

**AGENDA
CITY COUNCIL
WORK SESSION MEETING
CITY OF WYOMING, MINNESOTA
APRIL 28, 2021
6:00 PM**

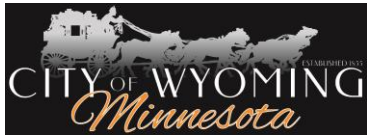
CALL TO ORDER:

CALL OF ROLL:

DETERMINATION OF A QUORUM:

1. To continue discussion regarding financial impacts of facilities and street CIP in relation to the City's long term plan
2. American Rescue Plan Act Discussion
3. To consider Diversity, Equity and Inclusion Training Program

ADJOURN



Date: April 26, 2021

Presented to: Mayor Iverson and City Council Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: Discussion Regarding City Facilities, Streets CIP and Financial Impacts

Background Information:

The Wyoming City Council continues to work towards a master facility plan and consideration. At the April 7th, 2021 Wyoming City Council work session Wold Architects had a presentation that continued discussions on priorities and options for existing or planning for new facilities. Wold Architects provided analysis that focused on option analysis, facility projected need, short and long term priorities, historical cost data and financial estimates of options and financial impacts.

The Recommendations identified the following:

New Public Safety Facility, renovate City Hall, & Public Works:

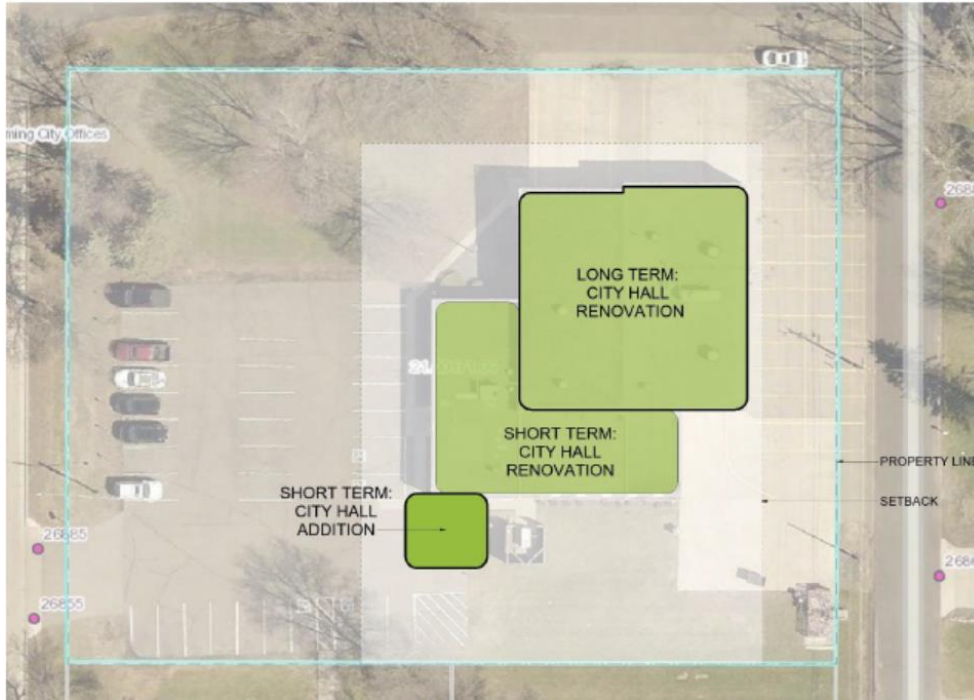
Public Safety:

- Create new Public Safety Facility on greenfield site, this facility will consist of Police and Fire departments.
- Impound lot to be located by Public Safety
- Meets all needs to 2040



City Hall:

- Short Term: Renovate the existing City Hall facility to accommodate ADA and Safety Concerns.
- Long Term: Renovate the full facility to accommodate future City Hall needs and space deficiencies. Excess square footage will be repurposed for City functions.
- Meets all needs to 2040



Public Works:

- Build a new office and heated garage facility on the township property
- Add an addition to the existing Cold storage facility on township property.
- Meets all needs to 2040



After the presentation council reviewed some of the financial impacts of current costs vs. construction inflation costs into future years based on square foot.

Cost/ SF Recommendations:

<u>New Construction:</u>	<u>2023</u>	<u>2030</u>	<u>2040</u>
Public Safety Facility	\$ 300	\$ 412	\$ 610
Fire Department	\$ 325	\$ 428	\$ 633
Police Department	\$ 300	\$ 395	\$ 584
Public Works	\$ 200	\$ 263	\$ 389
<u>Addition/ Renovation</u>			
Public Safety Facility	\$ 290	\$ 382	\$ 565
Fire Department	\$ 300	\$ 395	\$ 584
Police Department	\$ 280	\$ 368	\$ 545
Public Works	\$ 150	\$ 197	\$ 292

The Presentation concluded with Short Term Recommendations and cost for each facility along with preliminary high level financial impacts:

• Public Safety:	\$ 11,880,000
• New Public Safety Facility on greenfield site; includes Police and Fire	
• City Hall:	\$ 1,350,000
• Renovation and Addition at existing City Hall facility for ADA and Safety concerns.	
• Public Works:	
• Build a new office and heated garage facility on the township property	\$ 5,200,000
• Add an addition to the existing Cold storage facility on township property	
Recommendation Total:	\$ 18,430,000

Financial Impacts

	2021	2022	2023	2024	2025	2026	2027
	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts
Total City Levy Tax Rate	43.31%	44.54%	53.34%	52.72%	51.18%	50.91%	49.42%
Population	8,131	8,213	8,295	8,378	8,461	8,546	8,631
Median Home Value	\$ 275,834	\$ 284,109	\$ 292,632	\$ 301,411	\$ 310,454	\$ 319,767	\$ 329,360
Median Home Taxes (from city)	\$ 1,141	\$ 1,213	\$ 1,503	\$ 1,536	\$ 1,541	\$ 1,585	\$ 1,590
% change from prior year \$'s	2.79%	6.34%	23.86%	2.19%	0.38%	2.82%	0.34%
Increase (decrease) from prior year		\$ 72	\$ 290	\$ 33	\$ 6	\$ 43	\$ 5
Notes:							
2009A bond paid off in 2025							
2016A Bond paid off in 2027							
2022A Bond - first payment in 2023							
2025A bond - first payment in 2026							

After discussion with council it was determined that they wanted more information regarding the impact of facility costs and discussed the potential of a task force or residents and businesses owners to review the facility needs.

The second item that was discussed that night was the City of Wyoming Street Improvement Program. The City Wyoming improves and maintains a select number of local streets each year. The selected streets are identified annually in the five-year Capital Improvement Plan Improvements are prioritized based on factors such as age, street condition, utilities condition and the type of street.

The city utilizes a pavement management index that helps guide the city to make strategic decisions related to roadway maintenance. The City continues to make improvements to this program to preserve and extend the useful life of the City's asset or roadways, provide safe and efficient travel of its citizens, retain property values, keep the city attractive and desirable and minimize cost to the property owners and taxpayers. This activity helps complete a general maintenance and reconstruction of streets and strategies for the financing of the activities.

The City of Wyoming has taken an extremely proactive approach in reconstructing streets. In Total the City of Wyoming has reconstructed approximately 17.5 miles of its 68 Miles of City Streets. The City has been proactive on the maintenance of new and existing streets utilizing overlays, sealants, and crack filling. These maintenance actions are anticipated to last many years and are cost effective. Making strategic decisions related to roadway maintenance activities to maximize the useful life of pavement and to minimize maintenance costs by performing proper actions at the optimum time.

Staff worked with the council to discuss if the current 5 year CIP is the vision the council has for the city. Staff also presented an update that currently the city budgets annually \$100,000 for maintenance of city streets and the updated amount should be closer to \$177,000. Staff has been suggesting that project of bonding for streets needs be reduced from its current rates. Staff suggested that the council evaluate a higher debt levy for the street program or to look at alternative uses like Franchise Fees. The Current Draft Long term plan shows an annual revenue of \$270,000 from the utilization of franchise fees.

Staff asked council for feedback of the utilization of franchise fees, levy dollars and raising the maintenance budget for city streets from \$100,000 to \$177,000. Council asked that staff show both the impacts of streets and facilities on the city's long term plan and different options. Council also discussed the potential of a street task force.

APRIL 28, 2021 MEETING

Per council direction city staff and the city's financial consultant AEM has updated the Long Term Plan to review the impacts of the city's potential facility costs, the five year street CIP and long term costs of the street improvement program. The updates include options for street funding program utilizing levy dollars and franchise fees. The increased annual contribution has gone from approximately \$270,000 to \$290,337 based on the increased maintenance costs from \$100,000 to \$177,000. Staff will have a presentation to go through the updated plan and to answer questions that council may have as well. At the bottom of this plan you will find the impacts of franchise fees and how that would be allocated to businesses and residents for the annual amount of \$290,337 necessary for the street program.

CITY OF WYOMING, MINNESOTA
LONG TERM PLAN
Presented on April 28, 2021

Prepared by AEM Financial Solutions, LLC.

Draft

THIS PAGE IS LEFT
BLANK INTENTIONALLY

Draft

City of Wyoming, Minnesota
Long Term Plan
Table of Contents

	<u>Page No.</u>
Compilation Disclosure	5
Introductory Section	
Transmittal Letter	8
Financial Section	
Schedule of Property Taxes Levied and Tax Rates	12
Schedule of Annual Fund Cash Balances	14
Outstanding Debt Schedule	16
Transfer Schedule	19
Capital Improvement Plan	
Police Forfeiture 201	
Schedule of Planned Capital Outlay 2020 to 2025	20
Schedule of Projected Revenue, Expenditures and Debt	20
Police Impounds and Tows 202	
Schedule of Planned Capital Outlay 2020 to 2025	22
Schedule of Projected Revenue, Expenditures and Debt	22
Capital Equipment 401	
Schedule of Planned Capital Outlay 2020 to 2025	24
Schedule of Projected Revenue, Expenditures and Debt	26
Park Acquisition 404	
Schedule of Planned Capital Outlay 2020 to 2025	28
Schedule of Projected Revenue, Expenditures and Debt	28
Trail Development 405	
Schedule of Planned Capital Outlay 2020 to 2025	30
Schedule of Projected Revenue, Expenditures and Debt	30
MSA 407	
Schedule of Planned Capital Outlay 2020 to 2025	32
Schedule of Projected Revenue, Expenditures and Debt	32
Street Replacement 408	
Schedule of Planned Capital Outlay 2020 to 2025	34
Schedule of Projected Revenue, Expenditures and Debt	36
Capital Revolving 409	
Schedule of Planned Capital Outlay 2020 to 2025	38
Schedule of Projected Revenue, Expenditures and Debt	38
Gambling Proceeds 490	
Schedule of Planned Capital Outlay 2020 to 2025	40
Schedule of Projected Revenue, Expenditures and Debt	40
Water Utility Fund 601	
Schedule of Planned Capital Outlay 2020 to 2025	42
Statement of Cash Flows	44
Sewer Utility Fund 602	
Schedule of Planned Capital Outlay 2020 to 2025	46
Statement of Cash Flows	48
Surface Water Fund 651	
Schedule of Planned Capital Outlay 2020 to 2025	50
Statement of Cash Flows	52
Additional Graphical Analysis	54
Appendix	
Schedule of Property Taxes Levied and Tax Rates	58

THIS PAGE IS LEFT
BLANK INTENTIONALLY

Draft



AEM Financial Solutions™

April 26, 2021

COMPILATION DISCLOSURE

Honorable Mayor and City Council
City of Wyoming
Wyoming, Minnesota

We have compiled the accompanying forecasted long-term plan that includes property tax, tax rate, cash balance and debt projections based on input from City staff. This projection incorporates estimates through December 31, 2025. This forecast was compiled in accordance with attestation standards established by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of forecast information that is the representation of management and does not include evaluation of the support for the assumptions underlying the forecast. We have not examined the forecast and, accordingly, do not express an opinion or any other form of assurance on the accompanying statements or assumptions. Furthermore, there will usually be differences between the forecasted and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

Sincerely,

AEM FINANCIAL SOLUTIONS, LLC

THIS PAGE IS LEFT
BLANK INTENTIONALLY

Draft

INTRODUCTORY SECTION

CITY OF WYOMING, MINNESOTA
LONG TERM PLAN

Draft



AEM Financial Solutions™

April 26, 2021

Honorable Mayor and City Council
City of Wyoming
Wyoming, Minnesota

Introduction

We have prepared the attached 2020 - 2025 Long-term Financial Plan (the Plan) for the City that is intended to give a big picture view of the financial status of each fund as it stands currently and how forecasted assumptions will change the financial status five years from now. We have measured and projected operations, capital and debt for the City based on assumptions made by management.

Assumptions

The following assumptions have been used to calculate the projections in this report:

Interest earnings	1.00%
General Fund levy growth	3.50%
Governmental fund revenue growth	2.00%
Governmental fund expenditure growth	3.00%
Governmental funds debt term	15
Governmental funds debt term (NEW PROJECTIONS)	20
Governmental funds debt interest rate	3.00%
Governmental funds debt interest rate (NEW PROJECTIONS)	1.50%
Water Fund revenue growth	5.00%
Sewer Fund revenue growth	1.50%
Surface Water Fund revenue growth - assumptions based on Baker Tilley report	
Enterprise fund expense growth	3.00%
Tax capacity growth	5.00%
Population growth	1.00%
Median home value	\$ 260,000
Median home value growth	3.00%
Average new home value	\$ 335,440
Average new home value increase	1.00%
Number of homes built per year - 2021	30
Number of homes built per year - 2022 - 2028	25
Property tax class rate for residential	1.00%

Key Highlights

- The General fund tax levy is set to cover the cost of operations and is projected to increase 3.50 percent annually.
- The issuance of bonds is projected for Facilities in 2023 and 2025 and for Street Replacement in 2025. To repay these bonds, the first tax levy increase is projected in 2023. The 2009A bond is fully repaid in 2025 and the reduction of this payment helps to offset the increase in tax levy for the 2023A bond issue.
- Total taxes levied is projected to increase from \$4.4 million to \$6.5 million over the duration of this Plan. The anticipated increase in tax capacity will offset some of this increase in terms of future projected tax rate which is estimated at 43.31 percent in 2021 increasing to 51.23 percent in 2025.
- The Water and Sewer enterprise funds are as projected in the 2018 Rate Study. Baker Tilly prepared a utility rate analysis for the City. Annual review of the City's utility rates is strongly recommended to further analyze rates and ensure that adequate working capital and reserves are in place for future infrastructure needs.
- The Surface Water enterprise funds are as projected in the 2020 Stormwater Utility Study. Baker Tilly prepare a utility rate analysis for the City.
- The total cash position of the City is projected to decrease from \$15.3 million (2019 actual) to \$7.4 million (2025 Estimated) as cash reserves are utilized for capital needs.

Recommendations

- The Plan assumes implementation of franchise fees in 2021. In 2021, 3 months of revenue are included. The fees are projected to provide approximately \$290,337 funding annually for street improvement projects. For comparative purposes, Franchise fees were compared to the property tax levy for impacts. If a property tax levy is used rather than Franchise fees, the impact to the median valued home is a 2022 property tax increase of \$73. The impact to a residential customer using franchise fees is \$63 on an annual basis.

The Plan is based on several assumptions prepared by Management and should be revisited on an annual basis to ensure the assumptions align with specific performance.

