year

Age of Equipment	10
Condition of Equipment	poor
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 68,000.00
Trade (if any)	$ 3,000.00
Net Purchase price	$ 65,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	3106
Department Name:	Parks	Fleet Number/Unit	7010
Year Requested:	2024	Division:	41

Description of Requested Equipment

Enclosed trailer

Estimated Useful life of new equipment: 15

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	17
Condition of Equipment	poor
total repair costs	$ 13,300.00
miles or hours	n/a

Information on Replacement year

Age of Equipment	18
Condition of Equipment	poor
Will equipment be sold or traded?	

If not, why?

sold

Purchase price:	$ 10,000.00
Trade (if any)	$ 500.00
Net Purchase price	$ 9,500.00

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	1500	Fixed Asset #	3044
Department Name:	Parks	Fleet Number/Unit	7013
Year Requested:	2024	Division:	41

Description of Requested Equipment

trailer

Estimated Useful life of new equipment: 15

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	18
Condition of Equipment	fair
total repair costs	$ 23,500.00
miles or hours	

Information on Replacement year

Age of Equipment	19
Condition of Equipment	poor
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 22,000.00
Trade (if any)	$ 1,000.00
Net Purchase price	$ 21,000.00

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	1500	Fixed Asset #	3040
Department Name:	Parks	Fleet Number/Unit	8705
Year Requested:	2024	Division:	41

Description of Requested Equipment

Utility vehicle with sprayer

Estimated Useful life of new equipment: 12

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	X
Expand service	
New service	
Comply with mandate	
Improve procedures	X
Cost efficiency	X

Current Information	
Age of Equipment	18
Condition of Equipment	fair
total repair costs	$ 18,700.00
miles or hours	843

Information on Replacement year	
Age of Equipment	19
Condition of Equipment	poor
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 125,000.00
Trade (if any)	$ 4,000.00
Net Purchase price	$ 121,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	4036
Department Name:	Parks	Fleet Number/Unit	8401
Year Requested:	2024	Division:	41

Finance move to 2025

Description of Requested Equipment

Replace plow on tractor unit 8401

Estimated Useful life of new equipment: 15

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information	
Age of Equipment	15 plus?
Condition of Equipment	poor
total repair costs	
miles or hours	n/a

Information on Replacement year	
Age of Equipment	
Condition of Equipment	poor
Will equipment be sold or traded?	

If not, why?

sold

Purchase price:	$ 46,000.00
Trade (if any)	
Net Purchase price	$ 46,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	3934
Department Name:	Parks	Fleet Number/Unit	8504
Year Requested:	2024	Division:	41

Description of Requested Equipment

Mower

Estimated Useful life of new equipment: 8

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	8
Condition of Equipment	fair
total repair costs	$ 56,500.00
miles or hours	3847

Information on Replacement year

Age of Equipment	9
Condition of Equipment	poor
Will equipment be sold or traded?	

If not, why?

sold

Purchase price:	$ 116,000.00
Trade (if any)	$ 3,000.00
Net Purchase price	$ 113,000.00

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Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	new
Department Name:	Streets	Fleet Number/Unit	new
Year Requested:	2024	Division:	31

Description of Requested Equipment

New Utility vehicle with attachments

Estimated Useful life of new equipment: 8

Purpose (check all that apply)	
Scheduled replacement	
Obsolete equipment	
Reduce personnel time	
Expand service	x
New service	x
Comply with mandate	
Improve procedures	x
Cost efficiency	

Current Information	
Age of Equipment	
Condition of Equipment	
total repair costs	
miles or hours	

Information on Replacement year	
Age of Equipment	
Condition of Equipment	
Will equipment be sold or traded?	

If not, why?

Purchase price:	$ 200,000.00
Trade (if any)	
Net Purchase price	$ 200,000.00

→ will lease at 40,000/yr.

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	1720	Fixed Asset #	3680
Department Name:	Facilities	Fleet Number/Unit	8602
Year Requested:	2024	Division:	33

Description of Requested Equipment

ride on scrubber sweeper

Estimated Useful life of new equipment: 12

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	11
Condition of Equipment	poor
total repair costs	$ 20,200.00
miles or hours	550

Information on Replacement year

Age of Equipment	12
Condition of Equipment	poor
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 85,000.00
Trade (if any)	
Net Purchase price	$ 85,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	3000	Fixed Asset #	3458
Department Name:	Water	Fleet Number/Unit	1509
Year Requested:	2024	Division:	Water

Description of Requested Equipment

Pickup with service body

Estimated Useful life of new equipment: 12

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	12
Condition of Equipment	good
total repair costs	$ 29,255.00
miles or hours	111571

Information on Replacement year

Age of Equipment	13
Condition of Equipment	fair
Will equipment be sold or traded?	

If not, why?

moved to seasonal use

Purchase price:	$ 150,000.00
Trade (if any)	
Net Purchase price	$ 150,000.00

Equipment Request Form

Today's Date:	5/10/2023		
Program Number:	0500	Fixed Asset #	4160
Department Name:	PS Police	Fleet Number/Unit	1839
Year Requested:	2025	Division:	21

Description of Requested Equipment

Replace Investigations fleet car. This vehicle was a criminal forfeited vehicle and will need replacement due to increasing maintenance costs and age of equipment.

Estimated Useful life of new equipment: 10 Years

Purpose (check all that apply)

Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	X
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information

Age of Equipment	2014
Condition of Equipment	Fair
Total repair costs	$ 10,631.31
2023 miles or hours	74,679

Information on Replacement year

Age of Equipment	10
Condition of Equipment	Fair
Will equipment be sold or traded?	Sold

If not, why?

Purchase price:	$ 50,000.00
Trade (if any)	
Net Purchase price	$ 50,000.00

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Equipment Request Form

Today's Date:	5/10/2023		
Program Number:	0500	Fixed Asset #	3974
Department Name:	PS Police	Fleet Number/Unit	1662
Year Requested:	2025	Division:	21

Description of Requested Equipment

Replace Investigations fleet car. This vehicle was a second tier patrol vehicle and will need replacement due to increasing maintenance costs and age of equipment.

Estimated Useful life of new equipment: 10 Years

Purpose (check all that apply)	
Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	X
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information	
Age of Equipment	2016
Condition of Equipment	Fair
Total repair costs	$ 14,867.28
2023 miles or hours	84,029

Information on Replacement year	
Age of Equipment	8
Condition of Equipment	Fair
Will equipment be sold or traded?	Sold

If not, why?

Purchase price:	$ 50,000.00
Trade (if any)	
Net Purchase price	$ 50,000.00

Equipment Request Form

Today's Date:	5/10/2023		
Program Number:	0500	Fixed Asset #	
Department Name:	PS Police	Fleet Number/Unit	
Year Requested:	2025	Division:	21

Description of Requested Equipment

Per our scheduled replacement of patrol vehicles, we are due to replace squads 2202, 2256, 2257 & 2258 at $90,000.00 each, totaling $360,000.00 in 2025. This number depends on the amount of staffing added within the budget. If we move to adding an officer in each year, we may have to increase this number.

Estimated Useful life of new equipment:	3 Years

Purpose (check all that apply)

Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information

Age of Equipment	3-5 years old
Condition of Equipment	Fair
Total repair costs	
2022 miles or hours	

Information on Replacement year

Age of Equipment	2020-2022
Condition of Equipment	Fair
Will equipment be sold or traded?	2nd Tier Use

If not, why?

Purchase price:	$ 360,000.00
Trade (if any)	
Net Purchase price	$ 360,000.00

Equipment Request Form

Today's Date:	5/18/2023		
Program Number:	0800	Fixed Asset #	#3931
Department Name:	PS Fire	Fleet Number/Unit	3117
Year Requested:	2025	Division:	26

Description of Requested Equipment

Replacement of a 2015 used police squad being used by the Deputy Fire Chief. End of life service of 10 years due to increasing maintenance costs and age of equipment.

Estimated Useful life of new equipment:	10 Years

Purpose (check all that apply)

Scheduled replacement	X
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	X

Current Information

Age of Equipment	2015
Condition of Equipment	Fair
Total repair costs	$4,186.31
2023 miles or hours	35,390

Information on Replacement year

Age of Equipment	10 Years
Condition of Equipment	Fair
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 69,350.00
Trade (if any)	
Net Purchase price	$ 69,350.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	3273
Department Name:	Parks	Fleet Number/Unit	4204
Year Requested:	2025	Division:	Parks

Description of Requested Equipment

1 ton truck

Estimated Useful life of new equipment: 12

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	15
Condition of Equipment	fair
total repair costs	$ 57,500.00
miles or hours	50300

Information on Replacement year	
Age of Equipment	17
Condition of Equipment	poor
Will equipment be sold or traded?	

If not, why?

kept in seasonal fleet

Purchase price:	$ 115,000.00
Trade (if any)	
Net Purchase price	$ 115,000.00

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Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	'3280
Department Name:	Parks	Fleet Number/Unit	8403
Year Requested:	2025	Division:	Parks

Description of Requested Equipment

Tractor

Estimated Useful life of new equipment:	12

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	15
Condition of Equipment	fair
total repair costs	$ 85,000.00
miles or hours	3017

Information on Replacement year	
Age of Equipment	17
Condition of Equipment	poor
Will equipment be sold or traded?	

If not, why?

sold

Purchase price:	$ 110,000.00
Trade (if any)	$ 10,000.00
Net Purchase price	$ 100,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	New
Department Name:	Parks	Fleet Number/Unit	New
Year Requested:	2025	Division:	41

↘ Finance move to 2026

Description of Requested Equipment

Add 16ft mower to fleet

Estimated Useful life of new equipment: 8

Purpose (check all that apply)	
Scheduled replacement	
Obsolete equipment	
Reduce personnel time	x
Expand service	x
New service	x
Comply with mandate	
Improve procedures	x
Cost efficiency	x

Current Information	
Age of Equipment	
Condition of Equipment	
total repair costs	
miles or hours	

Information on Replacement year	
Age of Equipment	
Condition of Equipment	
Will equipment be sold or traded?	

If not, why?

Purchase price:	$ 159,000.00
Trade (if any)	
Net Purchase price	$ 159,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1500	Fixed Asset #	New
Department Name:	Parks	Fleet Number/Unit	New
Year Requested:	2025	Division:	41

Finance move to 2026

Description of Requested Equipment

Add 2 new gators to the fleet

Estimated Useful life of new equipment: 12

Purpose (check all that apply)	
Scheduled replacement	
Obsolete equipment	
Reduce personnel time	
Expand service	X
New service	X
Comply with mandate	
Improve procedures	X
Cost efficiency	x

Current Information	
Age of Equipment	
Condition of Equipment	
total repair costs	
miles or hours	

Information on Replacement year	
Age of Equipment	
Condition of Equipment	
Will equipment be sold or traded?	

If not, why?

Purchase price:	$ 65,000.00
Trade (if any)	
Net Purchase price	$ 65,000.00

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	1260	Fixed Asset #	3184
Department Name:	Signs	Fleet Number/Unit	1101
Year Requested:	2025	Division:	32

Description of Requested Equipment

Sign truck

Estimated Useful life of new equipment: 15

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	16
Condition of Equipment	poor
total repair costs	$ 94,200.00
miles or hours	84000

Information on Replacement year	
Age of Equipment	18
Condition of Equipment	poor
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 115,000.00
Trade (if any)	$ 5,000.00
Net Purchase price	$ 110,000.00

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Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	3456
Department Name:	Streets	Fleet Number/Unit	44
Year Requested:	2025	Division:	Streets

Description of Requested Equipment

Hydroseeder

Estimated Useful life of new equipment: 12

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	13
Condition of Equipment	Good
total repair costs	$ 15,000.00
miles or hours	

Information on Replacement year	
Age of Equipment	15
Condition of Equipment	fair
Will equipment be sold or traded?	sold

If not, why?

sold

Purchase price:	$ 38,000.00
Trade (if any)	$ 2,000.00
Net Purchase price	$ 36,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	3360
Department Name:	Streets	Fleet Number/Unit	4008
Year Requested:	2025	Division:	31

Description of Requested Equipment

Single Axle dump truck

Estimated Useful life of new equipment: 15

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information

Age of Equipment	14
Condition of Equipment	Good
total repair costs	$ 273,000.00
miles or hours	74000

Information on Replacement year

Age of Equipment	16
Condition of Equipment	fair
Will equipment be sold or traded?	traded

If not, why?

Traded

Purchase price:	$ 325,000.00
Trade (if any)	$ 60,000.00
Net Purchase price	$ 265,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	3450
Department Name:	Streets	Fleet Number/Unit	4001
Year Requested:	2025	Division:	31

Description of Requested Equipment

Single Axle dump truck

Estimated Useful life of new equipment: 15

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	13
Condition of Equipment	Good
total repair costs	$ 220,000.00
miles or hours	52500

Information on Replacement year	
Age of Equipment	15
Condition of Equipment	fair
Will equipment be sold or traded?	traded

If not, why?

Traded

Purchase price:	$ 325,000.00
Trade (if any)	$ 60,000.00
Net Purchase price	$ 265,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	3451
Department Name:	Streets	Fleet Number/Unit	4002
Year Requested:	2025	Division:	31

Description of Requested Equipment

Single Axle dump truck

Estimated Useful life of new equipment: 15

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	13
Condition of Equipment	Good
total repair costs	$ 227,000.00
miles or hours	65500

Information on Replacement year	
Age of Equipment	15
Condition of Equipment	fair
Will equipment be sold or traded?	traded

If not, why?

Traded

Purchase price:	$ 325,000.00
Trade (if any)	$ 60,000.00
Net Purchase price	$ 265,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	3361
Department Name:	Streets	Fleet Number/Unit	6001
Year Requested:	2025	Division:	Streets

Description of Requested Equipment

Brush chipper

Estimated Useful life of new equipment: 12

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information

Age of Equipment	14
Condition of Equipment	Fair
total repair costs	$ 40,000.00
miles or hours	

Information on Replacement year

Age of Equipment	16
Condition of Equipment	fair
Will equipment be sold or traded?	sold

If not, why?

sold

Purchase price:	$ 55,000.00
Trade (if any)	$ 2,000.00
Net Purchase price	$ 53,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	'1200	Fixed Asset #	3039
Department Name:	Streets	Fleet Number/Unit	6008
Year Requested:	2025	Division:	Streets

Description of Requested Equipment

Asphalt patcher

Estimated Useful life of new equipment: 15

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information

Age of Equipment	18
Condition of Equipment	Fair
total repair costs	$ 115,000.00
miles or hours	235400

Information on Replacement year

Age of Equipment	20
Condition of Equipment	Poor
Will equipment be sold or traded?	sold

If not, why?

sold

Purchase price:	$ 275,000.00
Trade (if any)	$ 20,000.00
Net Purchase price	$ 255,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1200	Fixed Asset #	3933
Department Name:	Streets	Fleet Number/Unit	8501
Year Requested:	2025	Division:	31

Description of Requested Equipment

Stand up mower

Estimated Useful life of new equipment: 8

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	8
Condition of Equipment	Good
total repair costs	$ 17,000.00
miles or hours	1054

Information on Replacement year	
Age of Equipment	10
Condition of Equipment	Poor
Will equipment be sold or traded?	sold

If not, why?

sold

Purchase price:	$ 25,000.00
Trade (if any)	$ 2,000.00
Net Purchase price	$ 23,000.00

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Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	1200	Fixed Asset #	3997
Department Name:	Streets	Fleet Number/Unit	8409
Year Requested:	2025	Division:	31

Description of Requested Equipment

Utiltity vehicle with attachements

Estimated Useful life of new equipment: 8

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	

Current Information

Age of Equipment	7
Condition of Equipment	fair
total repair costs	$ 76,500.00
miles or hours	1403

Information on Replacement year

Age of Equipment	9
Condition of Equipment	fair
Will equipment be sold or traded?	

