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Taxation by Taxing District*

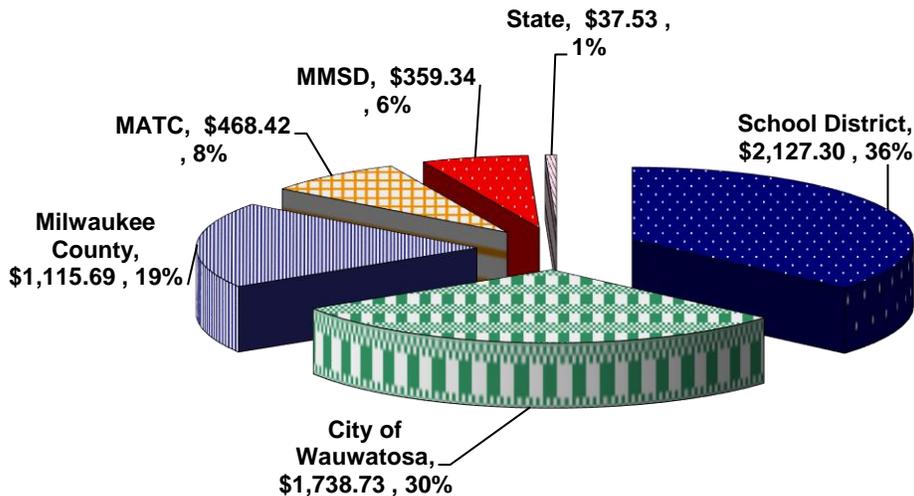
Average Residential Property

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
School District	\$ 1,839.62	\$ 1,950.09	\$ 2,027.64	\$ 1,995.81	\$ 2,127.30
City of Wauwatosa	\$ 1,633.04	\$ 1,656.55	\$ 1,688.48	\$ 1,708.59	\$ 1,738.73
Milwaukee County	\$ 978.44	\$ 1,021.24	\$ 1,071.16	\$ 1,103.60	\$ 1,115.69
MATC	\$ 453.23	\$ 470.41	\$ 461.16	\$ 455.20	\$ 468.42
MMSD	\$ 318.83	\$ 326.02	\$ 346.48	\$ 353.56	\$ 359.34
State	\$ 41.91	\$ 41.78	\$ 41.48	\$ 39.70	\$ 37.53
Gross Tax	\$ 5,265.07	\$ 5,466.09	\$ 5,636.40	\$ 5,656.45	\$ 5,847.01
State Credit	\$ (306.51)	\$ (306.23)	\$ (307.44)	\$ (310.35)	\$ (308.14)
Net Tax	\$ 4,958.56	\$ 5,159.86	\$ 5,328.96	\$ 5,346.10	\$ 5,538.86

* Represents the budget year, i.e the 2013 budget year represents the 2012 tax year.

City of Wauwatosa Real Estate Taxes on a \$244,000 Home

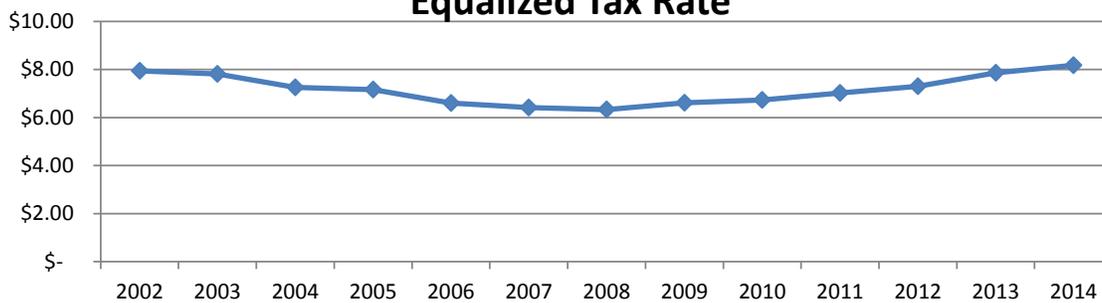
(Net taxes reduced by State, First Dollar, & Lottery Credit)



City of Wauwatosa Tax Levy & Rate History

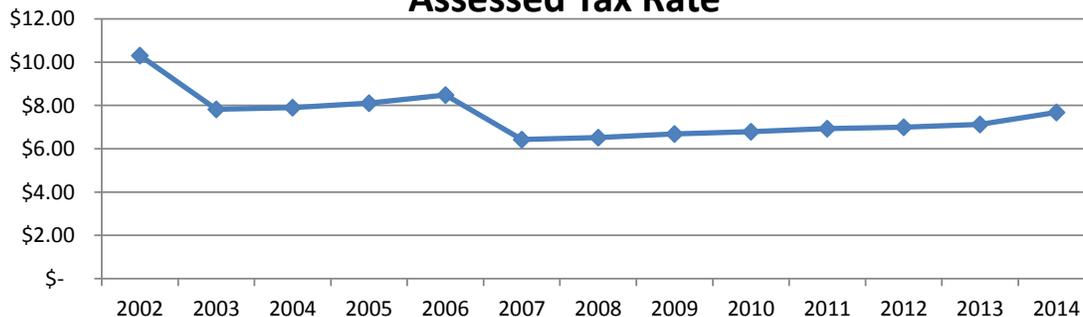
	<u>Equalized</u> <u>Value¹</u>	<u>%</u> <u>Change</u>	<u>City Levy</u>	<u>%</u> <u>Change</u>	<u>Tax</u> <u>Rate</u>	<u>%</u> <u>Change</u>
2014	\$ 4,641,119,800	-1.46%	\$ 37,949,568	2.48%	\$ 8.18	4.00%
2013	\$ 4,709,725,000	-5.90%	\$ 37,030,421	1.30%	\$ 7.86	7.65%
2012	\$ 5,004,833,100	-3.87%	\$ 36,555,123	0.00%	\$ 7.30	4.02%
2011	\$ 5,206,269,800	-2.22%	\$ 36,555,123	2.03%	\$ 7.02	4.35%
2010	\$ 5,324,737,600	-0.89%	\$ 35,827,935	0.84%	\$ 6.73	1.75%
2009	\$ 5,372,543,900	-3.16%	\$ 35,527,935	2.96%	\$ 6.61	6.32%
2008	\$ 5,547,750,200	4.54%	\$ 34,506,384	1.29%	\$ 6.22	-3.11%
2007	\$ 5,306,974,200	5.83%	\$ 34,066,800	3.00%	\$ 6.42	-2.68%
2006	\$ 5,014,597,000	13.64%	\$ 33,076,013	4.68%	\$ 6.60	-7.88%
2005	\$ 4,412,872,000	5.70%	\$ 31,595,960	4.32%	\$ 7.16	-1.30%
2004	\$ 4,174,882,500	7.80%	\$ 30,286,745	0.02%	\$ 7.25	-7.21%
2003	\$ 3,872,882,900	9.74%	\$ 30,279,515	8.09%	\$ 7.82	-1.50%
2002	\$ 3,529,195,900	6.96%	\$ 28,013,575	5.76%	\$ 7.94	-0.94%

Equalized Tax Rate



	<u>Assessed</u> <u>Value²</u>	<u>%</u> <u>Change</u>	<u>City Levy</u>	<u>%</u> <u>Change</u>	<u>Tax</u> <u>Rate</u>	<u>%</u> <u>Change</u>
2014	\$ 4,937,185,119	-4.99%	\$ 37,949,568	2.48%	\$ 7.69	7.87%
2013	\$ 5,196,727,012	-0.46%	\$ 37,030,421	1.30%	\$ 7.13	1.76%
2012	\$ 5,220,542,224	-1.07%	\$ 36,555,123	0.00%	\$ 7.00	1.08%
2011 ²	\$ 5,276,999,488	-0.01%	\$ 36,555,123	2.03%	\$ 6.93	2.04%
2010	\$ 5,277,522,121	-0.63%	\$ 35,827,935	0.84%	\$ 6.79	1.48%
2009	\$ 5,310,833,718	0.38%	\$ 35,527,935	2.96%	\$ 6.69	2.57%
2008	\$ 5,290,708,653	-0.12%	\$ 34,506,384	1.29%	\$ 6.52	1.42%
2007	\$ 5,297,328,236	36.00%	\$ 34,066,800	3.00%	\$ 6.43	-24.27%
2006	\$ 3,894,972,795	-0.05%	\$ 33,076,013	4.68%	\$ 8.49	4.74%
2005	\$ 3,897,060,920	1.65%	\$ 31,595,960	4.32%	\$ 8.11	2.63%
2004	\$ 3,833,713,550	-1.03%	\$ 30,286,745	0.02%	\$ 7.90	1.07%
2003	\$ 3,873,696,500	42.57%	\$ 30,279,515	8.09%	\$ 7.82	-24.18%
2002	\$ 2,717,114,391	-0.80%	\$ 28,013,575	5.76%	\$ 10.31	5.10%

Assessed Tax Rate

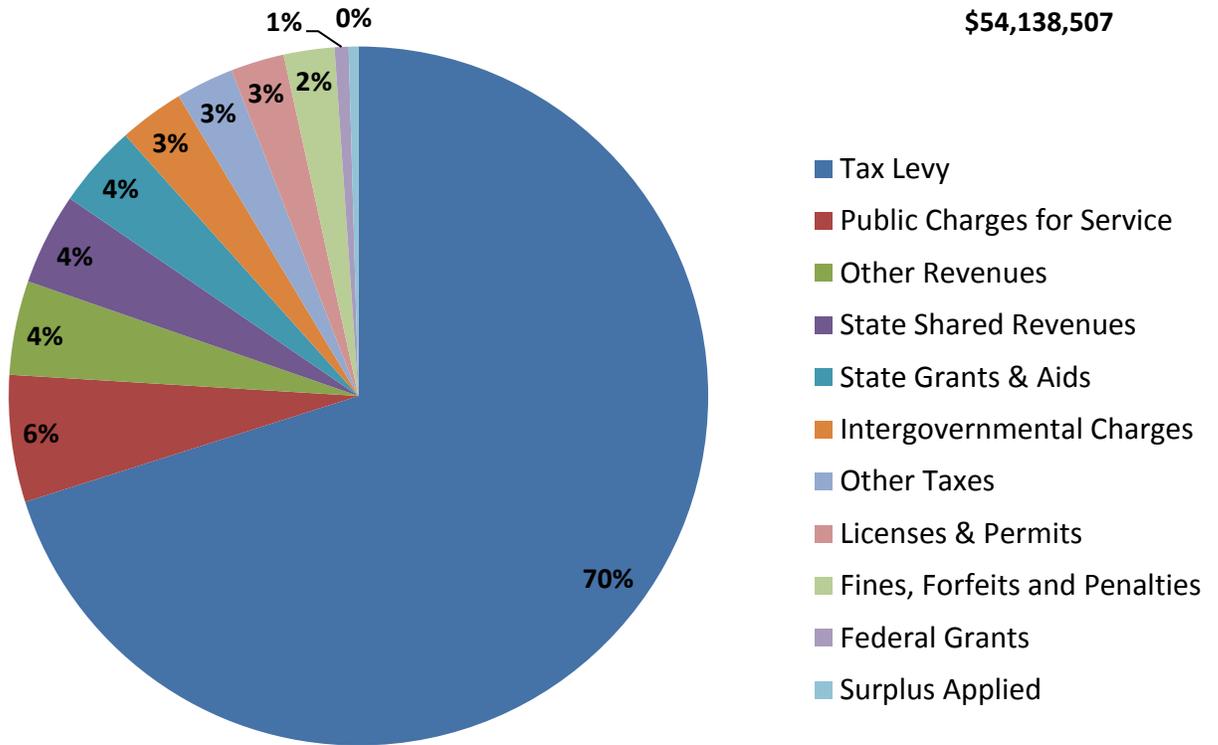


¹ Values do not include tax incremental district values

² Due to the final Board of Review not taking place until after the tax roll was finalized, there is a variance between the 2011 Assessed value shown here and the published Assessed value

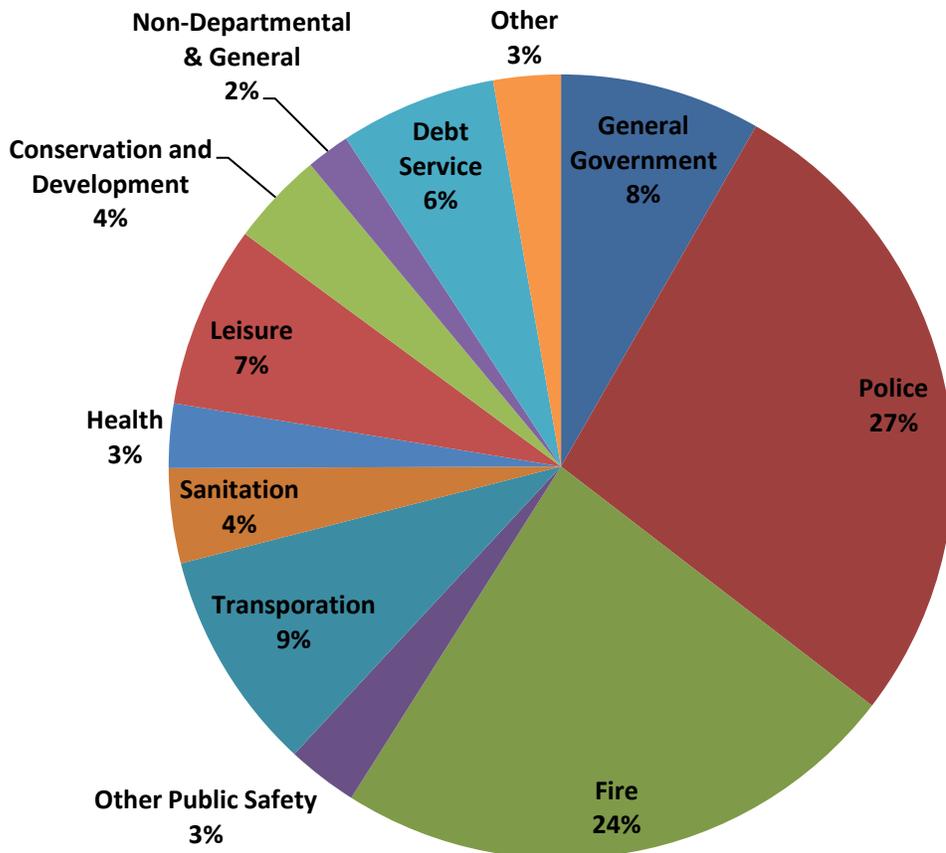
2014 General Fund Revenues

Total Revenues:
\$54,138,507



2014 General Fund Expenditures

Total Expenditures:
\$54,138,507



BUDGETED FULL-TIME EQUIVALENCY EMPLOYMENT

DEPARTMENT	2013	2014	VAR
Administrator	2.74	2.74	-
Assessor	5.57	5.57	-
Attorney	3.00	3.00	-
Common Council	16.58	16.58	-
Comptroller/Treasurer/Purchasing	9.56	9.88	0.32
Elections/City Clerk/Court	8.32	8.77	0.45
Engineering	16.92	18.92	2.00
Fire	106.00	105.00	(1.00)
Fleet Maintenance	9.44	9.44	-
Health	13.75	12.86	(0.89)
Human Resources	4.50	4.50	-
Information Systems	5.60	6.00	0.40
Library	26.55	26.55	-
Mayor	2.00	2.00	-
Municipal Complex	3.00	3.00	-
Parks/Forestry	19.14	19.14	-
Planning/Economic Development/Building	12.50	12.60	0.10
Police	119.39	119.54	0.15
Public Works	42.44	40.44	(2.00)
Traffic Electrical Maintenance	6.37	6.40	0.03
Water	20.38	20.38	-
TOTAL FULL-TIME EMPLOYMENT	453.75	453.32	(0.44)

City of Wauwatosa

2014 Levy Analysis

Major Revenue Reductions

<u>Account Title</u>	<u>Basis</u>	<u>Change</u>	<u>2014 Budget</u>
Interest Earnings	Low-rate economic environment	(271,000)	620,000
Appropriated Surplus Applied	Phased-in reduction	(257,151)	242,849
Transfer from PW Building	Expenses now in Fund 7	(29,791)	29,791
Other Decreases		(57,875)	
Total Major Revenue Reductions		\$ (615,817)	

Major Revenue Increases

<u>Account Title</u>	<u>Basis</u>	<u>Change</u>	<u>2014 Budget</u>
Local Intergovt Revenue	Increase in utility reimbursements	106,290	232,681
Permits	Increased building activity	100,000	822,560
Water Utility PILOT	Increased value of physical plant	79,601	848,000
Federal grants	Receipt of Petroleum Assessment Grant	78,394	337,924
Other State Shared Revenues	Increases to Comp. Exemption and Exp Restra	53,751	1,519,410
State Grants	+ in site assessment grant. Offset by other -	110,313	1,993,714
Licenses	Increase in volume and fees	17,960	267,115
Other increases		91,780	
Total Major Revenue Increases		\$ 638,089	

Major Expenditure Reductions

<u>Department</u>	<u>Item</u>	<u>Change</u>	<u>2014 Budget</u>
Engineering	General Fund Charges to Capital	(815,000)	1,240,000
Multiple	Employer pension contribution	(512,583)	2,690,350
Multiple	Interdepartmental charges	(265,425)	4,212,763
Transfer to Amortization Fund	Reduction in interest earnings	(271,000)	620,000
Engineering	Transfer inspections to Capital	(96,900)	96,900
Multiple	Operating capital outlay	(52,808)	83,819
Other Reductions		(22,379)	150,000
Total Major Expenditure Reductions		\$ (2,036,095)	

Major Expenditure Increases

<u>Department</u>	<u>Item</u>	<u>Change</u>	<u>2014 Budget</u>
Debt Service	Increasing Debt Service/Decreased revenue	717,247	3,493,931
Transfer to Capital	Offset for charges to capital in Engineering	450,000	950,000
Multiple	Regular Pay -cost of living adjustment	443,786	25,174,240
Multiple	General liability charges	312,949	541,494
Multiple	Fringe Benefits (Health/Life/Vision/Dental)	251,291	7,295,585
Development	State and Fed funded enviro remediation	132,500	312,500
Solid Waste	Dual-use transfer station contract increase	80,651	749,531
Street Maintenance	Increase Chip Sealing	80,490	245,490
Litigation Reserve	Legal services	75,000	225,000
Multiple	Workers Compensation	74,611	463,841
Library	Reference Materials	59,198	297,487
Information Systems	Increase Computer Tech from .5 to 1.0	40,000	
Forestry	Tree-trimming pilot and stump removal	22,672	85,572
Multiple	Social security	21,480	1,506,707
Other Increase		215,639	
Total Major Expenditure Increases		\$ 2,977,514	

CHANGE IN PROPERTY TAX LEVY **\$ 919,147**

COMMON COUNCIL

MISSION

The Common Council shall have the management and control of the city property, finances, highway, and the public service, and shall have the power to act for the government and good order of the city for its commercial benefit and for the health, safety, and welfare of the public, and may carry out its powers by license, regulation, suppression, borrowing of money, tax levy, appropriation, fine, imprisonment, confiscation, and other necessary or convenient means.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 173,543	\$ 175,684	\$ 2,141
Rev	\$ 20,758	\$ 20,674	\$ (84)
Lewy	\$ 152,785	\$ 155,010	\$ 2,225
FTE's	16.58	16.58	-

MAJOR CHANGES

- 2013 Budgetary Change: \$16,675 budgeted for audio upgrades to Common Council Chamber equipment

PROGRAMS/SERVICE LINES

The budget supports the operational functions of legal publications, official minutes, office supplies, and memberships associated with the activities of the common council. The clerk's office prepares agendas and minutes for common council and council committee meetings. Several items that are not department-specific are included in this budget, such as government access channel 25, employee recognition dinner, organizational dues, and the annual business improvement district assessment payment.

2013 BUDGETARY CHANGES

OTHER EQUIPMENT

\$16,675

Due to the on-going and increasing operational difficulties encountered with the audio equipment in the Council Chambers during meetings, the original equipment vendor was contacted and has inspected the audio equipment; it is still serviceable, but is in need of upgrades. The vendor has provided a quote to perform this work.

2014 BUDGETARY CHANGES

CONFERENCE AND TRAVEL

\$500

The allocation for Conference and Travel has been increased in 2014 to permit greater attendance by Common Council members at community events, as well as attendance at training sessions offered by the League of Wisconsin Municipalities.

BUDGET SUMMARY TABLE

Common Council Dept #111								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
83,217	85,089	92,476	82,945	82,945	5100	Wages	83,401	47.5%
16,614	14,222	13,764	12,993	12,993	5195	Fringe Benefits	12,808	7.3%
4,524	4,518	4,437	4,455	4,455	5510-5520	Internal Charges	5,805	3.3%
31,690	22,195	26,692	62,750	66,290	5200	Operating Expenditures	63,770	36.3%
-	-	-	-	16,675	5950	Capital Outlay	-	0.0%
25,852	-	-	-	-	5980-070	Quarterly Newsletter	-	0.0%
880	7,096	1,062	4,000	3,500	5980-100	Cable Television	3,500	2.0%
6,400	6,400	6,400	6,400	6,400	5980-130	BID Assessment	6,400	3.6%
-	-	-	-	-	5980-160	Web Site Enhancements	-	0.0%
169,177	139,520	144,831	173,543	193,258		TOTAL	175,684	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
-	-	-	-	-	511-4300-010	Cable TV Underwriting	-	0.0%
23,935	16,126	17,022	20,758	24,411		Unallocated Revenues	20,674	11.8%
145,242	123,394	127,809	152,785	168,847		Tax Levy	155,010	88.2%
169,177	139,520	144,831	173,543	193,258		TOTAL	175,684	100.0%

PERSONNEL SCHEDULE

Common Council				
Position Description	2013	2014	2014	2013-14
	FTE	Base Positions		
Aldermen	16.00	16	16.00	-
Cable Coordinator	0.25	1	0.25	-
Cable Tech	0.33	2	0.33	-
TOTAL	16.58	19	16.58	-

WAUWATOSA YOUTH COMMISSION

MISSION

The purpose and duties of the Wauwatosa Youth Commission is to provide continual study of the problems experienced by children and youth in the community and develop programs to treat such problems, to collect and disseminate information about such problems, coordinate with other agencies and organizations serving youth in Metropolitan Milwaukee, and to make use of the recommendations make by the youth commission but with the freedom to act beyond the scope of such recommendations.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 1,530	\$ 1,560	\$ 30
Rev	\$ 183	\$ 184	\$ 1
Levy	\$ 1,347	\$ 1,376	\$ 29
FTE's	-	-	-

MAJOR CHANGES

PROGRAMS/SERVICE LINES

- Youth basketball, mock school board meetings and youth band showcase
- The Youth Commission through the aforementioned programs promotes activities to recognize youth achievements and encourage participation among youth in various activities.