THIS PAGE IS LEFT
BLANK INTENTIONALLY

Draft

FINANCIAL SECTION

CITY OF WYOMING, MINNESOTA
LONG TERM PLAN

Draft

City of Wyoming, Minnesota
Schedule of Property Taxes Levied and Tax Rates
For the Years Ended December 31, 2019 and 2020 (Actual) and 2021 to 2025 (Estimated)

	2019 Actual Amounts	2020 Actual Amounts
Property Taxes Levied for General Purposes		
101 General	\$ 3,133,878	\$ 3,276,818
280 EDA	42,000	42,000
Subtotal	3,175,878	3,318,818
Property Taxes Levied for Capital		
401 Capital Equipment	299,550	265,588
404 Park Acquisition	5,611	10,000
405 Trail Development	-	-
407 MSA	-	-
408 Street Replacement	-	-
Subtotal	305,161	275,588
Property Taxes Levied for Debt Service		
337 G.O. Imp Bonds 2009A	155,721	150,996
338 G.O. Imp Bonds 2015A	316,955	317,690
339 G.O. Imp Bonds 2016A	102,863	101,650
340 G.O. Imp Bonds 2018A	25,617	104,487
341 G.O. Imp Bonds 2020A	-	-
TBD G.O. Imp Bonds 2023A and 2025A	-	-
Subtotal	601,156	674,823
Total Taxes Levied	\$ 4,082,195	\$ 4,269,229
Tax Capacity		
Personal and Real Estate	\$ 8,928,898	\$ 9,726,167
Estimated New Growth	-	-
Adjusted net tax capacity	\$ 8,928,898	\$ 9,726,167
Tax Rates		
General	35.57%	34.12%
Proposed capital levies	3.42%	2.83%
Scheduled debt levies	6.73%	6.94%
Proposed debt levies	0.00%	0.00%
Total City Levy Tax Rate	45.72%	43.89%
Population	7,971	8,051
Taxes per Capita	\$ 512	\$ 530
Median Home Value	\$ 260,000	\$ 267,800
Median Home Taxes (from city)	\$ 1,126	\$ 1,118
% change from prior year \$'s		-0.68%
Tax Levy (\$)		
General	\$ 3,175,878	\$ 3,318,818
Proposed Capital	305,161	275,588
Existing Debt	601,156	674,823
Proposed Debt	-	-
Tax Levy (%)		
General	78%	78%
Proposed Capital	7%	6%
Existing Debt	15%	16%
Proposed Debt	0%	0%
General Fund Percentage Change in Levy (%)		4.56%

2021	2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ 3,354,083	\$ 3,471,476	\$ 3,592,978	\$ 3,718,732	\$ 3,848,887
42,000	42,000	42,000	42,000	42,000
3,396,083	3,513,476	3,634,978	3,760,732	3,890,887
170,000	200,000	225,000	250,000	300,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	300,000	500,000	600,000	600,000
170,000	500,000	725,000	850,000	900,000
150,681	200,000	200,000	200,000	200,000
275,000	275,000	275,000	275,000	275,000
125,906	124,404	127,967	126,096	129,308
107,217	104,540	101,862	104,435	101,600
226,421	222,116	223,061	223,901	224,636
-	-	-	920,337	923,618
885,225	926,060	927,890	1,849,768	1,854,161
\$ 4,451,308	\$ 4,939,536	\$ 5,287,868	\$ 6,460,500	\$ 6,645,049
\$ 10,277,068	\$ 10,790,921	\$ 11,330,467	\$ 11,896,991	\$ 12,491,840
-	85,546	86,401	87,265	88,138
\$ 10,277,068	\$ 10,876,467	\$ 11,416,869	\$ 11,984,256	\$ 12,579,978
33.05%	32.30%	31.84%	31.38%	30.93%
1.65%	4.60%	6.35%	7.09%	7.15%
8.61%	8.51%	8.13%	7.76%	7.40%
0.00%	0.00%	0.00%	7.68%	7.34%
43.31%	45.41%	46.32%	53.91%	52.82%
8,131	8,213	8,295	8,378	8,461
\$ 547	\$ 601	\$ 638	\$ 771	\$ 785
\$ 275,834	\$ 284,109	\$ 292,632	\$ 301,411	\$ 310,454
\$ 1,141	\$ 1,237	\$ 1,305	\$ 1,570	\$ 1,591
2.05%	8.44%	5.47%	20.36%	1.32%
\$ 3,396,083	\$ 3,513,476	\$ 3,634,978	\$ 3,760,732	\$ 3,890,887
170,000	500,000	725,000	850,000	900,000
885,225	926,060	927,890	1,849,768	1,854,161
-	-	-	920,337	923,618
76%	71%	69%	58%	59%
4%	10%	14%	13%	14%
20%	19%	18%	29%	28%
0%	0%	0%	14%	14%
2.36%	3.50%	3.50%	3.50%	3.50%

City of Wyoming, Minnesota
Schedule of Annual Fund Cash Balances
For the Years Ended December 31, 2019 (Actual) and 2020 to 2025 (Estimated)

		2019	2020
		Actual	Actual
		Amounts	Amounts
GOVERNMENT-TYPE			
General Operations			
101	General	\$ 2,759,540	\$ 2,592,880
Special Revenue			
201	Police Forfeiture	26,584	24,741
202	Police Impounds & Tows	37,922	11,843
205	Police Department Donations	6,592	17,240
206	Public Safety Donations	2,661	5,053
280	EDA	135,838	157,576
285	Revolving Loan	21,898	22,296
490	Gambling Proceeds	87,095	112,483
Subtotal		318,590	351,232
Debt Service			
337	G.O. Imp Bonds 2009A	473,105	318,873
338	G.O. Imp Bonds 2015A	706,799	737,436
339	G.O. Imp Bonds 2016A	72,610	169,909
340	G.O. Imp Bonds 2018A	111,158	113,686
341	G.O. Imp Bonds 2020A	-	-
TBD	G.O. Imp Bonds 2023A	-	-
TBD	G.O. Imp Bonds 2025A	-	-
370	TIF 3-1	-	43
Subtotal		1,363,672	1,339,947
Capital Projects			
401	Capital Equipment	189,905	-
404	Park Acquisition	88,037	128,143
405	Trail Development	898	928
407	MSA	366,455	520,627
408	Street Replacement	2,525,058	2,999,727
409	Capital Revolving	2,242,915	2,323,560
800-801	Escrow Fund	363,614	218,384
Subtotal		5,776,882	6,191,369
Total - Governmental-type Funds		10,218,684	10,475,428
BUSINESS-TYPE			
Enterprise Funds			
601	Water	1,414,406	1,769,218
602	Sewer	3,569,329	3,619,204
651	Surface Water	125,901	142,064
Total - Business-type Funds		5,109,636	5,530,486
Grand Total - City		\$ 15,328,320	\$ 16,005,914

* Cash balance is anticipated to grow based on market rates.

2021	2022	2023	2024	2025	Trend
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts	
\$ 2,592,880	\$ 2,603,328	\$ 2,624,999	\$ 2,658,707	\$ 2,705,312	●
34,469	44,284	54,187	64,178	74,258	●
19,531	27,365	35,343	43,467	51,737	●
27,993	38,851	49,812	60,875	72,038	●
7,472	9,917	12,390	14,888	17,413	●
195,189	232,964	270,902	309,005	347,274	●
22,699	23,106	23,519	23,936	24,358	●
108,670	105,221	102,146	99,457	97,168	●
416,024	481,709	548,299	615,808	684,246	
219,038	161,360	107,077	46,763	(50,141)	●
671,349	612,205	555,379	501,322	445,557	●
174,612	179,106	188,593	192,816	225,476	●
111,795	109,342	106,327	103,076	99,256	●
215,834	227,325	243,861	260,387	276,898	●
-	-	-	43,826	87,808	●
-	-	-	-	-	●
-	-	-	-	-	●
1,392,627	1,289,337	1,201,237	1,148,189	1,084,853	
(84,167)	(9,968)	(13,858)	443,505	(177,140)	●
171,652	216,442	262,540	309,978	358,787	●
937	947	956	966	975	●
491,726	465,394	441,714	420,770	402,649	●
1,228,416	5,492,635	3,818,674	3,185,922	916,028	●
2,143,975	289,593	339,668	343,065	455,496	●
218,384	218,384	218,384	218,384	218,384	●
3,372,390	5,782,229	4,158,342	3,528,987	1,371,524	
7,773,921	10,156,603	8,532,877	7,951,691	5,845,935	
1,623,386	1,445,166	1,294,988	1,160,346	1,047,808	●
3,487,756	3,434,397	3,198,001	3,080,369	2,903,786	●
52,045	65,411	131,041	193,044	256,354	●
5,163,186	4,944,974	4,624,030	4,433,758	4,207,948	
\$ 12,937,107	\$ 15,101,578	\$ 13,156,907	\$ 12,385,449	\$ 10,053,883	

Trend Indicator

- Adequate for reserve levels
- Adequate as of prior year but balances decrease, watch
- Below targeted reserve levels and should have a plan to address
- The fund has events in the future that need addressing now

City of Wyoming, Minnesota
Outstanding Debt Schedule
For the Years Ended December 31, 2019 (Actual) and 2020 to 2025 (Estimated)

Fund	Issue	Original Issue	Issue Date	Maturity Date	Interest Rate	2019	2020
						Actual Balance	Estimated Balance
GOVERNMENT-TYPE							
<i>General Obligation Bonds</i>							
337	G.O. Imp Bonds 2009A	\$ 3,955,000	9/15/2009	2/1/2025	2.00 - 5.50 %	\$ 1,910,000	\$ 1,620,000
338	G.O. Imp Bonds 2015A	3,235,000	9/15/2009	2/1/2026	2.00 - 5.50	2,365,000	2,055,000
339	G.O. Imp Bonds 2016A	1,125,000	10/20/2016	2/1/2027	0.85 - 1.75	910,000	800,000
340	G.O. Imp Bonds 2018A	1,495,000	7/19/2018	2/1/2034	3.00 - 3.25	1,495,000	1,415,000
341	G.O. Imp Bonds 2020A	3,495,000	7/16/2020	2/1/2036	2.00	-	3,495,000
Total G.O. Bonds		13,305,000				6,680,000	9,385,000
<i>Loan Payable</i>							
280	EDA Purchase of Land	440,000	11/1/2018	11/1/2029	6.50	249,016	227,210
POTENTIAL NEW DEBT							
<i>General Obligation Bonds</i>							
408	Street Replacement	3,000,000	7/1/2025	2/1/2041	3.00	-	-
409	Capital Revolving - facilities	13,470,000	02/01/2023	2/1/2043	1.25 - 3.05	-	-
409	Capital Revolving - facilities	5,320,000	02/01/2025	2/1/2045	1.55 - 3.20	-	-
Total Potential General Obligation Bonds		21,790,000				-	-
Total Government-type		35,095,000				6,929,016	9,612,210
BUSINESS-TYPE							
<i>General Obligation Revenue Bonds</i>							
601	G.O. Utility Revenue Bond, Series 2015B	2,670,000	11/12/2015	2/1/1936	0.75 - 3.10	2,340,000	2,225,000
601	G.O. Utility Revenue Bond, Series 2015A	427,915	6/30/2015	2/1/2026	3.00	314,267	273,581
602	G.O. Utility Revenue Bond, Series 2015A	1,097,085	6/30/2015	2/1/2026	3.00	805,733	701,419
Total G.O. Revenue Bonds		4,195,000				3,460,000	3,200,000
Total All Funds		\$ 39,290,000				\$ 10,389,016	\$ 12,812,210
Population						7,971	8,051
Debt Per Capita - total						1,303	1,591

2021	2022	2023	2024	2025
Estimated Balance	Estimated Balance	Estimated Balance	Estimated Balance	Estimated Balance

\$ 1,320,000	\$ 1,005,000	\$ 685,000	\$ 350,000	\$ -
1,735,000	1,410,000	1,075,000	730,000	370,000
690,000	580,000	470,000	355,000	240,000
1,330,000	1,245,000	1,160,000	1,070,000	980,000
3,495,000	3,290,000	3,085,000	2,875,000	2,660,000
8,570,000	7,530,000	6,475,000	5,380,000	4,250,000

204,534	180,954	156,432	130,933	104,417
---------	---------	---------	---------	---------

-	-	-	-	3,000,000
-	-	13,470,000	12,920,000	12,360,000
-	-	-	-	5,320,000
-	-	13,470,000	12,920,000	20,680,000

8,774,534	7,710,954	20,101,432	18,430,933	25,034,417
-----------	-----------	------------	------------	------------

2,110,000	1,990,000	1,870,000	1,745,000	1,620,000
231,491	187,999	143,104	96,806	49,104
593,509	482,001	366,896	248,194	125,896
2,935,000	2,660,000	2,380,000	2,090,000	1,795,000

\$ 11,709,534	\$ 10,370,954	\$ 22,481,432	\$ 20,520,933	\$ 26,829,417
---------------	---------------	---------------	---------------	---------------

8,131	8,213	8,295	8,378	8,461
-------	-------	-------	-------	-------

1,440	1,263	2,710	2,449	3,171
-------	-------	-------	-------	-------

THIS PAGE IS LEFT
BLANK INTENTIONALLY

Draft

City of Wyoming, Minnesota
Transfer Schedule
For the Years Ended December 31, 2019 (Actual) and 2020 to 2025 (Estimated)

Fund	2019 Actual	2020 Estimated	2021 Estimated	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated
Transfers In							
101 General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
201 Police Forfeiture	-	-	-	-	-	-	-
202 Police Impounds & Tows	-	-	-	-	-	-	-
205 Police Department Donations	-	-	-	-	-	-	-
206 Public Safety Donations	-	-	-	-	-	-	-
280 EDA	-	-	-	-	-	-	-
285 Revolving Loan	-	-	-	-	-	-	-
337 G.O. Imp Bonds 2009A	-	-	-	-	-	-	-
338 G.O. Imp Bonds 2015A	-	-	-	-	-	-	-
339 G.O. Imp Bonds 2016A	-	-	-	-	-	-	23,444
340 G.O. Imp Bonds 2018A	39,736	-	-	-	-	-	-
341 G.O. Imp Bonds 2020A	-	-	-	-	-	-	-
370 TIF 3-1	-	-	-	-	-	-	-
401 Capital Equipment	-	578,733	-	-	-	-	-
404 Park Acquisition	4,380	-	25,000	25,000	25,000	25,000	25,000
405 Trail Development	-	-	-	-	-	-	-
407 MSA	-	-	-	-	-	-	-
408 Street Replacement	-	-	-	2,200,000	-	-	-
409 Capital Revolving	950,000	-	-	-	-	-	-
490 Gambling Proceeds	-	-	-	-	-	-	-
601 Water	175,000	175,000	-	-	-	-	-
602 Sewer	-	-	-	-	-	-	-
651 Surface Water	-	-	250,000	-	-	-	-
Total Transfers In	1,169,116	753,733	275,000	2,225,000	25,000	25,000	48,444
Transfers Out							
101 General	900,164	519,330	-	-	-	-	-
201 Police Forfeiture	-	-	-	-	-	-	-
202 Police Impounds & Tows	-	-	-	-	-	-	-
205 Police Department Donations	-	-	-	-	-	-	-
206 Public Safety Donations	-	-	-	-	-	-	-
280 EDA	-	-	-	-	-	-	-
285 Revolving Loan	-	-	-	-	-	-	-
337 G.O. Imp Bonds 2009A	-	-	-	-	-	-	23,444
338 G.O. Imp Bonds 2015A	-	-	-	-	-	-	-
339 G.O. Imp Bonds 2016A	-	-	-	-	-	-	-
340 G.O. Imp Bonds 2018A	-	-	-	-	-	-	-
341 G.O. Imp Bonds 2020A	-	-	-	-	-	-	-
370 TIF 3-1	-	-	-	-	-	-	-
401 Capital Equipment	-	59,403	-	-	-	-	-
404 Park Acquisition	-	-	-	-	-	-	-
405 Trail Development	54,216	-	-	-	-	-	-
407 MSA	-	-	-	-	-	-	-
408 Street Replacement	39,736	-	-	-	-	-	-
409 Capital Revolving	-	-	250,000	2,200,000	-	-	-
490 Gambling Proceeds	-	-	25,000	25,000	25,000	25,000	25,000
601 Water	-	-	-	-	-	-	-
602 Sewer	175,000	175,000	-	-	-	-	-
651 Surface Water	-	-	-	-	-	-	-
Total Transfers Out	1,169,116	753,733	275,000	2,225,000	25,000	25,000	48,444
Net Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Police Forfeiture Fund 201
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020 Actual Amounts	2021 Estimated Amounts
Currently No Items Identified				\$ -	\$ -	\$ -
					<u>\$ -</u>	<u>\$ -</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Police Forfeiture Fund 201
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity				2019 Actual	2020 Actual	2021 Estimated
Revenues						
Property taxes				\$ -	\$ -	\$ -
Interest on investments				702	767	247
Charges for services				-	-	-
Miscellaneous				28	500	-
Total Revenues				<u>730</u>	<u>1,267</u>	<u>247</u>
Expenditures						
Current						
Police				2,250	509	519
Capital outlay					-	-
Police				34,511	2,389	-
Total Expenditures				<u>36,761</u>	<u>2,898</u>	<u>519</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures				<u>(36,031)</u>	<u>(1,631)</u>	<u>(272)</u>
Other Financing Sources (Uses)						
Transfers in				-	-	-
Transfer out				-	-	-
Bond proceeds				-	-	-
Sale of Fixed Asset				18,500	2,332	10,000
Total Other Financing Sources				<u>18,500</u>	<u>2,332</u>	<u>10,000</u>
Net Change in Fund Balances				<u>(17,531)</u>	<u>701</u>	<u>9,728</u>
Cash Balances January 1				<u>44,115</u>	<u>24,040</u>	<u>24,741</u>
Cash Balances, December 31				<u>\$ 26,584</u>	<u>\$ 24,741</u>	<u>\$ 34,469</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Police Forfeiture Fund 201
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity				2020 Estimated	2021 Estimated
Beginning Balance				\$ -	\$ -
Revenue					
Property taxes				-	-
Interest				-	-
Total Revenue				<u>-</u>	<u>-</u>
Expenditures					
Principle				-	-
Interest				-	-
Total Expenditures				<u>-</u>	<u>-</u>
Ending Balance				<u>\$ -</u>	<u>\$ -</u>

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
Amounts	Amounts	Amounts	Amounts
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -

Capital Project Fund Projected Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
345	443	542	642
-	-	-	-
-	-	-	-
345	443	542	642
530	540	551	562
-	-	-	-
530	540	551	562
(185)	(97)	(9)	80
-	-	-	-
-	-	-	-
-	-	-	-
10,000	10,000	10,000	10,000
10,000	10,000	10,000	10,000
9,815	9,903	9,991	10,080
34,469	44,284	54,187	64,178
\$ 44,284	\$ 54,187	\$ 64,178	\$ 74,258

Debt Service Fund Related Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Police Impounds & Tows Fund 202
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020 Actual Amounts	2021 Estimated Amounts
Police	202-42110-580	2020	Squad 206	\$ 36,800	\$ 36,800	\$ -
					\$ 36,800	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Police Impounds & Tows Fund 202
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity				2019 Actual	2020 Actual	2021 Estimated
Revenues						
Property taxes				\$ -	\$ -	\$ -
Interest on investments				589	1,193	118
Charges for services				7,179	9,176	9,360
Miscellaneous				-	-	-
Total Revenues				<u>7,768</u>	<u>10,369</u>	<u>9,478</u>
Expenditures						
Current						
Police				7,838	8,096	8,339
Capital outlay						
Police				1,615	36,261	-
Total Expenditures				<u>9,453</u>	<u>44,357</u>	<u>8,339</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures				<u>(1,685)</u>	<u>(33,988)</u>	<u>1,139</u>
Other Financing Sources (Uses)						
Transfers in				-	-	-
Transfer out				-	-	-
Bond proceeds				-	-	-
Sale of Fixed Asset				5,321	6,421	6,549
Total Other Financing Sources				<u>5,321</u>	<u>6,421</u>	<u>6,549</u>
Net Change in Fund Balances				<u>3,636</u>	<u>(27,567)</u>	<u>7,688</u>
Cash Balances January 1				<u>34,286</u>	<u>39,410</u>	<u>11,843</u>
Cash Balances, December 31				<u>\$ 37,922</u>	<u>\$ 11,843</u>	<u>\$ 19,531</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Police Impounds & Tows Fund 202
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity				2020 Estimated	2021 Estimated
Beginning Balance				\$ -	\$ -
Revenue					
Property taxes				-	-
Interest				-	-
Total Revenue				<u>-</u>	<u>-</u>
Expenditures					
Principle				-	-
Interest				-	-
Total Expenditures				<u>-</u>	<u>-</u>
Ending Balance				<u>\$ -</u>	<u>\$ -</u>

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -

Capital Project Fund Projected Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
195	274	353	435
9,547	9,738	9,932	10,131
-	-	-	-
9,742	10,011	10,286	10,566
8,589	8,847	9,112	9,385
-	-	-	-
8,589	8,847	9,112	9,385
1,153	1,165	1,174	1,180
-	-	-	-
-	-	-	-
6,680	6,814	6,950	7,089
6,680	6,814	6,950	7,089
7,833	7,979	8,124	8,270
19,531	27,365	35,343	43,467
\$ 27,365	\$ 35,343	\$ 43,467	\$ 51,737

Debt Service Fund Related Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Capital Equipment Fund 401
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020	2021
					Actual Amounts	Estimated Amounts
Administration	401-41000-500	2020	Rooftop AC	\$ 40,000	\$ 40,000	\$ -
Administration	401-41000-500	2020	City Wide Software	52,600	52,600	-
Administration	401-41000-500	2021	Server	28,000	-	28,000
Administration	401-41000-500	2021	City Wide Software	142,760	-	142,760
Administration	401-41000-500	2023	Datto- Cloud backup server	5,000	-	-
Building	401-42400-500	2020	Building permit software	10,000	10,000	-
Building	401-42400-500	2020	Inspection vehicle #1 (50% of Squad 201)	20,000	20,000	-
Building	401-42400-500	2024	Inspection vehicle #2 (50% of Squad 201)	20,000	-	-
Fire	401-42200-500	2021	CV 2	23,500	-	23,500
Fire	401-42200-500	2021	Grass #1	135,400	-	135,400
Fire	401-42200-500	2022	Civil Defense Siren	18,000	-	-
Fire	401-42200-500	2024	CV 1 (50% of Squad 205)	23,500	-	-
Fire	401-42200-500	2025	800 MHz Radios	195,000	-	-
Fire	401-42200-500	2025	Ladder #1 (\$1M split between 2025/2026)	500,000	-	-
Police	401-42110-500	2020	Squad 201	20,000	20,000	-
Police	401-42110-500	2020	Squad 204	45,000	45,000	-
Police	401-42110-500	2021	Squad 205	23,500	-	23,500
Police	401-42110-500	2022	Squad 202	47,000	-	-
Police	401-42110-500	2022	Squad 207	47,000	-	-
Police	401-42110-500	2023	Squad 203	45,000	-	-
Police	401-42110-500	2023	Squad 204	47,000	-	-
Police	401-42110-500	2024	Squad 201	20,000	-	-
Police	401-42110-500	2024	Squad 205	23,500	-	-
Police	401-42110-500	2025	Squad 202	47,000	-	-
Police	401-42110-500	2025	Squad 207	47,000	-	-
Police	401-42110-500	2025	Server	72,000	-	-
Police	401-42110-500	2025	800 MHz Radios	95,000	-	-
Public Works	401-43100-500	2020	Township building repairs	10,000	10,000	-
Public Works	401-43100-500	2020	Skid Steer	30,000	30,000	-
Public Works	401-43100-500	2020	2019 Transit Van	32,000	32,000	-
Public Works	401-43100-500	2021	Bobcat attachment	10,000	-	10,000
Public Works	401-43100-500	2021	Polaris 4 wheeler	12,000	-	12,000
Public Works	401-43100-500	2021	Hot Patch Trailer	30,000	-	30,000
Public Works	401-43100-500	2021	F550 Light duty dump	80,000	-	80,000
Public Works	401-43100-500	2021	1985 John Deere backhoe	85,000	-	85,000
Public Works	401-43100-500	2022	2012 Pickup	40,000	-	-
Public Works	401-43100-500	2022	Portable Generator	45,000	-	-
Public Works	401-43100-500	2022	Plow truck #918	250,000	-	-
Public Works	401-43100-500	2023	Bobcat attachment	10,000	-	-
Public Works	401-43100-500	2023	Plow truck tandem #917	200,000	-	-
Public Works	401-43100-500	2023	2008 Mack Truck	250,000	-	-
Public Works	401-43100-500	2024	2014 Pickup	40,000	-	-
Public Works	401-43100-500	2025	Bobcat attachment	10,000	-	-
Public Works	401-43100-500	2025	2004 Cat Grader	300,000	-	-
					<u>\$ 259,600</u>	<u>\$ 570,160</u>

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	5,000	-	-
-	-	-	-
-	-	20,000	-
-	-	-	-
18,000	-	-	-
-	-	23,500	-
-	-	-	195,000
-	-	-	500,000
-	-	-	-
-	-	-	-
47,000	-	-	-
47,000	-	-	-
-	45,000	-	-
-	47,000	-	-
-	-	20,000	-
-	-	23,500	-
-	-	-	47,000
-	-	-	47,000
-	-	-	72,000
-	-	-	95,000
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
40,000	-	-	-
45,000	-	-	-
250,000	-	-	-
-	10,000	-	-
-	200,000	-	-
-	250,000	-	-
-	-	40,000	-
-	-	-	10,000
-	-	-	300,000
<u>\$ 447,000</u>	<u>\$ 557,000</u>	<u>\$ 127,000</u>	<u>\$ 1,266,000</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Capital Equipment Fund 401
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity			
	2019 Actual	2020 Actual	2021 Estimated
Revenues			
Property taxes	\$ -	\$ 265,588	\$ 170,000
Interest on investments	-	27,027	-
Intergovernmental revenue	-	-	302,393
Miscellaneous	-	-	-
Total Revenues	-	292,615	472,393
Expenditures			
Payment on advance from other funds	-	141,535	47,179
Other Expenses	-	2,996	-
Capital outlay			
Administration	-	59,320	170,760
Building	-	-	-
Fire	-	240,868	158,900
Police	-	138,555	23,500
Public Works	-	765,773	217,000
Total Expenditures	-	1,207,512	570,160
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	(914,897)	(97,767)
Other Financing Sources (Uses)			
Transfers in	-	578,733	-
Transfer out	-	(59,403)	-
Bond proceeds	-	-	-
Sale of Fixed Asset	-	13,600	13,600
Total Other Financing Sources	-	532,930	13,600
Net Change in Fund Balances	-	(381,967)	(84,167)
Cash Balances January 1	-	381,967	-
Cash Balances, December 31	\$ -	\$ -	\$ (84,167)

City of Wyoming, Minnesota
Capital Improvement Plan - Capital Equipment Fund 401
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity		
	2020 Estimated	2021 Estimated
Beginning Balance	\$ -	\$ -
Revenue		
Property taxes	-	-
Interest	-	-
Total Revenue	-	-
Expenditures		
Principle	-	-
Interest	-	-
Total Expenditures	-	-
Ending Balance	\$ -	\$ -

Capital Project Fund Projected Activity				
	2022	2023	2024	2025
	Estimated	Estimated	Estimated	Estimated
\$	200,000	\$ 225,000	\$ 250,000	\$ 300,000
	(842)	(100)	(139)	4,435
	308,441	314,610	320,902	327,320
	-	-	-	-
	507,599	539,510	570,763	631,755
	47,179	47,179	-	-
	-	-	-	-
	-	5,000	-	-
	-	-	20,000	-
	18,000	-	23,500	695,000
	94,000	92,000	43,500	261,000
	335,000	460,000	40,000	310,000
	447,000	557,000	127,000	1,266,000
	60,599	(17,490)	443,763	(634,245)
	-	-	-	-
	-	-	-	-
	-	-	-	-
	13,600	13,600	13,600	13,600
	13,600	13,600	13,600	13,600
	74,199	(3,890)	457,363	(620,645)
	(84,167)	(9,968)	(13,858)	443,505
\$	(9,968)	\$ (13,858)	\$ 443,505	\$ (177,140)

Debt Service Fund Related Activity				
	2022	2023	2024	2025
	Estimated	Estimated	Estimated	Estimated
\$	-	\$ -	\$ -	\$ -
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
\$	-	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Park Acquisition Fund 404
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020	2021
					Actual Amounts	Estimated Amounts
Park	404-45200-530	2020	Swenson Park DNR Matching Grant	\$ 83,000	\$ 83,000	\$ -
Park	404-45200-530	2020	Railroad Park Spur	8,000	8,000	-
Park	404-45200-530	2021	Railroad Park	25,000	-	25,000
Park	404-45200-530	2022	Fireside Park	25,000	-	-
Park	404-45200-530	2023	Ashton Park	25,000	-	-
Park	404-45200-530	2024	Vergas Memorial Park	25,000	-	-
Park	404-45200-530	2025	Comfort Lake Estates	25,000	-	-
					<u>\$ 91,000</u>	<u>\$ 25,000</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Park Acquisition Fund 404
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity				2019	2020	2021
				Actual	Actual	Estimated
Revenues						
Property taxes				\$ 5,611	\$ 10,000	\$ -
Interest on investments				1,091	2,864	1,281
Intergovernmental revenue				13,845	-	-
Miscellaneous				15,300	41,400	42,228
Total Revenues				<u>35,847</u>	<u>54,264</u>	<u>43,509</u>
Expenditures						
Capital outlay						
Culture and recreation				17,341	11,674	25,000
Total Expenditures				<u>17,341</u>	<u>11,674</u>	<u>25,000</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures				<u>18,506</u>	<u>42,590</u>	<u>18,509</u>
Other Financing Sources (Uses)						
Transfers in				4,380	-	25,000
Transfer out				-	-	-
Bond proceeds				-	-	-
Sale of Fixed Asset				-	-	-
Total Other Financing Sources				<u>4,380</u>	<u>-</u>	<u>25,000</u>
Net Change in Fund Balances				<u>22,886</u>	<u>42,590</u>	<u>43,509</u>
Cash Balances January 1				<u>65,151</u>	<u>85,553</u>	<u>128,143</u>
Cash Balances, December 31				<u>\$ 88,037</u>	<u>\$ 128,143</u>	<u>\$ 171,652</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Park Acquisition Fund 404
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity				2020	2021
				Estimated	Estimated
Beginning Balance				\$ -	\$ -
Revenue					
Property taxes				-	-
Interest				-	-
Total Revenue				<u>-</u>	<u>-</u>
Expenditures					
Principle				-	-
Interest				-	-
Total Expenditures				<u>-</u>	<u>-</u>
Ending Balance				<u>\$ -</u>	<u>\$ -</u>

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
25,000	-	-	-
-	25,000	-	-
-	-	25,000	-
-	-	-	25,000
\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

Capital Project Fund Projected Activity			
2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
1,717	2,164	2,625	3,100
-	-	-	-
43,073	43,934	44,813	45,709
44,789	46,098	47,438	48,809

25,000	25,000	25,000	25,000
25,000	25,000	25,000	25,000
19,789	21,098	22,438	23,809
25,000	25,000	25,000	25,000
-	-	-	-
-	-	-	-
25,000	25,000	25,000	25,000
44,789	46,098	47,438	48,809
171,652	216,442	262,540	309,978
\$ 216,442	\$ 262,540	\$ 309,978	\$ 358,787

Debt Service Fund Related Activity			
2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Trail Development Fund 405
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020 Actual Amounts	2021 Estimated Amounts
Currently No Items Identified				\$ -	\$ -	\$ -
					\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Trail Development Fund 405
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity						
			2019 Actual	2020 Actual	2021 Estimated	
Revenues						
Property taxes			\$ -	\$ -	\$ -	
Interest on investments			728	30	9	
Intergovernmental revenue			-	-	-	
Miscellaneous			-	-	-	
Total Revenues			728	30	9	
Expenditures						
Capital outlay			-	-	-	
Total Expenditures			-	-	-	
Excess (Deficiency) of Revenues Over (Under) Expenditures			728	30	9	
Other Financing Sources (Uses)						
Transfers in			-	-	-	
Transfer out			(54,216)	-	-	
Bond proceeds			-	-	-	
Sale of Fixed Asset			-	-	-	
Total Other Financing Sources			(54,216)	-	-	
Net Change in Fund Balances			(53,488)	30	9	
Cash Balances January 1			54,386	898	928	
Cash Balances, December 31			\$ 898	\$ 928	\$ 937	

City of Wyoming, Minnesota
Capital Improvement Plan - Trail Development Fund 405
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity						
			2020 Estimated	2021 Estimated		
Beginning Balance			\$ -	\$ -		
Revenue						
Property taxes			-	-		
Interest			-	-		
Total Revenue			-	-		
Expenditures						
Principle			-	-		
Interest			-	-		
Total Expenditures			-	-		
Ending Balance			\$ -	\$ -		

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -

Capital Project Fund Projected Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
9	9	10	10
-	-	-	-
-	-	-	-
9	9	10	10
-	-	-	-
-	-	-	-
9	9	10	10
-	-	-	-
-	-	-	-
9	9	10	10
-	-	-	-
-	-	-	-
-	-	-	-
9	9	10	10
937	947	956	966
\$ 947	\$ 956	\$ 966	\$ 975

Debt Service Fund Related Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - MSA Fund 407
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020 Actual Amounts	2021 Estimated Amounts
Public Works	407-43100-500	2020	Crack filling seal coating	\$ 100,000	\$ 100,000	\$ -
Public Works	407-43100-500	2021	Crack filling seal coating	177,000	-	177,000
Public Works	407-43100-500	2022	Crack filling seal coating	177,000	-	-
Public Works	407-43100-500	2023	Crack filling seal coating	177,000	-	-
Public Works	407-43100-500	2024	Crack filling seal coating	177,000	-	-
Public Works	407-43100-500	2025	Crack filling seal coating	177,000	-	-
					<u>\$ 100,000</u>	<u>\$ 177,000</u>

City of Wyoming, Minnesota
Capital Improvement Plan - MSA Fund 407
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity				2019 Actual	2020 Actual	2021 Estimated
Revenues						
Property taxes				\$ -	\$ -	\$ -
Interest on investments				5,172	14,081	5,206
Intergovernmental revenue				129,210	140,091	142,893
Miscellaneous				-	-	-
Total Revenues				<u>134,382</u>	<u>154,172</u>	<u>148,099</u>
Expenditures						
Capital outlay				-	-	177,000
Total Expenditures				<u>-</u>	<u>-</u>	<u>177,000</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures				<u>134,382</u>	<u>154,172</u>	<u>(28,901)</u>
Other Financing Sources (Uses)						
Transfers in				-	-	-
Transfer out				-	-	-
Bond proceeds				-	-	-
Sale of Fixed Asset				-	-	-
Total Other Financing Sources				<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balances				<u>134,382</u>	<u>154,172</u>	<u>(28,901)</u>
Cash Balances January 1				<u>232,073</u>	<u>366,455</u>	<u>520,627</u>
Cash Balances, December 31				<u>\$ 366,455</u>	<u>\$ 520,627</u>	<u>\$ 491,726</u>