If not, why?

kept-Moved to snow use only.

Purchase price:	$ 200,000.00
Trade (if any)	$ -
Net Purchase price	$ 200,000.00

35

Equipment Request Form

Today's Date:	6/15/2023		
Program Number:	3200	Fixed Asset #	2126
Department Name:	Stormwater	Fleet Number/Unit	8601
Year Requested:	2025	Division:	60

Description of Requested Equipment

Sweeper

Estimated Useful life of new equipment: 15

Purpose (check all that apply)

Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information

Age of Equipment	26
Condition of Equipment	poor
total repair costs	$ 319,000.00
miles or hours	6731

Information on Replacement year

Age of Equipment	28
Condition of Equipment	poor
Will equipment be sold or traded?	sold

If not, why?

Purchase price:	$ 306,000.00
Trade (if any)	$ 5,000.00
Net Purchase price	$ 301,000.00

→ Fund Stormwater + Utilities

36

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	2300	Fixed Asset #	3684
Department Name:	Recreation	Fleet Number/Unit	5003
Year Requested:	2025	Division:	51

Description of Requested Equipment

Ford Explorer

Estimated Useful life of new equipment: 12

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	10
Condition of Equipment	Good
total repair costs	$ 12,000.00
miles or hours	45000

Information on Replacement year	
Age of Equipment	12
Condition of Equipment	Fair
Will equipment be sold or traded?	kept
If not, why?	

Kept in seasonal fleet

Purchase price:	$ 47,000.00
Trade (if any)	
Net Purchase price	$ 47,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	1720	Fixed Asset #	New
Department Name:	Building Maint	Fleet Number/Unit	New
Year Requested:	2025	Division:	33

Description of Requested Equipment

Building maintenance vehicle

Estimated Useful life of new equipment: 12

Purpose (check all that apply)

Scheduled replacement	
Obsolete equipment	
Reduce personnel time	
Expand service	x
New service	x
Comply with mandate	
Improve procedures	x
Cost efficiency	x

Current Information

Age of Equipment	
Condition of Equipment	
total repair costs	
miles or hours	

Information on Replacement year

Age of Equipment	
Condition of Equipment	
Will equipment be sold or traded?	

If not, why?

Purchase price:	$ 85,000.00
Trade (if any)	
Net Purchase price	$ 85,000.00

Equipment Request Form

Today's Date:	6/2/2023		
Program Number:	3100	Fixed Asset #	2375
Department Name:	Sewer	Fleet Number/Unit	6005
Year Requested:	2025	Division:	80

Description of Requested Equipment

Vac truck

Estimated Useful life of new equipment: 20

Purpose (check all that apply)	
Scheduled replacement	x
Obsolete equipment	
Reduce personnel time	
Expand service	
New service	
Comply with mandate	
Improve procedures	
Cost efficiency	x

Current Information	
Age of Equipment	24
Condition of Equipment	Poor
total repair costs	$ 128,000.00
miles or hours	12200

Information on Replacement year	
Age of Equipment	26
Condition of Equipment	Poor
Will equipment be sold or traded?	Sold

If not, why?

Sold

Purchase price:	$ 700,000.00
Trade (if any)	$ 50,000.00
Net Purchase price	$ 650,000.00

City Council Action Request

3.B.

Meeting Date	7/12/2023
Department	Public Safety
Agenda Category	Action Item
Title	*Cottage Grove Fire Department Staffing Plan*
Staff Recommendation	Receive Staffing Plan recommendations and provide feedback.
Budget Implication	N/A
Attachments	1. CGFD Staffing Plan Report Council 07.06.2023

Cottage Grove Fire Department Staffing Plan Recommendations July 2023

Respectfully submitted for review and completion by the Cottage Grove Fire Department Staffing Committee

Martin Scheerer
Charles A. Weinstein
Ethical Leaders in Action

Council Member Tony Khambata
Public Safety Director Peter Koerner
Deputy Director/Fire Chief Rick Redenius
Captain Nick Arrigoni
Captain Peter Fischer
Firefighter/Paramedic Kiel Kwiatkowski
Firefighter/EMT Mike McCoy

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Table of Contents

Introduction

The City of Cottage has demonstrated a great dedication to the Grove Fire Department (CGFD) and has invested much in the department over the last five years. This impressive investment has included the building of a Central Fire Station in which was built to support 24/7 staffing with state-of-the-art building features with specific features to support firefighter training such as a robust training room and training area. The station also hosts features to promote firefighter wellness with a dedicated fitness area, gear area with ventilation system and a dorm area for sleeping. The City has also demonstrated its investment with the purchase of a state-of-the-art Ladder truck to support firefighting operations at the city's increasing stock of multifamily and large commercial structures. This investment in buildings and apparatus has been teamed with healthy budgets to support fire and EMS training, personal protective equipment (e.g. structural firefighting "turn-out" gear), innovative EMS equipment and so on. With this great investment in the department from the City as lead by the City Council, the fire department presents its recommendations for staffing needs to continue and reflect this great investment in the department to best serve the community, residents and visitors of Cottage Grove. The scope of these recommendations addresses front-line staffing needs (i.e. shift-based) only. These recommendations do not address non-shift-based positions (e.g. chief level or support staff) and all staffing recommendations must be taken within context of other department needs such as apparatus, facilities and maintaining healthy and supportive operation budgets. It is the recommendation of the staffing group personnel needs should be prioritized, if necessary, over apparatus and facility needs.

The CGFD has experienced several years of increased call volume and has not increased staffing to meet this demand for service. The City of Cottage Grove last added on-shift staff in 2017 which was the last phase of the transition from a "Police-Paramedic" program to an EMS program that was fire department-based. At that time, the department reached it's current strength of 12 full-time firefighters and authorized 55 part-time staff positions. Demand for service continues to grow along with the City of Cottage Grove, and the Fire Department remains committed to delivering excellent service, cost-effectively, to meet the needs of the community. At the same time, the City remains appropriately committed to containing costs for taxpayers, a commitment that the Fire Department fully supports. Therefore, in 2022, CGFD formed a committee to study the situation and its challenges, and to make specific, cost-bound recommendations to the City Council concerning staffing needs to uphold service standards and protect the community without undue burden on taxpayers. The committee engaged Ethical Leaders in Action to facilitate some aspects of its work.

This report presents a data-driven picture of the growing gap between demand for CGFD services and the capacity of the department to meet those needs. It then presents the committee's recommendations to the City of Cottage Grove, summarized as follows:

- This plan considers the needs for optimizing services for the City of Cottage Grove. The plan does not consider the EMS needs of Newport, St. Paul Park or Grey Cloud Township. While they represent a number of calls for service, all population-based staffing needs are based on Cottage Grove only.
- Reduce burden of part-time firefighters with increased full-time staffing to allow for sustainment of combination fire staffing model.
- Preserve the combination (full-time/part-time) deployment model of the CGFD.
- Sustainable recruitment of part-time firefighters
- The plan is presented in three phases to allow for a manageable and sustainable staffing plan.
- Phase I: Increase staffing of full-time shift utilization of part-time personnel as soon as possible to stabilize capacity in the face of immediate and short-term demand.
- Increase full-time staffing further in future years to meet the needs for emergency response and community risk reduction, and to assure that the CGFD, like the city as a whole, remains an employer of choice.

    - Alternative plan: the committee recognizes that there must be a balance between service capacity and cost. Therefore, we also present an alternative scenario that offers lower cost than the recommended growth plan. This would limit the CGFD's capacity to do community risk reduction work and would curtail other strategic efforts.
- Phase III: Ongoing management to maintain service quality, and to support city-wide financial planning to match sustainable growth.

This document is the result of CGFD personnel's thorough and thoughtful work, organized and edited by the ELA facilitators for ease of use by decision-makers. The body of this report is intended to articulate a fact-based argument with enough support to substantiate that argument. The appendix contains a much larger body of research and analysis undertaken by CGFD personnel. That "deeper dive" may be useful for those seeking to better understand the assertions made on the following pages.

Current Situation and Implications

The mission of the Cottage Grove Fire Department begins with comprehensive Community Risk reduction to promote community health and safety aimed at preventing fires, avoidable injury and emergency incidents, and preventable illness. The CGFD is also called on to respond, with partner agencies, to all-hazard emergencies, including fires and calls for emergency medical services. In fact, CGFD is the primary agency responsible for providing emergency medical services (EMS) to the City and some surrounding communities. CGFD personnel pursue this multifaceted mission with pride, 24 hours a day, every day.

The CGFD transitioned from a part-time agency to a combination agency employing both full-time and part-time responders beginning in the mid-2010s with its current staffing levels being established in 2017. The department reached it's current strength of 12 full-time firefighters and authorized 55 part-time staff positions. The actual roster of active part-time firefighters has long been below 50 due to availability of qualified candidates; a more typical roster is 25-30 personnel ready for duty. Part-time personnel serve in shifts with the full-time personnel and respond to major incidents on demand.

Summary of Current Staffing Situation

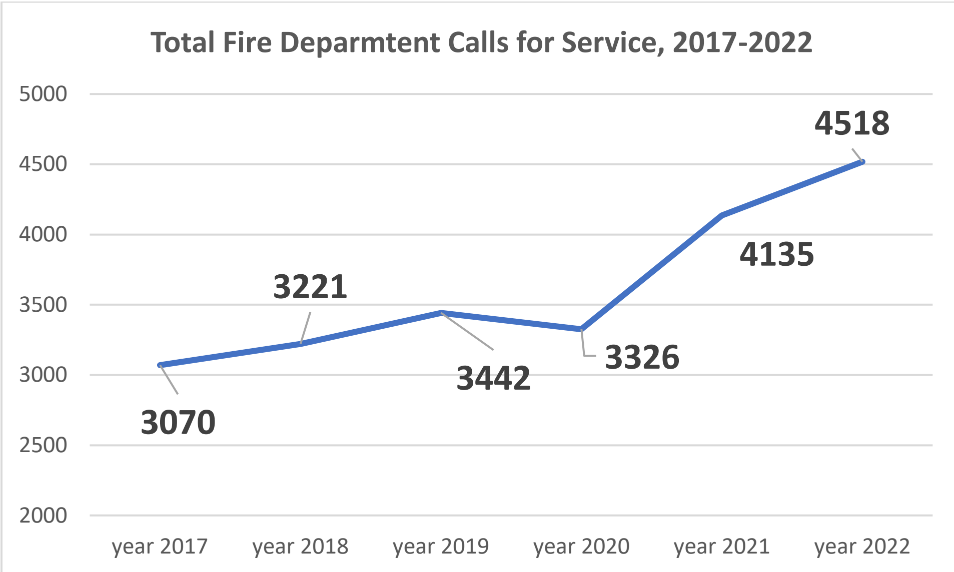
Front-line emergency response personnel are deployed on three, 24-hour shifts (A, B and C shift). Each shift consists of:

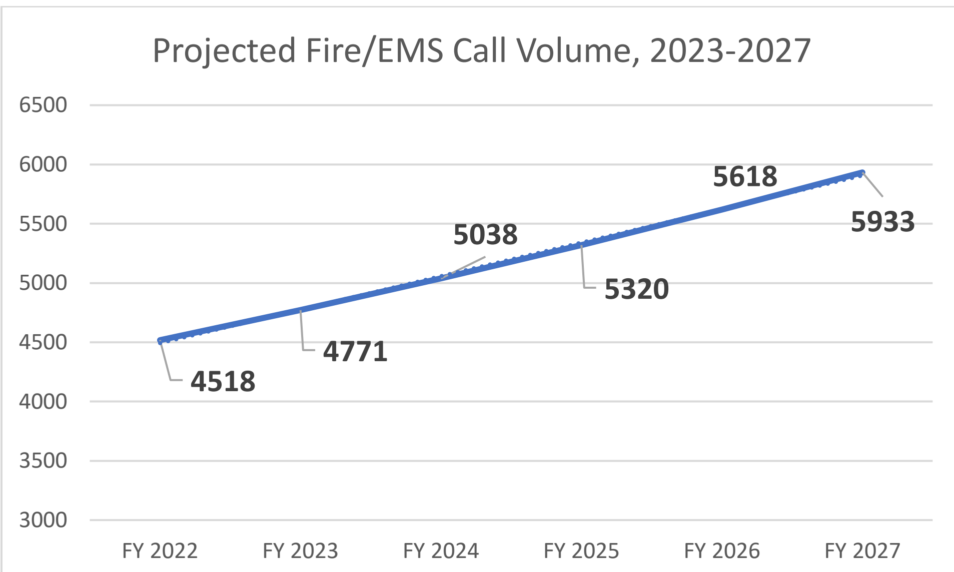
- One full-time fire captain,
- three full-time firefighter paramedics,
- two 24-hour positions filled by multiple part-time firefighter/EMTs, and
- one 12-hour position filled by multiple part-time firefighter/EMTs.

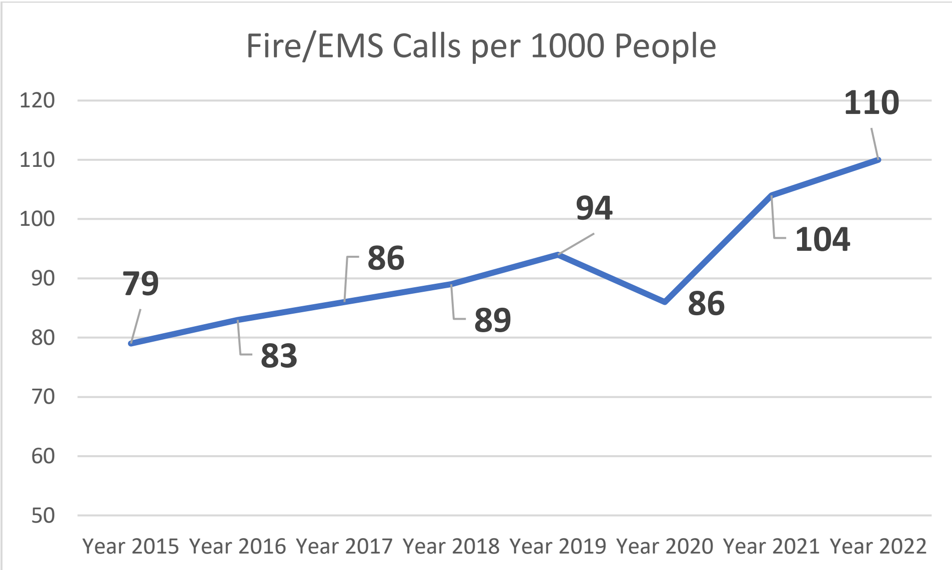
Each "on-shift" full-time position actually requires three people to cover all three shifts (one on each shift.) Each 24 hours of part-time coverage actually requires seven personnel, due to work hour limitations required to maintain part-time status (36 hours per month). In addition, firefighters are actually available somewhat less than 24 hours on each shift due to work time reduction under the Fair Labor Standards Act (FSLA).

Demand for Service is Increasing.

While full-time staffing has been static, demand has increased markedly. Between 2017 and 2022, the department has seen a 47 percent increase in call volume, and a 31 percent increase in Fire/EMS utilization per 1000 residents. This growth has been in both EMS and fire/rescue calls for service. The following graphs depict the growth in call volume:


Total Fire Deparmtent Calls for Service, 2017-2022
5000
4500
4000
3500
3000
2500
2000
3070
3221
3442
3326
4135
4518
year 2017
year 2018
year 2019
year 2020
year 2021
year 2022


Projected Fire/EMS Call Volume, 2023-2027
6500
6000
5500
5000
4500
4000
3500
3000
4518
4771
5038
5320
5618
5933
FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027



The distribution of these calls across time of day is also relevant to the delivery of service. Approximately two thirds of calls occur between 8:00 AM and 8:00 PM, with the remaining third occurring at night. Distribution by day of the week is virtually even, with each day of the week accounting for between 13 and 15 percent of calls.