2013 ACHIEVEMENTS

2014 GOALS

2013 BUDGETARY CHANGES

2014 BUDGETARY CHANGES

BUDGET SUMMARY TABLE

Youth Commission Dept #113									
Expenditures									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total	
4,166	2,773	2,782	1,530	2,918	5200-5900	Operating Expenditures	1,560	100.0%	
4,166	2,773	2,782	1,530	2,918		TOTAL	1,560	100.0%	
Revenues									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total	
1,568	1,661	1,546	-	1,621	841-4170	Contributions-Youth Comm	-	0.0%	
552	321	327	183	369		Unallocated Revenues	184	0.0%	
2,046	791	909	1,347	928		Tax Levy	1,376	0.0%	
4,166	2,773	2,782	1,530	2,918		TOTAL	1,560	0.0%	

SENIOR COMMISSION

MISSION

To affirm the dignity and value of *all* aging Wauwatosans through:

- Advocacy for identifying issues of concern that impact all aging Wauwatosans
- Linking seniors with existing social, health, financial and support agencies
- Respecting overall physical, social, intellectual, spiritual and emotional wellbeing
- Conduct a community assessment to determine strengths and needs *
- Communicating assessment findings and recommendations to guide future planning within the community **

* Adding Life to Years-done in 2002 and Adding Life to Years II (transportation) 2008

** Assessments findings have been presented to community in past

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 3,000	\$ 3,060	\$ 60
Rev	\$ 359	\$ 360	\$ 1
Levy	\$ 2,641	\$ 2,700	\$ 59
FTE's	-	-	-

MAJOR CHANGE

PROGRAMS/SERVICE LINES

Develop File of Life Program for community and currently working with Wauwatosa Health Department, Fire and Police Department to continue to promote this program through outreach within the community.

2013 ACHIEVEMENTS

- Worked with Hart Park Senior Center to get a defibrillator at the Muellner Building
- Participated in Tosa Night Out
- Have developed working relationships with community senior groups
- Have developed working relations with Department on Aging as well as other counties Aging and Resource Centers

2014 GOALS

- Add additional members to Commission from community at large, liaisons from Fire and Police Department and other senior community groups
- Try to find a way to reach seniors that are in need of senior resources, e.g., homebound seniors
- Develop a brochure for senior resources, "Who Do I Call"
- Develop a "Talk and Treat" program to promote senior resources and do a simple survey to identify areas of need and look at ways the commission can move forward to help our senior residents with independence and quality of life

2013 BUDGETARY CHANGES

2014 BUDGETARY CHANGES

BUDGET SUMMARY TABLE

Senior Commission Dept #115									
Expenditures									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total	
2,285	1,220	1,423	3,000	3,000	5200-5900	Operating Expenditures	3,060	100.0%	
2,285	1,220	1,423	3,000	3,000		TOTAL	3,060	100.0%	
Revenues									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total	
-	-	-	-	480	841-4174	Sr Comm-Proj Reassurance	-	0.0%	
754	335	128	-	-	841-4175	Contributions-Senior Comm	-	0.0%	
-	141	167	359	379		Unallocated Revenues	360	11.8%	
1,531	744	1,128	2,641	2,141		Tax Levy	2,700	88.2%	
2,285	1,220	1,423	3,000	3,000			3,060	100.0%	

MAYOR

MISSION

The Mayor is elected Chief Executive Officer of the City of Wauwatosa and as such presides at all meetings of the Common Council although not a voting member except to break a tie. The Mayor supports the City's mission of providing services that are essential or that enhance the quality of life in the community in ways that are efficient, effective, and affordable. In working toward this goal, the following core values will be reflected in everyday activities:

- Dedication to service excellence
- Treating everyone with respect
- Conducting ourselves ethically, honestly and with integrity

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 108,842	\$ 134,072	\$ 25,230
Rev	\$ 13,019	\$ 15,777	\$ 2,758
Levy	\$ 95,823	\$ 118,295	\$ 22,472
FTE's	2.00	2.00	-

MAJOR CHANGES

Slight increase in payroll and operation budget for additional staff hours, marketing and promotional initiatives and national conferences.

PROGRAMS/SERVICE LINES

The Mayor is responsible for serving as the Chief Executive Officer and spokesperson for the City. As such, the mayor has numerous public speaking commitments from ground-breaking ceremonies to school groups to neighborhood and business associations. Additionally, the Mayor is often deals with the media and is required to attend numerous local, regional, state, and occasionally, national meetings.

The Mayor is a board member of Visit Milwaukee, Intergovernmental Cooperative Council, the Wisconsin Center District, and Milwaukee County Capital Improvement Committee and chairs the Wauwatosa Economic Development Corporation and the Milwaukee County Research Park Corporation.

The Mayor responds to calls from constituents, participates in meetings on major projects, chairs the Plan Commission, and works on Economic Development activities and building relationships to the business and the development community.

The Mayor is responsible for recruitment and appointment of over 150 volunteers to City boards, commissions and committees as well as making Council appointments to the five standing committees and liaison positions.

2013 ACHIEVEMENTS

- Represented the City at numerous boards and public functions, including two major development ground-breaking ceremonies, 20 public speaking engagements and 13 ribbon cuttings as of July, 2013.
- Priorities continue to be economic development, communications, public relations and strategic planning. (Increased outreach with business leaders and took six tours of local businesses; provided strategic input to strategic planning consultant and increased communications with media and appearances at community events.)
- Established Ad Hoc Marketing and Communications Committee with one-year goal of creating City marketing and promotional plan including staff and funding recommendations.
- Increased communication and outreach to residents through Mayoral Town Hall Meetings held in all eight districts with Aldermen.
- Held quarterly meeting with key staff on website and social media issues.
- Continued to work with EDAC.
- Continued to work on bike/pedestrian and sustainability plan.
- Reviewed and worked with individual boards, commissions and committees on filling vacancies, needs assessment and identifying priorities.

2014 GOALS

- Continue to increase communication and outreach to residents through second round of Mayoral Town Hall Meetings held in all eight districts with Aldermen.
- Represent the City on numerous boards and at public functions, including ground-breaking ceremonies, speaking engagements and ribbon cuttings.
- Continue weekly involvement in economic development, communication, public relations, and planning. (Continue outreach with business leaders and local businesses and increase communications with media and appearances at community events.)
- Complete Ad Hoc Marketing and Communications Committee with one-year goal of creation of City marketing and promotional plan including staff and funding recommendations
- Hold quarterly meeting with key staff on website and social media issues.
- Continue to work with EDAC.
- Continue to work on bike/pedestrian and sustainability plan.
- Continue to work with individual boards, commissions and committees on filling vacancies, needs assessment and identifying priorities.

2013 BUDGETARY CHANGES

- Additional staff hours for part-time assistant.

2014 BUDGETARY CHANGES

- Additional funding for part-time assistant to be full-time.
- Attendance to national conferences presented by the National League of Cities.

BUDGET SUMMARY TABLE

Mayor Dept #131									
Expenditures									
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total	
33,235	34,245	29,230	55,056	55,056	5100	Wages	58,347	43.5%	
22,834	30,940	24,544	28,215	28,215	5195	Fringe Benefits	46,131	34.4%	
13,884	13,840	13,651	13,581	13,581	5500-5520	Internal Charges	12,983	9.7%	
3,701	7,519	4,763	9,555	14,555	5200-5900	Operating Expenditures	16,111	12.0%	
-	-	-	750	750	5950	Capital Outlay	-	0.0%	
1,817	-	129	1,685	1,685	5980-030	Recognition Materials	500	0.4%	
75,471	86,544	72,317	108,842	113,842		TOTAL	134,072	100.0%	
Revenues									
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total	
10,674	10,003	8,499	13,019	14,380		Unallocated Revenues	15,777	11.8%	
64,797	76,541	63,818	95,823	99,462		Tax Levy	118,295	88.2%	
75,471	86,544	72,317	108,842	113,842			134,072	100.0%	

PERSONNEL SCHEDULE

Mayor				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
Mayor	1.00	1	1.00	-
Mayor Intern	1.00	0	-	(1.00)
Mayoral Assistant	-	1	1.00	1.00
TOTAL	2.00	2.00	2.00	-

ADMINISTRATION

MISSION

The City Administrator serves as the chief administrative and operating officer of the City.

The City Administrator has clear authority to administer the day-to-day operations of the municipal government including formulation of appropriate operational procedures. The City Administrator is responsible for directing and coordinating the administration of municipal operations, but has no authority of a policy-making nature nor shall he or she be a voting member in the creation of such policy. He or she will serve only in a liaison capacity to all city boards and commissions. The City Administrator does not act as the official spokesman for the city.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 288,580	\$ 313,967	\$ 25,387
Rev	\$ 34,517	\$ 36,947	\$ 2,430
Levy	\$ 254,063	\$ 277,020	\$ 22,957
FTE's	2.74	2.74	-

MAJOR CHANGES

- 25% of the Mayoral Assistant is budgeted in Administration beginning in 2014 to reflect shared use of staff.

PROGRAMS/SERVICE LINES

- The department is responsible for the preparation and publication of the annual operating budget and quarterly city newsletters.
- Administration is responsible for scheduling use of the civic center facilities by community groups, administering the contract for the school crossing guard program, taping and broadcasting the Common Council and Standing Committee meetings on the government access channels, and administering the cable contract with Time Warner Cable.
- In addition, the department performs the necessary support functions for the tasks of the Wauwatosa Civic Celebration Commission, including Wauwatosa's highly successful Independence Day celebrations.
- The budget supports the staff that provides necessary preparation and implementation of day-to-day policies and procedures of the city and its employees, administrative support to other departments, and any other functions absorbed by the city administrator, assistant to the city administrator and/or the administrative intern.

2013 ACHIEVEMENTS

- Completed 1st Lean Six Sigma project, which is estimated to have up to a \$50,000 revenue gain
- In the process of going through the strategic planning process with the Common Council
- Participated in ICMA CPM 101 Program (performance measurement system)
- Established an Information Technology Steering Committee to assess the need and feasibility of technology related projects
- Implemented a performance pay program that handed out over \$50,000 in one time payments to qualifying employees. The project of the year was the PRIME Team.

2014 GOALS

- Begin implementing the strategic plan by establishing a reporting structure for strategic outcomes
- Continue to organize Lean Six Sigma classes in partnership with UWM; offer at least one Yellow Belt Class
- Identify a narrower and more deliberate approach to track certain performance measures

2013 BUDGETARY CHANGES

- Participation in the ICMA CPM 101 program was approved in the 2012 budget via the Internal Granting Program. Continuation in this program will move forward in the following years with the goal of going into the comprehensive program. As a function of a continued effort to ingratiate performance measurements in the organization the cost of CPM 101 is being put into the Administration budget.
- The 2013 re-estimate includes a fund transfer from the non-departmental training budget to Administration for conducting Six Sigma Lean training for a group of staff.

2014 BUDGETARY CHANGES

- 2014 is the first year that ICMA CPM 101 is going to be budgeted in this account.

BUDGET SUMMARY TABLE

City Administrator Dept #132								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
146,040	153,831	172,572	185,448	186,048	5100	Wages	199,818	63.6%
44,392	54,735	65,826	66,986	66,986	5195	Fringe Benefits	77,005	24.5%
26,220	26,088	25,834	25,375	25,375	5500-5520	Internal Charges	26,698	8.5%
9,158	8,805	12,163	10,021	27,413	5200-5900	Operating Expenditures	10,446	3.3%
-	-	-	750	750	5950	Capital Outlay	-	0.0%
225,810	243,459	276,395	288,580	306,572		TOTAL	313,967	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
29,161	28,139	32,484	34,517	38,724		Unallocated Revenues	36,947	11.8%
196,649	215,320	243,911	254,063	267,848		Tax Levy	277,020	88.2%
225,810	243,459	276,395	288,580	306,572		TOTAL	313,967	100.0%

PERSONNEL SCHEDULE

Administration				
Position Description	2013	2014	2014	2013-14
	FTE	Base Positions		
Administrative Intern	0.74	2	0.74	-
Asst to the City Administrator	1.00	1	1.00	-
City Administrator	1.00	1	1.00	-
TOTAL	2.74	4	2.74	-

MUNICIPAL COURT

MISSION

The municipal court acts on violations of municipal ordinances and violations of resolution or by-law if authorized by statute. Court action is a civil action and the forfeiture or penalty imposed by any ordinance of the municipality may be collected in an action in the name of the municipality.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 330,871	\$ 343,648	\$ 12,777
Rev	\$ 650,000	\$ 660,000	\$ 10,000
Levy	\$ (319,129)	\$ (316,352)	\$ 2,777
FTE's	<i>included in City Clerk totals</i>		

MAJOR CHANGES

- Fill a currently vacant 16 hours/week part-time permanent position to eliminate the backlog of work and maintain routine office activities

PROGRAMS/SERVICE LINES

This budget supports the clerical functions associated with twice-weekly municipal court activities. Staff prepares court dockets, accepts payments of forfeitures imposed by the court, and arranges payment plans to facilitate collection. Defendants not present for their court dates are timely notified in writing of the judge's decision. Driver license suspensions/revocations ordered by the judge are reported to the DOT. Warrants are prepared for execution by the police department. Defendants failing to pay the forfeiture amounts may be entered into the Department of Revenue's Tax Refund Intercept Program (TRIP). Workload in the office is heavily dependent upon the number of citations issued annually.

2013 ACHIEVEMENTS

- The Court staff successfully implemented the new court software and completed the associated data conversion while maintaining day-to-day office operation.
- Staff resumed full use of the TRIP program and reduced the backlog of past-due citation penalties, including warrants and Driver's License (DL) suspensions, while maintaining the necessary functions of the court.
- The part-time LTE staff member helped reduce the backlog of work created by the software conversion project and provided essential day-to-day operation support.
- Temporary part-time staff, funded by a 2012 internal grant, continued to assist converting TRIP data into the new software and helped reduce the past-due citation penalty backlog.

2014 GOALS

- Maintain the level of revenue collection via TRIP achieved in 2013. Continue full use of this program such that all eligible unpaid citations are entered into TRIP, and monies owed to court are collected.

- Reduce the backlog of past-due citation penalties by issuing warrants and driver's license suspensions on a regular schedule; issuance of both had become irregular due to software conversion, reduced labor hours and increased court docket size.
- Utilize the reporting capabilities of the new court software to assess the effectiveness and efficiency of current Court processes.

2013 BUDGETARY CHANGES

INCREASED POSTAGE COSTS

\$2,000

The Municipal Court office successfully increased the number of unpaid citations entered into the TRIP system in 2013. Written notification is required for each TRIP entry and postage costs have temporarily increased due the high level of TRIP activity.

TEMPORARY EMPLOYEES

Due to long-term employee medical leave and a remaining past due penalty backlog, two part-time employees will temporarily assume hours in the Municipal Court office to help maintain the daily workload and eliminate the past due penalty backlog. Budgeted vacation relief and a salary variance created by a mid-year retirement in the City Clerk's office cover the additional salary expenditure.

DECREASED REVENUES

\$25,000

The software conversion activities and increased court docket size have required that core court duties take precedence over tasks such as preparation of paperwork associated with warrants and driver license suspension entry. This combination of circumstances has resulted in the temporary reduction of court revenues, as the two aforementioned deferred activities contribute to the revenue stream. The delay of the new software-TRIP interface also inhibited the Court from full use of the TRIP program in 2013.

2014 BUDGETARY CHANGES

INCREASED REVENUES

\$10,000

The new software-TRIP interface was completed in November 2012. Since that time, Court Clerk staff have diligently entered past due citations into the TRIP system and worked to reduce the past due penalty backlog. To fully eliminate the backlog, the aforementioned temporary employees will assist Court Clerk staff through the end of 2013. In addition, the Court is working jointly with the Police Department to improve past due citation collection. These efforts are expected to positively impact 2014 Court revenue.

RESTORE HOURS: PERMANENT PART-TIME EMPLOYEE

During the 2012 budget process, the Budget Committee approved the addition of an LTE in the Court office. The 16 hours/week provided by this position are essential to the day-to-day function of the Municipal Court office. With these hours, court staff reduced the backlog of penalties and maintained day-to-day court office duties. This position restores the labor hours of the full-time position that reduced to 24 hours/week in 2010. The office requires these hours to efficiently and effectively complete required duties. The funding for these hours was never removed for the budget so this does not result in increased cost or a change in the number of full-time equivalent positions.

BUDGET SUMMARY TABLE

Municipal Court Dept #121								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
152,508	140,503	178,182	193,942	199,975	5100	Wages	198,664	57.8%
69,611	60,010	68,815	75,713	75,713	5195	Fringe Benefits	79,391	23.1%
17,640	61,647	22,723	23,081	23,081	5500-5520	Internal Charges	26,698	7.8%
57,992	48,129	20,691	38,135	34,315	5200-5900	Operating Expenditures	38,895	11.3%
-	589	-	-	-	5950	Capital Outlay	-	0.0%
297,751	310,878	290,411	330,871	333,084		TOTAL	343,648	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
636,926	526,732	440,011	650,000	625,000	411-4100	Court Penalties & Costs	660,000	192.1%
690	612	-	-	-		Unallocated Revenues	-	0.0%
5,160	4,687	-	-	-		Tax Levy	-	0.0%
(345,025)	(221,153)	(149,600)	(319,129)	(291,916)		Excess Revenue	(316,352)	-92.1%
297,751	310,878	290,411	330,871	333,084		TOTAL	343,648	100.0%

PERSONNEL SCHEDULE

City Clerk / Courts / Elections				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
City Clerk	1.00	1	1.00	-
Court Officer	0.38	3	0.38	-
Deputy City Clerk	1.00	1	1.00	-
MC 2 City Clerk	1.00	1	1.00	-
MC 2 Court Clerk	3.00	4	3.00	-
Municipal Justice	0.17	1	0.17	-
Secretary 3 City Clerk	1.60	2	1.60	-
Temporary Help	0.10	0	0.55	0.45
Vacation Relief	0.07	0	0.07	-
TOTAL	8.32	13.00	8.77	0.45

CITY CLERK & ELECTIONS

MISSION

The city clerk shall have the care and custody of the corporate seal and all papers and records of the city, shall attend meetings of the council, keep a full recording of its proceedings, keep an ordinance book, records of licenses and permits granted, keep a bond record, and draw and sign all orders upon the treasury. The office acts as a liaison between the public and elected officials.

The mission of the elections budget is to conduct legal and timely elections as required by law, assuring that each eligible resident is afforded the opportunity to vote.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 493,103	\$ 596,101	\$ 102,998
Rev	\$ 186,825	\$ 226,438	\$ 39,613
Levy	\$ 306,278	\$ 369,663	\$ 63,385
FTE's	8.32	8.77	0.45

MAJOR CHANGES

- Temporary clerical help is requested in the Elections' budget to assist with general election preparation and follow-up, and in anticipation of heavy absentee voting in the 2014 elections
- Four elections are scheduled in 2014

PROGRAMS/SERVICE LINES

- The city clerk's office provides clerical staffing to the Common Council, council committees, and to a number of other city boards and commissions
- Though under a different budget, the city clerk's office prepares for and conducts elections in accordance with Wisconsin statutes.
- City clerk staff directs city hall visitors to appropriate departments and answers and appropriately re-directs telephone calls received on the city's general information line.
- Staff regularly updates the website calendar and home page, and posts agendas and minutes thereto.
- A variety of city licenses are issued twice yearly
- Special assessment invoices are prepared and mailed, as are Plan Commission notices.

The Elections budget supports the election process: regular and temporary staff wages, voting machine maintenance, voter registration, maintenance of accurate listings of registered voters and permanent absentee voters, set-up/take-down of voting locations, training and paying of poll workers, election supplies, absentee ballot supplies, ballot printing and memory pack coding, publication of legal notices, postage for election correspondence and absentee ballots, delivery of absentee ballots to nursing homes, overtime costs for use of school district, data entry of new registrations, and scanning of post-election voter history.

2013 ACHIEVEMENTS

CLERK'S BUDGET:

Work continues on the implementation of the Minute Traq/Minute Maker software; additional staff training has taken place in order to make better use of the software's functionality. It is conservatively estimated that 22 cases of paper will be saved in 2013, at a total cost of \$700, by going paperless with Council Committee packets and agendas. Previously, two staff members worked between 1-2 hours per week to physically prepare the packets for distribution; staff-time savings are estimated to be approximately \$5,000 on packet distribution alone.

A total of four chicken-keeping permits have been issued for 15 chickens; revenue collected thus far in 2013 is \$225.

ELECTIONS' BUDGET:

Purging of inactive voter records is ongoing. Thousands of voter registration cards belonging to cancelled voters have been removed from the inactive files in advance of shredding. These records have been inactive for at least four years. Thousands more cards of newly inactivated voters will be moved from the active files to the inactive files. Permanent absentee voter lists have been updated to reflect these same deletions.

2013 GOALS

CLERK'S BUDGET:

Complete implementation of the Minute Traq/Minute Maker software will be accomplished by year's end such that all Council Committees' minutes are produced through this program. Additionally, use of the program will be extended to include the Board of Public Works and the Plan Commission, so that agendas and minutes for those boards may be created within the software.

2013 BUDGETARY CHANGES

CLERK'S BUDGET:

The 2013 budget remains relatively unchanged from that which was originally approved.

ELECTIONS BUDGET:

Unused funds from various line items will be reallocated to send a postcard mailing to registered voters in Wards 2, 3, and 13 advising them of their voting location change beginning in 2014.

2014 BUDGETARY CHANGES

MEETING MEDIA ENCODER

\$1,000

A second encoder will be purchased to use concurrently on Council Committee meeting nights to enable both staff members taking minutes to timestamp the items on their agendas in real time. A part of the software suite being used for paperless agenda and minute management, timestamping enables viewers to easily 'skip' right to a certain point in a meeting, listen to the discussion on a particular issue, and view pertinent paperwork.

BACKGROUND CHECK REVENUE

\$5,500

Beginning 2014, operator/seller applicants will be charged for the background checks performed in conjunction with their license applications. The City previously paid the charge for the TIME system portion of the background checks.

ELECTIONS BUDGET:

Four elections are scheduled in 2014 compared to two for 2013: Spring Primary, Spring Election, August Primary, and Fall General Election. As such, the budget request is significantly higher to support the additional activity. Many changes in election law – both state and federal - have occurred since the passage of the federal Help America Vote Act (HAVA) in 2002. Each new provision has incrementally complicated the election process and requires more time, more staff, and more materials to implement.

Electors' voting habits have also changed in the past 12 years, with absentee voting becoming much more widespread. Where the rate of absentee voting tended to hover around 6-8% for years, it climbed to 31% for the November 2012 election. What this means is that municipalities must allocate more and more resources to this type of voting activity, as it is much more labor-intensive than voting in person on Election Day.

TEMPORARY ELECTION HELP

\$17,190

Pre- and post-election activities have grown increasingly time-consuming, and the regular city clerk staff cannot complete all the tasks in a timely manner while still completing their regular duties. Pre-election tasks involve highlighting and stamping absentee ballot envelopes, stuffing absentee ballots for mailing, preparing poll worker carriers, and printing, assembling, and highlighting certain information in poll books, while post-election activities include data entry of newly registered voters into the statewide voter registration system, scanning in election returns to update voter history, and filing new voter registration forms.