City of Wyoming, Minnesota
Capital Improvement Plan - MSA Fund 407
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity				2020 Estimated	2021 Estimated
Beginning Balance				\$ -	\$ -
Revenue					
Property taxes				-	-
Interest				-	-
Total Revenue				<u>-</u>	<u>-</u>
Expenditures					
Principle				-	-
Interest				-	-
Total Expenditures				<u>-</u>	<u>-</u>
Ending Balance				<u>\$ -</u>	<u>\$ -</u>

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
177,000	-	-	-
-	177,000	-	-
-	-	177,000	-
-	-	-	177,000
\$ 177,000	\$ 177,000	\$ 177,000	\$ 177,000

Capital Project Fund Projected Activity			
2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
4,917	4,654	4,417	4,208
145,751	148,666	151,639	154,672
-	-	-	-
150,668	153,320	156,056	158,879
177,000	177,000	177,000	177,000
177,000	177,000	177,000	177,000
(26,332)	(23,680)	(20,944)	(18,121)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
(26,332)	(23,680)	(20,944)	(18,121)
491,726	465,394	441,714	420,770
\$ 465,394	\$ 441,714	\$ 420,770	\$ 402,649

Debt Service Fund Related Activity			
2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Street Replacement Fund 408
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020	2021
					Actual Amounts	Estimated Amounts
Public Works	Multiple	2020	2020 Street Project	\$ 3,750,000	\$ 3,750,000	\$ -
Public Works	Multiple	2021	2021 Street Projects	2,114,000	-	2,114,000
Public Works	Multiple	2022	East Viking Boulevard	1,756,000	-	-
Public Works	Multiple	2023	2023 Street Projects	2,983,000	-	-
Public Works	Multiple	2024	2024 Street Projects	2,025,800	-	-
Public Works	Multiple	2025	Mill and overlay	2,666,300	-	-
Public Works	Multiple	2025	2025 Street Projects	3,962,700	-	-
					<u>\$ 3,750,000</u>	<u>\$ 2,114,000</u>

Draft

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
1,756,000	-	-	-
-	2,983,000	-	-
-	-	2,025,800	-
-	-	-	2,666,300
-	-	-	3,962,700
\$ 1,756,000	\$ 2,983,000	\$ 2,025,800	\$ 6,629,000

Draft

City of Wyoming, Minnesota
Capital Improvement Plan - Street Replacement Fund 408
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity			
	2019 Actual	2020 Actual	2021 Estimated
Revenues			
Property taxes	\$ -	\$ -	\$ -
Special assessments	156,250	177,464	32,107
Franchise fees	-	-	72,584
Interest on investments	40,407	62,596	29,997
Construction MSA	1,387,629	420,274	208,000
MSA Advance	-	-	-
State Bridge Bond Financing	-	-	-
Total Revenues	1,584,286	660,334	342,689
Expenditures			
Other expenses	-	53,887	-
Capital outlay	1,585,729	3,486,635	2,114,000
Total Expenditures	1,585,729	3,540,522	2,114,000
Excess (Deficiency) of Revenues Over (Under) Expenditures	(1,443)	(2,880,188)	(1,771,311)
Other Financing Sources (Uses)			
Transfers in	-	-	-
Transfer out	(39,736)	-	-
Bond proceeds	-	3,705,101	-
Sale of Fixed Asset	-	-	-
Total Other Financing Sources	(39,736)	3,705,101	-
Net Change in Fund Balances	(41,179)	824,913	(1,771,311)
Cash Balances January 1	2,566,237	2,174,814	2,999,727
Cash Balances, December 31	\$ 2,525,058	\$ 2,999,727	\$ 1,228,416

City of Wyoming, Minnesota
Capital Improvement Plan - Street Replacement Fund 408
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity		
	2020 Estimated	2021 Estimated
Beginning Balance	\$ -	\$ -
Revenue		
Property taxes	-	-
Interest	-	-
Total Revenue	-	-
Expenditures		
Principle	-	-
Interest	-	-
Total Expenditures	-	-
Ending Balance	\$ -	\$ -

Capital Project Fund Projected Activity				
2022	2023	2024	2025	
Estimated	Estimated	Estimated	Estimated	
\$ 300,000	\$ 500,000	\$ 600,000	\$ 600,000	
93,221	92,110	85,426	82,088	
290,337	290,337	290,337	290,337	
12,284	54,926	38,187	-	
364,378	371,665	379,098	386,680	
2,500,000				
260,000	-	-	-	
3,820,220	1,309,038	1,393,048	1,359,106	
-	-	-	-	
1,756,000	2,983,000	2,025,800	6,629,000	
1,756,000	2,983,000	2,025,800	6,629,000	
2,064,220	(1,673,962)	(632,752)	(5,269,894)	
2,200,000	-	-	-	
-	-	-	-	
-	-	-	3,000,000	
-	-	-	-	
2,200,000	-	-	3,000,000	
4,264,220	(1,673,962)	(632,752)	(2,269,894)	
1,228,416	5,492,635	3,818,674	3,185,922	
\$ 5,492,635	\$ 3,818,674	\$ 3,185,922	\$ 916,028	

Debt Service Fund Related Activity				
2022	2023	2024	2025	
Estimated	Estimated	Estimated	Estimated	
\$ -	\$ -	\$ -	\$ -	
-	-	-	-	
-	-	-	-	
-	-	-	-	
-	-	-	-	
-	-	-	-	
-	-	-	-	
\$ -	\$ -	\$ -	\$ -	

City of Wyoming, Minnesota
Capital Improvement Plan - Capital Revolving Fund 409
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020 Actual Amounts	2021 Estimated Amounts
Public Safety		2022	Public Safety	\$ 11,880,000	\$ -	\$ -
City Hall		2022	City Hall	1,350,000	-	-
Public Works		2024	Public Works	\$ 5,200,000	-	-
					<u>\$ -</u>	<u>\$ -</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Capital Revolving Fund 409
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity				2019 Actual	2020 Actual	2021 Estimated
Revenues						
Property taxes				\$ -	\$ -	\$ -
Interest on investments				22,237	57,849	23,236
Interfund loans (2019 Dump Truck)				47,179	47,179	47,179
Miscellaneous				-	-	-
Total Revenues				<u>69,416</u>	<u>105,028</u>	<u>70,415</u>
Expenditures						
Capital outlay				121,820	-	-
Total Expenditures				<u>121,820</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures				<u>(52,404)</u>	<u>105,028</u>	<u>70,415</u>
Other Financing Sources (Uses)						
Transfers in				950,000	-	-
Transfer out				-	-	(250,000)
Bond proceeds				-	-	-
Sale of Fixed Asset				-	-	-
Total Other Financing Sources				<u>950,000</u>	<u>-</u>	<u>(250,000)</u>
Net Change in Fund Balances				<u>897,596</u>	<u>105,028</u>	<u>(179,585)</u>
Cash Balances January 1				<u>1,345,319</u>	<u>2,218,532</u>	<u>2,323,560</u>
Cash Balances, December 31				<u>\$ 2,242,915</u>	<u>\$ 2,323,560</u>	<u>\$ 2,143,975</u>

City of Wyoming, Minnesota
Capital Improvement Plan - Capital Revolving Fund 409
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity				2020 Estimated	2021 Estimated
Beginning Balance				\$ -	\$ -
Revenue					
Property taxes				-	-
Interest				-	-
Total Revenue				<u>-</u>	<u>-</u>
Expenditures					
Principle				-	-
Interest				-	-
Total Expenditures				<u>-</u>	<u>-</u>
Ending Balance				<u>\$ -</u>	<u>\$ -</u>

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ 11,880,000	\$ -	\$ -	\$ -
1,350,000	-	-	-
-	-	-	5,200,000
\$ 13,230,000	\$ -	\$ -	\$ 5,200,000

Capital Project Fund Projected Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
21,440	2,896	3,397	3,431
47,179	47,179	-	-
-	-	-	-
68,619	50,075	3,397	3,431
13,230,000	-	-	5,200,000
13,230,000	-	-	5,200,000
(13,161,381)	50,075	3,397	(5,196,569)
-	-	-	-
(2,200,000)	-	-	-
13,507,000	-	-	5,309,000
-	-	-	-
11,307,000	-	-	5,309,000
(1,854,381)	50,075	3,397	112,431
2,143,975	289,593	339,668	343,065
\$ 289,593	\$ 339,668	\$ 343,065	\$ 455,496

Debt Service Fund Related Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ 43,826
-	-	920,337	923,618
-	-	-	438
-	-	920,337	924,056
-	-	550,000	560,000
-	-	326,511	319,636
-	-	876,511	879,636
\$ -	\$ -	\$ 43,826	\$ 88,246

City of Wyoming, Minnesota
Capital Improvement Plan - Gambling Proceeds Fund 490
Schedule of Planned Capital Outlay 2020 to 2025

Department	City Accounting Code	Year to Replace	Item	Cost	2020 Actual Amounts	2021 Estimated Amounts
Currently No Items Identified				\$ -	\$ -	\$ -
					\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Gambling Proceeds Fund 490
Schedule of Projected Revenue, Expenditures and Debt

Capital Project Fund Projected Activity				2019 Actual	2020 Actual	2021 Estimated
Revenues						
Property taxes				\$ -	\$ -	\$ -
Interest on investments				1,201	3,027	1,125
Intergovernmental revenue				-	-	-
Miscellaneous				20,012	19,669	20,062
Total Revenues				21,213	22,696	21,187
Expenditures						
Capital outlay				-	-	-
Total Expenditures				-	-	-
Excess (Deficiency) of Revenues Over (Under) Expenditures				21,213	22,696	21,187
Other Financing Sources (Uses)						
Transfers in				-	-	-
Transfer out				-	(25,000)	(25,000)
Bond proceeds				-	-	-
Sale of Fixed Asset				-	-	-
Total Other Financing Sources				-	(25,000)	(25,000)
Net Change in Fund Balances				21,213	(2,304)	(3,813)
Cash Balances January 1				65,882	114,787	112,483
Cash Balances, December 31				\$ 87,095	\$ 112,483	\$ 108,670

City of Wyoming, Minnesota
Capital Improvement Plan - Gambling Proceeds Fund 490
Schedule of Projected Revenue, Expenditures and Debt (Continued)

Debt Service Fund Related Activity				2020 Estimated	2021 Estimated
Beginning Balance				\$ -	\$ -
Revenue					
Property taxes				-	-
Interest				-	-
Total Revenue				-	-
Expenditures					
Principle				-	-
Interest				-	-
Total Expenditures				-	-
Ending Balance				\$ -	\$ -

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -

Capital Project Fund Projected Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
1,087	1,052	1,021	995
-	-	-	-
20,464	20,873	21,290	21,716
21,550	21,925	22,312	22,711
-	-	-	-
-	-	-	-
21,550	21,925	22,312	22,711
-	-	-	-
(25,000)	(25,000)	(25,000)	(25,000)
-	-	-	-
(25,000)	(25,000)	(25,000)	(25,000)
(3,450)	(3,075)	(2,688)	(2,289)
108,670	105,221	102,146	99,457
\$ 105,221	\$ 102,146	\$ 99,457	\$ 97,168

Debt Service Fund Related Activity

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

City of Wyoming, Minnesota
Capital Improvement Plan - Water Fund 601
Schedule of Planned Capital Outlay 2020 to 2025

Department	Year to Replace	Item	Cost	2020	2021
				Actual Amounts	Estimated Amounts
Water	2020	Meter replacement program	\$ 50,000	\$ 50,000	\$ -
Water	2020	Water tower #2 rehab	500,000	500,000	-
Water	2020	Watermain rehab	100,000	100,000	-
Water	2021	Meter replacement program	50,000	-	50,000
Water	2021	Renew and replace	130,000	-	130,000
Water	2022	Meter replacement program	50,000	-	-
Water	2022	Renew and replace	175,000	-	-
Water	2023	Meter replacement program	50,000	-	-
Water	2023	Renew and replace	165,695	-	-
Water	2024	Renew and replace	215,695	-	-
Water	2025	Renew and replace	215,695	-	-
				<u>\$ 650,000</u>	<u>\$ 180,000</u>

Draft

2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
50,000	-	-	-
175,000	-	-	-
-	50,000	-	-
-	165,695	-	-
-	-	215,695	-
-	-	-	215,695
\$ 225,000	\$ 215,695	\$ 215,695	\$ 215,695

Draft

City of Wyoming, Minnesota
Capital Improvement Plan - Water Fund 601
Statement of Cash Flows

Enterprise Fund Projected Activity

	2019 Actual	2020 Actual	2021 Estimated
Cash Flows from Operating Activities			
Receipts from customers and users	\$ 525,647	\$ 576,801	\$ 605,641
Payments to suppliers and employees	(372,178)	(419,801)	(432,395)
Net Cash Provided (Used) by Operating Activities	153,469	157,000	173,246
Cash Flows from Noncapital Financing Activities			
Transfers in	175,000	175,000	-
Transfers out	-	-	-
Receipt on advance to other funds	28,532	29,985	-
Net Cash Provided (Used) by Noncapital Financing Activities	203,532	204,985	-
Cash Flows from Capital and Related Financing Activities			
Acquisition of capital assets	-	-	(180,000)
Connection charges	43,890	21,840	64,000
Intergovernmental revenue	6,725	-	-
Proceeds from bonds	-	-	-
New principal and Interest paid on debt	-	-	-
Existing principal on debt	(154,283)	(155,687)	(157,089)
Existing interest on debt	(69,658)	(69,747)	(63,681)
Net Cash Used by Capital and Related Financing Activities	(173,326)	(203,594)	(336,770)
Cash Flows From Investing Activities			
Investment earnings	23,843	52,130	17,692
Net Increase (Decrease) in Cash and Cash Equivalents	207,518	210,521	(145,832)
Cash and Cash Equivalents, January 1	1,206,888	1,558,697	1,769,218
Cash and Cash Equivalents, December 31	\$ 1,414,406	\$ 1,769,218	\$ 1,623,386
	\$	-	

Enterprise Fund Projected Activity			
2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated
\$ 635,923 (445,367)	\$ 667,719 (458,728)	\$ 701,105 (472,490)	\$ 736,160 (486,664)
190,556	208,991	228,615	249,496
-	-	-	-
-	-	-	-
-	-	-	-
(225,000)	(215,695)	(215,695)	(215,695)
64,000	64,000	64,000	64,000
-	-	-	-
-	-	-	-
-	-	-	-
(163,492)	(164,895)	(171,298)	(172,701)
(60,517)	(57,032)	(53,214)	(49,241)
(385,010)	(373,622)	(376,207)	(373,637)
16,234	14,452	12,950	11,603
(178,220)	(150,179)	(134,641)	(112,538)
1,623,386	1,445,166	1,294,988	1,160,346
\$ 1,445,166	\$ 1,294,988	\$ 1,160,346	\$ 1,047,808

City of Wyoming, Minnesota
Capital Improvement Plan - Sewer Fund 602
Schedule of Planned Capital Outlay 2020 to 2025

Department	Year to Replace	Item	Cost	2020	2021
				Actual Amounts	Estimated Amounts
Sewer	2020	CLJSTC	\$ 262,044	\$ 262,044	\$ -
Sewer	2020	Lift station #11 (Glen Oak/East Viking)	60,000	60,000	-
Sewer	2020	Sanitary sewer upsizing and repairs	500,000	500,000	-
Sewer	2021	CLJSTC	200,680	-	200,680
Sewer	2021	Lift station #12 (Forest Blvd- panel only)	55,000	-	55,000
Sewer	2021	Renew and replace	168,000	-	168,000
Sewer	2022	CLJSTC	110,664	-	-
Sewer	2022	Lift station #5 (Glen Oak/262nd)	60,000	-	-
Sewer	2022	Renew and replace	164,000	-	-
Sewer	2023	CLJSTC	224,808	-	-
Sewer	2023	Lift station #3 (Freeport Dead End)	60,000	-	-
Sewer	2023	Renew and replace	222,297	-	-
Sewer	2024	CLJSTC	93,148	-	-
Sewer	2024	Renew and replace	282,297	-	-
Sewer	2025	CLJSTC	139,896	-	-
Sewer	2025	Renew and replace	282,297	-	-
				<u>\$ 822,044</u>	<u>\$ 423,680</u>

Draft

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
Amounts	Amounts	Amounts	Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
110,664	-	-	-
60,000	-	-	-
164,000	-	-	-
-	224,808	-	-
-	60,000	-	-
-	222,297	-	-
-	-	93,148	-
-	-	282,297	-
-	-	-	139,896
-	-	-	282,297
\$ 334,664	\$ 507,105	\$ 375,445	\$ 422,193

Draft

City of Wyoming, Minnesota
Capital Improvement Plan - Sewer Fund 602
Statement of Cash Flows