Call Volume Factors

There are many factors that have led to increased calls for service over the last five years. Many of the below factors are shared amongst Fire/EMS providers in the Twin Cities metro, State of Minnesota and the United States.

The leading factor for calls for service is rapid population growth in Cottage Grove. While population growth is the most quantifiable factor, commercial and industrial growth in the city has been substantial and highlighted by major projects such as the Renewal by Anderson addition and the NorthPoint Logistics Center. The City has witnessed a 12.3 percent population growth (2020 U.S. Census) between 2010 to 2020 which is a phenomenal rate of growth and increases demand for services. Furthermore, it is estimated the City of Cottage Grove has grown an additional 5.7 percent between 2020 and 2022 (U.S. Census Bureau, 2022.)

The growth in the older adult population has been another significant drive for calls for service for the community. Older adults typically have more medial needs and require more frequent utilization of EMS services to transport them to hospitals for emergency evaluation. The City has seen an explosive growth in the senior population since 2010. Cottage Grove saw an increase in the older adult population from 8.3 percent of the population in 2010 to 11.8 percent of the community in 2020. This was an increase of nearly 2000 older adults over ten years.

Aging homes and infrastructure are another driver for increased calls for service. With the first large residential developments in Cottage Grove now surpassing 60 years, aging homes and infrastructure present an increased risk of fires, issues with features such as natural gas lines, mechanical or ventilation systems. Aging infrastructure also may lack key fire protection design and features, such as sprinklers, due to being built before adoption of current fire, building and residential code requirements.

The department has seen an increasing fire/ems utilization per 1000 people in the last five years. This has been a national trend and is due to the same factors witnessed in the community such as growing population, aging population and aging infrastructure.

Current Staffing Does Not Meet Demand for Service

Since approximately 2019, the CGFD has seen a degradation in its emergency response and its capacity to provide community risk reduction services directly tied to staffing. The greatest impact on emergency response services can be seen in EMS, which of course constitutes the great majority of calls for service. When a CGFD crew is not available, we rely on mutual aid from a neighboring agency. Most, often, that is the Woodbury Fire Department. Simply put, mutual aid crews take far more time to reach a caller in Cottage Grove than CGFD crews do, when they are available:

Cottage Grove Response Times to Cottage Grove:

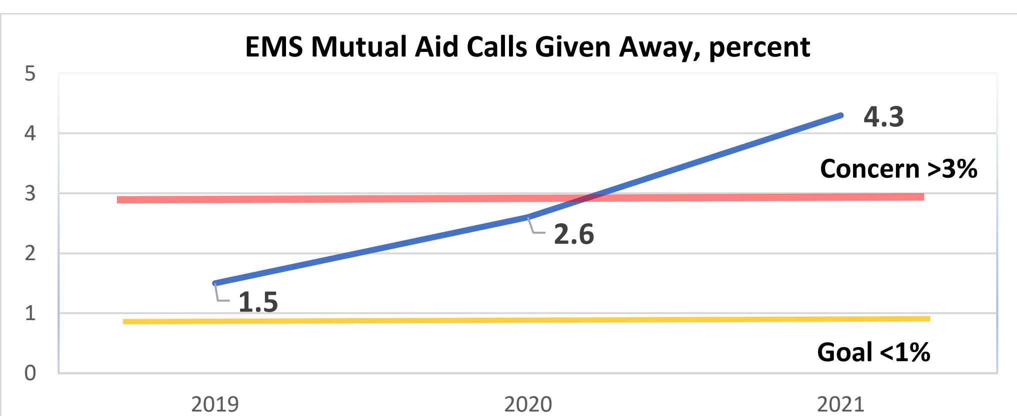
EMS incidents (2022, City of Cottage Grove Response)
90^{th} percentile: 9:33 (i.e., 90% of calls arrive within seven minutes, thirty seconds)
Median: 6:29
Mean: 6:50

Fire/Rescue Incidents (2022, City of Cottage Grove Response)
90^{th} percentile 13:07 (i.e., 90% of calls arrive within seven minutes, thirty seconds)
Median: 8:53
Mean: 9:43

Woodbury EMS Response Times to Cottage Grove:
90^{th} percentile: 16:00
Median: 11:28
Mean: 12:00

M Health Fairview is a less-frequent mutual aid responder. Their response time is typically 15-20 minutes from various locations in Dakota County.

Those differences represent a material degradation in quality of service and could easily influence patient outcomes. Unfortunately, the need for mutual aid is increasing rapidly: CGFD has seen an increase of 245% in EMS mutual aid between 2019 and 2021. This has been witnessed by other metro fire and EMS agencies with Washington County agencies experiencing this as well. The concerning nature of this is with this continued mutual aid reliance on neighboring agencies, there will be an eventual critical ceiling in which there may not be an agency within many miles to respond that would represent response times of thirty minutes or more. It is imperative the city has sufficient resources to cover 99 percent of its calls for service. This is shown on the following graph:



Today, approximately 5% of Cottage Grove EMS callers are served by mutual aid. Without additional staffing, we project that number to be 8% in 2024 and 10% in 2025.

Use of EMS Mutual aid also has financial implications. In addition to relying on mutual aid, CG also serves as a mutual aid partner on many calls each year. In general, the agency providing EMS transportation services receives revenue for that service. Since 2019, CGFD's capacity to provide mutual aid service has declined, resulting in a drop in "net" mutual aid service delivery (the difference between the number of times CGFD provides mutual aid versus the number of times it receives mutual aid) dropping from a net of 216 calls in 2019 to a net of 132 calls in 2021.

Out of Service Times Also Reveal the Magnitude of the Issue

The trends illustrated by EMS mutual aid utilization can also be seen in CGFD's tracking of Out of Service (OOS) time, also known as "unavailable time," when no crew is available to respond to an emergency. OOS time has increased, a predictable outcome of increased call volume and static staffing levels, exacerbated by unfilled slots on shift. With increasing call volume and no changes to staffing, it is expected to see OOS times to continue to increase. It is expected to see OOS times reach ten percent or higher by 2024. The goal for OOS is less than one percent and a critical number is over three percent. OOS times are measured in total hours EMS and fire units are not available.

Years	OOS	Percent change	Percent of time total hours
2019	72		<1%
2020	120	67%	1.4%
2021	320	63%	3.7%
2022	382	19%	4.4%
2023*	458	20%	5.2%
2024*	550	20%	6.3%
2025*	660	20%	7.5%

*Projected utilizing 2022 percentage change

During OOS times, EMS calls are referred to mutual aid; the implications of that are described above. Fire calls result in callbacks (i.e., radio paging) of part-time and off-duty full-time personnel to respond to the station when "off-duty" to support critical needs for the city. Call-backs are necessary when there is a significant incident such as a house fire (on-shift staffing does not support full fire ground operations), major accident or rescue incident. In both instances, response times increase markedly. Increased call-backs, while necessary to provide critical staffing needs, require staff to interrupt their off-duty time. These are especially burdensome for part-time people and is a frequent driver for turn-over.

Call-back Personnel Responding

Year	Average Call-back response
2017	6.8
2018	6.0
2019	4.9
2020	4.6
2021	5.2
2022	4.8

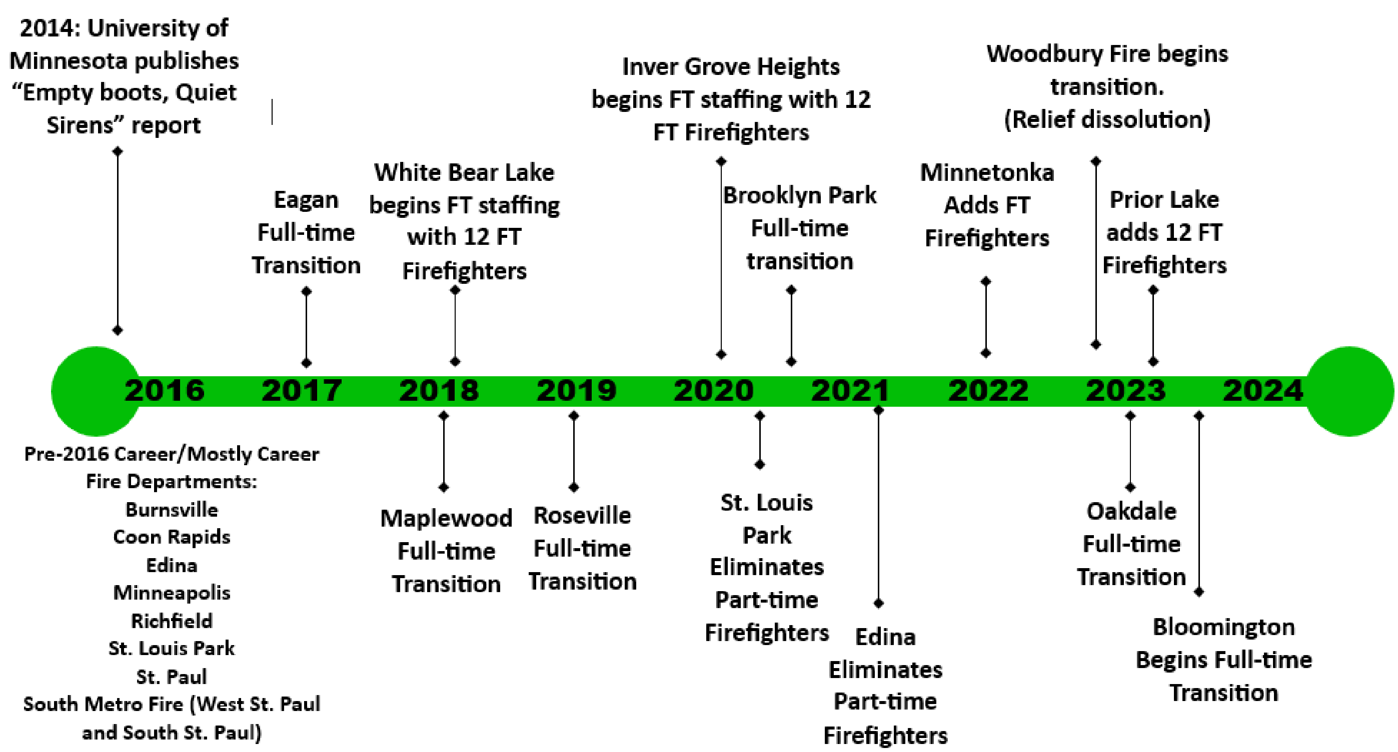
Increasing OOS time represents a significant, measurable risk to the community.

Staffing Further Impacts Strategic Efforts to Prevent Emergencies – and Customer Service Levels
Finally, the demand for emergency response has adversely affected the department's capacity to perform community risk reduction services (inspections, investigations, and public education efforts). There are many examples in which firefighters started an inspection and would have to leave to attend to calls since there was no one else available to answer the call, and some examples where inspectors missed scheduled inspections without notice while responding to emergencies due to understaffing. The department has been unable to expand the life safety inspection program that has the potential to save lives. While the Fire Department offers great customer service and most business occupants are understanding, this is obviously not the type of service the department aims to provide and does not meet customer expectations.

Part-Time Staffing is Increasingly Difficult Due to Recruitment and Retention Challenges

While Cottage Grove remains committed to recruiting and retaining part-time firefighters and to maintaining a true combination department, the City is not immune from national and local trends toward fewer qualified candidates and more turnover of current part-time employees. Many local communities have markedly reduced or eliminated their part-time firefighter programs over the past 10 years, including Brooklyn Park, Eagan, Edina, Maplewood, Oakdale, Plymouth, Prior Lake, Roseville, White Bear Lake, and Woodbury.

The below timeline demonstrates the many departments in the Twin Cities metro that have had to make significant changes in their staffing model. In 2014, the University of Minnesota in partnership with the Minnesota State Fire Chief Association published a report called "Empty Boots, Quiet Sirens: The State of Non-Career Firefighting in Minnesota" which forecasted many of the same problems witnessed by the CGFD and despite addressing many of the issues identified as drivers in the report, departments have not been able to achieve recruitment and retention goals. The CGFD is not alone in this problem.



Washington County is an epicenter of this continued issue of part-time recruitment and retention. Along with difficulty in recruiting and retaining part-time firefighters, many departments are now faced with adding or increasing the number of full-time firefighters. Lake Elmo, Mahtomedi, Oakdale and Woodbury have all added or increased full-time staff and most, if not all, of the fire departments in Washington County have failed in recruiting and or retaining part-time firefighters to their authorized strengths.

With the full support of the City, the CGFD has taken many steps to stimulate recruiting and retention of part-time firefighters, including:

- Wage increases of over 20% over three years, and inclusion of part-time firefighters in City's cost of living adjustments (COLA).
- Focus on remaining competitive with other departments and remain in upper 50th percentile for wages and retirement benefits compared to other metro area combination departments.
- "Work when it works for you" philosophy that allows part-time firefighters to choose their schedule to work their required hours.
- Reduced off-shift training requirements
  - Reduced combined on-shift and off-shift training requirements to absolute minimum required for fire/EMS certifications.
- Eliminated required city event engagement requirements to reduce burden of off shift time.
- Significant increase in yearly retirement benefit which now surpasses $9,000 per year of service.
- Parallel increases in retirement benefits for part-time firefighters, current and planned.
- Reduction in the required monthly shift hours to 36 hours (3 shifts) per month.
- Aggressive recruitment of high school students in EMT programs by hosting over a dozen of students and hundreds of hours each year in "ride-along" opportunities.
- Aggressive recruitment in local EMT and Paramedic programs at local colleges
- Reduction in the requirement for off-shift training to a minimum of four training sessions per year.
- Adjust "call-back" requirements*
  - Eliminate call-back requirements for part-time staff.
  - Please note, this elimination of call-back requirements did not improve recruitment or retention and led to detrimental effects on call-back response.
  - Gave part-time staff option to work more monthly hours in lieu of call-back requirement.
- Eliminate "residency requirements" (i.e. live within 15 minutes of a fire station) to open pool of candidates
- Allow interested citizens with no training to be trained in fire and EMS to meet minimum requirements for part-time firefighter/EMT.
  - It costs an average of $4,000 per firefighter to train in basic requirements of fire and EMS (approximately 16 college credits)
  - Field Training for new firefighter/EMTs is 18-24 months (initial training plus on-shift training
- Rapid on-boarding of those with required certifications
- Revised Field Training Program (FTO) to improve on-boarding and assimilation into the organization.
- Extensive training opportunities for part-time firefighters interested in seeking more training include fire officer training, fire apparatus driver/operator, live fire instructor, fire investigation training, rescue training, hazardous materials training and many more opportunities.

The recruitment and retention efforts require a delicate balance between hiring capable firefighters to provide quality services to the community while creating requirements that are manageable for most part-time staff. As demonstrated above, the department has sacrificed many requirements that may improve quality of response (e.g. training requirements, call-back requirements) to improve recruitment and retention. Despite these adjustments that may sacrifice quality of response, the department has witnessed continued difficulty in recruitment and retention. This is metro, state and national problem that continues to plague the fire service despite departments and CGD's best efforts.

Despite these efforts, CGFD has been unable to maintain anything approaching the authorized staffing level of 50 part-time firefighters that correlates to filling the part-time slots on shift at the current staffing levels. The following recent historical data illustrates the challenge:

Part-Time Firefighter Departure ("Turnover") Rates

Year	Started Year	End Year	Turnover percentage	Resigned/term	Added	End of year roster
2017	50	40	20%	11	10	49
2018	49	39	20.4%	10	7	46
2019	46	35	23.9%	11	8	43
2020	43	39	9.3%	4	7	46
2021	46	31	32.6%	15	0	31
2022	31	23	25.8%	8	6	28*
			Average 21.2%			

*One of the added firefighters in 2022 resigned within three months of start

2-Year and 5-Year Retention of Part-Time Firefighters since 2017

	Started	Completed 2 or 5 year	Percent retained
2-year retention	31	14	45%
5-year retention	10	2	20%

One of the greatest impacts to service delivery is the continued reliance on part-time staffing amongst the reality of shrinking part-time workforce is the inability to fill shifts to provide basic coverage for the community.