BUDGET SUMMARY TABLE

**City Clerk
Dept #141**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
227,340	207,130	182,249	189,872	188,541	5100	Wages	186,460	53.3%
112,577	94,072	85,855	82,511	82,511	5195	Fringe Benefits	86,169	24.6%
42,948	42,875	42,148	46,847	48,047	5500-5520	Internal Charges	61,187	17.5%
11,505	9,944	4,065	12,415	12,615	5200-5900	Operating Expenditures	13,420	3.8%
-	-	-	-	1,300	5950-5970	Capital Outlay	1,000	0.3%
1,331	3,041	1,076	3,100	2,800	5980-010	Board of Review	1,500	0.4%
395,701	357,062	315,393	334,745	335,814		TOTAL	349,736	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
80,620	73,095	92,004	75,000	80,000	311-4100	Liquor and Malt Beverages	90,500	25.9%
4,800	4,740	5,000	4,800	4,400	311-4110	Cigarette	4,400	1.3%
1,085	1,070	1,040	1,000	-	311-4140	Soda Water	-	0.0%
140	176	176	-	-	311-4200	Juke Box	-	0.0%
1,536	1,472	1,494	1,500	1,500	311-4210	Bowling and Juke Box	1,500	0.4%
12,656	8,085	-	-	-	311-4220	Pinball Machine	-	0.0%
4,595	4,035	3,555	4,500	4,500	311-4230	Vending Machine	4,500	1.3%
-	-	-	-	-	311-4235	Temporary Events License	-	0.0%
1,150	1,150	1,150	1,300	1,300	311-4260	Service Station Operators	1,200	0.3%
375	260	130	260	130	311-4270	Used Car Dealers	130	0.0%
1,475	1,675	1,675	1,675	1,675	311-4280	Picture Theaters	1,675	0.5%
240	120	120	120	120	311-4290	Firearms Dealers	120	0.0%
340	340	340	340	340	311-4300	Public Dance	340	0.1%
9,232	9,455	9,142	10,000	8,000	311-4310	Hotel/Motel and Rooming H	10,000	2.9%
200	-	-	300	300	311-4330	Closing Out Sales	300	0.1%
840	900	10,220	9,900	9,000	311-4340	Amusement Premises	9,000	2.6%
4,360	4,600	3,580	4,500	4,500	311-4350	Massage Tech & Establish	4,000	1.1%
5,130	4,995	4,725	5,600	5,600	311-4360	Public Swimming Pools	5,500	1.6%
1,456	1,770	1,902	1,600	2,600	311-4900	Other	1,800	0.5%
25	25	25	-	75	321-4240	Temporary Sidewalk Sales	75	0.0%
2,014	3,361	1,905	1,500	1,500	511-4100	Codes and Poll Lists	1,500	0.4%
25	-	-	-	50	511-4180	Board of Public Works	50	0.0%
2,340	3,925	4,264	2,600	16,000	511-4200	Record Certification	18,000	5.1%
800	-	650	750	-	511-4600	Tax Exempt Filing Fees	900	0.3%
37	11	56	-	-	511-4700	Sale of Maps and Plats	50	0.0%
525	661	743	600	750	511-4800	Publication Fees	750	0.2%
48,195	41,269	37,067	40,039	42,418		Unallocated Revenues	41,156	11.8%
211,510	189,872	134,430	166,861	151,056		Tax Levy	152,290	43.5%
395,701	357,062	315,393	334,745	335,814		TOTAL	349,736	100.0%

Elections Dept #142

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Proposed Budget	% of Total
118,078	86,427	231,219	106,851	101,165	5100	Wages	165,456	67.2%
36,799	35,901	53,559	31,749	31,749	5195	Fringe Benefits	41,339	16.8%
21,546	17,492	42,999	18,950	21,074	5200-5900	Operating Expenditures	38,845	15.8%
740	733	702	808	776	5500-5520	Internal Charges	725	0.3%
-	7,681	-	-	-	5950-5970	Capital Outlay	-	0.0%
177,163	148,234	328,479	158,358	154,764		TOTAL	246,365	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Proposed Budget	% of Total
-	-	-	-	-	231-4320	Election Incentive Grant	-	0.0%
-	-	-	-	-	241-4455	Polling Place Accessibility	-	0.0%
11,049	17,133	38,605	18,941	19,549		Unallocated Revenues	28,992	11.8%
166,114	131,101	289,874	139,417	135,215		Tax Levy	217,373	88.2%
177,163	148,234	328,479	158,358	154,764		TOTAL	246,365	100.0%

PERSONNEL SCHEDULE

City Clerk / Courts / Elections

Position Description	2014		2013-14 Change
	2013 FTE	Base Positions	
City Clerk	1.00	1	-
Court Officer	0.38	3	-
Deputy City Clerk	1.00	1	-
MC 2 City Clerk	1.00	1	-
MC 2 Court Clerk	3.00	4	-
Municipal Justice	0.17	1	-
Secretary 3 City Clerk	1.60	2	-
Temporary Help	0.10	0	0.45
Vacation Relief	0.07	0	-
TOTAL	8.32	13.00	0.45

HUMAN RESOURCES DEPARTMENT

MISSION

The Human Resources Department's (HR) mission is to be a strategic partner in the City's efforts to attract, retain and engage a talented and efficient workforce.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 487,631	\$ 497,614	\$ 9,983
Rev	\$ 58,326	\$ 58,558	\$ 232
Levy	\$ 429,305	\$ 439,056	\$ 9,751
FTE's	4.50	4.50	-

MAJOR CHANGES

- Nominal operational budget changes

PROGRAMS/SERVICE LINES

- Compensation (benefits, wage & salary administration)
- Staffing (recruitment, testing, interviewing & selection and efficiency reviews)
- Employee and labor relations
- Safety & workers compensation (see detail re changes in 2013 budget workers compensation budget)

2013 ACHIEVEMENTS

- Rolled out New Employee Handbook
- Managing new Safety and Worker's Compensation program
- Oversight of compensation study
- Oriented new HR Generalist
- Recruitments in 2013 are very active
- Research new performance management processes
- Rolling out quarterly Supervisor Training Workshops

2014 GOALS

- Develop performance management process

2013 BUDGETARY CHANGES

- Most of changes are compensation

2014 BUDGETARY CHANGES

- Most of changes are compensation
- \$98,000 is again budgeted in a non-departmental account for training and professional development. These funds were transferred in the 2013 budget from a lump sum single payment made to general employees to this account and this funding is maintained in 2014. A steering committee is currently developing guidelines for how they will be utilized.

BUDGET SUMMARY TABLE

Human Resources Dept #143								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
157,935	178,906	173,977	189,121	184,999	5100	Wages	194,927	39.2%
79,031	84,548	83,275	86,603	86,603	5195	Fringe Benefits	90,984	18.3%
49,223	37,319	34,683	36,400	45,700	5510-5520	Internal Charges	50,233	10.1%
158,728	100,026	92,924	168,757	201,657	5200-5900	Operating Expenditures	153,220	30.8%
-	721	-	3,000	3,000	5950-5970	Capital Outlay	3,000	0.6%
2,746	3,671	4,928	3,500	3,500	5980-020	Employee Recognition Prog	5,000	1.0%
-	14	-	250	250	5980-040	Disposal/Shredding of Old	250	0.1%
447,663	405,205	389,787	487,631	525,709		TOTAL	497,614	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
45,104	46,834	45,810	58,326	66,405		Unallocated Revenues	58,558	11.8%
402,559	358,371	343,977	429,305	459,304		Tax Levy	439,056	0.0%
447,663	405,205	389,787	487,631	525,709		TOTAL	497,614	11.8%

PERSONNEL SCHEDULE

Human Resources				
Position Description	2013	2014		2013-14 Change
	FTE	Base Positions	2014 FTE	
Health and Productivity Coordinator	1.00	1	1.00	-
HR Director*	0.50	1	0.50	-
Human Resources Assistant	1.00	1	1.00	-
Human Resources Generalist	1.00	1	1.00	-
Payroll Coordinator	1.00	1	1.00	-
TOTAL	4.50	5.00	4.50	-

* HR Director split between Human resources and City Attorney's budgets

FINANCE

MISSION

We are a responsible steward of the City of Wauwatosa's fiscal resources that provides accurate, fair and timely services to the community and municipality with respect and integrity.

PROGRAMS/SERVICE LINES

COMPTROLLER'S OFFICE

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 954,418	\$ 981,886	\$ 27,468
Rev	\$ 928,231	\$ 732,545	\$ (195,686)
Lew	\$ 26,187	\$ 249,341	\$ 223,154
FTE's	9.56	9.88	0.32

MAJOR CHANGES

FINANCIAL MANAGEMENT

Maintain general ledger. Produce monthly and annual financial statements in coordination with external auditors. Manage financial system, controls and processes. Review and process capital contract payments and monitor capital spending. Process and reconcile payroll and Wisconsin Retirement System contributions. Provide financial analysis on economic development projects requesting TIF support. Develop structure and size of annual bond issuance. Develop cost saving initiatives and provide technical support to the departments.

BUDGET PREPARATION

Prepare and administer the annual operating and capital budgets. Develop financial forecasts and projections for all funds to assist with budget planning. Review and establish internal service fund rates and charges.

ACCOUNTS PAYABLE

Process all invoices for payment on a timely basis. Ensure compliance with internal process and controls. Maintain relationships with suppliers and vendors. Support Purchase card administration.

ACCOUNTS RECEIVABLE

Manage the ambulance third-party billing contract. Administer and reconcile special assessment billing. Process and send out invoices for snow and ice removal, special collections, damaged city property, third-party reimbursements as well as other bills owed to the City. Receipt funds that are paid to the City.

TREASURER'S OFFICE

CASH MANAGEMENT AND ANALYSIS

Actively manage cash to ensure cash flow needs are met and to minimize the need for frequent investment/withdrawal in short term investment funds or selling of investments prior to maturity. Maximize earnings of cash equivalents. Perform cash analysis and forecasting.

TREASURY MANAGEMENT

Utilize online banking software to review and record banking activity and to move funds. Timely reconcile bank accounts on a monthly basis. Maintain relationships with banking contacts at designated public depositories. Serve as administrator for all merchant service accounts and internet payment programs.

INVESTMENT MANAGEMENT

Manage the City portfolio utilizing safe and legal investments that provide liquidity to meet current funding demands while earning market rate returns. Forecast interest earnings to aid in compilation of City budget.

PROPERTY TAX ADMINISTRATION

On a timely and accurate basis, calculate the property tax mill rates. Coordinate property tax bill production and mailing. Collect property taxes and settle timely with other taxing jurisdictions in accordance with applicable state statutes. Research payment issues and make decisions concerning delinquency.

REVENUE COLLECTION

Direct collection of funds for property taxes, hotel taxes, water utility bills, licenses, permits and charges for other City services. Oversee revenue collection from other designated collection points in other departments, periodically reviewing internal controls. Timely deposit funds on a daily basis. Engage in technology projects that streamline revenue collection or provide online service to citizens.

CHECK PROCESSING

Process checks for all bills, claims and payroll. Provide internal control check for outgoing funds.

DEBT MANAGEMENT

Finance Director and Business Supervisor serve on the Board of Public Debt Commissioners. Work with bond advisor to issue debt for capital projects. Manage proceeds and timely make principal and interest payments.

PET LICENSING

Administer pet licensing program for City. Report licensing statistical information to Milwaukee Area Domestic Animal Control (MADACC). Business Supervisor serves as City's representative on MADACC's board of directors and operations committee.

PURCHASING OFFICE

PROCUREMENT

Solicits competitive prices from responsible vendors for materials, equipment and services. Facilitate departmental requisitions. Produce and monitor purchase orders. Administer Purchase Card program.

BID ADMINISTRATION

Collaborate with departments to prepare requests for proposals, bid specifications and contract terms and conditions. Participate with volume-purchasing cooperatives.

VENDOR MANAGEMENT

Develop and maintain vendor relationships. Ensure goods and services provided by vendors meet departmental expectations. Coordinate and schedule training and product review sessions. Initiate contract/vendor dispute process.

MAIL AND PHONE SERVICES

Coordinate out-going mail services and administer City's phone contracts and service.

2013 ACHIEVEMENTS

COMPTROLLER'S OFFICE

- 2012 Financial Audit completed on a timely basis with an unqualified opinion
- Completed implementation of improved Fleet billing methodology using existing financial system. New billing system will provide user-departments more transparent charges that are directly linked to the cost and utilization of their vehicles.
- Completed implementation of capital project numbering and budget-to-actual monitoring system
- Financial forecasting model completed and utilized for cost-to-continue and five-year forecast modeling.
- Contributions towards maintenance of City's AAA bond rating for 2013 General Obligation Bond Issuance
- Training, utilization of technology and reorganization of staff responsibilities due to Accounting Technician being reduced to 0.5 FTE from 1 FTE.
- Successful selection of a new past-due ambulance billing collections vendor and award of new third-party Ambulance billing contract. Both were based on competitive request for proposal processes.

- Certification of one staff person as a LEAN Six Sigma Green Belt and implementation of changes to Damaged Signal Billing process as part of first City-wide LEAN Six Sigma process improvement.
- Improved Wisconsin Retirement System and Payroll reconciliation through better-use of Excel and Financial system queries.

TREASURER'S OFFICE

- 17,700 property tax bills calculated and delivered accurately and on time.
- All property tax settlements with other taxing jurisdictions completed and distributed timely in accordance with Wisconsin statutes.
- Accurate processing of payments due to City in high volume environment. Transactions processed in Treasurer's Department:
 - 26,000 Property Tax
 - 60,000 Water Utility Bill
 - 8,000 Other Payments Due to City
- All investments held to maturity without loss of principal.
- All nine bank accounts reconciled within 10 business days of month end close.
- Implementation of Escrow Pro product, which is a tax collection product that streamlines the processing of bulk tax payments received from banks and mortgage companies.
 - Escrow Pro enables the mortgage companies to wire funds v. sending a physical check.
 - The Treasurer's Office receives the payment information as an electronic file which can be uploaded into the tax system instead of keying in the payment data.
 - Allows for taxpayers to check online in order to verify that their mortgage company has the tax information and is preparing to send payment to the City, thus reducing potential phone calls.
 - Zero cost solution for the City; vendor charges fees to mortgage companies.
 - Total of 2,406 payments, totaling \$12,144,000, wired and uploaded into tax system.
 - Nearly 20% of manual tax payment processing was eliminated in December.
- Implementation of website collection of property taxes.
 - Implemented in late January 2013.
 - Fully integrated into property tax web portal, giving users a single website look and feel.
 - Payment information is passed back to the tax collection system, where it can be automatically uploaded.
 - Allows for utilization of payment cards both over the internet and in person at the Treasurer's counter.
 - Total of 207 payments, totaling \$481,000, processed this method.
- Overall, just over 10% of property tax transactions are uploaded v. processed manually.
- 99.2% of levy was collected prior to transferring the collection process over to Milwaukee County. Typically this number is in the 98.5% range. Final delinquent real estate tax and special charges totaled just over \$1.2 million. Of this total, just over \$100,000 consisted of specials. From a dollar perspective, the overall delinquent figure is the lowest since the 2006-2007 collection period.
- Management of bank conversion – the switchover of the online banking platform from the M&I product to the BMO Harris product. Coordinated training of all affected City employees and redesigned any processes affected by the conversion.

PURCHASING OFFICE

- Completion of CPPB Exam and award of CPPB Professional Buyer Credential
- Attended NIGP Annual Forum in Seattle, Washington
- Processed 496 purchase orders totaling \$34,130,486.69
- Implemented Purchase Card (Pcard) system including automatic upload of monthly transactions from Pcard system into the City's Financial system.
- Developed training materials for Pcard
- Trained three departments on GEMS system for remote entering of requisitions
- Audit invoices for payment
- Administer City's cell phone contract and accounts
- Assisted the Finance Department in developing a work around for GEMS to track TIF Percentage Payments on Purchase Orders
- Trained 24 new users, representing 3 departments in the Pcard process

2014 GOALS

COMPTROLLER'S OFFICE

- Complete month-end accounting close by 10th business day of each month
- Produce CAFR by June 1 with unqualified opinion.
- Maintain AAA bond rating for 2014 General Obligation bonds
- Complete review and revision of financial policies
- Complete audit of 2013 franchise fees
- Integrate performance measures into 2015 budget
- Receive Certificate of Achievement in Financial Reporting from the Government Finance Officer's Association (GFOA)
- Redesign Budget document so that it qualifies for submittal for GFOA budgetary award
- Continued process improvement initiatives including possible redesign of the following:
 - Travel policy and expense processing
 - Accounts payable process
 - Special charge billing

TREASURER'S OFFICE

- Calculate, deliver and collect property tax bills in a timely and accurate manner.
- Complete settlement with taxing jurisdictions on time and in accordance with Wisconsin statutes.
- Meet cash flow needs with current revenue and fully matured investments.
- Invest idle funds safely to obtain optimal yield based on current market conditions.
- Prepare and maintain cash flow and investment interest forecasts.
- Deposit all collected funds on a daily basis.
- Process City-issued checks within three days of Council Approval.
- Complete the update of the City investment policy.
- Continue to perform internal control review of City departments that collect funds.
- Assist in the assessment software (Vision) conversion in all elements of the project that affect the transfer of data into the property tax system and the generation of tax bills.

- Continued exploration of process improvement or automated/electronic payment processing options.

PURCHASING OFFICE

- Complete implementation of Pcards to remaining departments
- Finalize Administrative Policy and Procedures/Consolidated Purchasing Procedures to include new dollar thresholds as approved by Council
- Continued training on SmartData J P Morgan web based applications
- Ensure sufficient supply and quality of required materials at the best price possible
- Continued training of departmental staff in GEMs and other purchasing applications

2013 BUDGETARY CHANGES

INTEREST ON PROPERTY TAXES

\$10,000

Budgeted revenue for 2013 is \$100,000 and at the end of the tax collection season, revenue is projected at just over \$110,000.

2014 BUDGETARY CHANGES

STAFFING CHANGE

\$1,546

Clerical Lead left position in the Treasurer's Office in June 2013 to take another position in City. This position was budgeted at a 0.5 FTE. A 1.0 FTE Finance Technician will be replacing this position, albeit at the lowest end of the clerical pay scale, approximately mid to late September 2013.

Additionally, part time staffing will be reduced from 0.6 FTE to 0.4 FTE.

The below analysis indicates only a \$1,046 increase in payroll due to the additional hours-

2.4 FTE with Finance Tech (1 FTE)

	<u>FTE</u>	<u>Reg Hours</u>	<u>Annual Wage</u>	<u>Payroll Benefit Cost</u>	<u>Total Cost</u>
Total	2.4	4992	90,683.84	13,647.92	104,331.76

2.1 FTE with Clerical Lead (0.5 FTE)

	<u>FTE</u>	<u>Reg Hours</u>	<u>Annual Wage**</u>	<u>Payroll Benefit Cost</u>	<u>Total Cost</u>
Total	2.1	4368	89,774.16	13,511.01	103,285.17

** 2013 Wage Rates

For 2013, the budget should remain unchanged as the cost savings from the reduction of the Clerical Lead pay from June to the end of the year will be mitigated by the combination of the Finance Tech 2013 payroll cost and additional part time payroll. The additional 100 hours of part time help over the budgeted 1250 hours will be needed to staff the office at adequate levels to manage the period during the recruitment and training process.

Additionally, an increase of \$500 in overtime cost over the 2013 levels is budgeted. Mainly this is to assist the Business Supervisor in completing the final deposit during December peak tax collection after normal business hours.

REDUCTIONS IN INTEREST EARNINGS

(\$265,000)

Before going into the explanation of the reduction in interest earnings, it is important to note that the General Fund is not directly dependent upon interest earnings for budget purposes. The earnings are transferred to the Amortization Fund and used to pay debt service and to fund capital projects. However, in order to maintain a stable balance in the Amortization fund, decreased interest earnings can result in an increase in the amount of tax levy needed for debt service.

The forecast was calculated by determining the rate of return for investments that are maturing between now and the end of 2014 and the expected rate of return for investments used to replace the matured investments. The City investment portfolio is divided into two categories- the liquid portfolio which consists of money markets and pools and other bank accounts and the managed portfolio which are the funds actively invested by the Treasurer's Office in investment vehicles as allowed by state statute and the City's investment policy.

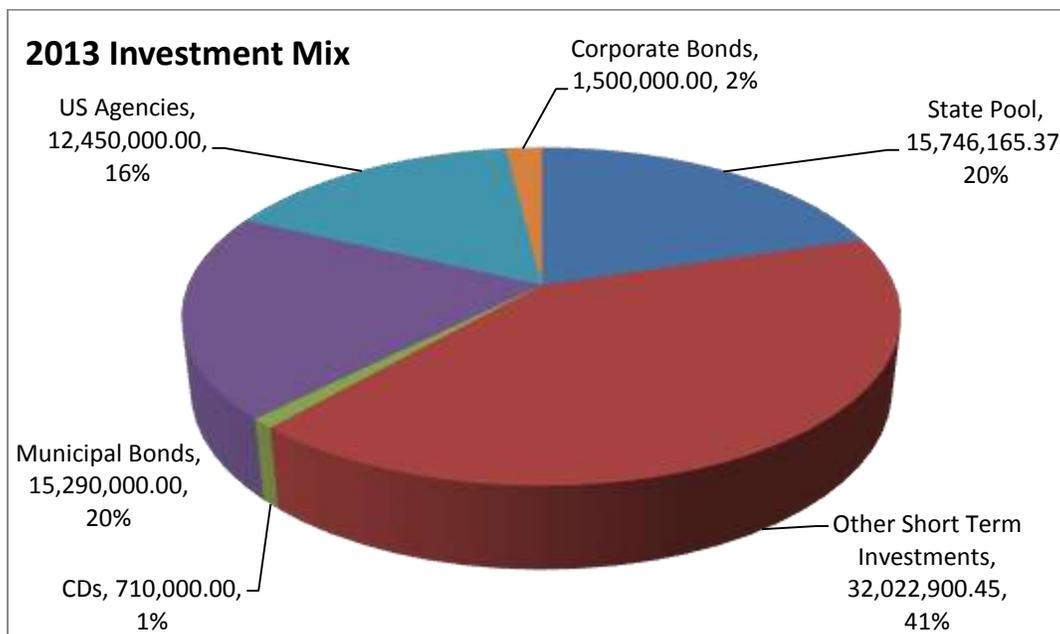
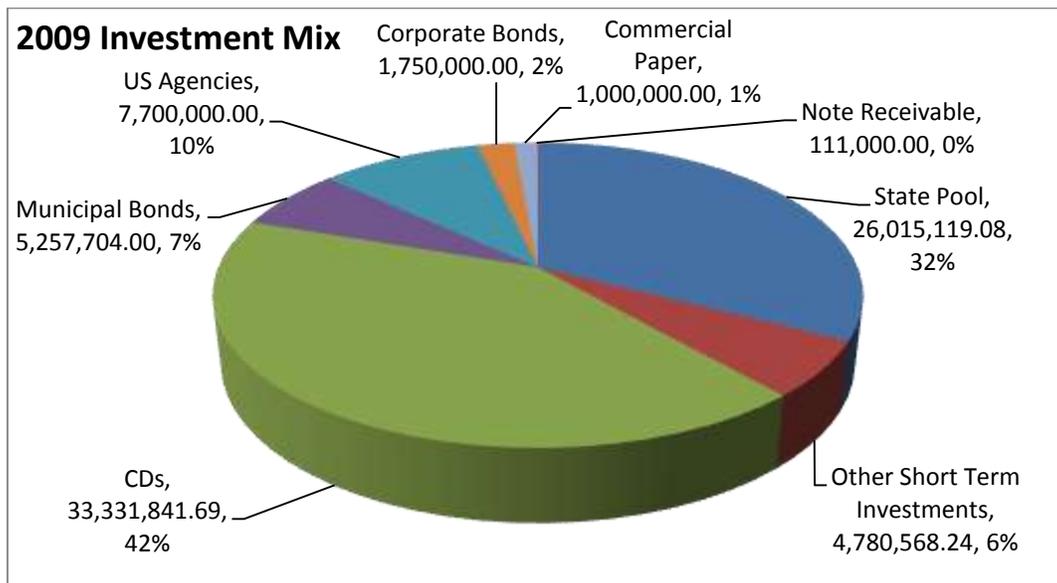
There are four main reasons for the reduction in interest earnings:

- Historically low interest rate environment
- Decreasing opportunity to invest in certificates of deposit
- Decrease in the size of the managed portfolio
- Increased cash outflow / uncertain cash flow needs due to capital projects and internal borrowing associated with TID development

The current interest rate environment, in which rates are at historic lows, has much to do with the decrease, although the recent few months have shown an uptick in benchmark rates (see below chart). Many of the investments maturing in 2014 were purchased 1-5 years ago. Most investments in the managed portfolio are in the 2-6 year range – average duration is 3.59 years.