Enterprise Fund Projected Activity

	2019 Actual	2020 Actual	2021 Estimated
Cash Flows from Operating Activities			
Receipts from customers and users	\$ 1,131,898	\$ 1,220,858	\$ 1,239,171
Payments to suppliers and employees	(934,596)	(902,715)	(929,796)
Net Cash Provided (Used) by Operating Activities	<u>197,302</u>	<u>318,143</u>	<u>309,374</u>
Cash Flows from Noncapital Financing Activities			
Transfers in	-	-	-
Transfers out	(175,000)	(175,000)	-
Receipt on advance to other funds	28,532	29,958	-
Net Cash Provided (Used) by Noncapital Financing Activities	<u>(146,468)</u>	<u>(145,042)</u>	<u>-</u>
Cash Flows from Capital and Related Financing Activities			
Acquisition of capital assets	(60,525)	(126,479)	(423,680)
Connection charges	50,050	22,750	74,000
Intergovernmental revenue	-	-	-
Proceeds from bonds	-	-	-
New principal and Interest paid on debt	-	-	-
Existing principal on debt	(100,717)	(104,313)	(107,911)
Existing interest on debt	(25,682)	(22,607)	(19,424)
Net Cash Used by Capital and Related Financing Activities	<u>(136,874)</u>	<u>(230,649)</u>	<u>(477,015)</u>
Cash Flows From Investing Activities			
Investment earnings	59,486	107,423	36,192
Net Increase (Decrease) in Cash and Cash Equivalents	<u>(26,554)</u>	<u>49,875</u>	<u>(131,448)</u>
Cash and Cash Equivalents, January 1	<u>3,595,883</u>	<u>3,569,329</u>	<u>3,619,204</u>
Cash and Cash Equivalents, December 31	<u><u>\$ 3,569,329</u></u>	<u><u>\$ 3,619,204</u></u>	<u><u>\$ 3,487,756</u></u>

Enterprise Fund Projected Activity			
2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ 1,257,758	\$ 1,276,625	\$ 1,295,774	\$ 1,315,211
(957,690)	(986,421)	(1,016,014)	(1,046,494)
300,068	290,204	279,760	268,717
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
(334,664)	(507,105)	(375,445)	(422,193)
74,000	74,000	74,000	74,000
-	-	-	-
-	-	-	-
-	-	-	-
(111,508)	(115,105)	(118,702)	(122,299)
(16,133)	(12,733)	(9,226)	(5,611)
(388,304)	(560,943)	(429,373)	(476,103)
34,878	34,344	31,980	30,804
(53,359)	(236,395)	(117,633)	(176,583)
3,487,756	3,434,397	3,198,001	3,080,369
\$ 3,434,397	\$ 3,198,001	\$ 3,080,369	\$ 2,903,786

City of Wyoming, Minnesota
Capital Improvement Plan - Surface Water Fund 651
Schedule of Planned Capital Outlay 2020 to 2025

Department	Year to Replace	Item	Cost	2020		2021	
				Actual	Estimated	Actual	Estimated
				Amounts	Amounts		
Surface water	2021	Pond Dredging/Water Ruse projects	\$ 40,000	\$ -	\$ -	\$ 40,000	
Surface Water	2021	Excavator	75,000	-	-	75,000	
Surface Water	2021	Street Sweeper	250,000	-	-	250,000	
Surface Water	2021	Vactor Truck	150,000	-	-	150,000	
Surface Water	2022	Pond Dredging/Water Ruse projects	40,000	-	-	-	
Surface Water	2023	Pond Dredging/Water Ruse projects	40,000	-	-	-	
Surface Water	2024	Pond Dredging/Water Ruse projects	45,000	-	-	-	
Surface Water	2025	Pond Dredging/Water Ruse projects	45,000	-	-	-	
				\$	-	\$	515,000

Draft

2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
Amounts	Amounts	Amounts	Amounts
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
40,000	-	-	-
-	40,000	-	-
-	-	45,000	-
-	-	-	45,000
\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000

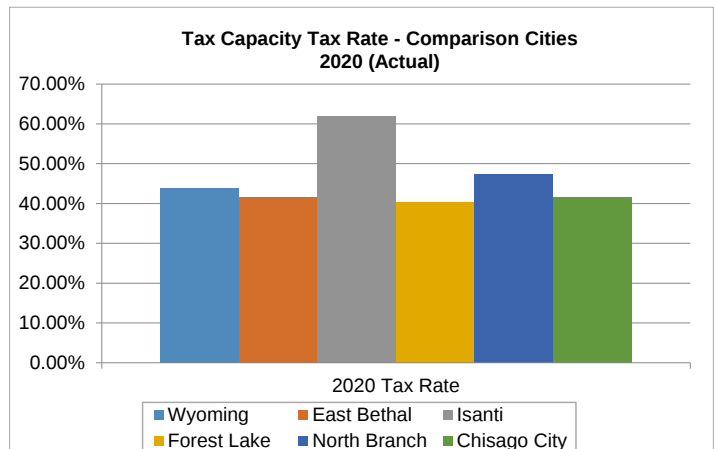
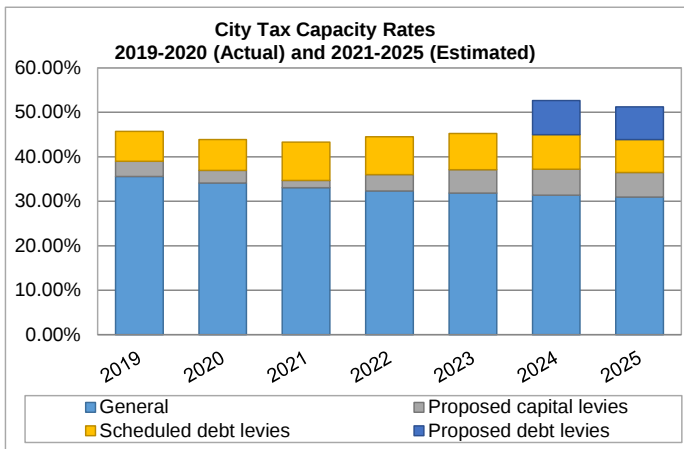
Draft

City of Wyoming, Minnesota
Capital Improvement Plan - Surface Water Fund 651
Statement of Cash Flows

Enterprise Fund Projected Activity			
	2019 Actual	2020 Actual	2021 Estimated
Cash Flows from Operating Activities			
Receipts from customers and users	\$ 56,444	\$ 53,983	\$ 104,000
Payments to suppliers and employees	(49,252)	(42,080)	(130,440)
Net Cash Provided (Used) by Operating Activities	7,192	11,903	(26,440)
Cash Flows from Noncapital Financing Activities			
Transfers in	-	-	250,000
Transfers out	-	-	-
Net Cash Provided (Used) by Noncapital Financing Activities	-	-	250,000
Cash Flows from Capital and Related Financing Activities			
Acquisition of capital assets	-	-	(515,000)
Intergovernmental revenue	-	-	200,000
Proceeds from bonds	-	-	-
New principal and Interest paid on debt	-	-	-
Existing principal on debt	-	-	-
Existing interest on debt	-	-	-
Net Cash Used by Capital and Related Financing Activities	-	-	(315,000)
Cash Flows From Investing Activities			
Investment earnings	1,845	4,260	1,421
Net Increase (Decrease) in Cash and Cash Equivalents	9,037	16,163	(90,019)
Cash and Cash Equivalents, January 1	116,864	125,901	142,064
Cash and Cash Equivalents, December 31	\$ 125,901	\$ 142,064	\$ 52,045

Enterprise Fund Projected Activity			
2022	2023	2024	2025
Estimated	Estimated	Estimated	Estimated
\$ 187,200	\$ 243,360	\$ 248,227	\$ 253,192
(134,354)	(138,384)	(142,535)	(146,812)
52,846	104,976	105,692	106,380
-	-	-	-
-	-	-	-
-	-	-	-
(40,000)	(40,000)	(45,000)	(45,000)
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
(40,000)	(40,000)	(45,000)	(45,000)
520	654	1,310	1,930
13,366	65,630	62,002	63,310
52,045	65,411	131,041	193,044
\$ 65,411	\$ 131,041	\$ 193,044	\$ 256,354

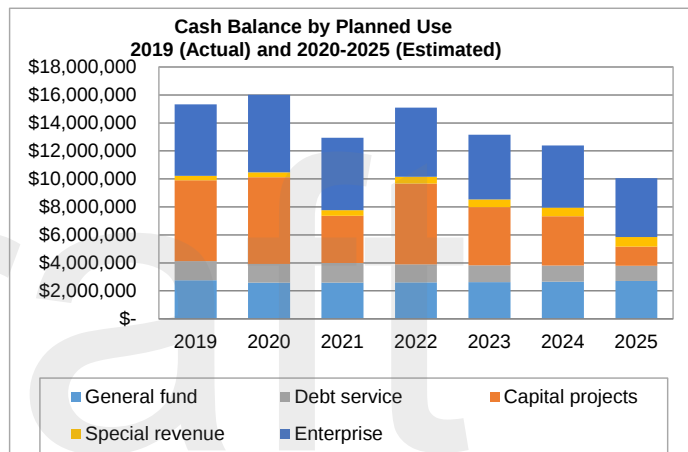
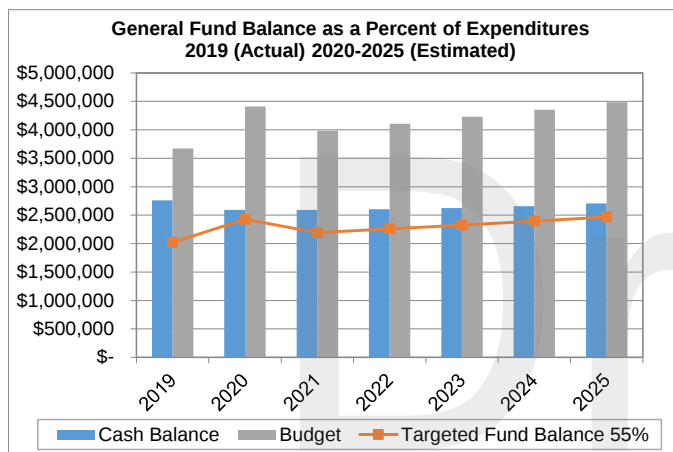
Tax Rates



Tax Rates:

Tax rates are a function of the levy and total tax base. The city tax rate is computed by dividing the city levy by the taxable tax capacity. Future tax rates are based on the assumption of 3.00% growth in tax capacity (see Assumptions). Comparable communities are provided for reference.

General Fund Operations and All Funds Cash Balances



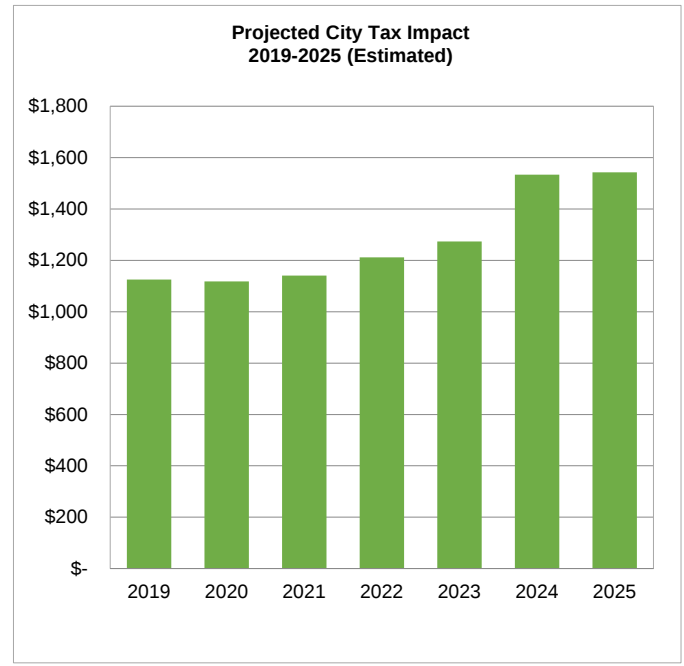
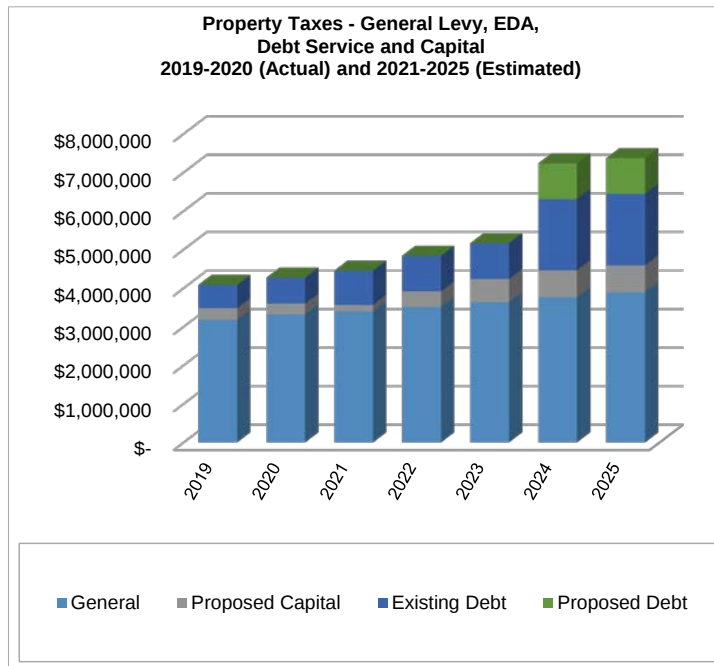
General Fund Balance as a Percent of Revenue:

The General fund fund balance should be maintained at a level to provide for adequate working capital reserves. The MN State Auditor recommends a 35-50% reserve. As the expenditure budget grows, the required reserve should increase accordingly. The City can build to this target by adding to contingency each year. This can be accomplished by reducing expenditures and maintaining the same level of revenue or increasing tax levy.

Cash Balance by Planned Use (000's):

The balances represented in this graph are categorized by the planned use and/or limitations determined by statute.

Property Taxes by Type



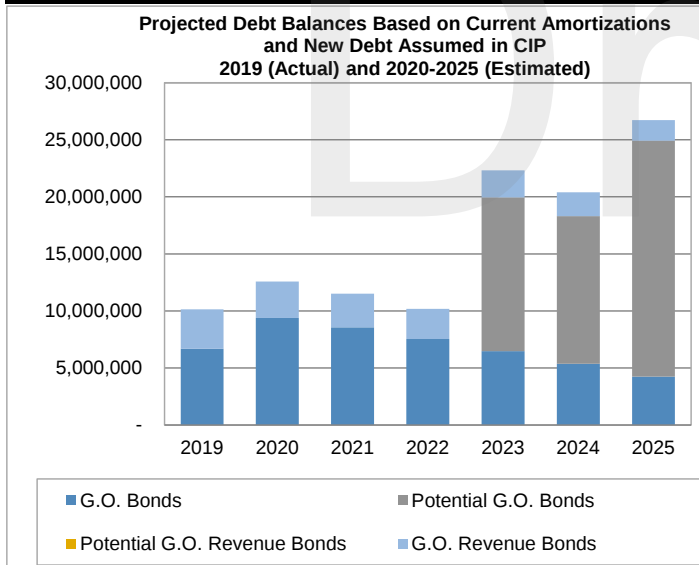
Percent of Property Taxes - General Levy and Bonds

This graph highlights the percent of levy by planned use. Increases in the levy are primarily attributed to the growth in proposed capital levies.

Projected City Tax Impact - Median Value Home

The overall property tax levy for an average valued house is highlighted above.

Debt



Debt Balances

The projected debt portfolio includes issuance of bonds in 2020 and 2025 for street improvements and in 2023 and 2025 for Facilities. These projects will result in an increase to the amount of debt outstanding over the life of the Plan.