This has led to a reduction in capacity to fill needed part-time shift slots. In 2022, there were 5829 part-time hours left uncovered due to decreased number of part-time firefighters. This equates to almost 16 hours per day of uncovered part-time shifts (2.0 FTE). It has also led to a reduction in the number of firefighters responding to call-backs to staff larger emergencies. Traditionally, a large part-time staff helps create a "strategic reserve" to allow for an emergency response force to be available in-case of a house fire or significant emergency. With reducing part-time staff and elimination of call-back requirements, this is no longer true. Historical call-back response data is as follows:

Year	Average Call-back response	Part-time response	Total Part-Time Staff*
2017	6.8	4.8	49
2018	6.0	4	46
2019	4.9	2.9	43
2020	4.6	2.6	46
2021	5.2	3.2	31
2022	4.8	2.8	28

*End of year roster

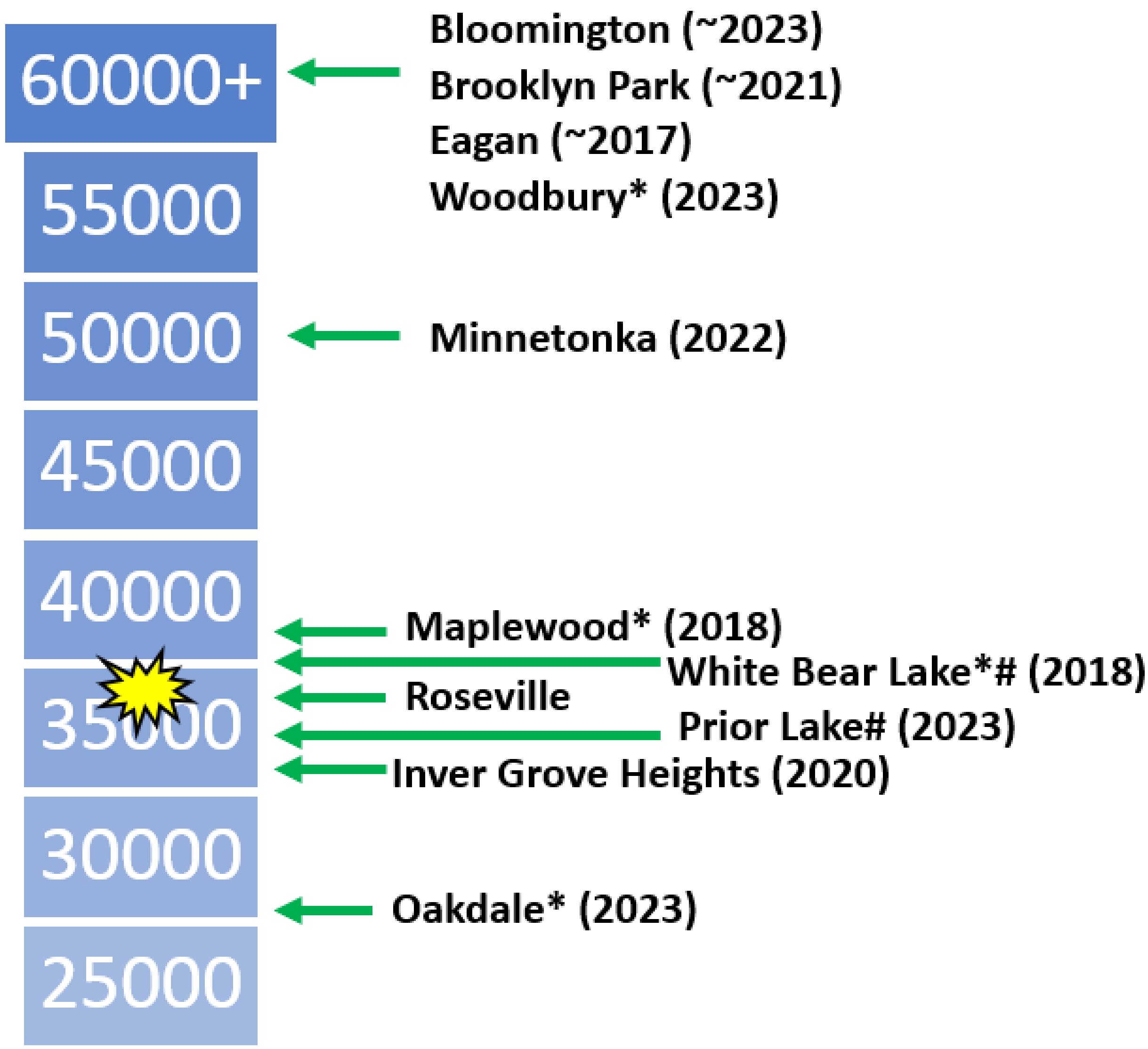
Finally, this level of part-time turnover is very costly for the City. These open shifts lead to significant reliance on full-time firefighter overtime cost to maintain minimal coverage requirements.

Year	Fire Actual	Ambulance Actual	Total Actual
2011	1,456.00	339.68	1,795.68
2012	7,886.00	1,489.30	9,375.30
2013	3,403.00	104,782.34	108,185.34
2014	7,156.00	69,533.13	76,689.13
2015	6,313.00	73,562.28	79,875.28
2016	33,407.00	27,056.81	60,463.81
2017	28,468.00	36,438.69	64,906.69
2018	27,950.00	67,331.78	95,281.78
2019	23,006.00	59,216.51	82,222.51
2020	24,383.00	48,530.93	72,913.93
2021	59,141.00	166,211.29	225,352.29
2022	63,823.00	184,424.58	248,247.58
2023 YTD*	17,153.00	47,781.00	64,934.00

2023 YTD is
through June

Among fire-based EMS agencies in the Twin Cities metro, their tends to be a population trigger where call demands outpace the ability to meet the needs of the community with a large part-time workforce requiring a transition to a more or complete full-time staffing model. Other larger Twin Cities fire departments that do not provide EMS ambulance service have also been required to transition to more or completely full-time department. For fire-based ambulance fire departments, this population trigger is around 36,100 people.

Major changes in Twin Cities Metro Fire Department Staffing
2016-2024
Population Level at Change



*Fire-based EMS ambulance
#includes service area population

Part-time Staffing is not unique to the fire department within the City

The part-time staffing difficulty is not unique to the fire service and is seen in many industries. The part-time staffing challenges are not unique to the fire department in the City of Cottage Grove either. River Oaks Golf and Event Center has highlighted the same difficulties in utilizing part-time staff to meet service growth demands. In their 2021-2025

Business Plan (presented to City Council on March 1st, 2023), River Oaks Leadership presented the following in regards to their staffing challenges:

> "*Because we are a service industry, revenue growth needs the support of additional personnel services. Historically, we have met service growth needs by utilizing seasonal and part-time staff. However, as wages for these positions escalate rapidly, it is becoming apparent that investing into full-time employees will achieve a more stable operation and increase our service levels with nominal impact to our expenses. "*

It is critical to highlight the fire department does not recommend eliminating part-time staff. However, the fire department is recommending a "more full-time" staffing model. The River Oaks 2021-2025 Business Plan highlights the benefits of this "more full-time based staffing matrix" which the fire department would also benefit from including:

- "*recruit and retain superior talent"*
- *"Increase cross-training across skilled positions."*
- *"reduce exposure to coverage concerns from employee illness, departure or other"*
- *"reduce exposure to employee burnout and turnover"*
- *"grow all pillars of the business {department} to better serve the community"*

The River Oaks Business plan highlights the similar challenges the fire department has with the significant dependence on a large part-time workforce. River Oaks also highlights the benefits of a conversion to a more full-time workforce in which the fire department would witness as well with this conversion.

Recommendation Overview

Our recommendations reflect a three-phased approach, with options at Phases II and III. We recommend adding full-time staff immediately to stabilize the situation, while continuing to recruit and retain part-time staff to fill slots on shift and to staff larger incidents through call-backs (Phase I). Following an immediate period of stabilization, the City will need to continue to add resources to the department (Phase II) but may do so in ways that prioritize the capacity for service delivery, or that prioritizes cost containment. Optional scenarios are presented below. Because of the pressing need for both community risk reduction and emergency response services, we recommend the more robust option for Phase II. The robust option assumes full implementation of a holistic community risk reduction program that includes proactive fire prevention education, code enforcement, community engagement, health promotion (ex. Heart Safe City) and business engagement. Finally, the situation must be monitored, and needs addressed over time (Phase III). Each is described below.

Phase I - Stabilization

Timeline: Years 0-2

Phase 1 will be a stabilization phase. The department is already in critical staffing need due to increasing call volumes and by many gaps in the schedule due to a large lack of part-time firefighters. As with departments throughout the metro and the nation, it is expected to see the continued lack of part-time firefighters. The greatest impact for this phase is to stabilize the part-time system by converting part-time FTE to full-time FTE. This is not adding FTEs but transferring FTE which will provide better coverage. The goal is to establish a core group of part-time staff in which more resources can be dedicated to equipment, training, and time. The goal part-time number will be 23 part-time firefighters. It is recommended to allow for 20-25 part-time firefighters to allow for flexibility for anticipated and on-going turnover.

Outcomes

1. Improved and much more reliable shift coverage
2. 20-25 part-time firefighters is more sustainable in near term (1-5 years)
3. Contain costs with stabilization phase I plan

Action Steps

1. Add three full-time Firefighters to cover current part-time shortage of 25 firefighters
    a. Add three full-time firefighters while maintaining current number of part-time firefighters.
2. Maintain a sustainable part-time staffing of 20-25 engaged and dedication part-time firefighters
    a. Aggressive investment in dedicated corps of 20-25 part-time firefighters.
3. Cost containment with part-time relief dissolution.

Financial Implication

1. To implement this plan (FT and PT staffing) on 4/1/2024 will require approximately $234,000 (General Fund) in additional funds. In 2023, the City will receive $266,000 in Fire Relief Aid. If these Fire Relief Aid funds are available to the City at a future time, this could be used to fund these personnel costs. 2025 will require an additional $115,500 in funding ($86,600 General Fund and $28,900 EMS Fund).
2. The Financial Management Plan included adding one Firefighter/Paramedic each year from 2024 through 2026. The one-time Public Safety Aid will allow the City to add all three Firefighter/Paramedics in 2024.

Current State vs. Phase 1 Plan

Current State

2 ALS ambulances and no dedicated fire engine = 73 percent of all hours

2 ALS ambulances and dedicated fire engine (cross staffs 3rd ambulance) = 27 percent of all hours

Current trajectory is 80 percent of all hours with no dedicated fire engine by end of 2023 to mid-2024

Proposed Phase 1 Plan

2 ALS ambulances and non-dedicated fire engine = 60 percent of all hours

2 ALS ambulances and dedicated fire engine (cross staffs 3rd ambulance) = 40 percent of all hours

Improve the amount of time dedicated fire engine is staffed while significantly stalling further decline in hours with uncovered fire response.

Population	Total Full-time Firefighters	Part-time Firefighters	Total Per shift
42000	15	21	6

*Part-time firefighter work 36 hours per month

Phase II, Option 1 – Service Excellence (Most Costly)

Phase II- Staffing to meet community needs

Timeline: 2 to 5 years post stabilization plan (phase 1) implementation

Phase 2 is in which the Fire Department offers two scenarios to be selected by City Elected Officials and Leadership. Scenario 1 is what the Fire Department has concluded delivers services consistent with the brand and image of the City of Cottage Grove. Scenario 1 represents the Fire Department's preferred options as it seeks to achieve the holistic mission of the Fire Department while contributing the achievement of the City's strategic goals. Scenario 1 includes assumptions that a healthy workplace is a necessity for fire and emergency services along with being a workplace of choice. Scenario 1 allows the department to institute healthy workplace initiatives for its team members.

Please note, each scenario includes proposed staffing increases in the future based on community growth to keep pace with the needs of a growing community.

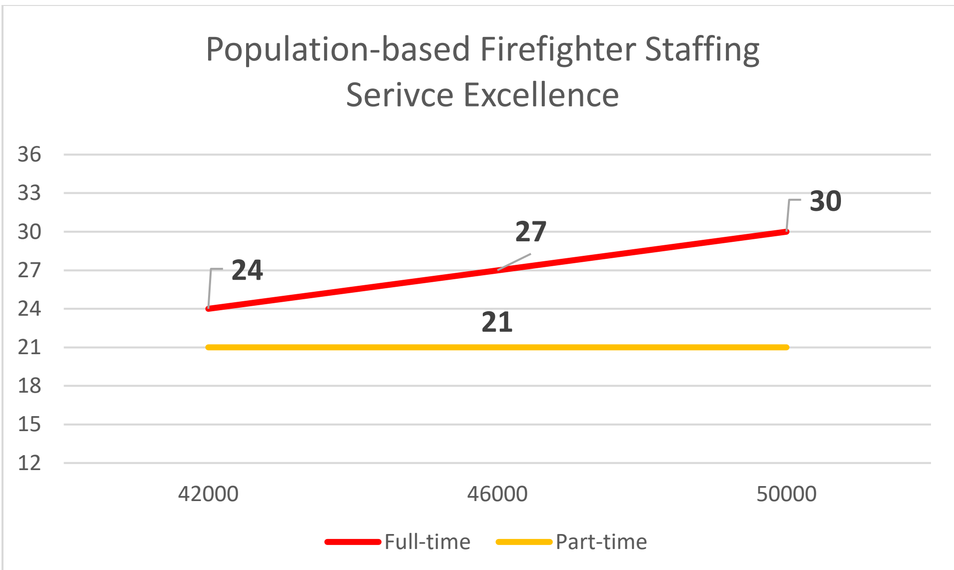
Scenario I Outcomes

1. Fire Department operations deliver services consistent with the brand and image of Cottage Grove.
2. Maximize fire department contribution to the strategic goals of the city.
3. Improve quality of fire response.
4. Ability to perform and enhance community risk reduction and community engagement such as fire inspections, school visits, community fire prevention, group visits.
5. Add shift-based potential revenue generating position (Fire Inspector and/or Community Paramedic).
6. Less reliance on overtime to cover leave of absence and annual leave

7. Maintain response times to emergencies to meet community expectations and represent service excellence.
8. Minimize EMS mutual aid given away and maximize ability to take mutual aid for other communities to maximize EMS revenue.
9. Ability to explore and provide specialized services such as specialized rescue, interfacility transfer, wildland fire deployments which are potential revenue opportunities.
10. Greatly improve fire response to allow for dedicated fire coverage to maintain essential fire response time.
11. Explore and implement a holistic health and safety initiative for team members
12. Transform the fire department into an employer of choice.

Actions

1. Add staff over period of 2-5 years post stabilization plan implementation based on community population and growth



Service Excellence

Population	Total Full-time Firefighters	Part-time Firefighters*	Total Per shift
42000	24	21	9
46000	27	21	10
50000	30	21	11

*Part-time firefighter work 36 hours per month

Proposed Phase 2, Service Excellence Plan

2 ALS ambulances and 1 dedicated ALS Fire Engine = 60 percent of all hours

2 ALS ambulances, 1 cross staffed ladder/ambulance and 1 dedicated ALS Fire Engine = 40 percent of all hours

Improve amount of time dedicated fire engine is staffed while significantly stalling further decline in hours with uncovered fire response.

Phase II, Option 2 – Cost Containment Emphasis

There are many competing needs from the community and other city departments. The Fire Department offers a second scenario which is required to meet a very minimum ability to respond to emergency calls for service. This scenario is termed as "minimal emergency response" as this scenario represents not meeting mutual aid given away goals and best represents what the department's 2021 level of service was.