<u>Benchmark</u>	<u>Yield</u>		
	<u>2009</u>	<u>2012</u>	<u>2013</u>
Two Year Treasury Note	1.12%	0.31%	0.36%
Five Year Treasury Note	2.55%	0.72%	1.40%
Ten Year Treasury Note	3.50%	1.66%	2.49%

The certificate of deposit market has shrunk over the last four years from being a major part of the portfolio to basically non-existent (see below pie charts). Federal legislation over the last four years has forced banks to maintain larger capital levels while at the same time forcing banks to be cautious about loaning funds. Because many of the banks which are public depositories of the City are cash heavy, there is no need for additional capital. This is reflected in the CD rates, as it is difficult to obtain a rate significantly higher than 100% liquid investments.



The size of the managed portion of the investment portfolio has also decreased over the past several years. Part of this is due to the decrease in investment in certificates of deposit. However, an aggressive capital improvement plan has caused an increased need for liquidity to be able to fund project contract payments. Also, the magnitude and uncertainty of the timing of the cash outflow involved with several of

the large scale projects has an effect. Cash forecasting has shown a greater need to keep more liquid funds on hand than in previous years.

Finally, tax incremental financing districts have come into play. Internal borrowing associated with UWM's Innovation Campus, TID 6, and the Mayfair Collection, TID 7 has reduced the portfolio balance available for investing. The internal borrowing for these two tax incremental financing districts is approximately \$14 million and will be spent in the next year.

See the below chart for an overall illustration of the effect of interest rates and a decreasing managed investment portfolio on the interest earnings.

Portfolio History & Interest Earnings

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014 (est)</u>
State pool yield	5.08%	2.23%	0.39%	0.22%	0.11%	0.16%	0.08%	n/a
Managed portfolio yield	5.15%	3.42%	3.13%	2.23%	2.43%	2.18%	1.49%	n/a
Overall portfolio yield	n/a	n/a	2.08%	1.64%	1.26%	1.24%	0.68%	n/a
Balance, \$000, Liquid	38,874	19,424	30,797	25,421	45,293	41,099	47,769	31,000
Balance, \$000, Managed	33,051	62,429	49,148	60,485	43,686	41,930	29,950	31,000
General Fund Interest Earned	\$2,520,000	\$1,800,000	\$1,542,000	\$1,510,000	\$1,030,000	\$810,000	\$765,000	\$500,000

TAX INFORMATION FEE CHANGE **\$1,000**

2014 charges for manually providing tax roll information to third parties will increase to \$50 per 100 selected properties from \$25 per 100 properties. Full tax roll requests will remain the same.

Revenue will be recorded in the general fund instead of the Information Systems internal service fund.

PURCHASING CARD REBATE **(\$6,250)**

With the 2013 implementation of the Purchasing card program, the City anticipates purchasing approximately \$800,000 of goods and services in 2014 on these credit cards. This will result in a

budgeted revenue of \$12,500. However, half of this revenue is designated to be returned to departments based on the amount of purchases made and can be used for capital outlay or training. As a result, the overall levy is reduced by \$6,250.

BUDGET SUMMARY TABLE

City Comptroller Dept #151								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
281,545	279,803	283,969	309,896	308,493	5100	Wages	312,993	60.2%
121,321	130,371	114,052	119,873	119,873	5195	Fringe Benefits	124,392	23.9%
37,392	37,291	42,533	40,556	40,556	5500-5520	Internal Charges	38,137	7.3%
31,218	43,609	48,445	45,662	45,572	5200-5900	Operating Expenditures	44,683	8.6%
-	-	-	-	1,281	5950-5970	Capital Outlay	-	0.0%
471,476	491,074	488,999	515,987	515,775		TOTAL	520,205	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total
56,771	56,759	57,470	61,718	65,150		Unallocated Revenues	61,217	11.8%
414,705	434,315	431,529	454,269	450,625		Tax Levy	458,988	88.2%
471,476	491,074	488,999	515,987	515,775		TOTAL	520,205	100.0%

**Purchasing
Dept #155**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
126,417	104,821	49,986	52,505	54,948	5100	Wages	60,672	51.6%
56,677	53,702	27,954	27,936	27,936	5195	Fringe Benefits	32,342	27.5%
19,692	19,632	16,951	16,670	16,670	5500-5520	Internal Charges	13,568	11.5%
1,816	1,647	5,694	5,145	4,275	5200	Operating Expenditures	10,925	9.3%
-	-	-	-	-	5950	Capital Outlay	-	0.0%
204,602	179,802	100,585	102,256	103,829		TOTAL	117,507	100.0%

Revenue

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	-	-	-	620	841-4600	P-Card Rebate	12,500	10.6%
23,482	20,782	11,821	12,231	13,115		Unallocated Revenues	13,828	11.8%
181,120	159,020	88,764	90,025	90,094		Tax Levy	91,179	77.6%
204,602	179,802	100,585	102,256	103,829		TOTAL	117,507	100.0%

**City Treasurer
Dept #156**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
179,920	163,814	157,545	168,236	169,623	5100	Wages	170,870	49.6%
87,373	86,302	70,867	73,157	73,157	5195	Fringe Benefits	82,703	24.0%
46,416	46,423	53,442	52,452	52,452	5500-5520	Internal Charges	50,791	14.8%
34,125	35,669	35,217	39,030	40,830	5200-5900	Operating Expenditures	39,810	11.6%
1,097	1,405	.	3,300	1,500	5950-5970	Capital Outlay	-	0.0%
348,931	333,613	317,071	336,175	337,562		TOTAL	344,174	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
102,447	88,936	96,678	100,000	100,000	101-4500	Interest on Taxes	100,000	29.1%
16,559	15,302	16,256	15,000	15,000	311-4800	Dog and Cat	15,000	4.4%
1,510,908	1,030,537	837,878	765,000	765,000	811-4100	Interest-General Fund	500,000	145.3%
35,718	31,266	24,285	26,000	26,000	811-4300	Interest-Spec Assessmnt	20,000	5.8%
-	-	-	-	-	811-4900	Interest-Other	-	0.0%
9,798	10,219	9,528	10,000	10,000	821-4130	Parking Rentals	10,000	2.9%
-	-	-	-	-		Unallocated Revenues	-	0.0%
-	-	-	-	-		Tax Levy	-	0.0%
(1,326,499)	(842,647)	(667,554)	(579,825)	(578,438)		Excess Revenue	(300,826)	-87.4%
348,931	333,613	317,071	336,175	337,562		TOTAL	344,174	100.0%

PERSONNEL SCHEDULE

Comptroller / Purchasing / Treasurer				
Position Description	2014		2014 FTE	2013-14 Change
	2013 FTE	Base Positions		
Accounting Manager	1.00	1	1.00	-
Accounting Tech	0.57	1	0.57	-
Business Supervisor	1.00	1	1.00	-
Finance Director	1.00	1	1.00	-
Finance Intern	0.49	1	0.49	-
MC 1 Comptroller/Treasurer*	0.40	1	0.40	-
MC 2 Comptroller/Treasurer	2.60	3	2.42	(0.18)
MC 3 Treasurer*	0.50	0	-	(0.50)
Finance Technician	-	1	1.00	1.00
Purchasing Coordinator	1.00	1	1.00	-
Senior Accountant	1.00	1	1.00	-
TOTAL	9.56	12.00	9.88	0.32

ASSESSOR'S OFFICE

MISSION

To discover, list and value all taxable real and personal property within the City's jurisdictional boundaries in accordance with Chapter 70 Wisconsin Statutes, the Wisconsin Property Assessment Manual, and applicable case law.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 663,492	\$ 658,233	\$(5,259)
Rev	\$ 79,361	\$ 77,459	\$(1,902)
Levy	\$ (584,131)	\$(580,774)	\$ 3,357
FTE's	5.57	5.57	-

MAJOR CHANGES

- Implementation of Vision Software
- Creation of digital sketches for parcels (starting the project)

PROGRAMS/SERVICE LINES

The budget supports the actual assessment function including property inspections as well as the service function of providing property data to property owners, real estate professionals, other government agencies, and other city departments whose functions rely on an accurate and current property database.

The programs support the overall assessment function as mandated by The Wisconsin Constitution, statutory law and the Wisconsin Property Assessment Manual. Utilization of Computer Assisted Mass Appraisal (CAMA) software is a primary focus for the provision of accurate and defensible assessed values. The Wisconsin Property Assessment Manual (WPAM) is provided to municipalities by the WI Department of Revenue. This manual provides guidelines by which Wisconsin assessors are required to use for their office operations.

The Wauwatosa Assessor's Office performs property inspections for the following reasons each year:

- 1) Properties that have sold
- 2) Properties with permits with significant remodeling (some properties only require an exterior review)
- 3) Properties where the owner has requested an assessment review.
- 4) Properties where the Assessor's Office has determined that an inspection is needed

2013 ACHIEVEMENTS

- The 2013 assessed values for the revaluation will be established in July / August 2013. Notices will be mailed at the beginning of August and the Board of Review hearing(s) are expected to be in September or October. This is later than normal because of:
 - 1) Vision software (new CAMA vendor) development delays
 - 2) Interface development between various software products used by City staff has been slower than expected

- 3) Revaluation of parcels
- 4) Data entry effort to update as many assessment records as possible
- Consortium of four municipalities has now grown to seven. Additional municipalities are working with our new CAMA vendor and others may be added.
- Performed significant data cleanup prior to data conversion into new CAMA system
- Completed revaluation of all parcels. Recent revaluations have been completed in the following years: 2013 / 2006 / 2002 / 1994 / 1987

2014 GOALS

- Full implementation of new CAMA software – this will provide new efficiencies so the staff members can perform more analysis, thus producing more equitable assessed values. Integration with GIS, Pictometry, Permit system, GCS, and Ruekert & Mielke are planned.
- Creating efficiencies for consortium members including sharing data, sharing custom reports and queries, creating new software related work processes
- Creation of new standard operating procedures for office functions within our department as a result of implementing new software and new guidelines from WI Department of Revenue.
- Increase use of GIS technology through use of newly revised GIS site and the importing of GIS data into new CAMA system
- Two way sharing of data between Inspection Office and Assessor Office will increase efficiencies and data accuracy for both departments
- Regular sharing of ownership information with the Treasurer's Office will provide improved customer service to customers in Treasurer's Office

2013 BUDGETARY CHANGES

- We will incur \$26,293 of additional cost beyond original PO amount for the CAMA software but this is offset by \$16,923 in credits so impact on 2013 is an additional \$10,000 in cost. An additional result of the consortium is that we may be receiving a second \$16,293 credit in the near future.
- The SIGMA maintenance costs for 2nd half of 2013 was planned to be cancelled and the savings spent on the creation of web interface by Ruekert & Mielke. The development of the interface has been delayed but it is anticipated that we will incur both costs by the end of 2013. The actual cost for SIGMA maintenance for the second half of 2013 is \$12,073.34. We can request a refund of funds for any months not used. The actual cost for the new interface has not been finalized but we are anticipating a shortage of up to \$5,000.
- Requests have been put in to the CAMA vendor to get relief for these extra costs. Final resolution has not been determined.
- Overtime was needed to perform a data cleanup process as part of the revaluation. This effort was only half completed because of the time demands for other revaluation tasks and the difficulties implementing the new software. Our original plan was to do the revaluation with the new CAMA software. Various delays caused this to not work out and we had to change plans and complete the reassessment with the old Sigma software. These difficulties caused the following:
 - 1) The data cleanup effort was only 50% - and overtime was incurred.
 - 2) Implementing the new software is being delayed until after the 2013 tax bills have been created.
 - 3) Overtime was originally discussed with and approved by Jim Archambo. Overtime has been

incurred but not payouts have been made. Because of the other costs being incurred, it is our recommendation that time off should be approved instead of overtime being paid.

2014 BUDGETARY CHANGES

- The Department of Revenue guidelines call for the creation of digital property sketches for all parcels by 2015. We plan to do this work in house in order to save money. Hiring of part-time technician to create digital sketches of real estate parcels will be a multi-year function and result in savings as compared to having the work being completed by the software vendor. We are planning to budget \$10,000 per year to get the work completed. Appraisers will also work on this project throughout the year.
- Postage is going down 76% but the Sundry Contractual services account is going up 126%. We plan to use MailCom to process our mailings in the future as this service creates efficiencies for our staff. MailCom service is much more efficient than having staff members prepare mailings.
- Budgeted items for 2014 include two items that we think we will not fully spend
 - 1) \$15,000 Vision software maintenance – not planning to pay any of this in 2015
 - 2) \$8,000 of the \$10,250 budgeted will not be spent on mailing notices since we are not planning to send notices to all property owners in 2014.

BUDGET SUMMARY TABLE

City Assessor Dept #154									
Expenditures									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total	
346,994	351,205	358,374	371,838	368,248	5100	Wages	379,951	57.7%	
155,812	158,799	154,464	158,329	158,329	5195	Fringe Benefits	164,540	25.0%	
78,426	77,147	80,994	81,324	91,324	5500-5520	Internal Charges	59,780	9.1%	
19,624	17,966	21,974	37,501	37,501	5200-5900	Operating Expenditures	40,162	6.1%	
-	158	-	-	-	5950-5970	Capital Outlay	-	0.0%	
11,344	15,326	14,267	14,500	13,687	5980-100	Mfg Assess Fee-State	13,800	2.1%	
612,200	620,601	630,073	663,492	669,089		TOTAL	658,233	100.0%	
Revenues									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total	
77,091	71,730	74,050	79,361	84,516		Unallocated Revenues	77,459	11.8%	
535,109	548,871	556,023	584,131	584,573		Tax Levy	580,774	88.2%	
612,200	620,601	630,073	663,492	669,089		TOTAL	658,233	100.0%	

PERSONNEL SCHEDULE

Assessor				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
Appraiser 1	1.00	1	1.00	-
Appraiser 2	1.00	1	1.00	-
Appraiser 3	1.00	1	1.00	-
City Assessor	1.00	1	1.00	-
Deputy Assessor	1.00	1	1.00	-
MC 1 Assessor*	0.57	1	0.57	-
TOTAL	5.57	6.00	5.57	-

CITY ATTORNEY

MISSION

To provide accurate and accessible legal services to Wauwatosa City Government in a fiscally responsible manner.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 636,239	\$ 1,089,725	\$ 453,486
Rev	\$ 76,101	\$ 84,108	\$ 8,007
Levy	\$ 560,138	\$ 1,005,617	\$ 445,479
FTE's	3.00	3.00	-

MAJOR CHANGES

*Snapshot does include Litigation Reserve.

PROGRAMS/SERVICE LINES

- Legal representation of City and legal defense/litigation management, including property tax litigation
- Municipal Court prosecution
- General advice and counsel to Common Council as well as various boards, commissions and all City departments, including ordinance drafting, enforcement and review
- Liability claims processing
- Collections and bankruptcy
- Contract review and drafting, property transactions

2013 ACHIEVEMENTS

- Increased use of document management system to improve office operations
- Implemented innovative Public Records and Open Meetings training for employees at all levels of responsibility
- Provided necessary clearance for city departments to increase use of social media platforms in providing service to their constituents
- Contributed to Process Improvement activities citywide through participation in LEAN and Six Sigma Training and projects, in progress toward Six Sigma Green Belt certification for City Attorney
- Provided additional clerical resource sharing for other City Hall functions
- Improved collections of personal property taxes prior to referral to outside collection firms, reducing fees
- Improved service to City clients

2014 GOALS

- Improve preparations for electronic discovery
- Continue improvement in use of document management system

- Evaluate and improve policies regarding use of social media for City business activities
- Participate in improvement of operational efficiency by working with Administration and HR Departments to create new office environments in conjunction with office facility improvements

2013 BUDGETARY CHANGES

- The Attorney's general Sundry Contractual Services account (01-161-5810-000) is being re-estimated upward by \$25,000 in 2013 to account for additional 2013 costs which were incurred in relation to the ATC matter before the Wisconsin Public Service Commission.

2014 BUDGETARY CHANGES

BUDGET SUMMARY TABLE

City Attorney Dept # 161									
Expenditures									
2010	2011	2012	2013	2013			2014		
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of	Total
245,112	251,199	264,559	261,738	261,913	5100	Wages	264,484	54.0%	
84,381	84,574	87,394	89,070	89,070	5195	Fringe Benefits	92,022	18.8%	
25,668	25,724	25,229	25,861	25,861	5500-5520	Internal Charges	24,389	5.0%	
107,614	106,345	149,583	108,070	133,070	5200-5900	Operating Expenditures	108,830	22.2%	
-	-	-	1,500	1,500	5950-5970	Capital Outlay	-	0.0%	
462,775	467,842	526,765	486,239	511,414		TOTAL	489,725	100.0%	
Revenue									
2010	2011	2012	2013	2013			2014		
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of	Total
60,226	54,075	61,909	58,159	64,599		Unallocated Revenues	57,630	11.8%	
402,549	413,767	464,856	428,080	446,815		Tax Levy	432,095	88.2%	
462,775	467,842	526,765	486,239	511,414		TOTAL	489,725	100.0%	

Litigation Reserve Dept #625								
Expenditures								
2010	2011	2012	2013				2014	
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total
61,378	122,656	208,550	150,000	150,000	5200-5900	Operating Expenditures	600,000	100.0%
61,378	122,656	208,550	150,000	150,000		TOTAL	600,000	100.0%
Revenue								
2010	2011	2012	2013				2014	
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total
-	14,177	24,510	17,942	18,947		Unallocated Revenues	26,478	4.4%
61,378	108,479	184,040	132,058	131,053		Tax Levy	573,522	95.6%
61,378	122,656	208,550	150,000	150,000		TOTAL	600,000	100.0%

PERSONNEL SCHEDULE

Attorney				
Position Description	2013	2014		2013-14 Change
	FTE	Base Positions	2014 FTE	
Asst City Attorney*	1.00	2	1.00	-
City Attorney	1.00	1	1.00	-
Legal Secretary	1.00	1	1.00	-
TOTAL	3.00	4.00	3.00	-

* 0.5 FTE of the Assistant City Attorney/HR Director is included in the HR Budget.

DEVELOPMENT DEPARTMENT

MISSION

HISTORIC PRESERVATION (01-114):

To promote public awareness of sites with special architectural or historic interest, to educate the public about the value of our past, and to inspire residents with the need to protect and maintain historic buildings and sites.

PLANNING & ZONING (01-171):

To promote the health, safety, morals, prosperity, aesthetics and the general welfare of the community.

ECONOMIC DEVELOPMENT (01-172):

Advance economic growth in Wauwatosa to provide a variety of employment opportunities, increase the non-residential tax base, promote the City's regional role as a center for research and innovation, and support dynamic, vibrant, and walkable neighborhoods, while preserving the City's character and appearance.

BUILDING & SAFETY (01-231):

To protect the health, safety and welfare of the general public as well as maintaining property values through the uniform enforcement of minimum code standards.

WEIGHTS & MEASURES (01-232):

To protect the health, safety and welfare of the general public by providing routine inspection and testing of devices and packaging used in retail trade.

PROPERTY MAINTENANCE (01-233):

To protect the health, safety and welfare of the general public as well as maintaining property values through the uniform enforcement of minimum code standards.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 2,742,427	\$2,909,076	\$ 166,649
Rev	\$ 2,427,061	\$2,705,610	\$ 278,549
Lewy	\$ 315,366	\$ 203,466	\$ (111,900)
FTE's	12.50	12.60	0.10

MAJOR CHANGES

- Transition of Property Maintenance Inspector position
- Increase Building Permit Revenue by \$100,000
- Increase fee for Reserve Liquor Licenses
- Increase Zoning Application fees.

COMMUNITY DEVELOPMENT BLOCK GRANT (13-101):

To develop a viable urban community by providing affordable, decent housing, creating suitable living environments, and expanding economic opportunities, principally for low and moderate income persons.

GEOGRAPHIC INFORMATION SYSTEMS (GIS):

To become a decisive player in the process of decision making and become part of every department in Wauwatosa.

ECONOMIC DEVELOPMENT: (ROOM TAX)

Tourism promotion and development throughout Wauwatosa and the region.

PROGRAMS/SERVICE LINES

PLANNING & ZONING DIVISION: (INCLUDING HISTORIC PRESERVATION COMMISSION)

Daily administration of the zoning code, including processing and reviewing zoning applications, special uses, conditional uses, certified survey maps and land divisions, zoning enforcement, planned development districts, administration of Housing and Urban Development Community Development Block Grant funds, Environmental Protection Agency Brownfields Assessment grants, and Economic Development Administration grant. Staff support to Plan Commission, Board of Zoning Appeals, Historic Preservation Commission & CDBG Committee.

PLANNING & ZONING DIVISION: (COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM)

As an entitlement community, the City of Wauwatosa receives an annual funding allocation and determines its own programs and funding priorities. However, grantees must give maximum priority to activities which benefit low- and moderate-income persons. The City may also carry out activities which aid in the prevention or elimination of slums or blight or may fund activities having a particular urgency because existing conditions pose a serious and immediate threat to the health/welfare of the community when other financial resources are not available. CDBG funds may not be used for activities which do not meet these broad national objectives; funds must be expended in a manner that will produce the greatest measurable impact in the community.

PLANNING & ZONING DIVISION: (GEOGRAPHIC INFORMATION SYSTEMS)

Maintain, update, and distribute GIS databases; confirm the integration and integrity of other data sets with GIS databases; design new databases; and expand GIS capabilities, research, and analysis.

ECONOMIC DEVELOPMENT DIVISION:

This program consists of daily economic development activities to attract, retain, and expand businesses in the City of Wauwatosa. Activities include site selection assistance, business start-up resources, financial resource assistance, working closely with neighborhood & business associations and groups, coordination between City departments to foster development, business retention & expansion efforts, marketing, etc. Economic development staff provides assistance to the Community Development

Authority, Economic Development Advisory Committee, Wauwatosa Economic Development Committee, Wauwatosa Revolving Loan Fund Corporation, and the Tax Incremental Finance District Joint Review Board.

ECONOMIC DEVELOPMENT: (ROOM TAX)

Participate in tourism promotion and development activities in Wauwatosa and the region through partnership with Visit Milwaukee – the region’s tourism promotion and destination marketing entity.

BUILDING & SAFETY DIVISION: (BUILDING REGULATIONS)

This program consists of inspectors/plan reviewers who are certified and licensed by the State of Wisconsin to perform inspections and plan reviews within their respective fields. Many inspectors are multi-disciplined and are able to inspect in multi categories. These certifications have been obtained through specialized training and each inspector is required to participate in continuing education on an annual basis. The daily workload varies in accord with the changing demands of local construction activities although compliance and follow-up activities continue at all times. This division is a designated state agent for the review of plans and the performing of on-site inspections in accordance with the Wisconsin Administrative Codes.

The division is responsible for responding to disasters in order to provide a preliminary damage assessment that plays a key role in determining eligibility for State and Federal disaster aid. Inspections and investigations are needed to identify the habitability of buildings immediately after an event. Providing this service expedites the recovery operations necessary to restore safety, order, and habitability in the affected area(s).