THIS PAGE IS LEFT
BLANK INTENTIONALLY

Draft

Appendix

Draft

City of Wyoming, Minnesota
Schedule of Property Taxes Levied and Tax Rates
For the Years Ended December 31, 2019 and 2020 (Actual) and 2021 to 2025 (Estimated)

	2019 Actual Amounts	2020 Actual Amounts
Property Taxes Levied for General Purposes		
101 General	\$ 3,133,878	\$ 3,276,818
280 EDA	42,000	42,000
Subtotal	3,175,878	3,318,818
Property Taxes Levied for Capital		
401 Capital Equipment	299,550	265,588
404 Park Acquisition	5,611	10,000
405 Trail Development	-	-
407 MSA	-	-
408 Street Replacement	-	-
Subtotal	305,161	275,588
Property Taxes Levied for Debt Service		
337 G.O. Imp Bonds 2009A	155,721	150,996
338 G.O. Imp Bonds 2015A	316,955	317,690
339 G.O. Imp Bonds 2016A	102,863	101,650
340 G.O. Imp Bonds 2018A	25,617	104,487
341 G.O. Imp Bonds 2020A	-	-
TBD G.O. Imp Bonds 2023A and 2025A	-	-
Subtotal	601,156	674,823
Total Taxes Levied	\$ 4,082,195	\$ 4,269,229
Tax Capacity		
Personal and Real Estate	\$ 8,928,898	\$ 9,726,167
Estimated New Growth	-	-
Adjusted net tax capacity	\$ 8,928,898	\$ 9,726,167
Tax Rates		
General	35.57%	34.12%
Proposed capital levies	3.42%	2.83%
Scheduled debt levies	6.73%	6.94%
Proposed debt levies	0.00%	0.00%
Total City Levy Tax Rate	45.72%	43.89%
Population	7,971	8,051
Taxes per Capita	\$ 512	\$ 530
Median Home Value	\$ 260,000	\$ 267,800
Median Home Taxes (from city)	\$ 1,126	\$ 1,118
% change from prior year \$'s		-0.68%
Tax Levy (\$)		
General	\$ 3,175,878	\$ 3,318,818
Proposed Capital	305,161	275,588
Existing Debt	601,156	674,823
Proposed Debt	-	-
Tax Levy (%)		
General	78%	78%
Proposed Capital	7%	6%
Existing Debt	15%	16%
Proposed Debt	0%	0%
General Fund Percentage Change in Levy (%)		4.56%

2021	2022	2023	2024	2025
Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts	Estimated Amounts
\$ 3,354,083	\$ 3,471,476	\$ 3,592,978	\$ 3,718,732	\$ 3,848,887
42,000	42,000	42,000	42,000	42,000
3,396,083	3,513,476	3,634,978	3,760,732	3,890,887
170,000	200,000	225,000	250,000	300,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	590,337	790,337	890,337	890,337
170,000	790,337	1,015,337	1,140,337	1,190,337
150,681	200,000	200,000	200,000	200,000
275,000	275,000	275,000	275,000	275,000
125,906	124,404	127,967	126,096	129,308
107,217	104,540	101,862	104,435	101,600
226,421	222,116	223,061	223,901	224,636
-	-	-	920,337	923,618
885,225	926,060	927,890	1,849,768	1,854,161
\$ 4,451,308	\$ 5,229,873	\$ 5,578,205	\$ 6,750,837	\$ 6,935,386
\$ 10,277,068	\$ 10,790,921	\$ 11,330,467	\$ 11,896,991	\$ 12,491,840
-	85,546	86,401	87,265	88,138
\$ 10,277,068	\$ 10,876,467	\$ 11,416,869	\$ 11,984,256	\$ 12,579,978
33.05%	32.30%	31.84%	31.38%	30.93%
1.65%	7.27%	8.89%	9.52%	9.46%
8.61%	8.51%	8.13%	7.76%	7.40%
0.00%	0.00%	0.00%	7.68%	7.34%
43.31%	48.08%	48.86%	56.33%	55.13%
8,131	8,213	8,295	8,378	8,461
\$ 547	\$ 637	\$ 673	\$ 806	\$ 820
\$ 275,834	\$ 284,109	\$ 292,632	\$ 301,411	\$ 310,454
\$ 1,141	\$ 1,310	\$ 1,376	\$ 1,641	\$ 1,661
2.05%	14.81%	5.08%	19.22%	1.19%
\$ 3,396,083	\$ 3,513,476	\$ 3,634,978	\$ 3,760,732	\$ 3,890,887
170,000	790,337	1,015,337	1,140,337	1,190,337
885,225	926,060	927,890	1,849,768	1,854,161
-	-	-	920,337	923,618
76%	67%	65%	56%	56%
4%	15%	18%	17%	17%
20%	18%	17%	27%	27%
0%	0%	0%	14%	13%
2.36%	3.50%	3.50%	3.50%	3.50%

City of Wyoming, MN
Franchise Fee Estimates
January 2021

The following information is being provided to assist your community in discussions regarding franchise fees. **Given market sensitivity to electric and gas rates, we strongly encourage the city to reach out to residents and businesses regarding franchise fees.**

1. Information based on a one-year average, ending November 2020.
2. Fee amounts are rounded to the nearest \$0.25 and **applied as a flat fee.**
3. The table below shows the fee that would be reflected on a customer's monthly bill.
4. Franchise fees must be applied equally by all energy providers.
5. Connexus Energy fee calculations are included in this analysis.
6. Franchise fees are collected in lieu of any other permit fees.
7. Xcel Energy retains no portion of a franchise fee.
8. Fee collection begins within 90 days of receipt of documentation supporting city council action to implement fees.

Dated: January 6, 2021

Colette Jurek

Manager, Community Relations & Economic Development

Xcel Energy

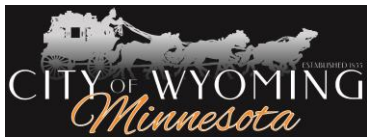
colette.c.jurek@xcelenergy.com

(651) 779-3105

Xcel Energy Electric Rate Classifications	Monthly Electric Usage
Small C&I: Non-Demand	Maximum load less than 25 KW per month Example: small retail shop
Small C&I: Demand	Maximum load between 25 – 100 KW per month Example: restaurant
Large C&I	Maximum load over 100 KW per month Example: manufacturer

FRANCHISE FEE OPTIONS: Wyoming/2021

Customer Classification Electric	Option A	Option B	Option C	Option D
Residential	\$ 3.50	\$ 3.75	\$ 3.75	\$ 4.00
Small C&I: Non-Demand	\$ 3.25	\$ 3.75	\$ 4.00	\$ 4.75
Small C&I: Demand	\$ 24.00	\$ 25.00	\$ 27.00	\$ 30.00
Large C&I	\$135.00	\$150.00	\$165.00	\$ 190.00
Total Annual Collection Xcel Energy Electric	\$182,874.00	\$197,205.00	\$204,333.00	\$224,532.00
Total Annual Collection Connexus Energy	\$ 19,638.00	\$ 21,030.00	\$ 21,180.00	\$ 22,722.00
Customer Classification Gas	Option A	Option B	Option C	Option D
Residential	\$ 1.25	\$ 1.50	\$ 1.50	\$ 1.75
Commercial Firm: Non-Demand	\$ 7.00	\$ 7.50	\$ 8.00	\$ 9.00
Commercial Firm: Demand	\$ 10.00	\$ 13.00	\$ 15.00	\$ 20.00
Small Interruptible	\$ 90.00	\$ 95.00	\$100.00	\$ 110.00
Total Annual Collection Xcel Energy Gas	\$ 62,496.00	\$ 72,102.00	\$ 73,656.00	\$ 84,816.00
GRAND TOTAL	Option A \$265,008.00	Option B \$290,337.00	Option C \$299,169.00	Option D \$332,070.00



Date: April 26, 2021

Presented to: Mayor Iverson and City Council Members

Presented by: Robb Linwood, City Administrator

Department: Administration

Reference: American Rescue Plan Act (ARPA)

Background Information:

The American Rescue Plan Act (ARPA) of 2021 – the latest COVID-19 stimulus package – is a \$1.9 trillion economic stimulus bill. Within the ARP, the Coronavirus Local Fiscal Recovery Fund provides \$350 billion for states, municipalities, counties, tribes, and territories, including \$130 billion for local governments split evenly between municipalities and counties.

What we know so far is the law also spells out a few other details about the aid to local governments, including that:

- Funds will be released in two payments to local governments, with half following enactment and half paid 12 months following receipt of first payment.
- There will be no minimum population threshold for payments, but non-entitlement distributions will be capped at 75% of the pre-pandemic city budget.
- Funds can be used to replace lost revenue.
- Funds can be transferred between jurisdictions or to nonprofit partners.
- There is an expenditure deadline of Dec. 31, 2024.

The Department of Treasury will issue guidance detailing its interpretation and implementation of eligible uses and we had anticipated having more information for the council on this topic, but they have yet to come out with the full guidance as of April 26, 2021. We anticipated full guidance prior to this work session but this has not happened.

The early estimate for the City of Wyoming for funding allocation for the City of Wyoming was approximately \$918,554.88. This number is preliminary and the treasury and other entities have stated to use precaution on the initial numbers as they are not final and subject to change. At this point we believe the earliest the city would receive the first payment of these funds would be June 9th, 2021.

If there is any new guidance in time for the meeting on Wednesday, April 28th, we will update the council. Once we receive full guidance we will ask for another work session with the council to identify all of the potential uses for the dollars and the priorities the city council would like to see in its use.



Council Comm for Action

Date: April 26, 2021

Presented to: Mayor Iverson and City Council Members

Presented by: Kelly Dumais, Assistant City Administrator

Department: Administration

Reference: Diversity, Equity and Inclusion Training

Method: New Business

Background Information:

In 2020, the City Council directed staff to explore the feasibility of the Government Alliance for Racial Equity (GARE) training program to do some training for the City Council on equity and inclusion. At the time, GARE had been providing programming geared towards normalizing conversations about race—understanding terminology, understanding the history of race, and why race matters. It also provides local governments with tools and skills to build race equity into their processes and policies. However, in 2020 the GARE program underwent significant changes last year in response to national events and the pandemic. The new revised structure of their program is a networking program of communities working on implementing anti-racist policies and practices. Many of the communities participating had extensive diversity, equity and inclusion programs already established. With the significant changes in the program, staff have reached out to local trainers who offer services more in line with the original discussion the Council identified last year.

The City Council has taken multiple steps this past year to promote diversity, equity and inclusion in policies and initiatives including expanding digital access to public materials, the Swenson park and Railroad Park projects, proclamations affirming the council's commitment to human rights and also another proclamation to affirm the council's commitment to senior residents to name a few. Wyoming's approach to conversations about diversity, equity and inclusion have taken a broad approach that considers a variety of identify factors that can affect a person's access to, enjoyment of, or sense of welcome to the Wyoming community, services, and facilities.

Diversity, equity and inclusion trainings, conversations and practices are more than just social exercises. With Wyoming's growing business and residential communities- there is significant value in ensuring that our policies, our programming and our infrastructure is not only accessible but that they are welcoming a diverse group of people. Investment in trainings and skills in promoting diversity, equity and inclusion throughout our operations supports the continued growth of Wyoming's business and residential communities. The City Council has expressed interest in a training program for the City Council specifically; many communities expand this conversation to include staff or community members as well. There are many different ways to develop this conversation within the community, what we are looking at tonight is how the City Council would like to approach the next step in ensuring Wyoming is welcoming to all people.

Staff reached out to trainers recommended from the League of Minnesota Cities and received several proposals for consideration. Some key components of trainings that staff looked for in reviewing the options included:

1. Topics included a variety of diversity topics such as age diversity, language diversity, racial diversity, gender diversity, religious diversity, etc.

2. Trainings were spread out over multiple sessions to allow time for processing and reflection on topics instead of trying to cover everything in a single session.
3. Trainings provide a practical application of skills and perspectives on the Wyoming community's experience and needs of diversity, equity and inclusion.

One program that stood out both in its content as well as cost was Esparza Consulting LLC. Each of the training sessions summarized below would be \$700 with the complete cost of the series would be \$2,800. Staff inquired specifically if there were options for virtual trainings due to current COVID-19 business practices, however if the Council was interested in an in person experience, staff could inquire as to if the feasibility and logistics of any adjustments that would cause. This training could be exclusively for City Council, or it could also include staff as well. In addition, the Council should consider if there is interest in running concurrent sessions versus a single session as a single session with a quorum of the council would need to be a public meeting. Additional sessions would also likely result in increase cost for the program.

Esparza Consulting LLC

Virtual training series for boards, leadership councils, or staff to gain some foundational skills and knowledge in diversity, equity, and inclusion. The training series will build a foundation for participants so that they begin using a shared language, target skill building in cultural self-awareness and practical frameworks that tie equity to individual worldview and systemic change.

Each virtual training session will be two hours and bring together a developmental framework and set of practices that your organization and employees can use in the workplace and integrate into services. The fee for each virtual training or session is \$700 and includes time for planning with key contacts organization, participant support and follow up after each session, and delivery of the four trainings. Intercultural development, cross cultural communication or organization DEI assessment is also a service available for an additional cost and is dependent on the type of DEI assessment or organization assessment.

The overall goal of the series is to improve the ability of participants to lead inclusively through their work. The following learning objectives guide the focus and flow for each session:

- Increase cultural self-awareness to ensure a deeper understanding of one's own cultural practices
- Increase one's curiosity about alternative perspectives, ideas, values, and practice.
- Make adaptive shifts in our clinical practice, working relationships with colleagues, clients, and communities we support/serve.

Session 1: Foundations for Intercultural Development and Building an Inclusive Organization

Learning Objectives: Personal reflection and beginning your development. This session will begin by introducing the trainers, key terms and definitions and offering an overview of the approach we will be taking together.

Session 2: Guided Intercultural Development

Learning Objectives: interaction with co-workers and behaviors to build inclusion

Session 3: Practical Cultural Framework to Organization and programs or Services

Learning Objectives: working in your specific industry or sector

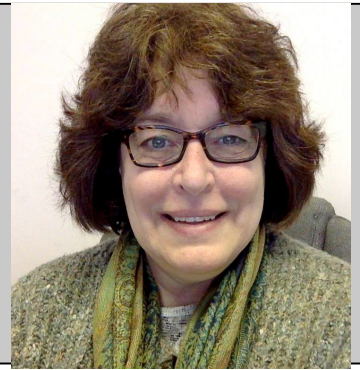
Session 4: Current examples from the field

Exercises that help participants apply strategies and debrief in small learning groups

Request from Staff: Identify structure and direction of diversity, equity and inclusion training programming

Barbara E. Raye

Center for Policy, Planning, & Performance
Founder and Executive Director



Areas of Expertise

Strategic planning, large group facilitation, mediation and conflict resolution, restorative justice, public policy, citizen engagement, outcome and performance measurement, cultural diversity/equity in the workplace, organization development, and governing bodies/boards of directors.

Work History

Center for Policy, Planning, & Performance (1998–present)

Founder and Executive Director

The Center is a nonprofit corporation committed to the work of social justice. The purpose of the Center is to engage citizen-based leadership and to enhance the effectiveness of nonprofit and public sector organizations to positively impact the lives of the people and communities they serve.

Services include consulting and training for government and nonprofit organizations, large group facilitation, employment and community mediation, restorative justice, public policy analysis, ethical leadership, cultural equity and respectful workplaces, strategic planning, and outcomes-based evaluation. Clients are local, regional and national organizations and include school boards, government elected officials and managers, and nonprofit organizations. As of 2016, the Center had served over 250 different organizations.

St. Mary's University (2009–2012)

Adjunct instructor in the Masters Degree Program in Organizational Leadership. Teaching courses on conflict and collaboration, communication, and teams

College of St. Catherine (1999–2009)

Part-time instructor in leadership development and continuing education program. Classes include strategic leadership, being an effective change agent, and women as political leaders.

Hamline University (1997–2002)

Adjunct instructor in the Masters Degree Program in Public Administration and Nonprofit Management. Courses include Conflict Resolution, Certificate Program in Outcomes and Performance Measurement, Governance and Planning for Nonprofit Organizations, and Research and Program Evaluation for Managers.

Ramsey County, Minnesota (1994 –1998)

Director, Policy, Planning and Organization Development

Projects include: development and facilitation of 34-member management team; countywide strategic plan with 15 topic areas and over 10,000 citizen participants; policy analysis on major countywide planning and policy issues; legislative testimony; design and implementation of countywide outcome and performance measurement system.

Wilder Foundation, Services to Organizations (1991 –1994)

Director, Community Services Group

Twenty-seven-member consultant group with a focus on nonprofit/public organizations and building community capacity to address the needs of the inner core city of St. Paul.

Director, Management Support Services

Senior Consultant

Education

- MBA, University of Saint Thomas, St. Paul, Minnesota

Specialized Training

- Asset-Based Community Development - McKnight/Kreitzman Northwestern University
- National Futurists, “Shared Participation group process leadership training
- Fellowship of Reconciliation “Children's Creative Response to Conflict”
- Mediation Certification (40 hours), CDR Boulder, Colorado
- Workplace Mediation (40 hours), Romar
- Restorative Justice and mediation in case of sexual misconduct in Faith Communities (24 hours) New York
- Mediation with Severe and Violent Criminals, Mark Umbreit, (6-days) University of Minnesota
- Circle Keeping and Process, Kay Pranis Barry Stuart (5-days) Minnesota
- National Training Lab, “Women in Management”
- MN/Malcolm Baldrige Quality Award Criteria
- Sexual Harassment and Respectful workplaces (24 hours) Minnesota
- Peter F. Drucker Foundation National Training Team – Self-Assessment Tool
- Carver Policy Governance Model for Boards of Directors/Governing Bodies
- Myers-Briggs Qualification
- Management By Objectives and Total Quality Management
- Addictive Organizations–Anne Wilson Schaefer
- Learning organizations, The Fifth Discipline with Peter Senge
- Leading from Within, Zone Leadership.

Minnesota Department of Corrections (1987 – 1991)

Project Coordinator

Employee Assessment and Development Program.

Director, Victim Services Unit

Introduction of restorative justice framework and first position of restorative justice planner. Managed \$6 million annual grant distribution, evaluation and technical assistance for four statewide victim programs, coordination of DOC legislative package, and testimony in area of victims' rights and victim services.