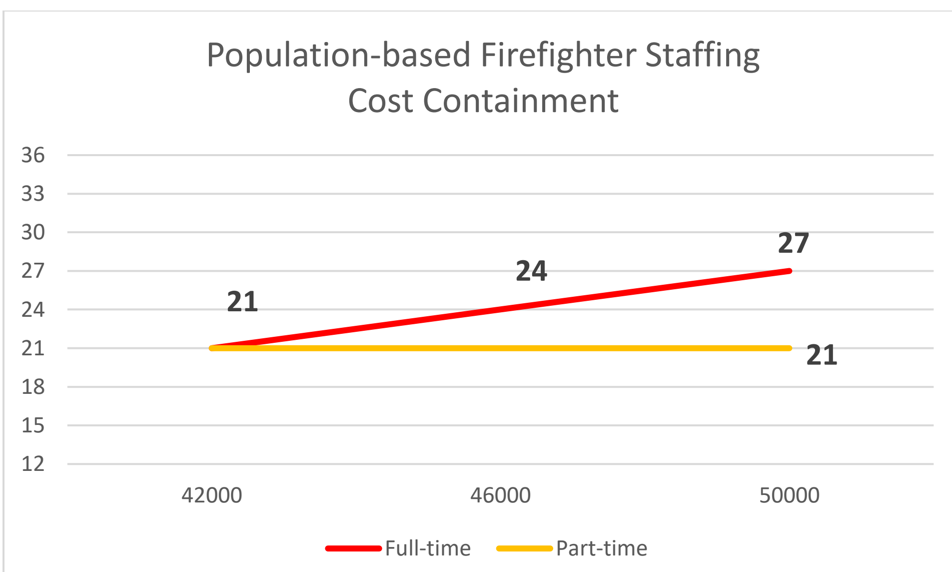
While the focus on Option 1 was service excellence, the focus on Option 2 is on cost containment. The CGFD would continue to function but would not be able to fully realize the potential of community risk reduction efforts to promote safety, reduce harm, and increase quality of life for residents.

Outcomes

1. Maintain minimal ability to response to emergency calls for service.
2. Minimal ability to maintain current community risk reduction and community engagement activities. Unable to expand beyond current community-based activities.
3. High reliance on overtime to perform additional community-based activities.
4. Poor quality of fire response and inconsistent fire coverage.
5. Increasing reliance on mutual aid for EMS and fire response leading to increased response time for the community.
6. Significant loss of EMS revenue due to mutual aid loss.
7. High reliance on overtime to cover leave of absence and annual leave.
8. Unable to establish a holistic health and safety program for team members.

Actions

1. Add staff over a period of 1-5 years based on community population and growth. Each additional Firefighter/Paramedic will cost $135,000 in 2024 dollars.



Emergency Response – Cost Containment Option

Population	Total Full-time Firefighters	Part-time Firefighters	Total Per shift
42000	21	21	8
46000	24	21	9
50000	27	21	10

*Part-time firefighter work 36 hours per month

Proposed Phase 2, Cost Containment

2 ALS ambulances and 1 dedicated ALS Fire Engine = 80 percent of all hours

2 ALS ambulances, 1 cross staffed ladder/ambulance and 1 ALS Fire Engine = 20 percent of all hours

Phase III – Ongoing Management

Timeline- Post Phase II implementation Sustainment

Outcomes

1. Continue FTE increases to match community growth to maintain level of service identified in phase 2
2. Continue evaluation of services and staffing based on statistical analysis, community input and conforming to best practice, industry standards and well-established research.
3. Continue to evaluate community needs and adjust fire department priorities, service, and staffing
4. Evaluate generating revenue opportunities and ability
5. Evaluate effectiveness of part-time firefighter recruitment and retention

Conclusion/Next Steps

By implementing the Stabilization Plan in 2024, immediate benefits will be realized in the department. A more reliable and predictable staffing plan will be achieved. In addition, there will be reduced overtime costs in the department. Coverage minimums will be able to be increased to allow two front line staff to use their earned annual leave or professional training while still maintaining coverage.

ELA Message

While ELA stands behind the analysis and recommendations, we cannot take credit for the hard work that went into this report by the CGFD team. Rather, our role on the team was to guide and facilitate discussions and to incrementally improve the document intended to guide Council decision-making. We hope that we have served as valuable partners to the CGFD and to the City as you work to continue a legacy of excellent service, sound stewardship of public resources, and fairness to all stakeholders.

On behalf of Ethical Leaders in Action, facilitators Martin Scheerer and Chad Weinstein wish to express gratitude to the City of Cottage Grove and the Cottage Grove Fire Department for the opportunity to again be of service to your remarkable organization, and for CGFD's equally remarkable partnership throughout the process.

Appendix: Additional Supporting Data

The CGFD Team compiled a great deal of data to support our assertions and recommendations. While including all of this information in the body of the report led to a less user-friendly document, that data may be helpful to guide some decision-makers. For that reason, it is included below.

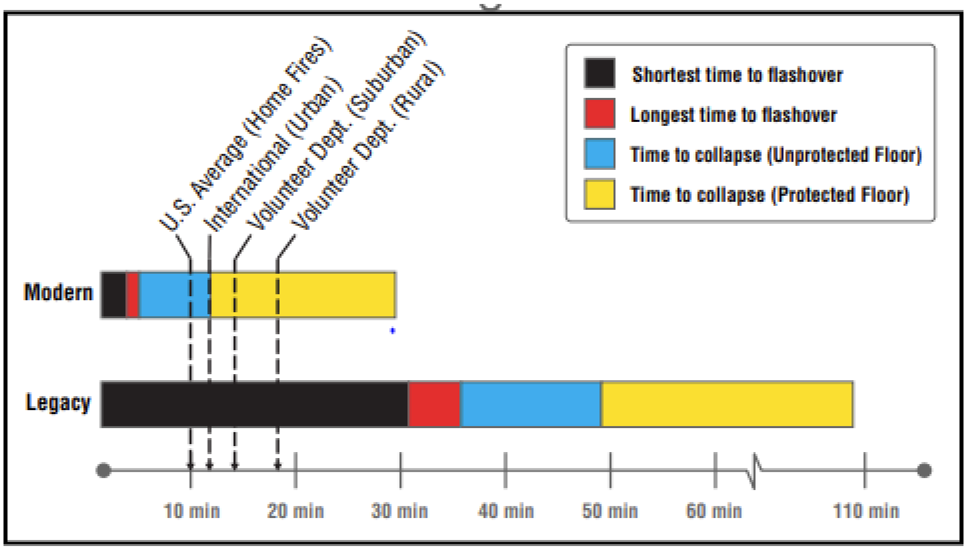
More About Fire Response Quality

Fire Department Fire Response Quality

The Cottage Grove Fire Department provides quality EMS services which is represented by higher that average cardiac arrest survival rates, receiving a Silver Award from the American Heart Association for cardiac care and meeting or exceeding quality metrics established by the Fire Department's medical direction (Regions EMS). The Fire Department delivers quality EMS care, when it can respond and is available to respond. The current staffing crisis effects the ability to respond yet when a fire department can respond to an EMS call, it delivers a high quality of services. For fire response, the current staffing situation directly effects the ability to respond to fire calls and the quality of fire response. Fire response and the ability to effectively save trapped occupants, provide effective fire suppression (firefighting) and protect property is directly related to the number of firefighters arriving on-scene and within a target time response. The National Fire Protection Association (NFPA) in their NFPA 1710, Standards for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, standard explicitly outlines the standard of 15 firefighter to arrive on-scene within 8 minutes for single-family homes to best provide rescue, firefighting, and property protection. The National Institute of Technology (NIST), through rigorous research design, demonstrates the need for firefighter crews of at least four to respond in the initial minutes to complete critical fire ground tasks effectively, efficiently and in timely manner[1]. This study further provided evidence for the recommendations in NFPA 1710. In follow-up peer-reviewed research published in 2021, crew size was evaluated and demonstrated to have a direct effect on firefighter health and safety[2]. The research found that NFPA 1710 should be viewed as a *minimum* to support positive outcomes for firefighter health and safety. A safe and effective response to fire is termed "effective response force."

Over the last 15 years, much research conducted by Underwriter's Laboratory (UL) and the National Institute of Technology (NIST) has been conducted on fireground operations and nature of fires that occur in modern households. What has been demonstrated is that fire dynamics have significantly changed due to changes in household construction and the composition of household goods. These changes have led to fires that burn faster and have a much higher intensity both of which puts the residents and businesses of our community in greater danger when there is a fire. The response now required to respond must be quick and an effective response force is needed more than ever. As displayed in the below image, the time to conditions that become non-survivable to residents in the fire room/area and greatly threaten others present in the building (referenced as flashover in the image) to residents occurring much more quickly. The "modern" timeline is represents the conditions faced by the community and firefighters.

[1] Averill, et. al. (2010). Report on Residential Fire Ground Field Experiments. National Institute of Standards and Technology Technical Note 1661. Retrieved July 6th, 2022, from https://www.nist.gov/system/files/documents/el/fire_research/Report-on-Residential-Fireground-Field-Experiments.pdf.
[2] Moore-Merrell, et. al. (2021). Effects of Crew Size on Firefighter Health and Safety. *International Fire Service Journal of Leadership and Management,* 15, 7-25.



Source: Kerber, 2012

The Cottage Grove Fire Department, based on its legacy as a paid-on-call fire department, is staffed for fire suppressed based on "legacy" conditions in which there is much longer time to assemble an effective response force and rely on a paid on-call firefighter model. While on-shift staffing has improved this, the demand for EMS calls along with bordering two paid on-call fire departments and the distance from staffed fire departments still reckons back to the acceptance this level and speed of response is appropriate. Now, more than ever, an effective response force must be assembled and on-scene at or around the eight-minute mark to have an adequate impact on fires that occur in the community.

Measuring the quality of a fire response has been difficult and has largely relied on response times which is important, but it rarely represents the outcome of the response and whether that was a quality response. An impactful metric that measures the quality of fire response can be found in whether a fire was "contained to the room of origin." This measure is incredibly valuable as when fires are confined to the room of origin, it has a significant impact on preventing injuries, deaths, and fire losses. It shows the quality and excellence of response as our mission is to prevent injuries, deaths, and loss from the ravages of fire. According to data from NFPA 1710[3], when fires spread beyond the room of origin, injuries increase nine-fold, deaths increase three-fold and fire loss damage increases almost nice-fold. When we can confine fires to the room of origin, we provide a quality fire response. It is also a helpful measure for quantifying sprinklers and other fire prevention measures as the fire may not have been prevented, but it helps measure on how well mitigation efforts performed. To measure overall quality of fire response, the Fire Department evaluates its overall fire response performance with the percentage of fires contained to the room of origin over a period. In many circumstances, the ability to confine a fire to a room origin represents the ability for the fire department to prevent the fire from reaching flashover which is a critical transition for a fire and leads to great danger to occupants and property loss.

The Cottage Grove Fire Department from 2019-2021 confined 58 percent of fires to the room of origin. The national average is 75 percent[4] and high-performing departments have percentages of fire contained to the room of origin of over 90 percent. Fire service quality is directly related to the department's ability to prevent injuries, deaths and property loss. The quality of fire response is in need of improvement.

[3] NFPA 1710 reference
[4] NFPA reference for fire to room of origin

The ability to provide quality fire response is directly related to the ability to respond with an effective response force. An effective response force is desired on all fires and the national consensus benchmark is 90 percent of all response should have an effective response force. For a single-family home, this is 15 firefighters on-scene within 8 minutes which includes the first-arriving unit to have four firefighters. The effective response force can include mutual aid units for neighboring departments. Due to extended response times form mutual aid fire departments and low staffing on-shift along with a high percentage of out of service time, the Fire Department has not had an effective response force on any structure fire since 2017. Effective response force is a critical measurement to appropriate predict the level of firefighting quality. The quality metric of fire contained to the room of origin for the Fire Department is well explained with the failure to have an effective response force on fire since 2017.

A major limitation of the Fire Department's fire response is the heavy reliance on mutual aid. While mutual aid is needed and will always be needed on structure fires and large incidents, the fire department is dependent on mutual aid for more than 60 percent of its effective respond force on every fire; this 60 percent assumes the shift is fully staffed and all units are available to respond which is very rare. In a scenario with no financial limitations, this reliance on mutual aid to meet an effective response force should zero percent, yet realistically it should be 25-40 precent in very resource limited communities such as Cottage Grove.

The other significant issue is the closet mutual aid fire departments are both paid on-call departments which greatly increases response time. Newport and St. Paul Park Fire Departments are great partners, and the department is incredibly thankful for their mutual aid, the departments have longer response times to Cottage Grove due to distance and the type of staffing their fire departments employ. Since paid on-call firefighters respond from home to the fire station, it adds time to the overall response especially when coming to Cottage Grove when a longer drive time is needed. The time from the call request to a truck leaving the station is called "turn-out" time. In a staffed department like Cottage Grove, this should be 80 seconds or less. Turn-out time then is added to the "drive-time" to make the total response time.

For our two closest fire mutual aid fire departments, their turn-out time is below:

Newport Fire

90th percentile: 6:25 minutes (386 seconds)

Median: 3:40 minutes (220 seconds)

Saint Paul Park

90th percentile: 5:45 seconds (345 seconds)

Median: 4:36 minutes (276 seconds.)

On top of the turn-out time, drive time to the incident would then be added. Realistically, the response time to many areas in Cottage Grove is likely 12-15 minutes or more.

Woodbury Fire also provides mutual aid and their EMS median time is 12 minutes. They are staffed 24 hours per day, so their turn-out time is likely less than a paid on-call department. Woodbury Fire realistically could make northern parts of Cottage Grove within eight minutes yet for the majority of Cottage Grove, their response time would far exceed 10-12 minutes.

The greater limitation exists in our mutual aid paid on-call departments due to the same issues we face with part-time staff. Like Cottage Grove, St. Paul Park and Newport has very limited daytime response staff. It is common for them to one have 1 or 2 firefighters available during the day.