BUILDING & SAFETY DIVISION: (WEIGHTS & MEASURES PROGRAM)

This program provides four key service categories: Consumer Complaints; Investigations; Routine Inspections; Enforcement. This program is managed Development Department but is a contracted service with the State Department of Agriculture, Trade and Consumer Protection (DATCP). The contract provides 27 contract days at \$400 per day each year for an annual cost of \$10,800. This provides inspections at approximately 80 business sites that use bar code scanners, scales, meters, and product labeling. Typical examples would include grocery stores and gasoline stations. Consumer complaints are directed to DATCP who will investigate and insure corrective action when necessary. Typical violations are improper metering of gasoline products and improper tare weight settings on scales.

BUILDING & SAFETY DIVISION: (PROPERTY MAINTENANCE)

This program is provided based on criteria established by a citizen's task force with input from the Mayor and other city officials. The primary focus of this program is the preservation of property values relating to aesthetics by maintaining all properties in a condition that reflects a quality community. This is no easy task as what may be aesthetically pleasing to some may not be to others. In addition, problem sites may take over a year for compliance if court action is required. This program also provides fence and sign review along with inspection and enforcement. Benchmarks are established as needed for quality control.

2013 ACHIEVEMENTS

PLANNING & ZONING DIVISION:

- Adoption of zoning code revision – first comprehensive revision since 1972
- Successfully competed Brownfields grants and received another round of grant funding
- Coordination of a Comprehensive Bike and Pedestrian Plan
- Continued implementation of the EDA grant for UWM Innovation Campus

PLANNING & ZONING DIVISION: (HISTORIC PRESERVATION COMMISSION)

- Issued Certificate of Appropriateness for the Eschweiler development
- Design review for designated properties – single family house and Eschweiler development
- Added three panels for the Designated Properties display wall

PLANNING & ZONING DIVISION: (COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM)

2013 Projects & Funding Levels: Total Grant \$905,241

Administration & Planning - \$181,000 Maximum Due to 20% Cap

Administration/Planning:	\$ 125,000
Metro Fair Housing:	<u>\$ 33,000</u>
Total:	\$ 158,000

Public Service Programs - \$135,780 Maximum Due to 15% Cap

Senior Center:	\$ 86,200
ARC Milwaukee:	\$ 13,980
Elena's House:	\$ 10,550
Tosa Cares:	\$ 6,350
Interfaith:	\$ 13,400
Tosa Food Pantry:	<u>\$ 5,300</u>
Total:	\$135,780

Public Facilities, Economic Development & Rehabilitation

WWBIC:	\$ 20,000
Greek Orthodox Manor:	\$ 109,500
Badger Assn. for Blind:	\$ 10,000
Lutheran Home:	\$ 303,195
WEDC:	<u>\$ 168,766</u>
Total:	\$ 611,461

PLANNING & ZONING DIVISION: (GEOGRAPHIC INFORMATION SYSTEMS)

- Comprehensive update to the City's Geographic Information System, involving coordination with multiple City departments

ECONOMIC DEVELOPMENT DIVISION:

- As a part of the City's Development Team, amended TID#3 project plan related to Enclave Annex project
- As a part of City's Development Team, amended TID#6 project plan to include structured parking as an eligible activity
- As a part of City's Development Team, created TID#7 to facilitate development of "Burleigh Triangle" – Mayfair Collection
- WRLFC approved two loans and the WEDC approved four grants/forgivable loans as of 7/13
- Updated extensive property availability database for East Tosa, utilizing both Excel and Access formats
- Developer selected to develop former Fire Station Number One remnant parcel created through Community Development Authority
- Community Development Authority entered into an Intergovernmental Cooperation Agreement to assume ownership of former Vogue drycleaner site following tax foreclosure process through Milwaukee County
- Acting as a Zoo Interchange Project liaison as it relates to Community Sensitive Solutions
- Continued to work with East Tosa, Village BID, and Chamber of Commerce
- Continued to promote all of Wauwatosa, including specific identified priority areas
- Continued to promote WRLFC loans and WEDC grants through events and one-on-one visits
- Continued to improve on-line economic development assistance information, including use of GIS database information, etc.

ECONOMIC DEVELOPMENT: (ROOM TAX)

- City representatives attended board and member meetings throughout the year
- Worked with Visit Milwaukee to develop a micro-site promoting Wauwatosa's tourism destinations, etc.

BUILDING & SAFETY DIVISION: (BUILDING REGULATIONS)

4-YEAR RESULTS:

PERMITS	2009	2010	2011	2012
BUILDING	689	705	662	595
Residential	532	555	449	416
Commercial	157	150	213	179
MECHANICAL	750	835	749	765
ELECTRICAL	1611	1767	1592	1618
PLUMBING	907	1092	1069	1080
OCCUPANCY	167	130	164	138
TOTAL	4124	4529	4236	4196

TOTAL REVENUES	\$670,387	\$658,787	\$983,863	\$819,769
INSPECTIONS	8904	10570	7657	8926

BUILDING & SAFETY DIVISION: (WEIGHTS & MEASURES)

	2009	2010	2011	2012
Permit Revenue	\$7,900	\$11,460	\$14,980	\$11,800

BUILDING & SAFETY DIVISION: (PROPERTY MAINTENANCE)

	2009	2010	2011	2012
Inspections	1172	1252	953	933
Violations	1011	1110	280*	381*
Complaints	439	455	380	394
Citations/Court	2	0	6	12

Violations are counted as (1) per noncompliant inspection *

2014 GOALS

PLANNING & ZONING DIVISION:

- Initiate the development of a Mayfair Corridor plan
- Continue zoning code housekeeping updates as necessary
- Implementation of the Bike/Pedestrian Plan recommendations
- Initiate design guidelines for the East Tosa North Avenue corridor
- Completion of the EDA grant for UWM Innovation Campus

PLANNING & ZONING DIVISION: (HISTORIC PRESERVATION COMMISSION)

- Continued design review of designated properties when applied for
- Continued public education

PLANNING & ZONING DIVISION: (COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM)

- Give maximum priority to activities which benefit low- and moderate-income persons
- Carry out activities which aid in the prevention or elimination of slums or blight or may fund activities having a particular urgency because existing conditions pose a serious and immediate threat to the health/welfare of the community when other financial resources are not available

- Participate as a Continuum of Care as an Executive Board member in an attempt to curb homelessness throughout Milwaukee County
- Continue to promote economic development programs

PLANNING & ZONING DIVISION: (GEOGRAPHIC INFORMATION SYSTEMS)

- Continue to expand upon “ArcGIS Server Application Development” including brownfield historical data and 2010 Census data

ECONOMIC DEVELOPMENT DIVISION:

- Continue to promote and develop Burleigh Triangle area and UWM Innovation Campus
- Continue to promote WRLFC loans and WEDC grants
- Continue to work with Village BID and East Tosa on various plan implementation strategies
- Continue development of former Fire Station Number One remnant parcel
- Work with Community Development Authority to redevelop former Vogue drycleaner site located on Wauwatosa Avenue
- Continue to improve on-line economic development assistance information, including use of GIS database information, etc.

ECONOMIC DEVELOPMENT: (ROOM TAX)

- Continue to attend board and member meetings throughout the year to stress importance of marketing Wauwatosa as a tourism destination area
- Work with Visit Milwaukee to update and promote Internet micro-site
- Work with Visit Milwaukee to update video promoting Wauwatosa

BUILDING & SAFETY DIVISION: (BUILDING REGULATIONS)

- Investigate all life safety incidences within 24 hours
- Complete 95% of all plan reviews within 5 business days
- Perform at least 95% of inspections within 24 hours of request
- Resolve 75% of complaints within 90 days
- Issue 95% of approved permits within 2 business days
- Recover 90% of program costs through permit fees

BUILDING & SAFETY DIVISION: (WEIGHTS & MEASURES)

- Invoice known retail businesses to recover 90-100% of program cost
- DATCP will continue to conduct inspections and complaint referrals

BUILDING & SAFETY DIVISION: (PROPERTY MAINTENANCE)

- Provide a complaint based program that operates 40 hours per week
- Continue to utilize effective enforcement techniques to gain compliance without the use of Municipal Court citations
- Continue the use of a re-inspection fee to gain compliance and offset program cost

2014 BUDGETARY CHANGES

ZONING APPLICATION FEES- \$13,000

All zoning application fees are proposed to be increased in 2014, some substantially, as the City's fees are very low in comparison to many municipalities in the area and generally haven't been increased in many years.

PROPERTY MAINTENANCE INSPECTOR

Eliminate part-time Property Maintenance position as of May 1st and bring Code Enforcement Officer to full-time as of January 1st. Additional hours are also included in the budget to provide vacation coverage, etc. for the Code Enforcement Officer by the Property Maintenance Inspector.

EQUIPMENT & OPERATIONAL RENTAL

Transferred a vehicle from Building & Safety to Property Maintenance for use by Code Enforcement Officer versus using a personal vehicle and charging mileage. There are no longer auto allowance charges within the Property Maintenance budget.

INCLUSION OF VISIT MILWAUKEE CONTRIBUTION AND HOTEL MOTEL REVENUE

Again in 2014, the \$319,819 contribution to Visit Milwaukee is budgeted in the Economic Development Department (172). Previously it had been budgeted in a non-departmental budget. In addition, \$610,181 of a total \$930,000 in Hotel/Motel revenue is budgeted in the Economic Development department to demonstrate the role of economic development in supporting local and regional tourism. The remainder of the Hotel/Motel revenue is budgeted as unallocated revenues in other general fund departments. The table below shows the account history for these two items.

	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
City Contribution to VISIT Milwaukee	\$332,425	\$288,371	\$324,118	\$325,403	\$319,819
Hotel/Motel Room Tax	\$875,495	\$907,871	\$910,525	\$900,000	\$930,000

ECONOMIC DEVELOPMENT ASSISTANCE

In 2014, the Department is proposing to reduce the economic development assistance provided for Reserve Class "B" liquor licenses. Reserve liquor licenses are issued only when a Class "B" liquor license is not available. The cost of a Reserve license is \$10,000 and the cost of a regular license is \$500. Currently, businesses apply for a grant in the amount of \$9,500 through Budget & Finance and the Common Council. The grant essentially reduces the cost of a liquor license to \$500.

The proposal contemplated may include a calculation based on type of establishment, number of employees, square footage, alcohol is less than x% of gross receipts, etc. A formal recommendation will be drafted and submitted to the Common Council for review and approval. The estimated revenue of \$5,000 would fund existing façade, signage, and code update improvement economic development assistance.

Increased revenue to \$100,000 to reflect the 28% out performance of estimated revenues in 2013 and projects beginning their approval process that are anticipated to be permitted in 2014. The amount was adjusted from \$762,000 to \$974,000. The average building permit revenue over a 10-year period is \$828,000. The revenue amount will be re-evaluated in 2014 for 2015 budgeting purposes based on performance and projects with a high likelihood of being permitted in 2015.

BUDGET SUMMARY TABLE

Historic Preservation Dept #114									
Expenditures									
2010	2011	2012	2013	2013			2014		
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total	
2,180	2,237	253	1,000	2,664	5200-5900	Operating Expenditures	1,020	100.0%	
-	7,200	-	-	-	5980-010	CLG Subgrant-Natl Reg	-	0.0%	
2,180	9,437	253	1,000	2,664		TOTAL	1,020	100.0%	
Revenues									
2010	2011	2012	2013	2013			2014		
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total	
-	7,200	-	-	-	231-4490	CLG Grant-Natl Reg	-	0.0%	
-	14	-	-	-	841-4150	Contributions-Historic Pres	-	0.0%	
52	1,091	30	120	337		Unallocated Revenues	120	11.8%	
2,128	1,132	223	880	2,327		Tax Levy	900	88.2%	
2,180	9,437	253	1,000	2,664		TOTAL	1,020	100.0%	

**City Planning
Dept #171**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
216,448	214,138	134,032	174,203	171,880	5100	Wages	177,162	29.6%
85,160	85,013	58,665	75,993	75,993	5195	Fringe Benefits	71,242	11.9%
17,808	17,760	16,462	16,617	16,617	5500-5520	Internal Charges	15,633	2.6%
4,352	57,853	53,673	5,790	13,310	5200-5900	Operating Expenditures	6,146	1.0%
-	-	310	-	-	5950-5970	Capital Outlay	-	0.0%
-	-	-	10,000	10,000	5980-015	GIS	15,000	2.5%
				50,000	5980-025	Site Assessment Grant	62,500	10.5%
94,705	73,816	27,403	-	-	5980-035	Petroleum Assessment Grant	200,000	33.5%
30,041	101,347	71,571	180,000	130,000	5980-040	Hazardous Materials Grant	50,000	8.4%
448,514	549,927	362,116	462,603	467,800		TOTAL	597,683	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
94,705	73,816	27,403	-	-	231-4470	Petroleum Assessment Gr	200,000	33.5%
30,041	101,347	71,571	180,000	130,000	231-4480	Hazardous Materials Gr	50,000	8.4%
-	-	-	-	50,000	241-4500	Site assessment Gr	62,500	10.5%
-	-	-	-	-	321-4150	Cond. Special Use	-	0.0%
825	1,000	1,200	600	600	511-4500	Subdivision Fees	1,000	0.2%
8,950	11,700	14,650	6,000	9,000	521-4400	Zoning Application Fees	11,000	1.8%
1,580	240	240	120	480	521-4410	Board of Appeal Fees	-	0.0%
650	1,650	1,350	500	500	521-4410-040	Zoning Appeals	1,000	0.2%
650	300	400	200	700	521-4420	Zoning Letters-Specialized	300	0.1%
34,977	63,562	42,558	55,332	59,090		Unallocated Revenues	70,334	11.8%
276,136	296,312	202,744	219,851	217,430		Tax Levy	201,549	33.7%
448,514	549,927	362,116	462,603	467,800		TOTAL	597,683	100.0%

Economic Development Dept #172

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
56,538	105,310	111,002	90,053	90,053	5100	Wages	80,887	16.1%
27,048	44,970	37,950	42,774	42,774	5195	Fringe Benefits	35,844	7.1%
3,978	7,252	9,058	11,446	11,446	5500-5520	Internal Charges	15,255	3.0%
33,168	39,656	21,710	32,504	36,104	5200-5900	Operating Expenditures	32,147	6.4%
3,537	-	-	-	-	5950-5970	Capital Outlay	-	0.0%
-	-	-	20,000	40,000	5980-100	Econ Develop Incentive	20,000	4.0%
-	-	-	325,403	325,403	571-5990	Visit Milwaukee*	319,819	63.5%
124,269	197,188	179,720	522,180	545,780		TOTAL	503,952	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	-	-	522,180	545,780	101-4200	Hotel/Motel Room Tax*	498,952	99.0%
-	-	-	-	-	311-4100-100	Reserve Liquor License	5,000	1.0%
-	22,791	21,122	-	-		Unallocated Revenues		0.0%
124,269	174,397	158,598	-	-		Tax Levy		0.0%
124,269	197,188	179,720	522,180	545,780		TOTAL	503,952	100.0%

* Added to this budget in 2013. Previously had been included as a separate non-departmental budget

Building Regulation Dept #231

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
464,858	426,862	436,489	466,785	464,665	5100	Wages	473,886	61.2%
216,428	213,254	197,692	204,167	204,167	5195	Fringe Benefits	214,035	26.1%
98,594	96,306	103,789	87,496	87,496	5500-5520	Internal Charges	81,362	10.5%
15,820	11,082	10,420	15,828	15,828	5200-5900	Operating Expenditures	15,945	2.1%
6,819	2,976	415	1,000	1,000	5950-5970	Capital Outlay	1,200	0.2%
2,149	195	375	-	-	5980-015	Board-Up Bldgs	-	0.0%
350	337	-	-	-	5980-025	Debris/Graffiti Removal	-	0.0%
805,018	751,012	749,180	775,276	773,156		TOTAL	786,428	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
33,960	33,485	33,480	3,450	6,320	311-4240	Electrical-Licenses	-	0.0%
279,424	473,967	374,433	380,525	539,000	321-4100	Permits-Building	460,525	49.9%
87,921	108,016	99,287	80,000	110,000	321-4110	Heating and A/C	90,000	10.5%
97,447	145,096	119,283	102,000	126,000	321-4120	Plumbing	112,000	13.4%
114,201	170,934	143,065	160,035	160,035	321-4130	Electrical	160,035	21.0%
8,900	8,825	8,525	8,450	8,150	321-4140	Well Operation	8,150	1.1%
12,715	13,620	14,361	12,000	12,000	321-4160	Outdoor Sign	12,000	1.6%
10,980	16,610	22,800	13,000	13,000	321-4170	Occupancy	13,000	1.7%
4,603	6,177	2,356	6,000	6,000	321-4180	Erosion Control Fees	6,000	0.8%
200	400	200	100	300	521-4410-010	Electrical Appeals	100	0.0%
120	120	240	120	120	521-4410-020	Sign Appeals	120	0.0%
100	100	100	100	100	521-4410-030	Plumbing Appeals	100	0.0%
2,499	447	460	-	-	931-4900	Other Special Assesm.	-	0.0%
92,392	-	-	9,496	-		Unallocated Revenues	-	0.0%
59,556	-	-	-	-		Tax Levy	-	0.0%
-	(226,785)	(69,410)	-	(207,869)		Excess Revenue	(75,602)	0.0%
805,018	751,012	749,180	775,276	773,156		TOTAL	786,428	100.0%

Weights and Measures Dept #232

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
10,800	10,800	10,800	10,800	10,800	5200-5900	Operating Expenditures	10,800	100.0%
10,800	10,800	10,800	10,800	10,800		TOTAL	10,800	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
11,460	14,980	10,800	10,800	10,800	511-4260	Weights & Measures Inspect	10,800	100.0%
1,179	-	-	-	-		Unallocated Revenues	-	0.0%
-	-	-	-	-		Tax Levy	-	0.0%
(1,839)	(4,180)	-	-	-		Excess Revenue	-	0.0%
10,800	10,800	10,800	10,800	10,800		TOTAL	10,800	100.0%

**Property Maintenance Program
Dept #233**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
54,685	53,323	54,318	68,686	63,303	5100	Wages	61,920	59.6%
12,682	11,668	10,174	12,917	12,917	5195	Fringe Benefits	33,108	31.8%
4,511	4,020	5,335	5,685	5,685	5500-5520	Internal Charges	5,578	5.4%
2,484	2,472	2,283	3,280	3,280	5200-5900	Operating Expenditures	1,770	1.7%
-	-	-	-	-	5950-5970	Capital Outlay	1,576	1.5%
74,362	71,483	72,110	90,568	85,185		TOTAL	103,952	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	100	-	100	100	521-4410-050	Property Maint Appeals	100	0.1%
13,200	8,625	7,575	15,000	15,000	521-4430	Prop Maint Re-Inspection	15,000	14.4%
6,789	8,262	8,475	10,833	10,760		Unallocated Revenues	12,233	11.8%
54,373	54,496	56,060	64,635	59,325		Tax Levy	76,619	73.7%
74,362	71,483	72,110	90,568	85,185		TOTAL	103,952	100.0%

**Community Development Block Grant
Fund #13**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
28,401	30,933	23,597	48,499	48,499	101-5100	Salaries	59,010	6.5%
14,215	12,644	10,209	20,768	20,768	101-5190	Fringe Benefits	26,993	3.0%
20,555	32,703	47,575	5,733	55,733	101-5900	Administrative Costs	-	0.0%
12,450	16,300	12,800	12,750	13,400	101-5980-010	Greater Tosa Interfaith	-	0.0%
5,925	5,300	3,538	-	-	101-5980-020	Elderly Meal/Wellness Prg	-	0.0%
4,150	4,075	3,250	6,000	6,350	101-5980-025	Tosa Cares	-	0.0%
37,236	30,993	22,604	33,000	33,000	101-5980-030	Fair Housing Services	-	0.0%
13,625	17,750	13,800	13,250	13,980	101-5980-035	ARC Housing/Milwaukee	-	0.0%
372,858	142,433	34,240	-	-	101-5980-060	Sanitary Sewer Rehab	-	0.0%
66,280	256,608	-	-	-	101-5980-065	Sanitary Sewer-Recovery A	-	0.0%
79,762	10,765	32,494	-	-	101-5980-070	Storm Sewer-Pavement Repl	-	0.0%
29,951	10,019	-	-	-	101-5980-100	North Ave Neighborhood AL	-	0.0%
11,255	12,230	9,800	10,000	10,550	101-5980-105	Common Ground	-	0.0%
205,947	237,126	97,941	109,500	109,500	101-5980-125	Greek Orthodox Manor	-	0.0%
79,085	13,115	-	10,000	10,000	101-5980-145	Vision Forward	-	0.0%
-	155,973	-	-	-	101-5980-155	Wil-O-Way Improvements	-	0.0%
-	35,745	262,816	303,195	303,195	101-5980-165	Lutheran Home	-	0.0%
-	23,848	13,983	-	-	101-5980-320	Lead Abatement	-	0.0%
-	-	40,304	125,000	-	101-5980-325	Rebuilding Together Great	-	0.0%
8,500	309,900	310,180	45,305	300,000	101-5980-370	Wauwatosa Econ Development	-	0.0%
130,695	106,732	116,319	82,000	86,200	101-5980-385	Muellner Center Senior PR	-	0.0%
-	-	-	20,000	20,000	101-5980-420	WWBIC	-	0.0%
6,920	3,259	2,597	5,000	5,300	101-5980-440	Wauwatosa Food Pantry	-	0.0%
114,623	159,108	162,956	-	-	101-5980-560	Rehabilitation Water Main-L	-	0.0%
-	-	-	-	-	101-5980-660	Community Development	819,238	90.5%
1,242,433	1,627,559	1,221,003	850,000	1,036,475	TOTAL		905,241	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
1,168,379	1,258,526	1,221,003	850,000	1,036,475	201-4100	Federal Grants	905,241	100.0%
8,500	112,425	-	-	-	201-4100-010	CDBG Programmed Funds	-	0.0%
65,556	256,608	-	-	-	201-4100-020	CDBG Recovery Act	-	0.0%
1,242,435	1,627,559	1,221,003	850,000	1,036,475	TOTAL		905,241	100.0%

PERSONNEL SCHEDULE

Planning / Economic Development / Building				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	FTE	
Assistant Planner	1.00	1	1.00	-
Building Inspector	2.00	2	2.00	-
Business Services Specialist	1.00	1	1.00	-
Community Development Director	-	0	-	-
Development Coordinator	1.00	1	1.00	-
Development Director	1.00	1	1.00	-
Electrical Inspector	2.00	2	2.00	-
MC 1 Building	1.00	1	1.00	-
Plumbing Inspector	1.00	1	1.00	-
Principal Planner	1.00	1	1.00	-
Property Maintenance Inspector	1.00	2	1.10	0.10
Student Clerk/GIS Intern	0.50	1	0.50	-
TOTAL	12.50	14.00	12.60	0.10

HEALTH DEPARTMENT

MISSION

The Wauwatosa Health Department's (WHD) mission is to protect and promote the health and safety of all Wauwatosans.

According to Wisconsin Statute ch. 251.02(2), the WHD exists to protect the health and safety of the entire Wauwatosa community by promoting health, preventing disease, and reducing or eliminating risk factors. We are the only agency charged with receiving and investigating all disease reports within our jurisdiction. In 2012, nurses investigated 412 disease reports and contained 15 disease outbreaks. Nurses gave 1,767 vaccines at regular clinics. 945 nurse desk calls were directly related to immunizations and disease reports. In order to prevent illness and disease, sanitarians conducted 613 inspections for licensed establishments such as restaurants, grocery stores, hotels, Farmer's Markets, school kitchens, and public pools. Nurses and sanitarians investigated 13 food-borne illness complaints. Sanitarians addressed 124 nuisance complaints and conducted 47 human health hazard inspections. 48 animal bite exposures were addressed to prevent rabies. WHD held multiple community events. WHD generates approximately \$200,000 in revenue. WHD provides basic public health services that people can count on to protect and improve health.