Director, Battered Women Program

Minnesota State Humane Society (1983 – 1986)

Executive Director

Semi-state agency established by legislation with 40 county chapters at end of tenure. Investigated cruelty complaints, provided training and technical assistance to local chapters, provided government affairs/lobbying and testimony on behalf of legislation. Was director with opening of Canterbury Downs, dog racetrack efforts, drugging of horses legislation, and research using animals – including Baby M and baboon heart transplant issue.

Community Involvement

Minnesota

- Member Peace and Justice Studies Association 2008-current
- Member Victim Offender Mediation Association 2002-current
- Member Hennepin County Youth Restorative Services Coalition 2009-2016
- Member Restorative Services Coalition 2008-2011
- Member MN Chapter Association for Conflict Resolution 2008-2009
- Board Member Minnetonka Center for the Arts 2005-2006
- MN Quality Award evaluator 1998
- Leadership Minneapolis, Program Committee 1985–86
- Childnet, statewide child advocacy program
 - Strategic Planning Committee 1986–87
- Vice-Chair of Development Committee for MN Women's Fund 1987–88
- Chair of Finance and Member of Policy Council for CENSHARE
 - (Center for the Study of Human-animal Relationships and Their Environments), University of Minnesota 1983–86

Honors

- International Hostelling Association in Canada
 - Chuck and Marjorie Harris Award in 2010 and 2012
- U.S. Federal Highway Administration
 - Excellence in Program Administration Award 2012
- St. Paul Mayor and St. Paul Port Authority
 - Service to Rock-Tenn Advisory Panel 2008
- American Planning Association–2007 Planning Award for Grassroots Initiative
- Minnesota Planning Association–2006 community planning award
- Founder's Award 2005–Indiana Coalition Against Domestic Violence
- 1984–85 Leadership Minneapolis—Greater Minneapolis Chamber of Commerce
- Editorial, *Minneapolis Star & Tribune* 5/12/84—“The Minnesota Humane Society a Year Later.”
- Named in “State Women Honored,” *Indianapolis News* 1982
- Named Outstanding Young Woman of America, 1977, 1982

Training Sessions and Papers

- *Workshop: Restorative Justice–Kentucky Bar Association* 2008
- *The Mediation Process–40 hours national mediation training Minneapolis, MN with CDR Associates* - 2006
- *The Role of Community in Restorative Justice, National conference on restorative justice and sexual misconduct in faith communities* 2007
- *History of Restorative Justice, American Association for Criminal Justice Professionals* 2007 Florida
- *Chapter “Restorative Processes” Handbook of Restorative Justice, Gerry Johnstone and Daniel VanNess Eds. Willan Publishing* 2007
- *Chapter” How do culture, class and gender affect the practice of restorative justice?” Critical Issues in Restorative Justice, edited by Howard Zehr and Barb Toews, Criminal Justice Press* 2004
- *Women Leaders of the Millennium, College of St. Catherine, Strategic Thinking, Being an Effective Change Agent, and Women in Politics* 2006-2007
- *Training workshop: Basic Mediation, Victim Offender Mediation and Conferencing, Supervision of Mediation cases, Introduction to Labor and Workplace Mediation – Isai, Romania* 2003
- *3-day Training: How to Manage an NGO – Nairobi, Kenya* 2002
- *Workshop: “How to set up and manage a center for the victims of violence in the family”– International Conference on Violence in the Family–Cyprus, 2000. Sponsored by Fulbright Foundation, Cyprus.*
- *Presented in over a dozen workshops and seminars original paper: Working Together Rather than Working Alone - A Collaboration Model*
- *Executive Service Corps of Chicago Nonprofit Leadership Day 2/2000, and College of St. Catherine Women's Leadership Series 2000–Being and Effective Change Agent*
- *Designed and delivered a dozen training sessions nationally for Peter Drucker Foundation on Self-Assessment Tool and co-trained national training team*
- *MN Quality Initiative Conference 10/1999–Client Outcome Measures*
- *Featured in University of Vermont national video program, Managing for Results in the Public Sector–June 1997. Two articles published in accompanying Resource Manual.*
 - *The Public Board: Policy and Performance*
 - *Outcome Based Funding*
- *Papers presented to Upper-Midwest Conference on Demographics for Policy Makers–4/1997:*
 - *Beyond Race; It's not a matter of Black and White*
 - *Evaluating Diversity Work: A Diversity of Opinion*
 - *The Gender Gap & Soccer Moms: Women & Men Have Different Visions for the Future & It Matters*
 - *Poverty: Myths, Stereotypes and Reality*
- *Workshops presented at International Association for Public Participation– Toronto, 9/1997*
 - *TQM Can It Work In the Public Sector?*
 - *Planning Without Walls*
- *Power and Peace Symposium - Itasca Community College - Grand Rapids, MN 5/92–Using Personal Power to Make Peace*
- *Minnesota Citizens League–Newsletter: The Gender Gap– 6/1997*
- *Texas Conflict Coach Radio Program – 4/2012*
- *Facilitator for Midway Chamber Econ Development Summit – 2016*
- *Speaker Alliance for Community Media – 2017*
- *Speaker Sensible Land Use Coalition – 2017*

Good morning, Kelly.

Thank you again for including me in your initial inquiries about race and equity training for the City of Wyoming. Below are the answers to your questions and attached is a resume for background.

1. Our training is usually billed at \$1500 a half day.
2. Our training to date has been in person, but I would be excited to have the opportunity to translate the session(s) to a zoom format.
3. Yes, I have worked with elected officials in a group and as individuals in sub-groups or members of a team that included community members as well. I worked directly with the Ramsey County Commissioners when I was the Director of Policy and Planning there.
4. Attached is a resume for background.

For more conversation:

- I like using some common reading/experience with each group. A current client is using the book Good Time for the Truth with their advisory committee. But is there is something that has resonated with one or more group members then we should use that.
- I want the group to identify what they would like to discuss or learn during the session(s). I don't want to do "basic" things if the group is beyond that and wants to focus on some specific element of the challenge of race and equity. (Some want to know about how to recruit, strategies for outreach, cross cultural communication, policies that can be more equitable or guarantee greater access and participation. Others want to hear directly from community members or members of the groups that are most represented in their constituencies. Or, we could focus on a specific area of service such as policing, housing etc.)
- I want you to be able to use what we learn/discuss, so some current examples or future goals are also helpful.
- I have worked in both nonprofit/community and public sector organizations so can

Good luck on your work and congratulations for creating time and space to do the training.

Barbara Raye

Sybil has provided trainings and consultations to non-profits as well as Fortune 500 companies and public institutions. Past audiences include Thomson Reuters, Boston Scientific, Cargill, and Resideo as well as the Federal Defenders' Office of the Dakotas, the Indiana Continuing Legal Education Forum, the Minnesota Department of Health, the North Carolina Advocates for Justice, and the Ohio State Bar, as well as multiple cities and law firms.

Bloomington City Attorney Melissa Manderschied called Sybil's presentation "one of the most powerful, thought-provoking and engaging presentations" she attended.

Other attendees say:

- "This is a huge wow – engaging, informative, with extremely helpful information, examples clearly given with such passion."
- "The BEST presentation on demand I have ever seen."
- The program "more than exceeded my expectations. She presented ideas I had not considered."



Sybil Dunlop (she/her/hers) is a national thought leader on Diversity, Equity, and Inclusion issues. She created and teaches award-winning Diversity & Inclusion programming which receives rave reviews. One City Attorney called her program "one of the most powerful, thought-provoking, and engaging presentations" ever attended. A Diversity & Inclusion Director reports, "I have invited Sybil to speak on implicit bias four times, and every time I get rave reviews from the audience. She touches people in a way that other, more clinical speakers might not." In recognition of her efforts, Minnesota Lawyer selected Sybil as a Diversity & Inclusion Honoree in 2018, and the Hennepin County Bar Association awarded her its Excellence Award for Advancing Diversity and Inclusion in 2019.

Beyond her Diversity, Equity, and Inclusion work, Sybil has conducted investigations and counseled clients regarding DEI policies. Clients praise her ability "to communicate well with a diverse array of people." And another client says, "She really is 100% client-focused. If I want to talk, she will ring instantly. She is the most responsive lawyer I have ever met in my life and I feel like I am her only client." Based on this feedback, Chambers USA: America's Leading Lawyers for Business recognized Sybil as a notable practitioner in 2020 and Minnesota Lawyer recognized Sybil as an "Attorney of the Year" in 2020.

Sybil attended Smith College and Vanderbilt University Law School where she graduated Order of the Coif. She is also the past president and a board member of the Infinity Project whose mission is to increase the gender diversity of the state and federal bench.



ellen krug

writer, lawyer, human

Short Biography

At the age of fifty-two, Ellen (Ellie) Krug (pronounced "Kroog") transitioned from male to female while living in Cedar Rapids, Iowa. Although not at all easy, transitioning genders gave Ellie the opportunity for a "do-over" in life, which has included working to make the world fairer and more inclusive for all humans, particularly those considered "Other."

With over 100 civil trials to her credit, Ellie was the first Iowa lawyer to ever transition genders and one of the few attorneys nationally to try jury cases in separate genders. She later relocated to the Twin Cities where she served as the founding executive director of a legal nonprofit that was conferred an American Bar Association award for innovatively increasing legal access.

The author of *Getting to Ellen: A Memoir about Love, Honesty and Gender Change* (2013), Ellie has presented on diversity and inclusion to governmental entities, court systems, Fortune 100 companies, law firms, nonprofits, and colleges/universities on 800+ occasions. A hopeless idealist, Ellie has presented her human inclusivity training, "Gray Area Thinking®" across North America.



In 2016, *Advocate Magazine* named Ellie one of "25 Legal Advocates Fighting for Trans Rights." She is a monthly columnist for *Lavender Magazine* and pens a widely-circulated monthly e-newsletter, *The Ripple*, that reaches 9000 readers. Ellie views herself as an "Inclusionist" and founded an inclusion-oriented consulting and training company, Human Inspiration Works, LLC, in 2016.

In 2019, the *Minneapolis/St. Paul Business Journal* conferred its 2019 Business of Pride Career Achievement Award to Ellie and her company, Human Inspiration Works, LLC. In that same year, OutFront Minnesota, the state's largest LGBTQ advocacy organization, conferred Ellie its 2019 Legacy Award.

Ellie is also a weekly radio and podcast host; her show, "Ellie 2.0 Radio," on AM950 in the Twin Cities, with more than 100 episodes, highlights idealism and how each of us can play a role in fostering positive change in the world.

Short Biographic Details

Born: Newark, N.J. 1956

Education: Coe College (Cedar Rapids, Iowa), 1979
Boston College Law School, 1982

Attorney Licenses: Minnesota (2010-present); Massachusetts (1982 [inactive]); Iowa (1988 [inactive])

Contributing Writer, *Lavender Magazine*, "Skirting the Issues" monthly column, 2011-present; *Minnesota Women's Press*, 2019-present

Author, *Getting to Ellen: A Memoir about Love, Honesty and Gender Change* (Stepladder Press 2013) (Amazon Books 5 Star Rating)

Law Review Article: "We Hear You Knocking: An Essay on Welcoming 'Trans' Lawyers," *William Mitchell Law Review*, Vol. 41 (2015)



Media Appearances/Contributions: Minnesota Public Radio; Iowa Public Radio; South Dakota Public Broadcasting; Mississippi Public Broadcasting; Huffington Post Podcasts; *Minneapolis Star Tribune*; and multiple Minnesota-based radio and television venues

Memberships: Twin Cities Diversity and Inclusion Roundtable (Executive Committee);

Community Mediation Minnesota (founding board member)

Wikipedia: https://en.wikipedia.org/wiki/Ellen_Krug

Contact Information

Ellen (Ellie) Krug at elliekrug@gmail.com

Website: www.elliekrug.com

Founder and president, Human Inspiration Works, LLC ("We make 'inclusion' an action world."™) Company Website: www.humaninspirationworks.com

Author, *Getting to Ellen: A Memoir about Love, Honesty and Gender Change* (2013)

Book website: www.gettingtoellen.com (Book available on Amazon, Kindle, etc.)

Twitter: @elliekrug

Facebook: Ellen Krug Minnesota

LinkedIn: Ellen (Ellie) Krug

Instagram: @elliekrug

Monthly newsletter, *The Ripple*, accessible by clicking on "Newsletters/Media" at www.elliekrug.com (9000+ e-newsletter readers)

Primary residence: Minneapolis, Minnesota

Contact telephone: 319.360.1692



To answer your questions:

1. My fee for up to 2.5 hours of online training is \$1950. This includes prep emails/Zooms; copy to promote

the training; my time to prepare; a handout for the training; and the actual training. If you want to record the

event for future use, there's an additional fee of \$450 and the need to execute a license.

2. I certainly can present in Zoom. Since last April, I have conducted 100+ online trainings to excellent reviews.

3. I have worked extensively with elected officials; I've presented via the MN Association of Counties; the League of MN

Cities; and other entities like the City of St. Paul and the City of Red Wing, the City of Bloomington; and Ramsey

and Hennepin Counties.

4. I have attached descriptions of my Gray Area Thinking and Getting Past the Bumpiness trainings, along with my bio. In a perfect

world, that's the order of trainings, but certainly if you want only the Bumpiness training, I can do that.

Because of the attachments, I would appreciate it if you could acknowledge receipt. Thanks for that!

Thank you so very much! I appreciate the opportunity to be considered!

ellie

Esparza Consulting LLC offers virtual training series for boards, leadership councils, or staff to gain some foundational skills and knowledge in diversity, equity, and inclusion. The training series will build a foundation for participants so that they begin using a shared language, target skill building in cultural self-awareness and practical frameworks that tie equity to individual worldview and systemic change.

Each virtual training session will be 2 hours and bring together a developmental framework and set of practices that your organization and employees can use in the workplace and integrate into services. The fee for each virtual training or session is \$700 and includes time for planning with key contacts organization, participant support and follow up after each session, and delivery of the four trainings. Intercultural development, cross cultural communication or organization DEI assessment is also a service available for an additional cost and is dependent on the type of DEI assessment or organization assessment. Consulting with the organization to build in strategies or plans for broader organization development and integration of diversity, equity, and inclusion has an hourly rate of \$150 per hour for organization development and DEI strategic development or planning Cardina Esparza has availability for new clients beginning in June 2021.

The overall goal of the series is to improve the ability of participants to lead inclusively through their work. The following learning objectives guide the focus and flow for each session:

- Increase cultural self-awareness to ensure a deeper understanding of one's own cultural practices
- Increase one's curiosity about alternative perspectives, ideas, values, and practice.
- Make adaptive shifts in our clinical practice, working relationships with colleagues, clients, and communities we support/serve.

Session 1: Foundations for Intercultural Development and Building an Inclusive Organization

Learning Objectives: (personal reflection and beginning your development)

This session will begin by introducing the trainers, key terms and definitions and offering an overview of the approach we will be taking together. Topics and exercises in this session will include:

- Key areas of anchor concepts for the series
- Working definitions of terms related to Diversity, Equity, Intercultural competence, and Inclusion.
- Developmental Model of Intercultural Sensitivity and a developmental framework
- Exercise: Resonating and finding the commonalities in diverse teams and intercultural environments
- Steps for connecting intercultural development to building inclusion and racial equity

Session 2: Guided Intercultural Development

Learning Objectives: (interaction with co-workers and behaviors to build inclusion)

Topics and exercises in this session will include:

- Exercise to focus on 8 dimensions of diversity within one's self and your experiences
- Introduction of the Intercultural Conflict Styles inventory and 4 key domains of communication styles
- Tools and strategies to attend to and leverage communication differences across indirect and direct approaches, expressive styles, and practice using both implicit and explicit strategies for being effective with colleagues and clients.
- Discussion on engagement with families in this one and tee up some questions for bridging to the next section: How does your own conflict style engage and/or distance colleagues, program participants, or employees?

Session 3: Practical Cultural Framework to Organization and programs or Services

Learning Objectives: (working in your specific industry or sector)

Topics and exercises in this session will include:

- Action learning: Reflective and inclusive mindsets for the work.
- Exercise to identify how individual values and beliefs are culturally grounded
- Discussion on how a variety of values or beliefs is viewed in culture specific world views
- Education on western and eastern views of issues related to public and social services
- Impact of individual and systemic views of inequities

Session 4: Current examples from the field

- This session could be customized to fold in experiences of building the foundation's supports or services and how to be racially conscious and equity focused
- Exercises to reflect on and deepen understand of one's practice and approach and how it is culturally informed during decision making processes
- Exercises that help participants apply strategies and debrief in small learning groups

Biographies of lead consultant

Cardina Esparza, M Ed., is the Equity and Inclusion Director at the Office of Inspector General in MN Department of Human Services. She also currently runs her consulting firm, Esparza Consulting LLC, with the mission to build organization health that centers people and culture by integrating diversity, equity, and inclusion at every level. She has worked in non-profits and educational institutions in the Twin Cities since 1994. Cardina has over 20 years of experience providing large group facilitation for boards, committees and work groups focused on responding to changing community needs, over 15 years

facilitating training and development related to inclusion and equity and has over 10 years of experience using the Intercultural Development Inventory and the Intercultural Conflict Styles inventory to help organizations and teams be more effective.