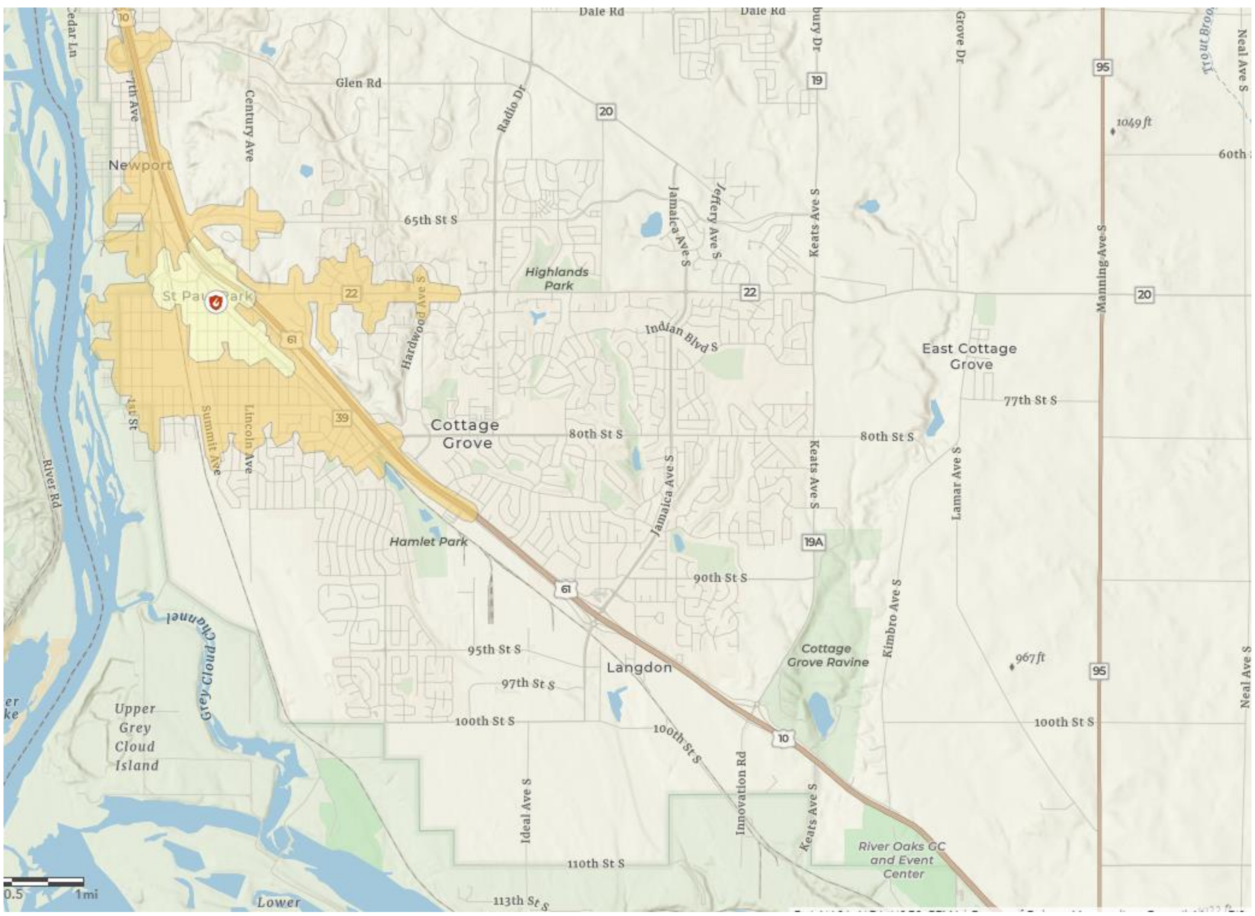
The fire department currently has a median fire response of 6:48. This is much better than mutual aid response to the city, yet the median response time is greatly effect effected by out of service time. We had several instances in which we needed to wait for call-back personnel to put a truck in service to respond.

To demonstrate these extended response times to fires in the community, the below maps display mutual aid response to the City of Cottage Grove and what coverage mutual aid provides for the city when no Cottage Grove crews are staffed and/or available.

St. Paul Park Fire Department

The areas highlighted in the map below is the area in which St. Paul Park Fire Department, based on a turn-out time average, could be responded to within 8 minutes.

Colors represent total response time (turn-out time +drive time) for eight minutes or less



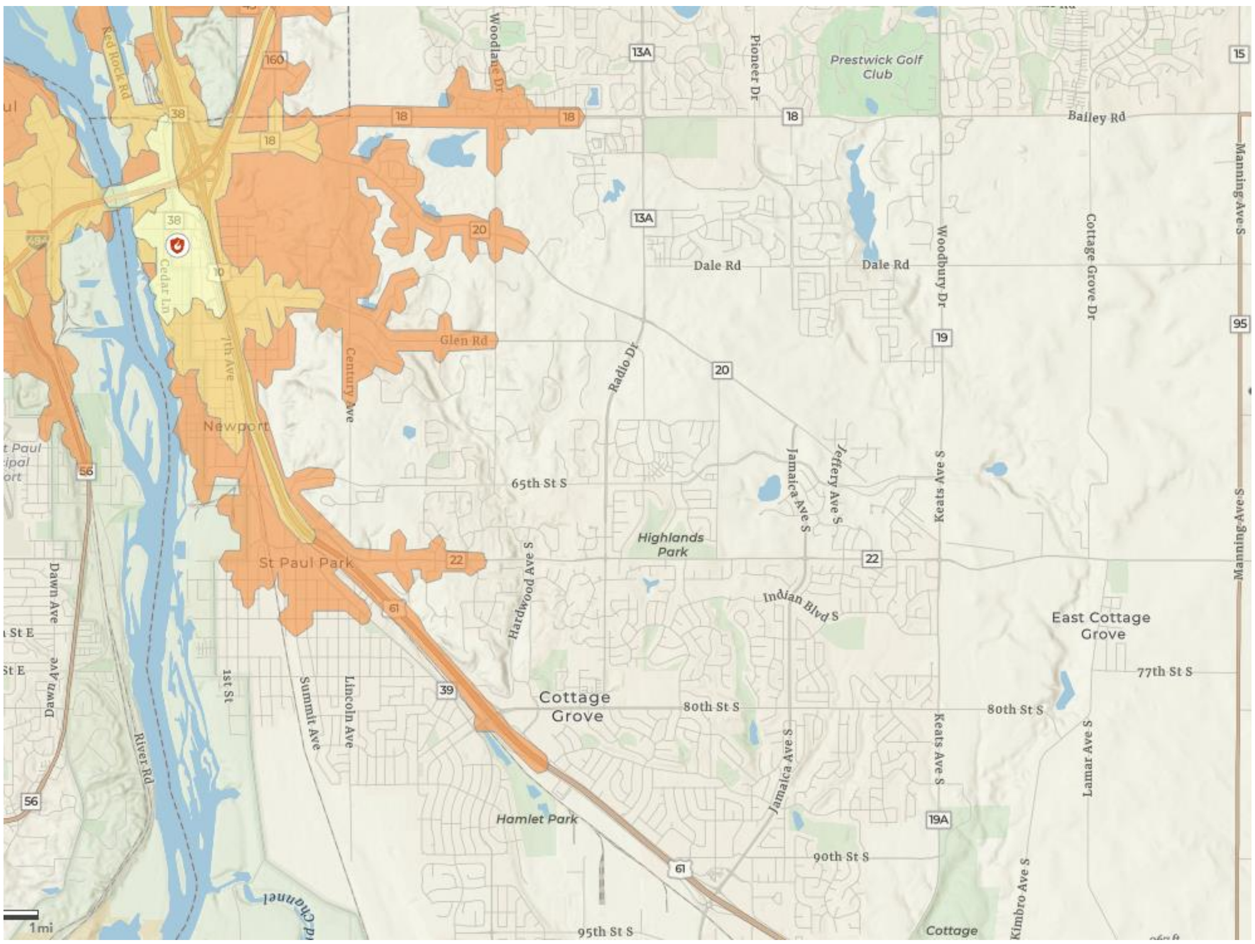
Legend

4-6 minutes

6-8 minutes

Newport Fire Department

Colors represent total response time (turn-out time +drive time) for eight minutes of less



Legend

2-4 minutes

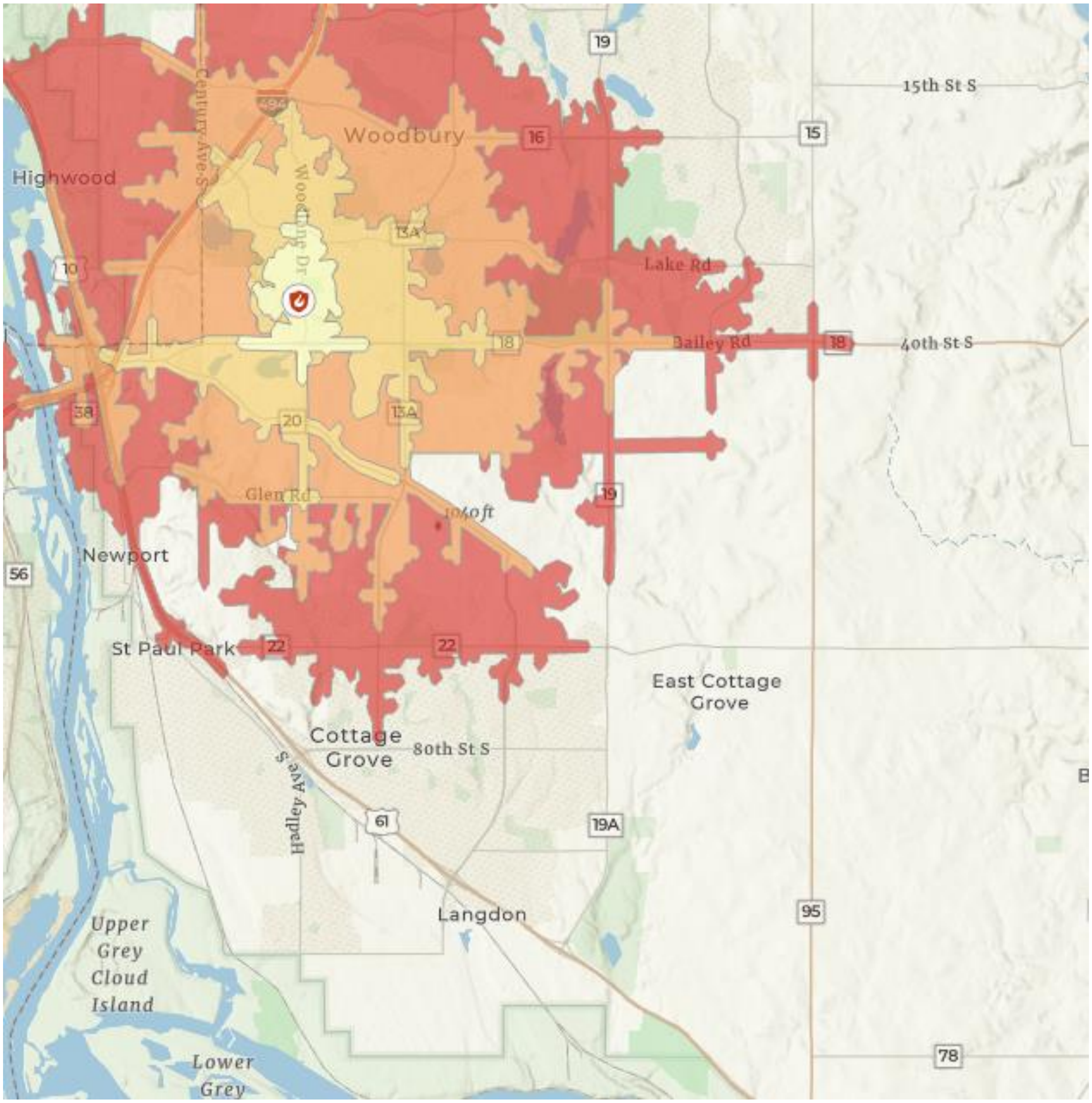
4-6 minutes

6-8 minutes

Woodbury Fire Department

The areas highlighted in the map below is the area in which the Woodbury Fire Department, based on a turn-out assumption of 1:20 minute (based on it being staffed 24/), could be responded to within 8 minutes. The Woodbury Fire Department provides mutual aid fire engine coverage from their Fire Station 3 at 6975 Thames Road.

Colors represent total response time (turn-out time +drive time) for eight minutes of less

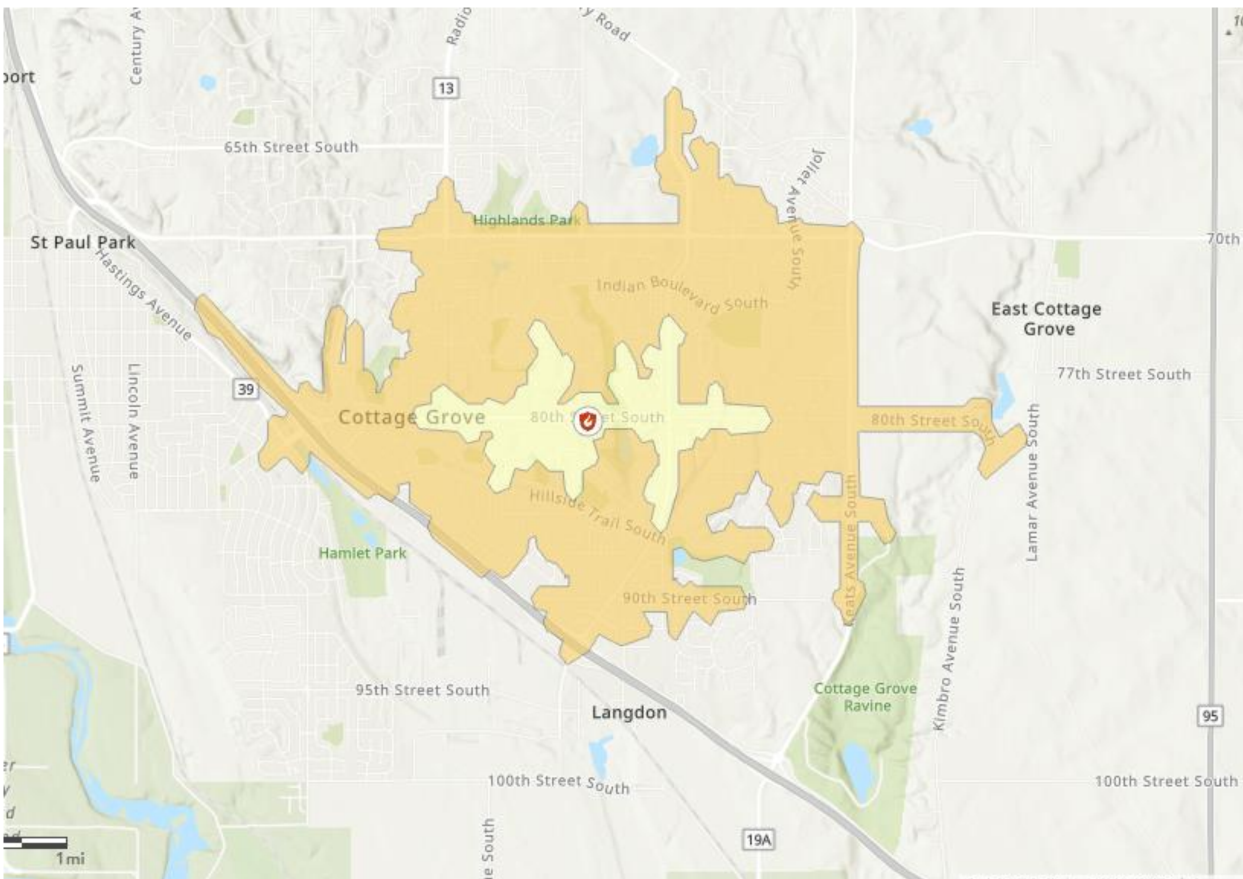


Legend

- 0-2 minutes
- 2-4 minutes
- 4-6 minutes
- 6-8 minutes

Cottage Grove Call-back

The areas highlighted in the map below is the area in which the Woodbury Fire Department, based on a turn-out assumption of 4 minutes, could be responded to within 8 minutes. The Cottage Grove Fire Department call-back requires individuals to respond from home to the fire station to staff a fire apparatus to respond to the fire.