2014 BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 1,452,815	\$ 1,419,935	\$ (32,880)
Rev	\$ 426,346	\$ 365,833	\$ (60,513)
Levy	\$ 1,026,469	\$ 1,054,102	\$ 27,633
FTE's	13.75	12.86	(0.89)

MAJOR CHANGES

The 01-421, 01-422, and 01-423 Health Services divisions were consolidated for efficiency. For presentation purposes, the history on the line items for the separate divisions will no longer align. The 2% allowed for operational expenses was not used. A 5% increase for some licensed establishments was added. There was a \$10 increase to one-time workplace immunization fee, a \$5 increase to one food license fee, and the addition of \$5 for WHD-logo insulated bags.

PROGRAMS/SERVICE LINES

Eighty-seven percent of the Health Services budget is personnel. WHD is funded and staffed at less than the state and nation for a community of our size. The Health Services budget consists of public health nursing and environmental health programs and services. Programming is integrated for efficiency and aligned with core functions and essential services stipulated by WI Statute and the WI Department of Health Services. By law, local health departments are required to provide programs related to generalized public health nursing, health promotion, chronic disease prevention, communicable disease, and human health hazards. The WHD collaborates with health care and other community partners to address health priorities and needs. We enforce state and local health laws related to disease prevention and containment, human health hazard abatement, rabies prevention and control, and food safety.

2013 WHD ACHIEVEMENTS

- Conducted inspections and license renewals of food establishments to prevent disease and assure Food Code compliance through WI State Agent contracts using an electronic system.
- Continued to work on the general Public Health Relational Database using national standards for local data collection and monitoring and to assist with state and accreditation requirements
- Completed the statutory City of Wauwatosa Community Health Improvement Plan on which to base health priorities and programming and worked with community partners to carry out the plan
- Revised the WHD Strategic Plan (12/31/13)
- Completed LEAN Six Sigma Yellow Belt and Green Belt coursework (Health Officer)
- Continued Quality Improvement Committee work (WHD personnel)
- Continued to prepare for national accreditation in 2014
- Achieved tax levy savings through unfilled vacancies in 2012-2013

2014 GOALS

- **Goal 1:** By 6/30/14, WHD will submit a statement of intent and application to the Public Health Accreditation Board (PHAB) for national local health department accreditation. National accreditation improves credibility, accountability, standardization of practice (benchmarks), professional development, and access to funding opportunities. We currently have national emergency preparedness accreditation (NACCHO 2012, PPHR). For more information on local health department accreditation, please follow the link. <http://www.phaboard.org/accreditation-overview/what-is-accreditation/>
- **Goal 2:** By 12/31/14, with the assistance of a software consultant, design the field inspection modules to transition the remainder of the licensed establishments (hotels, public pools,) from City Clerks to Health. This will enable WHD to electronically license and document inspection findings, the system currently used for food inspections.
- **Goal 3:** Continue to track the impact of the Affordable Health Care Act on WHD revenue and establish a baseline.

2013 BUDGETARY CHANGES

The Health Services budget divisions of 04-421, 01-422, and 01-423 were consolidated into the 01-421 account for efficiency. For presentation purposes, the history on the line items for the separate divisions will no longer align.

The Children's Hospital grant work ended 8/1/2013. This was a pass-through pilot grant.

2014 BUDGETARY CHANGES

The 2% allowed for the operational budget was not used. An increase of approximately 5% was added for selected licensed establishments for an increase in revenue. Other adjustments were made to the consolidated fee schedule for one license item (\$5 increase), one immunization item (\$10 increase), and sale of WHD logo insulated grocery bags (\$5 new item).

The WHD receives up to 10 grants each year. The budget is based on final consolidating grant award notifications from the State. The two preparedness grants were allocated at the 2013 level. Selected grants augment health department programming and cover 0.5 FTE of personnel wages. Health department operations will continue with grant reductions.

Accreditation 2014: The health department has been working toward accreditation preparation for the past 5 years as reported in monthly and annual reports and past budget narratives. In 2010, the Board of Health supported the motion to formally move forward with accreditation. We have been completing the pre-requisites and plan to submit a Statement of Intent and Application in 2014. West Allis, Polk County and Wood County health departments were accredited in 2013, the first year of local health department accreditation.

Wauwatosa accreditation fees will be \$12,720, based on jurisdictional size. The accreditation fee covers 5 years and includes the cost of the electronic evidence review, a site visit, health department personnel training, reference materials, national recognition, networking opportunities, and ongoing recommendations for improvement. <http://www.phaboard.org/wp-content/uploads/2014-PHAB-Accreditation-Applicant-Fee-Schedule.pdf>

As in past years, there is a good possibility that we will be awarded a \$10,000 DHS Public Health Infrastructure grant in January 2014 to offset some of the accreditation fees. In the meantime, with the changes in health care legislation, \$9,000 was moved from the Medical Supplies account to the Sundry Contractual Account in the event we would need these funds.

BUDGET SUMMARY

**Public Health Nursing
Dept #421, 422, 423**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
800,640	824,897	821,791	872,525	887,161	5100	Wages	852,004	59.5%
324,380	339,276	335,963	358,047	361,907	5195	Fringe Benefits	366,357	25.6%
33,795	40,370	31,628	62,546	63,055	5200-5900	Operating Expenditures	188,817	13.2%
123,756	123,710	118,961	135,038	135,038	5510-5520	Internal Charges	-	0.0%
2,319	8,426	15,272	2,844	3,017	5980-010	Maternal Child Health Grant	4,003	0.3%
-	-	-	-	519	5980-015	Expenditures from Donation	-	0.0%
3,925	1,533	1,459	2,929	2,060	5980-020	Child Lead Poison Prev	4,535	0.3%
-	-	-	-	-	5980-025	Preparedness Grant	4,607	0.3%
8,327	658	-	-	-	5980-035	Immunization Planning Gr	-	0.0%
4,943	2,270	6,131	1,880	3,546	5980-080	Immunization Registry Gr	4,049	0.3%
-	-	-	-	-	5980-110	Cities Readiness Grant	8,150	0.6%
-	-	-	-	-	422-5980-015	Internal Granting	-	0.0%
788	210	216	-	-	422-5980-025	Radon Outreach	-	0.0%
7,730	6,403	4,002	3,520	1,586	423-5980-010	Prevention Grant	-	0.0%
-	-	1,636	-	-	423-5980-015	Pandemic Influenza Grant	-	0.0%
17,515	5,812	10,465	6,454	14,871	423-5980-025	CDC Preparedness-LHD Plan	-	0.0%
12,194	1,004	828	-	1,313	423-5980-030	Tobacco Control Board	-	0.0%
-	-	-	-	-	423-5980-035	Pandemic Influenza Plan	-	0.0%
18,095	9,092	3,086	7,032	12,474	423-5980-040	Cities Readiness Initiative	-	0.0%
-	4,473	458	-	3,565	423-5980-055	Accreditation Grant	-	0.0%
-	7,706	4,967	-	10,000	423-5980-200	Public Health Infrastruct	-	0.0%
1,358,407	1,375,840	1,356,863	1,452,815	1,500,112		TOTAL	1,432,522	100.0%

Public Health Nursing
Dept #421, 422, 423

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
28,453	40,909	47,942	43,454	50,901	231-4420-000	Preparedness Planning Grant	43,454	3.0%
21,544	15,479	6,203	11,232	17,137	231-4420-010	Cities Readiness Initiative	12,870	0.9%
-	-	-	-	-	231-4420-025	Radon-Mini Grant	-	0.0%
10,741	12,713	22,039	10,180	9,626	231-4420-030	Immunization Registry Gr	12,349	0.9%
7,730	6,403	4,773	3,520	3,520	231-4420-020	Prevention Grant	2,043	0.1%
8,757	658	-	-	-	231-4420-035	Immunization Planning	-	0.0%
9,173	18,165	22,655	11,144	8,242	231-4420-040	Maternal Child Health Grant	12,303	0.9%
1,616	3,369	780	-	-	231-4420-045	Radon Outreach	-	0.0%
-	-	-	-	-	241-4420-035	Radon Outreach	-	0.0%
91,586	1,739	1,636	-	-	231-4440	Pandemic Influenza Grant	-	0.0%
12,354	1,004	833	-	1,313	241-4420-080	WI WINS	-	0.0%
4,449	7,664	4,089	2,929	2,060	241-4420-060	Child Lead Prevention Grant	2,492	0.2%
-	-	-	-	-	241-4480	TB/CDC	-	0.0%
74,937	75,646	78,663	77,500	78,000	311-4120	Food	83,900	5.9%
21,483	23,511	25,452	27,940	27,940	311-4125	Retail Food-Dept of AG	25,300	1.8%
-	-	-	1,100	1,100	311-4135	Temporary Food Event	-	0.0%
-	-	-	-	1,000	311-4140	Soda Water	1,050	0.1%
1,310	1,350	1,025	1,500	1,500	531-4300	Animal Pound	1,050	0.1%
-	700	100	700	700	531-4410	Health Enforcement	550	0.0%
2,265	4,053	5,199	3,000	3,000	531-4500	Health Inspection License	5,200	0.4%
-	11,968	9,638	-	10,000	231-4420-200	Public Health Infrastruct	-	0.0%
-	475	-	-	-	531-4850	Accreditation Grant	-	0.0%
15,624	14,799	9,991	15,000	15,000	531-4600-050	Health Serv-Flu	7,500	0.5%
120	25	75	-	-	531-4600-100	Health Serv-Pneumovax	-	0.0%
2,210	1,680	2,445	1,500	1,500	531-4600-150	Health Serv-TB Skin Test	2,000	0.1%
-	-	-	-	-	531-4600-155	Health Serv-TB Control	-	0.0%
200	1,115	625	200	220	531-4600-200	Health Serv-Hepatitis A/B	100	0.0%
-	180	-	-	-	531-4600-250	Health Serv-Varivax	-	0.0%
75	1,110	1,890	100	100	531-4600-300	Health Serv-Adult Tetanus	-	0.0%
-	-	150	-	-	531-4600-350	Health Serv-Meningococcus	-	0.0%
4,500	3,080	2,925	1,000	1,000	531-4600-400	Health Serv-Shingles	1,000	0.1%
-	-	-	-	-	531-4600-450	Health Serv-HPV	-	0.0%
-	-	-	-	-	531-4650	School Inspection Fee	-	0.0%
740	200	671	100	300	531-4700	Radon Kits	200	0.0%
-	-	17,151	40,000	30,115	531-4870	Children's Hospital Grant	-	0.0%
-	1,435	183	400	400	531-4900	Other	400	0.0%
95	5	15	75	75	531-4980-020	Hepavac Rental	-	0.0%
-	-	100	-	-	841-4210	Contrib-Health	-	0.0%
151,147	159,022	159,468	173,772	189,486		Unallocated Revenues	168,576	11.8%
887,298	967,383	930,147	1,026,469	1,045,877		Tax Levy	1,050,185	73.3%
1,358,407	1,375,840	1,356,863	1,452,815	1,500,112		TOTAL	1,432,522	100.0%

* Historically the Health Department was split into 3 different departmental accounts. These were consolidated in 2014 and for comparison purposes, prior years have also been consolidated as well in this table.

PERSONNEL SCHEDULE

Health				
Position Description	2013	2014	2014	2013-14
	FTE	Base Positions	FTE	Change
Grant Funded	0.82	0	-	(0.82)
Clerical Grant	0.60	2	0.50	(0.10)
Health Officer	1.00	1	1.00	-
MC 3 Health	1.00	1	1.00	-
Nurse Supervisor	1.00	1	1.00	-
Public Health Manager/Epidemiologist grant	1.00	1	1.00	-
Public Health Nurse	5.50	6	5.53	0.03
Public Health Specialist	0.80	1	0.80	-
Sanitarian	2.03	3	2.03	-
TOTAL	13.75	16.00	12.86	(0.89)

LIBRARY

MISSION

The mission of the Library is to provide the resources necessary to meet educational, informational and recreational reading needs of the Wauwatosa community; to acquire and organize those materials in appropriate ways according to national standards and to assist patrons of all ages with their reading, educational and informational searches.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 2,702,623	\$ 2,778,411	\$ 75,788
Rev	\$ 384,801	\$ 403,685	\$ 18,884
Levy	\$ 2,317,822	\$ 2,374,726	\$ 56,904
FTE's	26.55	26.55	-

MAJOR CHANGES

PROGRAMS/SERVICE

TECHNICAL SERVICES

Place electronic orders for all materials, catalog and classify the materials, enter the bibliographic information into the shared library catalog, and process the materials to make them ready to be loaned. Maintain accuracy of the catalog by entering information about items damaged, lost, paid for, or discarded from Wauwatosa's collections.

CHILDREN'S SERVICES

Select materials appropriate for children from babies to fourteen year olds. Provide bibliographic instruction for grade school aged children, story times and other early literacy programs for children and parents. Assist parents and children in locating the information they need.

REFERENCE AND ADULT SERVICES

Select materials for all reference and circulating collections in the adult library, maintain the collections, and assist patrons in locating information they need. Provide programs on use of library resources, other common adult education matters, and book discussion groups.

CIRCULATION

The department in which items are checked out and back in, fines are paid, and library cards issued.

ADMINISTRATION

Oversees the day to day operation of the library, supervises all other library departments, and manages the library's budget. Works directly with the Board of Trustees to establish Library policies, the Library Foundation to raise private funds to enhance City support, write grants, prepare annual Wauwatosa Organizations Directory, and represent Wauwatosa Public Library's interests at MCFLS Board Meetings and ICC meetings as necessary.

2013 ACHIEVEMENTS

- Completed a user survey and planning process for the next 3 years
- Significantly downsized the print reference collection
- Trained appropriate staff in changes in the catalog and on-line ordering systems

2014 GOALS

- Goal 1 - Seek opportunities to increase revenues
- Goal 2 - Share plan with Foundation Board and seek financial support
- Goal 3 - Continue to seek time/labor saving opportunities for the Library

2013 BUDGETARY CHANGES

- Increase to book budget of \$40,000 by action of the Council
- Projected increase in revenues over 2013 adopted budget

2014 BUDGETARY CHANGES

- In order not to position the Library for a return to under-funding of the materials budget, the operating budget request for 2014 is an increase of .019 over the adjusted 2013 operating budget, including the increase to the materials budget. Later in the process, the Budget Committee voted to appropriate an additional \$20,000 to the materials budget.
- For the first time in many years, the library budget includes 1 item in the Capital budget, a \$1,500 book display unit for the children's library.

BUDGET SUMMARY TABLE

Public Library and Library Pictures Dept #511								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
1,225,471	1,215,620	1,243,240	1,298,087	1,283,087	5100	Wages	1,316,664	47.4%
398,647	390,574	401,681	414,322	413,174	5195	Fringe Benefits	407,534	14.7%
636,480	631,869	660,601	640,975	648,660	5500-5520	Internal Charges	645,076	23.2%
310,301	313,320	329,062	349,239	381,554	5200-5900	Operating Expenditures	407,637	14.7%
639	1,603	-	-	-	5950-5970	Office Furniture & Equip	1,500	0.1%
-	-	-	-	-	5980-100	Automation Project	-	0.0%
2,571,538	2,552,986	2,634,584	2,702,623	2,726,475		TOTAL	2,778,411	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
99,772	93,855	97,440	87,380	100,000	571-4100	Library Book Fees and Fines	100,000	3.6%
759	681	1,075	1,765	2,100	571-4110	Library Pictures	2,000	0.1%
4,849	4,569	3,930	4,000	3,320	571-4120	Library Copy Service	3,320	0.1%
8,863	8,392	8,397	8,854	7,400	571-4130	Library Reader Printer	7,400	0.3%
282,286	280,677	274,606	264,602	266,439	571-4140	Library Fees-Other Community	270,965	9.8%
21,282	25,154	22,365	18,200	20,000	571-4900	Other	20,000	0.7%
2,153,727	2,139,658	2,226,771	2,317,822	2,327,216		Tax Levy	2,374,726	85.5%
2,571,538	2,552,986	2,634,584	2,702,623	2,726,475		TOTAL	2,778,411	100.0%

PERSONNEL SCHEDULE

Library				
Position Description	2013	2014		2013-14
	FTE	Base	2014	
		Positions	FTE	Change
Assistant Director	1.00	1	1.00	-
Cataloger	1.00	2	1.00	-
Children's Prog. Librarian	1.00	1	1.00	-
Children's Service Librarian	1.00	1	1.00	-
Circulation Attendant	5.29	10	5.29	-
Circulation Supervisor	1.00	1	1.00	-
Director	1.00	1	1.00	-
Librarian	5.24	8	5.24	-
Library Shelves	5.03		5.03	-
Municipal Clerk 2	1.50	2	1.50	-
Reference Supervisor	1.00	1	1.00	-
Security Guard	0.58	2	0.58	-
Serials Clerk	0.71	1	0.71	-
Tech Services Aide	0.40	1	0.40	-
Tech. Services/Clerk	0.80	1	0.80	-
TOTAL	26.55	33.00	26.55	-

INFORMATION SYSTEMS

MISSION

The Wauwatosa Information Systems Department (IS) strives to offer enhanced business value to our customers by providing cost effective, innovative information management, and technology solutions that support the business strategies of the City of Wauwatosa. This department provides a secure environment for data integrity, accessibility, system availability, and delivery of information resources for city departments. The City IS Department is committed to fiscal responsibility, collaborating with other departments and other government entities to provide technical services to better serve the City of Wauwatosa and its citizens.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 1,137,070	\$ 1,151,754	\$ 14,684
Rev	\$ 1,138,070	\$ 1,191,989	\$ 53,919
Net	\$ 1,000	\$ 40,235	\$ 39,235
FTE's	5.60	6.00	0.40

MAJOR CHANGES

- Reorganization of staffing in order to provide increased support at the police department.

PROGRAMS/SERVICE LINES

The Wauwatosa IS Department is responsible for investigating technology solutions and administering computer-related functions utilized by all departments within the city, as well as supporting the telephone system. This department will provide the support services necessary to maintain all computer hardware and software to facilitate the business functions of the city including the police and fire departments. Since computer technology affects nearly all facets of local government, this functional area assists the city in delivering quality services to better serve the public interest.

2012-2013 ACHIEVEMENTS

- Received a “Digital Cities” award from the Center for Digital Government, ranking the City of Wauwatosa second in the country for cities with populations of 30,000 to 75,000. This award for innovative and cost-effective information technology practices was presented in Boston at the organization’s annual conference. In the twelve year history of this award, Madison and New Berlin are the only other Wisconsin cities to have been recognized for this award and it comes on the heels of the Wisconsin Public Policy Forum’s “Effective Use of Technology” award that the city received last year.
- Deployed a new data backup solution for all critical data city-wide.
- Replaced all application servers at city hall.
- Established an Information Technology Steering Committee.

2013-2014 GOALS

- To complete the deployment of the new mass appraisal software for the City Assessor.
- Continue adding nodes for wireless meter readings around the city.
- Work with the Fire Department and Human Resources Department to deploy a new time keeping system for the Fire Department.

2013 BUDGETARY CHANGES

- 24-144-5980-020 Software Upgrades and Improvements
Increase account by \$10,000 for Assessor's Mass Appraisal system.

2014 BUDGETARY CHANGES

SOFTWARE MAINTENANCE - \$49,309 ANNUAL INCREASE

In addition to software annual maintenance increases, following software applications have been added:

Vision Mass Appraisal (Assessor)
NFIRS 5 Alive (Fire Department)
StatsFD (Fire Department)
Unitrends data backup solution
IQM2 agenda management (City Clerk and Council)
NeoGov applicant tracking and performance evaluation (Human Resources)
TeleStaff time and attendance (Fire Department)
Airwatch Tablet Management (Information Systems)
Zoho password management (Information Systems)

PAYROLL AND FICA 24-144-5100-000 AND 24-144-5197-000

The Information Systems Department (IS) redistribute FTE hours by eliminating 0.60 Data Entry Operator and creating 1.0 Computer Technician. This full-time position would assist in supporting both the police and fire computer functions. There has been a significant increase in responsibilities for the Public Safety Systems Administrator in the past couple of years. This increased work load necessitates this transfer of personnel hours. Currently, these responsibilities are being handled by a police sergeant. This move should free up that sergeant to return to actual police work and responsibilities. No decrease in service quality is anticipated within the Information Systems Department at City Hall as a result of this change. This results in the increase of .40 FTE.

BUDGET SUMMARY TABLE

**Information Systems
Fund #24**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
401,968	400,363	411,159	416,244	393,068	5100, 5110, 5190	Wages	425,699	35.7%
167,735	160,218	185,052	164,155	160,841	5195	Fringe Benefits	176,646	14.8%
1,582	(543)	(1,493)	1,000	1,000	5120	Accrued Vacation Expense	3,363	0.3%
19,044	18,840	18,948	17,724	17,724	5510	Internal Charges	17,428	1.5%
272,278	316,113	343,373	388,280	422,049	5200-5900	Operating Expenditures	438,383	36.8%
-	4,989	-	-	-	5950-5970	Capital Outlay	-	0.0%
94,564	66,047	80,454	119,308	126,993	5980-010	Hardware Upgrade & Improv	96,675	8.1%
144,754	152,739	60,273	11,500	145,928	5980-020	Software Upgrade & Improv	16,000	1.3%
-	25,000	-	-	-	5980-030	Wireless Infrastructure	-	0.0%
2,094	11,485	8,889	18,859	18,859	5980-100	Web Page	17,560	1.5%
1,104,019	1,155,251	1,106,655	1,137,070	1,286,462		TOTAL	1,191,754	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
1,028,652	1,157,778	1,042,558	1,137,070	1,217,472	144-4100	Interdepartmental Charges	1,191,989	100.0%
1,315	1,814	1,180	1,000	1,000	144-4200	Record Request Fulfillment	-	0.0%
100	1,275	-	-	-	144-4500	Sale of Equipment	-	0.0%
257,049	-	-	-	-	144-4800	Capital Contribution	-	0.0%
-	-	-	-	-	144-4900	Other Revenue	-	0.0%
1,287,116	1,160,867	1,043,738	1,138,070	1,218,472		TOTAL	1,191,989	100.0%

Information Systems Equipment Reserve Fund #26

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
-	-	-	203,000	203,000	144-5980-010	Hardware Upgrade & Improv		0.0%
-	-	-	203,000	203,000	TOTAL		-	0.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
46,988	61,676	82,093	88,473	88,473	921-4600	Depreciation Transfer	101,769	100.0%
46,988	61,676	82,093	88,473	88,473	TOTAL		101,769	100.00%

PERSONNEL SCHEDULE

Information Systems

Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
Assistant Manager Info Systems	1.00	1	1.00	-
Computer Operator	1.00	1	1.00	-
Data Entry Operator	0.60	1	-	(0.60)
Computer Technician	-	1	1.00	1.00
Manager Information Systems	1.00	1	1.00	-
Public Safety Sys Administrator	1.00	1	1.00	-
Technical Support Specialist	1.00	1	1.00	-
TOTAL	5.60	7.00	6.00	0.40

CROSSING GUARD

MISSION

To provide crossing guard services to school children attending public and private schools.