Cardina is particularly passionate about integrating Organization development and DEI change work into her services and is a doctoral candidate in Organization Development and Change Management.



Getting Past the Bumpiness™: White Fragility and Skin Color

Presentation Description: Americans are undergoing seismic shifts in how we relate to each other, particularly toward those who are considered “Other,” as one’s “otherness” relates to skin color, socio-economic standing, and country of origin. Many understand that it takes personal discomfort and self-reflection to begin the difficult conversation about how to be more inclusive of people considered “Other.” Those conversations are challenging because most are fearful of impacting sensitivities—people do not want to feel “uncomfortable,” either for themselves or others. Sometimes, we’ll do almost anything to avoid experiencing discomfort.

On the other hand, Ellie Krug’s work has revealed that most Americans are very compassionate and caring toward everyone, including those who are “Other.” It’s just that we don’t know how to exercise that compassion or empathy with anyone who’s outside of our comfort bubbles. Thus, most don’t personally interact with humans who are “Other.”

When it comes to talking about skin color or “race” (the reality is that there are no separate human “races”; rather there are just humans who look different from one another), we are especially reluctant, even reticent, to take risks. This is particularly true for white-color people.¹ Often, this reluctance manifests in the form of anger or denial, what one commentator has described as “white fragility.”²

Yet, in order to understand America in the ‘20s—when much of the country is finally waking up to understand various inequities—we *need to talk about skin color* and how the color of one’s skin impacts their opportunities for success on many fronts. The discussion must also logically start with historical facts that show white-color Americans have had a distinct advantage since the country’s founding. The conversation must be paced, compassionate and factual, rather than being emotional or aimed at shaming or guilt.

How can we begin these exceedingly difficult but necessary conversations? And in the process, can we accept the idea of “compassionate conversations” by all parties involved, with the ultimate goal of providing *grace* or a reprieve from judgment? Can we further understand that being human means we will sometimes stumble?

This innovative training is about having such conversations. To engage in the training requires openness to new ideas and some fearlessness, along with a willingness to be uncomfortable. Doing such hard work will result in better understanding how America got here and how individuals, organizations and the community at large can go forward.

Why This Training Works: Of all the possible training topics, teaching on white fragility/challenges around skin color is among the most difficult. This is because many white-color humans are not used to discussing their skin color and fear being shamed or

judged (or both) for things they feel they cannot control (but which certainly have benefitted them).

It helps that Ellie is a white-color transgender woman who fell from the “top of the pyramid” as a high-power male trial lawyer to a much lessor societal status when she transitioned genders in 2009. This personal history—which dramatically changed her perspective about “Other” in our society—gives her added credibility for this difficult discussion. Moreover, Ellie’s background as a national speaker on human inclusivity having conducted nearly 1000 presentations, along with her experience as a mediator and Circle leader, adds to her credentials.

The training also works because Ellie provides concrete tools and suggestions on how to identify and then dismantle structural racism. This training is thus both eye-opening and solution-focused. More than ever, Americans are in search of real solutions, and Ellie responds to that head-on.

Learning Objectives:

1. To understand the concept of “white fragility” and how it adversely impacts/deters important societal conversations around skin color, socio-economic class/disparities, and country of origin.
2. To understand the difference between “racism” (not intent-based) and “discrimination” (intent-based) and how “good people” can engage in “racism” without even knowing or intending for it.
3. To easily comprehend what “white privilege” means and doesn’t mean.
4. To offer strategies for white-color people to better understand institutional challenges facing people who identify as Black, and further, so that they may be able to interrupt racism.
5. To explore the concepts of “exceptionalism”, “individualism” and other lenses through which white-color humans rationalize the success of Black Americans or immigrants and others who aren’t white in color.
6. To understand the importance of offering non-white-color people grace relative to how they may feel about having been historically marginalized.
7. To develop self-awareness that skin color, socio-economic class/standing, and country of origin should not be factors in how one human interacts with another human.
8. To provide tools on how to have conversations with all humans relative to skin color and how societal barriers, including structural/systemic racism, affect Black Americans and other persons of color.

Mechanics: This training can be provided in two modalities: introductory or multi-part.

- A. Part 1—Introductory: This is a 90 to 120-minute introduction to white fragility that focuses on historical facts illustrative of white dominance in America. The training includes information about common racial stereotyping/explaining “exceptionalism” or “individualism,” and offers preliminary ideas on how to interrupt white dominance, including structural/systemic racism. Because of the novel topics (for many white-color persons) involved in this training, we usually ask that live or online attendance be limited to no more than 50 people. In some instances, we allow larger audiences.

- B. Part 2—Deep Dive: Following Part 1, this minimally 120 to 180-minute segment involves discussing “homework” assignments around historical marginalization of African Americans and others and provides an opportunity to explore personal journeys around skin color. Because these conversations can be triggering on several levels, the number of participants is usually limited to no more than 30 but for online trainings, this number can be increased to 50 attendees. In some instances, we allow larger audiences.

Handout: Getting Past the Bumpiness™ attendees are presented with a multipage handout. (Unless otherwise arranged, the Sponsor will bear the cost of copying/distributing the handout.)

Audience Size: This is an audience size-sensitive training; Part 1 (Introductory) audiences are usually limited to no more than 50 attendees in either theater seating or tabletop settings or online. Part 2 (Deep Dive) live audiences are limited to 30 attendees in tabletop settings for live trainings and to 50 for online trainings. We are flexible on these numbers, however, and in some instances allow for larger audiences.

Technical Needs: Both trainings require AV equipment for short videos and various images that will be displayed during the training. (Ellie can supply the videos and images via email or by connecting to her laptop.) Ellie also doesn’t utilize a podium and asks for space to “roam” as she speaks. For Part 2/Deep Dive trainings, Ellie will hang signs on the training room walls with blue painter’s tape (she supplies both the tape and the signs). See above for seating configurations.

Duration: Part 1 (Introductory) trainings from 75 to 90 minutes. Part 2 (Deep Dive) trainings from 120 to 180 minutes with the possibility of expanding to an all-day workshop that could include training on inclusivity, allyship, and courageous conversations.

For additional information contact:

Ellen (Ellie) Krug

elliekrug@gmail.com

319-360-1692

www.elliekrug.com

www.humaninspirationworks.com

Book website: www.gettingtoellen.com

Notes

1. Ellie uses the phrase, “white-color,” to describe humans with white skin because many white-identifying people don’t believe that white is a color. Rather, they believe white is “base” or “normal” and those who identify with skin colors other than white are “Other” because they deviate from normal. It is important to understand that everyone is simply “human” with variations in skin color.
2. According to academic writer and lecturer, Robin DiAngelo, “white fragility” refers to the discomfort that many white-color humans experience relative to discussing or learning about white-color human dominance in societal, governmental, and other arenas. White-color humans rarely ever experience racial stress—being judged because of their skin color. When the conversation concerns how white-color people have benefitted from various white-dominated systems, many white people shut down due to feeling as if they are being judged or shamed. This “fragility” often prevents important conversations from going forward.

Copyright 2020 © Ellen Krug

This document may not be reproduced or copied without the
express permission of Ellen Krug. All rights reserved



Gray Area Thinking®

Presentation Description: All humans habitually categorize and group others who are “different” from “us,” which often leads to black and white thinking, as in “good” versus “bad” or “native” versus “immigrant” and a host of other isolating labels. With this inclusivity presentation, Ellen (Ellie) Krug offers an innovative toolset—Gray Area Thinking®—for interacting with diverse humans in a mindful and compassionate way. Attendees will appreciate and value how it’s necessary to consciously engage in Gray Area Thinking® in their daily activities. Doing so will lead to a more inclusive life!

Gray Area Thinking® is a simple three-part toolset for interacting with diverse humans: (1) awareness of another human’s vulnerability or suffering; (2) risk-taking to alleviate or lessen that vulnerability or suffering; and (3) compassion and kindness both for others and for one’s self.

Why this Presentation Works: Most diversity and inclusion trainings address unconscious bias by educating audience members about neurobiology and the human tendency to deny being biased. Often, trainers employ PowerPoints with charts/graphs/data about historical group marginalization—often, this can be overwhelming for audience members.

However, audience members often aren’t given easy-to-understand “tools” to employ in their day-to-day interactions with diverse humans. Moreover, by using the word “bias” in standard D&I trainings, there’s the risk of the audience member feeling judged.



With Gray Area Thinking®, Ellie utilizes the phrase “grouping and labeling” to avoid any judging connotations; indeed, she readily concedes that humans are wired to “group” and “label” other humans—it’s part of our evolutionary DNA and how we’ve been able to get to where we are today as a species. At the same time, Ellie tells

audiences it’s what we do with that grouping and labeling that can set the table for much broader inclusivity. Further, citing examples, Ellie also reminds that humans are hard-wired for empathy; it’s just that most of us don’t know how to employ that empathy due to fear, inattention or habituation.

By utilizing memorable training tools (the “Identity Game,” role-playing, “The Four Commonalities,” Ellie’s voice-appearance incongruity, and demonstrations of practical steps for inclusivity and allyship, etc.—see below for all of this), this presentation “sticks” particularly well with audience members. Gray Area Thinking® also provides an easily understood/remembered toolset that can be utilized by audience members as soon as they walk out of the training room.

Finally, there has one recurring reaction to Gray Area Thinking® in all sectors across North America: renewed *hope* for humans and greater *faith* in one’s ability to make a positive

difference. For proof, see this December 2018 article that Ellie penned relative to how Gray Area Thinking® impacted an audience member at a legal professionals conference: (<https://www.lavendermagazine.com/featured-home-page/skirting-the-issues-hope-2-2/>) This fits with Ellie's philosophy that we need to "inspire" rather than "order" human inclusivity.

Learning Objectives:

1. The value of human inclusivity based on an understanding that we must consciously work to not allow our internal categorizing or labelling of people to marginalize humans who are "Other." Instead, we must consciously work to view everyone as "human" with a need for dignity and a desire to be "seen."
2. Developing self-awareness that we group and label ourselves (and judge ourselves—often harshly), while reminding that everyone shares this commonality, as well as other key commonalities (which Ellie describes as "The Four Commonalities").
3. Understanding that fear of the unknown (including a fear of interacting with persons who are "different") is core to the Human Condition and strategies for addressing that fear (e.g. risk-taking and compassion).
4. Increased appreciation for the challenges that all humans face when interacting with various systems (law enforcement, social services, educational, health, legal, etc.) where one's uniqueness isn't easily recognized.
5. Understanding that we're each struggling to survive the Human Condition and being reminded that no one can judge another's struggle simply by how "they" appear or present.
6. Showing how human inclusivity strategies will increase retention of diverse team members and lower overall attrition within an organization.
7. Understanding that inclusivity feeds/maintains organizational diversity; without inclusivity, all diversity initiatives will fail.

Mechanics: Candidly, the presentation begins merely with Ellie saying "Hello." Audience members immediately understand that her voice (masculine) doesn't match her appearance (feminine). This learning moment demonstrates how humans are "wired" to categorize others and transitions to discussing the bumpiness that results when we encounter humans who can't be easily categorized or who are "different" from "us." Additionally, this introduces the concept that humans can adapt to "Other" via familiarity—simply getting to know another person. (By the end of the training, Ellie will return to the issue of her voice; if audience members have adapted to the incongruity between her appearance and voice, she reminds, "That's the power of human familiarity at work in real time!")

Specifically, Gray Area Thinking® consists of four separate modules:

Module 1: How humans are hard-wired to group and label other humans and how we are a group-identifying society. (Ellie formerly used the phrases "tribes" and "tribalism" but has replaced them with an acronym—"GIP": group-identifying people and group behavior). Group identification readily creates "insiders" and "outsiders" making it easier to exclude/not include people who are "different" or "Other." The training then pivots to the "Two Saving Graces" that overcome grouping and labeling/group-identifying behavior: how humans are hard-wired for empathy and how we share certain key

commonalities ("The Four Commonalities") which make it easier to find/create familiarity with "different" or "Other" people.

Module 2: The "Identity Game" where audience members are invited to learn how we group and label ourselves. This voluntary exercise involves using 19 signs/labels that are affixed to the training room walls with blue painter's tape ("Gender" "Age" "Skin Color" "Socioeconomic Status" "GLBTQ Status" "Not Good Enough/Failure" "Alone" etc.). Ellie has everyone stand and then reads various prompts ("The identity that my parents stressed for me as I was growing up was..." "The part of my identity that garners me the most privilege is..." "The part of my identity that I struggle with the most on a day to day basis is..." etc.). She then instructs, "Go stand by a sign that's responsive to the prompt for you." As the game progresses, we will see audience members move from sign to sign in a powerful demonstration of human commonalities—reminding that we're all struggling to survive the Human Condition regardless of skin color, LGBTQ status, socioeconomic standing or the hundred other things we use to make people "Other." It will also remind that you can't tell one's struggles simply by looking at "them."



Note: for the online version of the Identity Game, Ellie utilizes polling, and assuming the sponsor has allocated enough time, audience members are invited to share why they've responded to a prompt in a particular way. Even via online, the Identity Game has proved to be a powerful tool for sharing about the Human Condition.

Module 3: The toolset of Gray Area Thinking® (GAT) which can be utilized by anyone to better interact with/accept any human who is "different" from "us." This toolset consists of (1) awareness of human vulnerability and suffering; (2) risk-taking to lessen or alleviate that vulnerability/suffering; and (3) acting with compassion and kindness. To demonstrate this toolset, Ellie utilizes a series of role plays which show how anyone can be inclusive toward an outsider or someone who's "different" or "Other."

Module 4: Discussion and demonstration of the three levels of human inclusivity (Tolerance, Acceptance and "Rock Star") and how mentoring and sponsorship are critical to creating and preserving a welcoming and inclusive workplace or other organization. Ellie uses real-life examples to inject humor while also making the point that true inclusivity and allyship require action and getting out of one's routines and comfort zones.

Handout: All Gray Area Thinking® attendees are presented with two handouts. (Unless otherwise arranged, the Sponsor will bear the cost of copying/distributing the handouts.) Ellie does not utilize a PowerPoint.

Technical Needs: This presentation requires AV equipment for images that Ellie will supply. When the training is conducted live, Ellie needs space to "roam" as she speaks. (Ellie doesn't utilize a podium during any of her presentations.) If we engage in the "Identity Game," we need flat walls on which to hang signs using blue painter's tape. (The tape affixes to most surfaces; we have done the exercise in hallways if the meeting room is too small or if the walls are not susceptible to hanging signs.) Optimally, audience seating is with tabletops, but the training can occur with any seating configuration.

Online: Since April 2020, this training has been successfully conducted online with the use of polling in lieu of the Module 2 Identity Game. Reviews have been consistently "highly satisfactory" and it appears that the impact and quality of the training haven't been impacted by the conversion to online. Additionally, conducting the training online has allowed it to reach a greater number of audience members. (Online training audiences have been as large as 500 in number.)



Duration: 90 minutes at a minimum to do all four modules; optimally 120 minutes to get the full effect of the "Identity Game." Up to 180+ minutes depending on the Sponsor's goals. If only 60 minutes exist, the training can be done with two modules, but still be effective. Also, this training can easily be expanded into a half-day or full-day workshop by incorporating more detailed training on inclusivity, allyship, and courageous conversations.

For additional information contact:

Ellen (Ellie) Krug

elliekrug@gmail.com

www.elliekrug.com

www.humaninspirationworks.com

Book website: www.gettingtoellen.com

319-360-1692

Copyright 2020 © Ellen Krug
This document may not be reproduced or copied without the express permission of
Ellen Krug. All rights reserved

Rev. 11.20

Kelly,

Thank you so much for reaching out! I would be honored to assist. With respect to your questions:

1. Training cost depends on the length of the training and the level of customization requested. A standard 1 or 2 hour training is \$1500. But we can design monthly programs or quarterly programs, if you want to put an on-going training program in place. And we can also spend time working with you in advance to design a program that addresses your specific needs or concerns.
2. Zoom is possible! As you can imagine, I've been teaching a lot on Zoom lately. And I've found ways to make it as interactive and engaging as possible.
3. I have experience working with elected officials. I've provided trainings to the Cities of Bloomington and Vadnais Heights, as well as other public sector folks including the City Attorneys, the League of Minnesota Cities, Housing Code Officials, City Engineers, and the Minnesota Judicial branch.
4. Finally, here's a link to our Diversity, Equity, and Inclusion training offerings (<https://www.greeneespel.com/practices/diversity-inclusion/>). You'll see examples of trainings that we can provide. And I've also attached a one-pager describing my standard program.

Please don't hesitate to let me know if you have any additional questions or want to discuss further.

Sybil