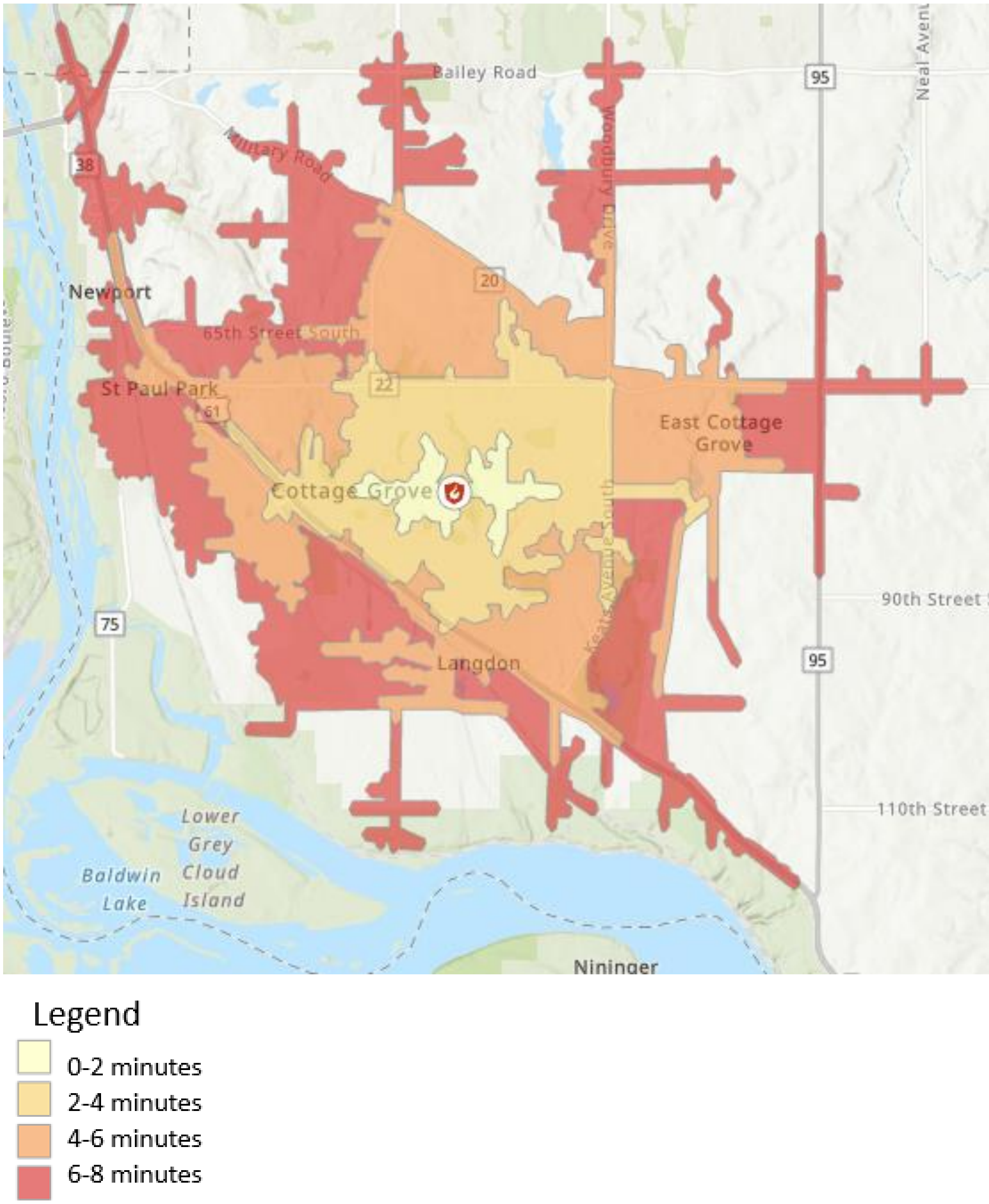


Legend

- 4-6 minutes
- 6-8 minutes

Cottage Grove Fire Department- Staffed response

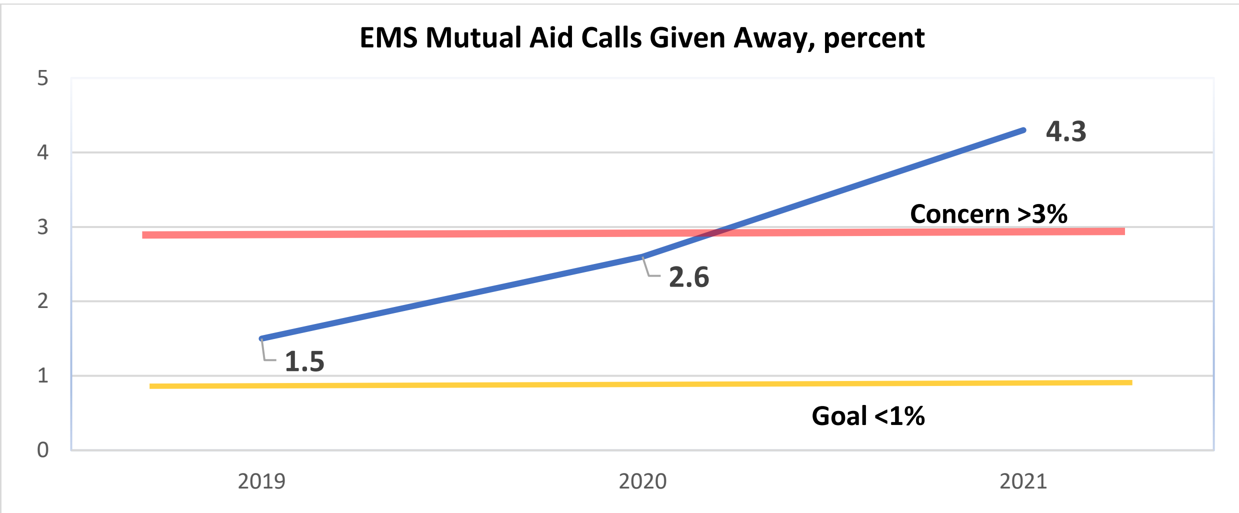
The areas highlighted in the below map is the area in which the Cottage Grove Fire Department can respond within 8 minutes if the central fire department has staff available. A staffed department provides good coverage of the city, especially in the higher population and commercial density areas in the community.



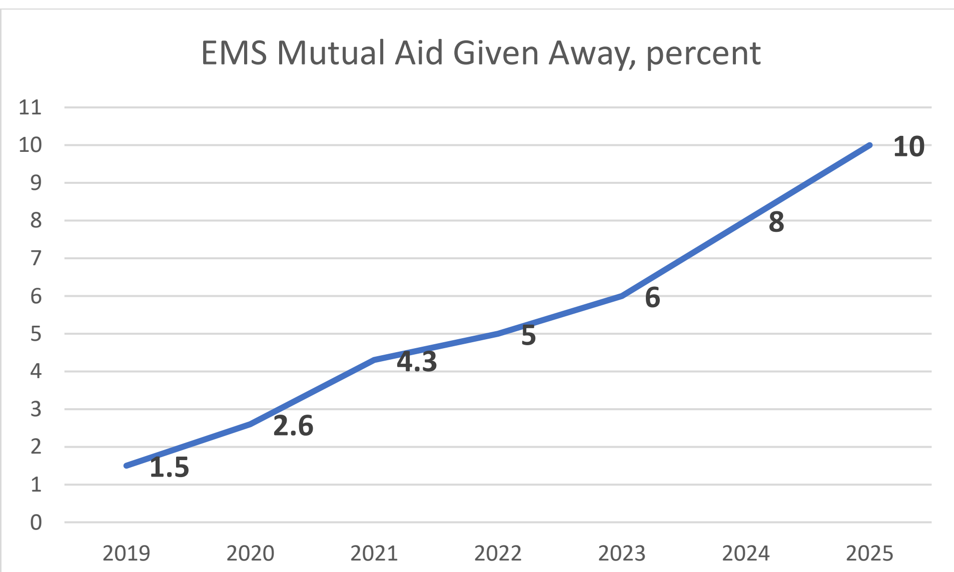
When there is no staff at the fire station to respond to fires, there a significant increase in response time and even with immediate mutual aid requests, the nature of neighboring departments and distance create significant delays in response. These significant delays lead to a major risk in protecting the community from the risk of fire. Furthermore, these maps do not detail the number of staff needed to appropriately staff a first responding fire crew (which should be at least 4) and the further needs to appropriate staff the incident (which is over 15 for a regular single-family home).

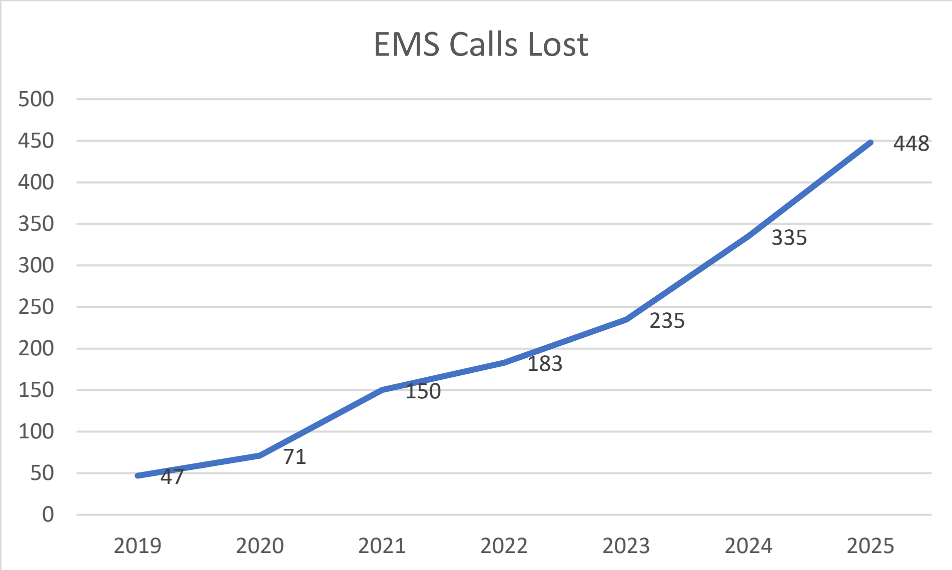
More About EMS Mutual Aid

Unfortunately, the need to rely on mutual aid is increasing exponentially. The Fire Department has seen a 245 percent increase in need for mutual aid EMS since 2019. In 2021 alone, the community experienced 107 incidents in Cottage Grove that had to experience two to three times longer response times due to the need for mutual aid EMS. In fire/EMS, the Fire Department should have a mutual aid need of less than one percent of calls, and three percent is considered a critical level. In 2021, the Fire Department crossed this red line and went significantly above it. The true nature of this is that 1 in 25 calls for service in our community will experience significant increase response times to an emergency.

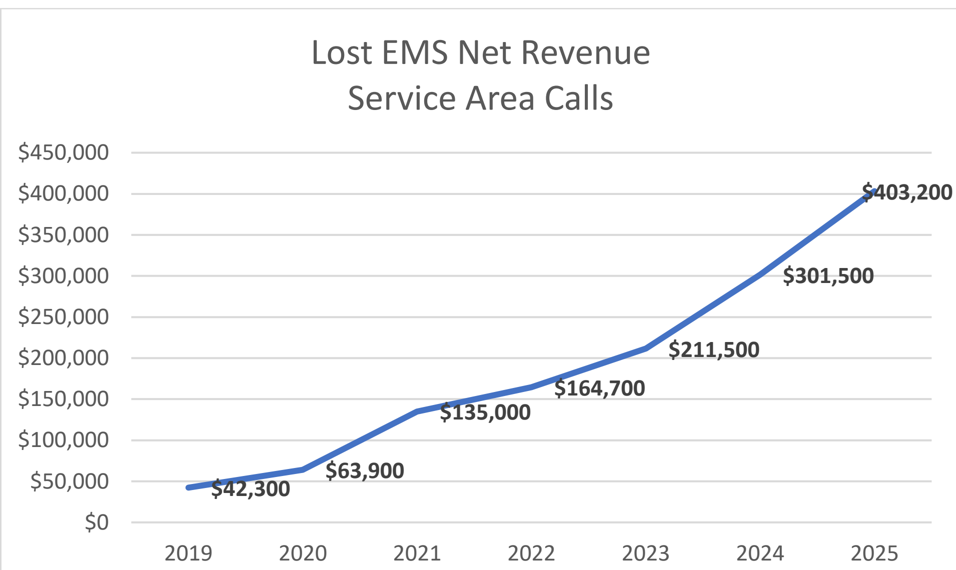


If this trajectory continues without changes in staffing, the Fire Department anticipates a mutual aid call percentage of over eight percent by 2024 and ten by 2025. In 2025 without staffing improvements, one in ten calls for service will have significantly increased response times for residents' emergencies.

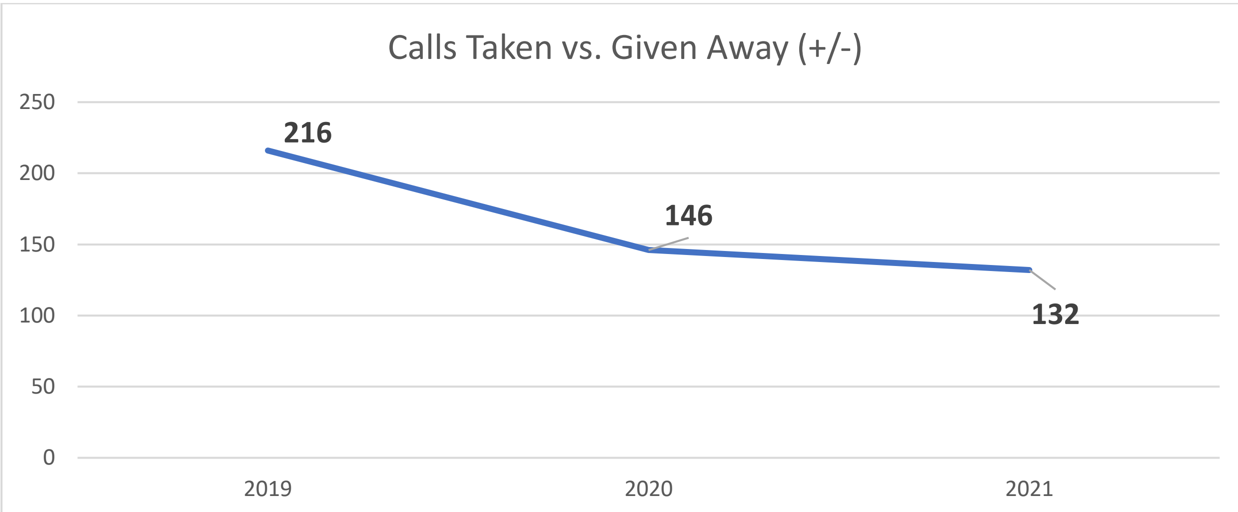




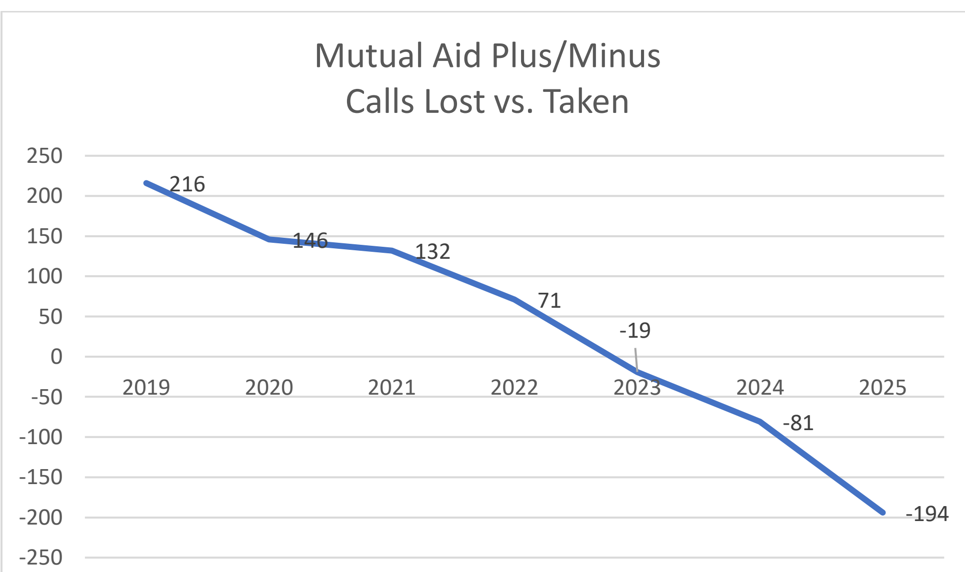
The biggest concern is the double to triple response times that do not represent service excellences, yet it must also be noted the major impact losing EMS calls to mutual aid has on revenues. For those EMS calls the Fire Department lost in its EMS service area which includes Grey Cloud Island Township, Newport and St. Paul Park, there was a loss of over $135,000 in net revenue in 2021 and this will triple by 2025 on the current trajectory without staffing improvements.