PROGRAMS/SERVICE LINES

The program includes crossing guard services under a private contract during the school year for the morning and afternoon time periods at 36 locations.

The basic purpose of the crossing guard program is to provide unescorted students with a safe means to cross designated intersections while going to and from school.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 239,900	\$ 241,730	\$ 1,830
Rev	\$ 27,558	\$ 28,471	\$ 913
Levy	\$ 212,342	\$ 213,259	\$ 917
FTE's	-	-	-

MAJOR CHANGES

Budget Committee restored a \$10,000 decrease in program funding.

How Much Does a 2014 Crossing Guard Cost?

# of Crossing Guards	Hours/Week	Spring Hourly Rate (22 Weeks)	Fall Hourly Rate (20 Weeks)	Total*
1	10	\$ 16.31	\$ 16.51	\$ 6,890.20

* Assumptions: 42 weeks in school year

Wauwatosa public schools have an early release every Wednesday. This has caused an increase in the total guard hours because guards will be present to escort public school children across intersections and the guards will stay at the intersection to cross students leaving a private school at a different time. This happens in the reverse as well when private schools are released early and public schools are not.

The spring 2013 survey of pedestrians crossing at corners covered by crossing guards shows the following counts for the three highest numbers of pedestrians and the three lowest numbers of pedestrians. There are a number of factors that can affect the final tally, e.g., N 76th St and Wauwatosa Ave – a child may walk past one crossing guard who counts them and walk past the second crossing guard at that intersection and he/she counts them as well, essentially double counting. It is worth pointing this out because these counts are best estimates, not the actual amount of children going through an intersection, i.e., the annual count is prone to human error.

Estimated Annual Cost of Public School Early Wednesday Release		
Additional Hours*	Hourly Rate	Total**
588	\$ 16.31	\$9,590.28

* Assumptions: 42 weeks in school year

** Total does not include Private School Early Release Days

Three Highest Used Crossing Guard Locations			
Location	A.M. Number of Children	P.M. Number of Children	Total
N 76th St & Wauwatosa Ave	302	449	749
W Center St & N 111th St	251	218	469
Milwaukee Ave & Underwood Ave	184	235	419

Three Lowest Used Crossing Guard Locations			
Location	A.M. Number of Children	P.M. Number of Children	Total
W Blue Mound Rd & N 112th St	3	8	11
Glenview Ave & Blue Mound Rd	5	8	13
W Center St & N 74th St	8	9	17

2013 ACHIEVEMENTS

2014 GOALS

Continue to assist Safe Routes to School in expanding the program, i.e., walking school bus, school ambassadors.

2013 BUDGETARY CHANGES

The Budget Committee, and the Council, approved funding for an additional crossing guard location at West Center Street and North Mayfair Road.

2014 BUDGETARY CHANGES

Budget Committee restored a \$10,000 decrease in program funding.

BUDGET SUMMARY TABLE

Crossing Guards Dept #214								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
216,999	218,623	225,008	239,900	239,900	5200-5900	Operating Expenditures	241,730	100.0%
216,999	218,623	225,008	239,900	239,900		TOTAL	241,730	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
23,009	25,269	26,444	27,558	30,303		Unallocated Revenues	28,471	11.8%
193,990	193,354	198,564	212,342	209,597		Tax Levy	213,259	88.2%
216,999	218,623	225,008	239,900	239,900			241,730	100.0%

JULY 4TH AND MEMORIAL DAY

MISSION

To organize observance of Memorial Day and celebration of Independence Day for the citizens of Wauwatosa

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 42,930	\$ 43,789	\$ 859
Rev	\$ 15,135	\$ 43,789	\$ 28,654
Levy	\$ 27,795	\$ -	\$(27,795)
FTE's	-	-	-

MAJOR CHANGES

PROGRAMS/SERVICE LINES

Memorial Day observance at Longfellow Middle School

Independence Day parade, evening program and fireworks

2013 ACHIEVEMENTS

- Expanded the Independence Day evening program by using the Hart Park band shell, which included a performance by a professional recording artist
- Large attendance at the Memorial Day observance, which included a presentation by a published author
- Kept costs in line while retaining the quality of events

2014 GOALS

- Recruit more volunteers to assist with events, especially the Independence Day parade
- Establish a new Independence Day parade route due to the Nordstrom construction at Mayfair Mall
- Expand our presence and interactivity on the city website
- Improve our Independence Day fireworks

2014 BUDGETARY CHANGES

BUDGET SUMMARY TABLE

July 4th And Memorial Day Dept #522								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted	Estimated	Acct #	Name	Adopted	Total
			Budget				Budget	
-	-	-	-	-	5100	Wages	-	0.0%
-	-	-	-	-	5195	Fringe Benefits	-	0.0%
-	-	-	26	-	5500-5520	Internal Charges	-	0.0%
50,919	51,745	51,880	42,604	45,352	5200-5900	Operating Expenditures	43,639	99.7%
167	210	126	300	150	5980-010	Memorial Day	150	0.3%
51,086	51,955	52,006	42,930	45,502		TOTAL	43,789	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted	Estimated	Acct #	Name	Adopted	Total
			Budget				Budget	
19,505	9,369	29,042	10,000	7,900	841-4130	Contributions-4th of July	10,000	22.8%
-	-	-	-	-	101-4200	Hotel/Motel Room Tax	33,789	77.2%
5,437	6,005	6,112	5,135	5,748		Unallocated Revenues	-	0.0%
26,144	36,581	16,852	27,795	31,854		Tax Levy	-	0.0%
51,086	51,955	52,006	42,930	45,502		TOTAL	43,789	100.0%

POLICE DEPARTMENT

MISSION

The Wauwatosa Police Department exists to detect criminal acts, apprehend the offenders and to preserve the peace and safety of all citizens in accordance with all federal, state and local laws.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 14,721,289	\$ 14,706,137	\$(15,152)
Rev	\$ 3,530,272	\$ 3,587,841	\$ 57,569
Lew	\$ 11,191,017	\$ 11,118,296	\$(72,721)
FTE's	119.39	119.54	0.15

MAJOR CHANGES

- Increased Warrant Revenue \$55,000

PROGRAMS/SERVICE LINES

POLICE DEPARTMENT - OVERVIEW:

The Police Department is staffed by 93 officers and 26 civilians that provide 24-hour service and protection to the citizens of Wauwatosa. In 2012, officers responded to 33,788 calls for service and dispatchers answered 3,229 emergency 911 calls. There were a total of 2,433 arrests in 2012.

The department functions are divided between the Administrative Bureau and the Operations Bureau. The Administrative Bureau manages the budget, technical and electronic systems, Community Support Division and maintains all records and reports retained by the department. The Operations Bureau consists of the Patrol Division, the Special Operations Group (SOG), the Investigative Division, Training, and Dispatch. The Police Department operates several specialized programs that assist the department in its day-to-day operations:

SCHOOL RESOURCE OFFICER (SRO):

An officer assigned during the school year to work with staff and students at Wauwatosa East and West High Schools. The SRO program began in 2005, and a second SRO was added in 2007. The SRO is responsible for school security issues and serves as the primary responder to enforcement issues at these schools. A third SRO was added in 2009, and a fourth SRO was added in 2012. Now each middle school has its own assigned SRO.

SPECIAL RESPONSE TEAM (SRT):

A select, highly-trained team assigned to high risk situations. The SRT consists of members of the department who are normally assigned to the Patrol Division or Investigative Division. SRT members are on 24-hour page and the team is activated for high risk situations. The primary goal of the SRT is to utilize the minimum amount of force necessary to bring a safe resolution to high risk situations and reduce the

risk to citizens and officers. The SRT works closely with the Investigative Division and the SOG executing search warrants and locating dangerous offenders.

COMMUNITY SUPPORT DIVISION:

Officers provide education and serve as a crime prevention resource for businesses and citizens. Community Support officers continually educate and organize the business and neighborhood communities. They are responsible for coordinating community activities, such as our award-winning Tosa's Night Out, TosaFest, HartFest, other festivals and walk/run activities within our city. Additionally, they oversee the extensive Neighborhood Watch Program in Wauwatosa. This unit continues to oversee and coordinates activities for the Police Reserve and Community Service Officer (CSO) programs.

SPECIAL OPERATIONS GROUP (SOG):

SOG's primary focus is major crimes, drugs and weapons enforcement within the city. They have made several high profile arrests that resulted in large amounts of cash, weapons, and vehicles being seized. Contrary to other investigative agencies, we have supplied manpower to the SOG which focuses its efforts within city limits or, in some cases, with a direct link to the city.

2013 ACHIEVEMENTS

PERFORMANCE INDICATORS:

	2007	2008	2009	2010	2011	2012
Emergency 911 Calls	5,947	5,480	5,242	4,812	4,854	4,890
Calls For Service	32,653	32,068	32,674	30,515	31,089	33,788
Violent Crime Clearance Rate	54%	64%	47%	62%	71%	66%
Property Crime Clearance Rate	26%	27%	34%	34%	33%	33%
Stolen Property (Value)	\$2,085,683	\$2,218,974	\$1,309,395	\$1,397,880	\$1,554,090	\$2,647,218
Stolen Property Recovered (Value)	\$1,060,355	\$860,466	\$529,102	\$379,701	\$618,729	\$513,123
Adult Arrests	1,791	1,812	2,189	2,021	1,919	1,899

Juvenile Arrests	618	570	501	686	545	534
Traffic Citations	8,630	9,367	10,730	10,864	10,450	12,450
Parking Citations	14,834	14,218	15,436	12,388	12,269	13,717
Average Response Time (All Calls)	3:32	3:33	3:21	3:28	3:34	3:27

CITY'S WIRELESS PROJECT:

The initial phase of this project was completed in April 2008. We are now in the process of researching future additions to this system; such as portable wireless surveillance cameras to be used with this system. These cameras would allow us to place surveillance cameras in reported "hot spots" throughout the city. An example of a "hot spot" would be a regular area of graffiti, or a reported area of increased criminal activity. We are also keeping an eye on newly developed WI-FI Max access ports. This technology would allow us to utilize our squad computers through a secured wireless internet connection. This new system would eliminate the use of our current air cards. Although we have reduced this cost significantly, this would eliminate a large reoccurring cost for many departments in the city. This continues to be an on-going project.

WARRANTS DIVISION:

The Warrants Division continues to move forward and will have a significant impact on the department's budget strategy moving forward into the future. Additionally, all warrants continue to be reviewed for accuracy; and Warrant personnel and officers continue to search out those wanted by our department.

COMMUNITY SERVICE OFFICER (CSO) PROGRAM:

This program is in its ninth (9) year and great strides continued to be made as we move forward towards full implementation. Last year we made a significant change by bringing in college interns to the program. We currently have two Interns working here at the department. Traditionally, we have eight Interns transition through our department a year. Our roster of part-time CSO's is now up to twelve. These CSO's earn part-time wages for performing various duties throughout the police department. CSO's are in designated uniforms and assist with the records division, help out at the front desk, take walk-in police reports, enforce parking complaints, help with traffic related issues, and assist the Community Support Division with numerous tasks. As a result of the success we have had over the last eight years, we continually look to grow this program.

MOTOR OFFICER UNIT & HARLEY DAVIDSON MOTORCYCLES:

During late 2008, the department researched and began implementing a Motor Officer program. This was done through city funding and donations generated within the city. Five (5) officers were trained, and in spring of 2009, the City of Wauwatosa Motor Officers were deployed. Our Motor Officer Unit has exceeded expectation as it relates to traffic enforcement, and has certainly made a substantial impact on making our roads a safer place to travel. Due to the success of this unit, an additional motorcycle was purchased, and additional Officers attended Motor Officer Training in the fall of 2012. There were some problems with the Arbitrator video system on the motorcycles. This problem is solvable, but for the summer, the video cameras were removed and the problems will be worked out during the non-riding season. The older motorcycles will be rotated out starting in 2015.

UPDATED AND NEW EQUIPMENT FOR THE HARLEY DAVIDSON MOTORCYCLES:

The motorcycles are now equipped with computers, broadband cards, printers, video recorders, wireless (Bluetooth) headsets, along with microphones for both the video and radio communications. This new equipment has helped make the Motor Officers safer and more efficient in the performance of their jobs.

OPERATING WHILE INTOXICATED MULTI-JURISDICTIONAL TASK FORCE:

The Department continues to be an original partner of the Southeastern Wisconsin Multi-Jurisdictional OWI Task Force. The goal of this Task Force continues to be the same. Combine efforts with other Law Enforcement Agencies in Southeastern Wisconsin with the common goal of combating drunk drivers. To date, seventeen (17) Law Enforcement Agencies throughout Milwaukee and Waukesha Counties are committed to the Task Force. This Task Force has been funded by a Federal Bureau of Transportation Grant, and we, as a department, continue to be funded through upcoming years.

BUREAU OF TRANSPORTATION & SAFETY GRANTS:

The department received the following five (5) traffic grants for the years 2012 - 2013:

OWI ENFORCEMENT GRANT:

This grant was in the amount of \$35,000. This grant was used to initiate the OWI Task Force that I mentioned earlier in this report.

SPEED ENFORCEMENT GRANT:

This grant was in the amount of \$20,000. This grant was used to target speeders in the city in an attempt to reduce traffic fatalities and other excessive speed related crashes within the city.

PEDESTRIAN TRAFFIC GRANT:

This was a first ever grant that focused on both safe pedestrian actions and aggressive driving by motorists in heavy pedestrian traffic areas. We used this grant to target those motorists who do not yield to school crossing guards and to those pedestrians legally in crosswalks where vehicles must yield. The amount of this grant was \$2,000.

BICYCLE TRAFFIC GRANT:

This too was a first ever grant that focused on both bicyclist safety and aggressive driving by motorists in bicycling traffic areas. We used this grant to target those motorists who do not yield to bicyclists or exceed speed limits on clearly shared roadways, such as the parkways in our city. The amount of this grant was \$2,000.

CLICK-IT OR TICKET GRANT:

This grant is used to enforce seatbelt and child safety restraint violations. The amount of this grant was \$20,000.

RADIO IMPLEMENTATION PROJECT & DIGITAL CAPABILITY STUDY:

All sworn personnel have been assigned their own radio, charger and spare battery. This project has allowed us to better maintain and keep track of all of our handheld radios. It also allows us to begin building a cache of spare radios. Maintaining a cache of spare radios is recommended by the National Incident Management System (NIMS) in the event of a major disaster or event. Communication in any large scale emergency is key to having a successful outcome. Therefore it is critical to be able to communicate with other assisting law enforcement agencies that may not have the capabilities to access our frequencies. This project was completed, and we continue to build a cache of radios in preparedness of a major incident in the Milwaukee County area. The next step is looking into the replacement and or reprogramming of all radios to digital capability. This is a long term project with no hard line finish date.

AUTOMATED LICENSE PLATE READERS – ALPRS:

This system automatically takes pictures of license plates and processes the information looking for stolen vehicles or fugitives from justice. This technology has shown to help make our Officers safer. Because the license plates are processed electronically, the Officers will get information regarding dangerous suspects immediately. Through 2012, there were four units installed in front line squads. In 2013 and 2014, we will install units in two more squads. This will give us an ALPRS unit in each of the six front line squad cars. We will be looking at additional cameras for the unmarked traffic squads and stationary units for strategic placement in the city. The information gathered by these units has already proved to be valuable to investigations. As the data base continues to increase, the more valuable it will become. The number of agencies information available to our investigators is also increasing. This data source allows our officers to locate vehicles and suspects quicker and safer.

REPLACEMENT OF WEAPON SYSTEMS:

We anticipated that this would be a four year project to replace all of our current weapon systems. However, the department used asset forfeiture funds to replace all the weapon systems in 2013. The 2013 buyback costs of our old weapons made this project a priority, and saved the department a substantial amount of money.

GLOCK HANDGUNS:

Currently, our 2nd generation Glock handguns were near their end of life. We started to see costly repairs to these Glocks and identified that they needed to be replaced. Almost all of these Glocks were 10+ years old. This project started in early 2012 and was completed in 2013.

AR-15 REPLACEMENT:

As stated above, these weapons need to be replaced. Because we received an unexpected resale price on our used AR-15's we were able to accelerate this replacement process. We expect this transition to be completed in late 2013 or early 2014.

BENELLI SHOTGUN:

This replacement too should be completed in 2014 or early 2015.

NEW WARRANT INTERFACE BETWEEN PHOENIX AND TIME SYSTEM:

This interface will allow a warrant to be entered, modified, cancelled in Phoenix RMS and then be sent to the State electronically, eliminating the need to manually make these entries twice. We are working with Pro-Phoenix and our Warrants/Records personnel to test the interface. This interface will speed up the

process of getting warrants to the collections phase of our new warrants initiative, and hopefully will be fully implemented at the end of 2013.

UWM CAMERA LIVE STREAM ON WEBSITE:

We continue to work on solutions to solve some problems that we have encountered on this project so far this year. Our Public Safety Analyst continues to investigate new streaming software which may solve some of the problems, but will take some time to complete. All other avenues continue to be investigated in order to make this project a reality.

2014 GOALS

EREFERRAL (PHASE I)

This project will allow us to electronically send our reports to the District Attorney's Office instead of having to send a Detective to have a case reviewed. The savings of not having a Detective spend countless hours at the District Attorney's Office would be substantial. As stated, this project should work hand in hand with Phase II, which will be the implementation of a video file for the District Attorney's Office. This eReferral project resulted from a grant we received from the State of Wisconsin for \$18,000. Phase I was successfully completed and we now continue to work on Phase II of this project.

DEVELOP AND IMPLEMENT A VIDEO FILE FOR THE DISTRICT ATTORNEY'S OFFICE (PHASE II)

The technology is in place to create a video file accessible by the District Attorney's office that would allow our department to copy any and all video/audio recordings (in-squad, surveillance and interviews) and place it into the video file. This would eliminate the arresting officer or liaison of having to request CD/DVD's of video or audio recordings to present to the D.A. The creation of a video file would be the second phase of this project.

REPLACEMENT OF THE CURRENT 911 SYSTEM

The end of life for the departments 911 system is slated for spring of 2015. This means that AT&T (our 911 provider) will no longer make parts or repair our current 911 system after 2015. This will be a critical replacement to ensure that our 911 system is fully operational. We have been researching the numerous replacement systems, and are currently looking at funding sources for this project.

PANASONIC TOUGHBOOK REPLACEMENTS

The "life" expectancy of these Toughbook's is approximately 4–5 years. In 2010, we replaced the majority of these Toughbooks. However, as we add vehicles to our fleet – motorcycles units – we need to add more Toughbooks. We are also preparing to replace the 2nd generation Toughbooks in the fourth quarter of 2014 and the first quarter of 2015. The older Toughbooks will not be supported after 2015.

COMPUTER TABLETS FOR DETECTIVES

We are researching the possibility of issuing computer tablets to Detectives. This technology will assist Detectives as they conduct their investigations. We believe that the technology exists to streamline their

work and may result in a cost savings for the Department. Numerous internet coverage and compatibility problems need to be worked out. We hope that this can be implemented in 2014.

INVESTIGATE AND IMPLEMENT ADVANCED AUTHENTICATION TO MEET THE FBI'S CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) SECURITY REQUIREMENTS

We continue to work towards the CJIS Security requirements. Since the requirements are constantly changing, the goal of compliance is always a moving target. We work to make strides in the following areas: Implement Active Directory security in Phoenix, investigate a second factor method of authentication (like proximity cards) for mobile users, possibly segment our network using firewalls at each connection at the PD, etc.

RESEARCH SOFTWARE THAT WILL ALLOW US TO LOCK DOWN COMPUTERS SO THAT SYSTEM CHANGES CANNOT BE MADE, BUT ALLOWS USERS TO COMPLETE REGULAR JOB DUTIES

A great deal of time is lost having to fix user computers that have become unusable due to various rogue conditions: viruses, malware. Identifying a software product that will allow us to prevent these types of viruses will help our System Analyst and Administrative Personnel continue their project work.

COPLOGIC FIELD TRAINING OFFICER SOFTWARE IMPLEMENTATION

New software to track, evaluate, and document new recruits is needed. The department is in the process of researching and negotiating with a new vendor, COPLogic.

IMPLEMENT TRACS 10

This is WI DOT's newest version of BadgerTracs (electronic citation and crash reporting system). This upgrade will continue to assist officers perform their jobs efficiently. However this process takes time and will consist of additional training hours for all sworn personnel. We hope to be fully implemented within six (6) months.

PHOENIX 2014 UPDATE

This update includes mobile inspections for the Fire Department. Again, the initial installation of this update will likely take a week to complete. The implementation of new modules will take a month.

HONOR GUARD

We continue to research the costs of implementing an Honor Guard Unit. This unit would provide various important duties for the Police Department.

CONFIGURE, TEST, TRAIN END-USERS ON THE NEW MORPHOTRAK APPLIANCE

The MorphoTrak appliance is a fingerprint scanner that can be used in the field to identify suspects that are uncooperative and/or unresponsive. The current appliance is out of life, and has been extremely problematic. Replacement of this unit to the newest version will potentially save the city \$700 in maintenance each year.

BUREAU OF TRANSPORTATION & SAFETY GRANTS

We continue to work with the traffic grants awarded to us for 2013. The goals of these grants are to reduce traffic accidents, and make our city streets a safe place to travel on.

2014 BUDGETARY CHANGES

WARRANT INITIATIVE - \$55,000

Description: This will be a coordinated effort between the Police Department and the Court Clerk's office. Through a multi-facet approach to collecting on current outstanding warrants, we anticipate increasing warrants revenue by \$55,000. This increased revenue will; in turn, show up in the City Clerk's Court Penalties and Costs account.

SHARED SERVICES OF BADGERNET WITH WEST ALLIS POLICE DEPARTMENT - \$3,720

Description: Through an agreement with the City of West Allis, they will share the monthly cost of the Department of Transportation's Badgernet service.

CHANGING VENDORS FOR THE DEPARTMENTS MOBILE INTERNET SERVICE - \$7,000

Description: By changing vendors we have significantly reduced our department's cost for providing our internet based software to our police squads.

USE OF JUSTICE ASSISTANCE GRANT FUNDS TO OFF SET OPERATING EXPENSES - \$6,780

Description: Use of these grant funds will help reduce our operating expenses, but will still allow the department to purchase much needed equipment.