One major point of pride for the Fire Department is providing exceptional care to those in Cottage Grove and being available for mutual aid to surrounding community. This has allowed the Fire Department to showcase the great EMS care it provides to other communities, and it has been a great revenue source for the department. the Fire Department has provided much mutual aid to Woodbury, and this has led to the Fire Department taking approximately 282 EMS calls in Woodbury and communities in Dakota County in 2021. For 2021, this led to an additional $120,000 in revenue. While this is a great number, the calls given away has led to a great dent in this “extra” revenue. the Fire Department has referred to this ability to take more mutual aid calls vs. the calls that it has to give away as it mutual aid “plus-minus differential.” In the last three years due to increasing mutual aid needs while seeing the Fire Department’s ability to cover mutual aid calls stay flat, the department have seen a great decrease in the plus minus in both of total mutual aid calls and revenue.



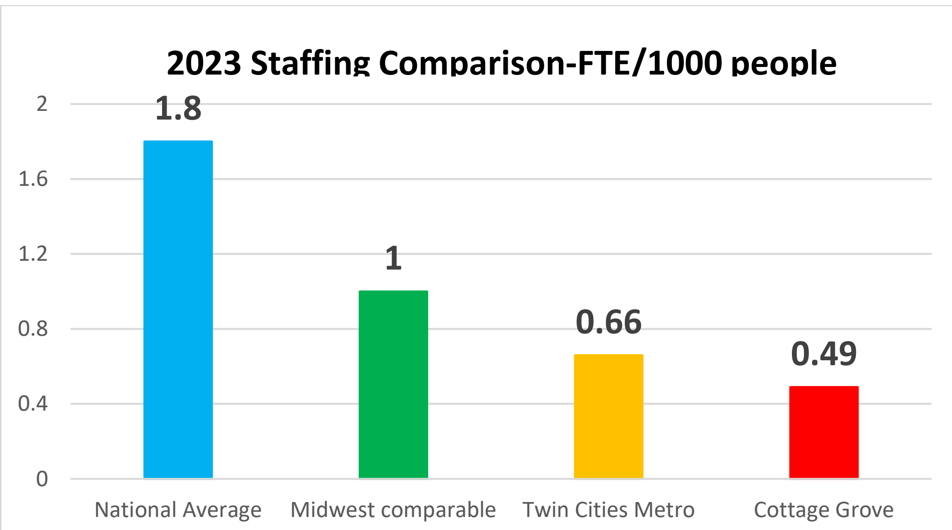
With the current staffing level, the Fire Department is looking at the possibility that it will be giving away more calls than it can take for other communities. Not only will this be a sobering fact on the status of our department’s ability to provide high quality service to the community, it also will lead to significant decreases in revenue. In the below chart, it demonstrates the current trend towards losing more calls to mutual aid than what is taken. This estimation assumes the department will continue to take a similar amount of mutual aid calls as it did in 2021.



Below, the revenue implications are forecasted. As soon as 2023, the Fire Department will give away more mutual aid than it takes which will lead to a net negative revenue for mutual aid calls which will have large budgetary impacts.

How do we compare?

It is helpful to determine staffing levels compared to local departments in the metro area. Although each community is unique in its needs, there is common needs within in the region. In terms of comparison cities in the Metro, the fire department evaluated itself against communities of 25000-50000 and where the fire department provided Advanced Life Support ambulance. This offers comparison to the cities of Burnsville, Edina, Maplewood, Oakdale and White Bear Lake. Please note Cottage Grove and White Bear Lake are the two departments that continue to use part-time and full-time "combination" models. Minnesota has traditionally had dismal fire service spending per capita which ranks Minnesota in the bottom five in fire service spending compared to all 50 states. This background is important to appreciate as even the most well-staffed department in Cottage Grove's comparable cities is still significantly under the national average of firefighters per capita and Midwest comparable cities. The comparison is for shift-based staffing and does not include administrative (chief) staffing. The below graph demonstrates how the Cottage Grove Fire Department compares to metro area comparable departments along with national and regional comparable:



More about the Cost of Part-Time Firefighter Turnover

Although the data indicates a roster of over 40 part-time firefighters for several years, many of these firefighters never completed field training process (FTO[5]) and never worked "on-shift." This is reflected in the Fire Department's 2-year and 5-year retention. Part-time firefighters available to work on-shift (this requires completion of FTO) was in the 30s range for the last 5 years.

This lack of part-time firefighters has led to significant decreases in ability to staff shifts, even to minimal levels. When part-time shifts are not covered to meet minimal staffing needs, the burden of this staffing falls to full-time staff and many times this must be covered with full-time overtime shifts. This problem has come so exacerbated, the fire department is averaging 15 hours per day of uncovered part-time shift coverage in 2022 over the first six months of the year.

High turn-over destroys organizational culture and has a major factor on delivering consistent high-quality services. In addition, it has a significant financial cost in terms of training, FTO, equipment and so forth. For example, the 20 firefighters that did not make it to 5-years would have cost $60,000 in gear and equipment. The likely cost to equip, train

[5] FTO represents "Field Training Officer" which refers to the on-the-job training and orientation that occurs for all firefighters and is overseen by a Field Training Officer. Firefighters must successfully complete FTO to work independently as a Firefighter

and support a part-time firefighter is likely over $10,000 per firefighter over the first five years. While the cultural and quality pieces of high part-time turnover is difficult to quantify, the fiscal costs are staggering and concerning when compounded throughout the years of high turnover.

City Council Action Request

3.C.

Meeting Date	7/12/2023
Department	Public Safety
Agenda Category	Action Item
Title	Dissolution of Fire Relief Association
Staff Recommendation	
Budget Implication	

Attachments

1.	Dissolution of Fire Relief Association Council Memo 07.06.23
2.	PT Firefighter Survey Results

To: Honorable Mayor and City Council
Jennifer Levitt, City Administrator

From: Richard Redenius, Deputy Director of Public Safety
Peter J Koerner, Director of Public Safety

Date: July 5, 2023

Subject: **DISSOLUTION OF FIRE RELIEF ASSOCIATION**

Introduction

In 2020, the Minnesota legislature adopted Minnesota Statutes, Section 424B.22 to provide the exclusive method for terminating firefighter retirement plans and dissolving Fire Relief Associations. Section 424B.22 provides both a voluntary and involuntary dissolution process. In the last year, fire has been reviewing staffing and we found cities have dissolved their fire relief association. Some cities dissolved and went to a PERA Coordinated plan. They were able to utilize the fire relief aid for funding of the part-time firefighters.

The City of Cottage Grove is exploring an option to dissolve the Fire Relief Association, which would provide a payout to all current and past part-time Fire Department members with 12 service credits, prior to age 50 and without tenure requirement.

The Cottage Grove Fire Department (CGFD) has experienced several years of increased call volume and had not increased staffing to meet this demand for service. Demand for service continues to grow along with the City of Cottage Grove, and the Fire Department remains committed to delivering excellent service, cost-effectively, to meet the needs of the community. Our delivery model has evolved with many changes, including transitioning from police/paramedic to fire based model, implementing duty crews and our current Central Fire Station response model. We are evaluating our current model (3 full-time admin, 12 full-time firefighter/paramedics and identifying the needed number of part-time firefighters).

Cottage Grove remains committed to recruiting and retaining part-time firefighters and to maintaining a true combination department. The City is not immune from national and local trends toward fewer qualified candidates and more turnover of current part-time employees. With the full support of the City, the CGFD has taken many steps to stimulate recruiting and retention of part-time firefighters, including:

- Wage increase of over 20% over three years, and inclusion of part-time firefighters in City cost of living adjustments (COLA)
- Parallel increase in retirement benefits for part-time firefighters, current and planned
- Reduction in the required monthly shifts to 36 hours (3 shifts) per month
- Reduction in the requirement for off-shift training to a minimum of four training sessions per year

In 2017, the Cottage Grove Fire Relief Association transitioned from a Fire Relief Association run pension fund to the Minnesota Statewide Volunteer Firefighter (SVF) Plan administered by PERA. While the transition was approved, the Fire Relief Association did not update their by-laws as required. They still follow the board that includes the City Administrator, Finance Director, Fire Chief and two Relief members.

Discussion
On June 5, 2023, we met with a majority of the part-time firefighters. We stressed to them that we are committed to the part-time firefighters (combination model), and they are a critical component to our delivery model and staffing.

The City of Cottage Grove currently has the authorized staff of 3 full-time admin (command and fire marshal), 12 full-time firefighter/paramedics and 40-50 part-time firefighter/EMTs/paramedics. The actual roster of part-time firefighters has long been below 50 due to availability, and a more typical roster is 25-35 personnel ready for duty.

A review of the last five years of hours worked shows that even with an increase in demand, part-time staff have left shifts unfilled. The chart below shows the continued decline in part-time staffing hours worked, even though the amount of budgeted hours has not decreased.

Year	Hours Worked
2018	26,335.35
2019	28,171.15
2020	24,627.20
2021	23,627.20
2022	20,266.32

During the staffing plan journey, we identified the need for clear expectations and the need to evaluate the current commitment requirements.
- What are the needed hours for staffing
- Minimum hours/response distance/call backs
- Training commitments
- Supervision opportunities
- Equipment and gear
- Work life balance
- Positive Culture

The City of Cottage Grove values the part-time fire team and is therefore exploring a more robust part-time recruitment and retention system. In an effort to more clearly understand what factors may influence our part-time members, we asked them to complete a survey.

After discussing options, the members were given a survey. The first question was are you supportive of the dissolution and payout offer? Nineteen (19) members voted “yes”, and six (6) members voted “no”. Members were also asked to “rank the following in order of importance to you with 1 being most important and 8 being least important.” The following is the ranking:

1. Higher hourly pay

2. Experience pay (higher hourly rate for every 5 years of service)
3. Bonus pay for every quarter in good standing
4. Emergency shift-pick-up bonus
5. Reduced hourly requirement/no all-call quota
6. A part-time to full-time opportunity training system
7. Contributions to employee benefits
8. Professional development and training opportunities

(* Options 3, 4, 5, and 6 are all within 0.67 points average ranking)

Financial Implications

The current SVF fund is held at the State and not the City, meaning there are no financial implications when the funds are dispersed by the State. The dissolution would allow the City to utilize the State Fire Aid (often referred to as 2% funding) currently in the amount of $266,000.00. These funds can be used for both part-time and full-time staffing. These funds will enable the City to offer a higher hourly wage, experience pay, and an annual bonus for being in good standing to part-time, which was what they indicated was the highest priority to them. These factors will help in attracting new talent and retaining the existing part-time staff.

Regardless of their age, the Cottage Grove members eligible to receive a benefit will have the option to roll it over to another tax-qualified account (a traditional IRA is a great example), to receive a direct payout, or to split the benefit between a rollover and direct payout. The members will make their rollover/direct payout elections on the benefit application forms that PERA will provide.

If dissolution takes place:

- Members would be hired back as part-time employees with the PERA coordinated benefit starting at the hired back time (not retro to original hire date)
- Seniority will still be based on original hire date with the department
- Complete an application
- Since they are in good standing, there would be no probation period, psychological or physical (members currently participate in a yearly physical)
- Updated job description with requirements clearly explained (members are only allowed a maximum of 120 hours per month, otherwise benefits would need to be offered)

PERA will provide the final benefit amount if the dissolution is approved. All calculations have been estimates. We have verified all service credits.

PERA Coordinated Plan

All members would be enrolled in the PERA Coordinated plan when hired back. The current plan includes:

- Defined Benefit Pension Plan (Note SVF was a lump-sum defined benefit pension plan)
- Employer and Employee Contributions as set by State (Currently 7.5% and 6.5%)
- Vested after 3 years (became 3 years in this year's legislative session)
- Service Credit for each month that you are compensated
- Retirement Benefits

- Partial benefits beginning at 55. Full retirement matches social security but no later than 66.
- Benefit Based on high-five salary and years of service

Age 55 and 15 service years = 10.18%, or Age 66 and 20 service years = 20.35%. Single Survivor Benefit

Next Steps

With Council approval to move forward with dissolution, we would meet with the part-time staff for them to start the dissolution process to be effective for 2024. Currently, a majority are in favor of dissolution, we would begin an aggressive hiring campaign to replace any current members who chose not to re-apply to the department and add to our number. The total number of replacements needed would not be known until the dissolution takes place. We will also be updating our minimum requirements for part-time members such as monthly hour requirements, response distance and all-call quota. Staff will develop a recruitment program that includes a specific timeline and better onboarding process. With the staff survey, we were provided with suggestions for recruitment and retention which are now being explored.

Recommendation

Authorize exploring the dissolution of the Fire Relief Association.

Attachment: PT Firefighter Survey Results

PART-TIME FIREFIGHTER SURVEY RESULTS

Are you supportive of the dissolution and payout offer?

Yes: 19 votes

No: 6 votes

Please rank the following in order of importance to you with 1 being most important and 8 being least important.

1. Higher hourly pay
2. Experience pay (higher hourly rate for every 5 years of service)
3. Bonus pay for every quarter in good standing
4. Emergency shift pick-up bonus
5. Reduced hourly requirement/no all-call quota
6. A part-time to full-time opportunity training system
7. Contributions to employee benefits
8. Professional development and training opportunities

*Options 3, 4, 5, and 6 are all within 0.67 points average ranking

PART-TIME FIREFIGHTER SURVEY RESULTS

Do you have any other ideas to help with recriutment and retention?

- Follow policy you have in place. Rick stated there would always be a PT chief as long as he is chief. Also we are slotted for 7 lieutenants and we have 4 with no plan to replace the 3. And the lieutenant position is not used any more due to step up captains.
- Sick time accrual bank. Knowing the limitations of the Fire Dept.
- I believe that part time staff that have been here working to excel in the career with the department should be picked for a full-time position before outside applicants. This would cost the city less and save time with training. This will also give part time staff something to work towards. People want a career and start at the bottom want to be recognized for the hard work and make it worth working and have pride in working for the city. Feels like now individuals are cherry picked. Culture in the department needs to improve A LOT - currently very negative.
- HSA contribution. Education benefits (pay for college credit.) PERA coordinated matching at 7.5%.
- Drop all call requirements. Increase overtime min to 4 hours. Minimum shift hours 36 per month. Let us contribute to the 457 plan.
- Move the termination date to November 1st so I can get 1 service credit.
- Fix the moral of the dept. Many people are not happy on how we are being treated by certain FT/leadership. I like the idea of quarter bonus! Revamp hiring requirements right now we are limiting apps by requiring EMT and living distance.
- 3 Part-time staff 1800-0600. 24-36 hours monthly hours work. All calls: bonus pay - still need to protect city.
- Do current part time officers/lieutenants lose their rank if bought out and brought back? I'm hoping something like that don't happen as it does not help with professional development.
- Recruitment - market to high school students and to Century College's FFI & FFII program. Retention - 36 hour requirement across all three shifts.
- Eliminate the requirements to apply PT (IMT, city limits). This will help your recruitment efforts. Eliminate the requirements to stay (callbacks, hours, additional trainings.) This will help you retention. Why at a time when it's hardest to recruit/retain do we make it harder?
- Hire from further than 15 minutes from station. Stop favoritism between Chiefs and A shift. Don't hold it against people if they don't have the non-required certs.
- You have to fix B shift. They treat part time very poorly. People have left because of how they are treated. People won't come back because of B shift. Everyone is aware of the issues yet refuses to do anything about them.
- Have the applications easily accessible on the city website. Ask the tax payers to allow you to raise taxes to increase safety.
- As a PT employee, we should have the opportunity to become a FT - training, schooling with a guarantee of hire.