BUDGET SUMMARY TABLE

**Police Department
Dept #211**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
8,270,800	8,077,925	8,440,706	8,691,574	8,618,991	5100	Wages	8,816,342	60.0%
4,294,457	4,433,201	4,508,157	4,451,557	4,427,055	5195	Fringe Benefits	4,261,292	29.0%
971,920	996,796	1,010,296	1,040,931	1,039,038	5500-5520	Internal Charges	1,074,666	7.3%
379,401	410,571	466,435	440,925	456,345	5200-5900	Operating Expenditures	449,744	3.1%
66,825	79,151	51,404	28,852	40,852	5950-5970	Capital Outlay	7,943	0.1%
25,641	23,647	22,933	25,650	20,650	5980-010	Community Support	25,650	0.2%
-	-	-	-	1,592	5980-015	Restitution Crime Prevention	-	0.0%
17,471	455	2,106	-	20,547	5980-020	Expend from Donations	-	0.0%
-	-	-	-	-	5980-025	Mugshot Interface Grant	-	0.0%
301	-	312	500	500	5980-030	Ground Care-Police	1,000	0.0%
-	3,115	20,049	-	-	5980-035	Safety Belt Grant	-	0.0%
-	491,911	-	-	-	5980-036	Cops Secure Our Schools Gr	-	0.0%
-	-	18,000	-	-	5980-037	E-Referral Grant	-	0.0%
18,140	68,260	40,027	-	19,743	5980-047	Justice Assistance Grant	10,000	0.1%
-	-	1,451	-	-	5980-049	ICAC Grant	-	0.0%
-	-	-	-	-	5980-050	Inservice Training	-	0.0%
1,493	5,040	4,345	-	5,000	5980-055	Bullet Proof Vest Partner	5,000	0.0%
7,000	106,354	5,000	-	-	5980-060	Fed Reimbursement	-	0.0%
-	7,220	7,109	-	-	5980-065	Building Security System	-	0.0%
20,548	-	-	-	-	5980-066	Innovative Law Enforce Gr	-	0.0%
17,438	27,719	36,225	-	-	5980-075	Aggressive Driving Patrol	-	0.0%
-	-	-	-	-	5980-076	Aggressive Dr-Private Gra	-	0.0%
9,080	-	2,035	16,200	16,200	5980-080	Mobile Computers	14,700	0.1%
-	9,912	-	-	-	5980-085	In-Squad Camera Replace	-	0.0%
2,675	38,601	7,873	-	-	5980-110	PSC Grant	-	0.0%
1,853	957	-	-	-	5980-125	Bicycle Safety Enforce Gr	-	0.0%
23,756	28,051	28,846	-	-	5980-130	Alcohol Enforcement	-	0.0%
1,708	1,103	1,693	-	-	5980-135	Pedestrian Safety Enforce Gr	-	0.0%
1,611	-	-	-	13,025	5980-150	Drug Assets Forfeiture	-	0.0%
-	-	-	-	-	5980-155	DCI Task Force Forfeiture	14,700	0.1%
2,774	6,484	24,620	10,000	10,000	5980-180	Harley Unit	10,000	0.1%
500	1,537	844	2,000	2,000	5980-185	K-9 Unit	2,000	0.0%
14,135,392	14,818,010	14,700,466	14,708,189	14,691,538		TOTAL	14,693,037	100.0%

**Police Department
Dept #211**

Revenues

2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
20,548	-	-	-	-	231-4210-005	Innovative Law Enforce Gr	-	0.0%
-	3,115	20,049	-	7,299	231-4210-010	Safety Belt Enforcement	-	0.0%
-	-	-	-	-	231-4210-015	Mugshot Interface Grant	-	0.0%
1,493	5,040	7,551	-	5,000	231-4210-030	Bullet Proof Vest Partner	5,000	0.0%
-	491,911	-	-	-	231-4210-036	Cops Secure our Schools GR	-	0.0%
-	-	1,451	-	-	231-4210-049	ICAC Grant	-	0.0%
18,140	68,260	40,027	-	19,743	231-4210-050	Justice Assistance Grant	10,000	0.1%
17,438	27,719	36,225	-	12,306	231-4210-060	Speed & Aggressive Driving	-	0.0%
23,756	28,051	28,846	-	28,469	231-4210-070	Alcohol Enforcement	-	0.0%
1,853	957	-	-	2,000	231-4210-080	Bicycle Safety Enforce Gr	-	0.0%
1,708	1,103	1,693	-	2,000	231-4210-090	Pedestrian Safety Enforce Gr	-	0.0%
53,446	53,669	53,875	53,908	53,966	241-4400	Transportation-Hwy Maint	54,357	0.4%
729,184	728,795	655,916	655,916	642,684	241-4410	Transportation-Local Streets	670,729	4.6%
-	-	18,000	-	-	241-4440-037	E-Referral Grant	-	0.0%
2,675	38,601	7,873	-	-	241-4485	PSC Grant	-	0.0%
1,300	1,590	2,551	1,500	2,520	311-4320	Direct Sellers	1,500	0.0%
1,890	3,075	1,800	1,700	1,700	321-4210	Block Party	1,700	0.0%
10,739	16,888	13,603	8,000	21,000	321-4220	Parade	15,000	0.1%
452,844	466,554	512,883	540,000	540,000	411-4200	Parking Violations	540,000	3.7%
24,270	15,990	67,250	64,000	64,000	411-4300	Alarm Fees	64,000	0.4%
6,165	6,236	4,087	5,000	5,000	411-4900	Other Penalties and Fees	5,000	0.0%
91,441	80,006	68,756	85,000	85,000	521-4100	Police Officers Fees	85,000	0.6%
3,425	19,136	19,631	-	-	521-4120	Drug Seizure Reim Prog	-	0.0%
9,775	7,958	13,912	-	5,285	521-4120-010	Drug Asset Forfeiture	-	0.0%
847	-	-	-	-	521-4120-020	DCI Task Force Forfeiture	-	0.0%
4,566	3,519	3,939	5,000	5,000	521-4125	Police Reim-Special Event	5,000	0.0%
104,151	104,587	103,700	104,259	103,840	521-4130	Mayfair Mall Reimburse	107,990	0.7%
156,226	156,880	233,326	234,584	203,640	521-4135	School Resource Officer	242,978	1.7%
23,910	-	-	-	-	521-4140	Overtime Reimbursement	-	0.0%
-	-	-	-	-	521-4145	Aggressive Driving Patrol	-	0.0%
-	-	-	-	15,805	521-4155	Police DOJ Training	-	0.0%
1,300	1,373	2,106	-	623	521-4500	Sale of Unclaimed Property	-	0.0%
-	19	371	-	318	521-4510	Court Ordered Restitution	-	0.0%
-	-	-	-	16,000	521-4900	Other Public Safety	16,000	0.1%
1,130	153	1,200	-	12,320	841-4110	Contributions-Police Dept	-	0.0%
-	980	-	-	290	841-4110-020	Contributions-Police K-9	-	0.0%
1,550,595	1,712,693	1,727,697	1,756,738	1,855,752		Unallocated Revenues	1,729,045	11.8%
10,820,577	10,773,152	11,052,148	11,192,584	10,979,979		Tax Levy	11,106,738	75.6%
-	-	-	-	-	101-4200	Hotel/Motel Room Tax	33,000	0.2%
14,135,392	14,818,010	14,700,466	14,708,189	14,691,538		TOTAL	14,693,037	100.0%

Police Reserves Dept #212								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
11,749	8,671	12,559	13,100	13,100	5200-5900	Operating Expenditures	13,100	100.0%
11,749	8,671	12,559	13,100	13,100		TOTAL	13,100	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
1,335	1,002	1,476	1,567	1,655		Unallocated Revenues	1,542	11.8%
10,414	7,669	11,083	11,533	11,445		Tax Levy	11,558	88.2%
11,749	8,671	12,559	13,100	13,100		TOTAL	13,100	100.0%

DEPARTMENT OVERTIME ACCOUNT - BUDGETED 2013				
	Holiday Pay	FLSA Pay	Overtime	Total
Police	324,570	18,975	323,236	666,781
Dispatchers	23,655	4,379	14,011	42,045
Clerks	9,138	2,358	11,340	22,836
Total	357,363	25,712	348,587	731,662

Estimate on breakdown between holiday pay and overtime

PERSONNEL SCHEDULE

Police			
Position Description	2013	2014	2013-14 Change
ACCIDENT INVESTIGATOR	5.00	5.00	-
COMMUNITY SUPPORT OFFICER	1.00	1.00	-
CSO -SUPPORT POSITION (14)	1.55	1.44	(0.11)
DETECTIVE	15.00	15.00	-
DETECTIVE TECHNICIAN	1.00	1.00	-
DISPATCHER-RELIEF NON PENS	0.14	0.14	-
EQUIPMENT OFFICER	0.00	0.40	0.40
MC 1 POLICE DESK CLERK	5.00	5.00	-
MC 1 POLICE RECORDS CLERK	4.00	4.00	-
MC 2 COMMUNITY SUPPORT CLERK	1.00	1.00	-
MC 2 POLICE PROPERTY CLERK	1.00	1.00	-
PARKING SPECIALIST	1.00	1.00	-
POLICE ADMINISTRATIVE CAPTAIN	1.00	1.00	-
POLICE CHIEF	1.00	1.00	-
POLICE DISPATCHER	10.00	10.00	-
POLICE DISPATCHER - RELIEF	0.56	0.42	(0.14)
POLICE DISPATCHER-RELIEF NONPE	0.14	0.14	-
POLICE LIEUTENANT	6.00	6.00	-
POLICE OFFICER	36.00	36.00	-
POLICE OFFICER W/WRS SPLIT	12.00	12.00	-
POLICE OPERATIONS CAPTAIN	1.00	1.00	-
SCHOOL RESOURCE OFFICER	4.00	4.00	-
SECRETARY 2 POLICE CAPTAINS	1.00	1.00	-
SECRETARY 2 POLICE CHIEF	1.00	1.00	-
SERGEANT	10.00	10.00	-
TOTAL	119.39	119.54	0.15

Sworn Personnel	2008	2009	2010	2011	2012	2013	2014
Chief of Police	1	1	1	1	1	1	1
Police Captains	2	2	2	2	2	2	2
Police Lieutenants	7	7	6	6	6	6	6
Police Sergeants	9	9	10	10	10	10	10
Detective Technician	1	1	1	1	1	1	1
Detectives	14	15	15	15	15	15	15
Juvenile Officer	1	0	0	0	0	0	0
Patrol Specialist II*	2	2	2	2	2	1	1
Patrol Specialist	5	5	5	5	5	5	5
Community Support Officer	1	1	1	1	1	1	1
School Resource Officer*	2	3	3	3	4	4	4
Patrol Officer	48	48	48	48	47	47	47
Total*	93	94	94	94	94	93	93

Civilian Personnel	2008	2009	2010	2011	2012	2013	2014
Secretary II	2	2	2	2	2	2	2
Municipal Clerk III	2	2	2	1	0	0	0
Municipal Clerk II	2	2	2	2	2	2	2
Municipal Clerk I*	9	9	9	9	10	9	9
Dispatcher – Lead	1	1	1	1	0	0	0
Dispatcher*	10.9	10.9	10.9	9.9	10.84	10.84	10.70
Parking Specialist	2	2	2	2	1	1	1
Community Service Officer	0.26	0.26	0.53	0.64	1.67	1.55	1.44
Equipment Officer*							.4
Total	29.16	29.16	29.43	27.54	27.51	26.51	26.65
Total – Sworn and Non-Sworn	122.16	123.16	123.43	121.54	121.51	119.39	119.54

***2014 Personnel changes reflected:**

One (1) Part-Time Dispatcher Position Eliminated in 2014
One (1) Part-Time Equipment Officer Position Added in 2013

PERFORMANCE INDICATORS

	2008	2009	2010	2011	2012
Emergency 911 Calls	5,480	5242	4812	4854	4,890
Calls For Service	32,068	32,674	30,515	31,089	33,788
Violent Crime Clearance Rate	64%	47%	62%	71%	66%
Property Crime Clearance Rate	27%	34%	34%	33%	33%
Stolen Property (Value)	\$2,218,974	\$1,309,395	\$1,397,880	\$1,554,090	\$2,647,218
Stolen Property Recovered (Value)	\$860,466	\$529,102	\$379,701	\$618,729	\$513,123
Adult Arrests	1812	2189	2021	1919	1,899
Juvenile Arrests	570	501	686	545	534
Traffic Citations	9367	10,730	10,864	10,450	12,450
Parking Citations	14,218	15,436	12,388	12,269	13,717
Average Response Time (All Calls)	3:33	3:21	3:28	3:34	3:27

DEPARTMENT GENERATED REVENUE

In 2012, the Wauwatosa Police Department generated revenue in the amount of **\$1,026,551** which equates to **\$11,038** per sworn officer.

POLICE GENERATED REVENUE	2009	2010	2011	2012	2013*	2014**
Parking Violations	448,353	452,844	466,554	512,883	540,000	540,000
Municipal & Traffic Violations	614,285	636,926	526,731	440,011	650,000	650,000
Alarm Fees	24,890	24,270	15,990	67,250	64,000	64,000
Fingerprinting	6,065	6,165	6,235	4,087	5,000	5,000
Direct Sellers	1,065	1,300	1,590	2,320	1,500	1,500
Total	1,094,658	1,121,505	1,017,100	1,026,551	1,260,500	1,260,500
* 2013 Re-Estimate						
**2014 Estimate						

DEPARTMENT OVERTIME ACCOUNT - BUDGETED 2013				
	Holiday Pay	FLSA Pay	Overtime	Total
Police	324,570	18,975	323,236	666,781
Dispatchers	23,655	4,379	14,011	42,045
Clerks	9,138	2,358	11,340	22,836
Total	357,363	25,712	348,587	731,662

*Estimate on breakdown between holiday pay and overtime

POLICE COMPLEX

MISSION

This program is intended to provide employees with an effective work environment, to maintain a clean building atmosphere for Police dept employees and respond to the equipment maintenance needs of the Police Station.

PROGRAMS/SERVICE LINES

- Building Safety & Security
- Environmental control & Preventive Maintenance
- Contractual Services Management
- Capital Improvements
- Service and Work Order Requests

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 213,175	\$ 283,365	\$ 70,190
Rev	\$ 25,498	\$ 33,346	\$ 7,848
Lewy	\$ 187,677	\$ 250,019	\$ 62,342
FTE's	-	-	-

MAJOR CHANGES

2013 ACHIEVEMENTS

In 2013, a new emergency generator was been installed. The new diesel generator is located outside the building and is capable of keeping much of the building in operation during power outages.

2014 GOALS

A budget request for 2014 is to bring in a building system specialist to appropriation fully assess the building's mechanical systems, their condition, and make recommendations for prioritized capital improvements over a five year period. The current five year schedule for capital improvements will be evaluated to see if phasing or energy efficiency changes will have the greatest return.

2013 BUDGETARY CHANGES

No major budgetary changes were done in 2013.

2014 BUDGETARY CHANGES

Staff time is reallocated between the Municipal Complex, Public Works Building and Police Station resulting in changes in wages. However, no additional staff or changes to compensation have been included.

\$10,000 is also included for a mechanical needs assessment in order to prioritize future repairs and upgrades.

BUDGET SUMMARY TABLE

Police Station Dept #213								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
20,266	16,308	9,251	17,957	13,456	5100	Wages	52,899	18.7%
11,491	11,156	4,902	8,728	8,728	5195	Fringe Benefits	29,953	10.6%
177,759	190,418	190,483	186,490	186,852	5200-5900	Operating Expenditures	200,513	70.8%
190,000	-	-	-	-	5980-015	Energy Efficiency Grant	-	0.0%
399,516	217,882	204,636	213,175	209,036		TOTAL	283,365	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
190,000	-	-	-	-	231-4450	Energy Efficiency Grant	-	0.0%
-	7,500	-	-	-	921-4525	Tsf from Municipal Complex	-	0.0%
24,429	25,183	24,050	25,498	26,404		Unallocated Revenues	33,346	11.8%
185,087	185,199	180,586	187,677	182,632		Tax Levy	250,019	88.2%
399,516	217,882	204,636	213,175	209,036		TOTAL	283,365	100.0%

PERSONNEL SCHEDULE

All staff allocated to this budget is included in Municipal Complex personnel schedule.

FIRE DEPARTMENT

MISSION

The Wauwatosa Fire Department is dedicated to providing the highest quality customer service. We will protect lives and property through fire protection, emergency medical services, rescue, education, and disaster management. We will treat our customers with compassion and respect and we will strive for excellence in everything we do.

PROGRAMS/SERVICE LINES

FIRE/TECHNICAL RESCUE

This program provides a wide variety of emergency response services including: fire suppression, specialized rescue (swift water rescue, rope rescue, confined space rescue). The chief of the department is designated as the emergency response coordinator for maintenance of the city's emergency response plan for disaster planning.

EMERGENCY MEDICAL SERVICES

This program provides high-quality Emergency Medical Service (EMS) 24/7/365. This is accomplished through a combination of highly trained employees, top-notch equipment, and an organizational approach that makes EMS a priority. The Advanced Life Support (ALS) level service allows our paramedics to provide the same level of treatment available in most emergency rooms.

FIRE PREVENTION/PUBLIC EDUCATION

The Fire Prevention Bureau is charged with the overall responsibility of creating a fire-safe environment for our citizens and visitors. The bureau performs fire inspections, investigates fire code violations, and provides for public education programs. They are also responsible for reviewing commercial construction, sprinkler system, and fire alarm plans to ensure they comply with current codes.

As part of public education, the bureau provides numerous programs such as the Fire Safety House for all 1st and 3rd grade students, child safety seat installations, and the Tosa Night Out. They also perform numerous presentations to community groups and local businesses to spread the fire safety message.

2013 ACHIEVEMENTS

- Entered into a shared service agreement with the Milwaukee Fire Department and surrounding communities. The first true test of the agreement was at a structure fire in the Highlands.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	12,891,502	12,707,766	\$(183,736)
Rev	4,807,720	4,808,573	\$ 853
Lev	\$ 8,083,782	\$ 7,899,193	\$(184,589)
FTE's	106.00	105.00	(1.00)

MAJOR CHANGES

- Elimination of Prevention Lieutenant position
- Reduction of promoted positions through reorganization

*Snapshot does not include Fire Equipment Reserve.

- Implemented a new payroll system, Telestaff, to better integrate with the city payroll system.
- Became a host site for foreign exchange medical students in cooperation with the Medical College of Wisconsin. These students perform ride-alongs with our paramedic units to observe and better understand pre-hospital emergency care. These lessons are being shared throughout the world.
- Performed a major reorganization of the fire department including the reduction of lieutenant positions on the paramedic units and reducing the number of captains from nine to six. This streamlined organization will allow us to operate more efficiently and better utilize our promoted officers.
- Coordinated with the Wisconsin Department of Transportation to manage emergency responses during the largest road construction project in the history of the state. This included construction of a temporary 4th fire station at our fire training center.

2014 GOALS

- Become an accredited agency thru the Center for Public Safety Excellence and Commission on Fire Accreditation International.
- Enter into an agreement with neighboring fire departments to use our Fire Training Center as a Combined Area Fire Training Site (CAFTS). This agreement will allow neighboring departments to use our training facility in exchange for an annual user fee.
- Establish a tracking system to better understand the operational and maintenance costs of our fleet and facilities.
- Implementation of a new EMS billing vendor and the associated Electronic Patient Care Reporting system.

2013 BUDGETARY CHANGES

ADDITIONAL SALARY FUNDING \$112,303

The Fire Department is anticipating 10 retirements in the last 6 months of the year. 8 of these retirements will not occur until after 9/1/2013 but a majority of the individuals will remain on the payroll through the end of the year due to vacation payouts. Typically it is the City's policy that a department can not fill a position until the previous incumbent is off the payroll, inclusive of payouts. However, holding 8 positions vacant for the last quarter of the year would likely result in significant overtime costs and potential staffing and safety issues. In addition, training of new firefighters for safety reasons only occurs in the Fall and Spring and occurs as a group. As a result, these positions would remain vacant through Spring 2014 if not filled by September. Given these factors and the projected surplus, the Fire Department has requested and received approval to fill the 8 position as of September 1. This results in \$112,303 being added to their salary line and associated payroll benefits.

OVERTIME \$40,000

The department has 2 employees on extended leave and is experiencing higher than normal sick-time utilization resulting in additional overtime costs.

2014 BUDGETARY CHANGES

ELIMINATE FIRE PREVENTION LIEUTENANT POSITION**(\$87,206)**

In order to meet the levy reduction target of \$130,000 we will be eliminating the Fire Prevention Lieutenant position. The position was a 40 hour role staffed with a Lieutenant from Local 1923. They are responsible for the oversight of the daily operations of the Fire Prevention Bureau (FPB) and performing the majority of commercial fire inspections on the north side of Wauwatosa.

With this position reduction we will be forced to modify our local ordinance and reduce the frequency of fire inspections to our non-residential occupancies from twice a year to once a year.

DEPARTMENT REORGANIZATION**(\$14,053)**

On July 15, 2013 the WFD supervisory structure was reorganized including the reduction of three lieutenant positions on the paramedic units and three captain positions. This reorganization was completed to increase operational efficiency but also results in a small expenditure reduction in 2014 of \$14,053. This savings is based on the pay differentials in the Lieutenant's pay.

SALARY SAVINGS**(\$34,409)**

2 positions will remain vacant until at least May 2014

ACCREDITATION FUNDING 01-221-5810-000**\$15,000**

The Accreditation Process for the Fire Department is part of a comprehensive evaluation of this organization that was recommended by the ICMA Study and supported by the Budget and Finance Committee as well as the Mayor and Administrator. The application fee is \$5,650, the site visit with four peer assessors is approximately \$6,000, and the cost for the team leader, fire chief, and accreditation manager's travel to the commission meeting is approximately \$3,350, for a total anticipated cost of \$15,000.

FIRE TRAINING USERS GROUP FEE**\$5,000**

The creation of a users group for the Fire Department Training Facility is a direct response to a recommendation from the ICMA Study. The neighboring fire departments who elect to become members of this group, including the Wauwatosa Fire Department, will pay a \$5,000 annual fee that will be used to maintain and improve the facility. Ongoing maintenance costs include annual inspections, re-insulation of walls, replacement of metal doors and windows on upper floors, maintenance and improvement of props, etc. From a historical perspective, \$40,000 was spent on building repairs last year and an additional \$3,600 was spent this year for an inspection to certify the training tower.

It is anticipated that this funding along with contributions from other users will be placed in a non-lapsing account to be used as needs occur.

****Note – This item has not been placed in the 2014 operating budget****

BUDGET SUMMARY TABLE

Fire Department Dept #221

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
8,220,720	8,042,876	8,072,472	8,201,145	8,353,448	5100	Wages	8,256,266	65.0%
3,819,231	4,093,839	4,037,078	3,934,023	3,962,797	5195	Fringe Benefits	3,690,747	29.0%
117,923	236,471	181,930	189,625	191,769	5500-5520	Internal Charges	205,061	1.6%
494,306	518,846	536,953	514,709	600,507	5200-5900	Operating Expenditures	542,692	4.3%
7,999	59,346	2,300	42,000	66,410	5950-5970	Capital Outlay	-	0.0%
17,229	-	-	-	-	5980-010	Remodel Sta #3 Bathroom	-	0.0%
-	-	8,499	-	2,939	5980-015	Expend from Donations	3,000	0.0%
-	376	-	-	-	5980-025	Replace fence Sta #3	-	0.0%
-	-	38,466	-	-	5980-030	Fire Training Tower	-	0.0%
-	-	9,966	-	-	5980-031	Sta #2 Fitness Area	-	0.0%
-	-	2,500	-	-	5980-036	Wis Energy Foundation Grant	-	0.0%
8,908	8,776	15,929	10,000	10,000	5980-050	EMT Grant	10,000	0.1%
-	145,043	15,769	-	-	5980-085	Assistance to Firefighter's Gr	-	0.0%
135	-	-	-	-	5980-095	AFG-Regional RIT	-	0.0%
-	27,997	-	-	-	5980-105	Homeland Security Radio Gr	-	0.0%
3,743	-	-	-	-	5980-110	Expenditures-Sale of Mat	-	0.0%
-	3,960	-	-	-	5980-115	EPCRA Grant	-	0.0%
12,690,194	13,137,530	12,921,862	12,891,502	13,187,870		TOTAL	12,707,766	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
164,449	168,613	180,815	180,000	174,040	221-4200	Fire Insurance Tax	180,000	1.4%
-	145,053	15,769	-	-	231-4215	FEMA-Firefighter's Grant	-	0.0%
27,997	-	2,410	-	-	231-4225-105	Homeland Sec. Radio Grant	-	0.0%
135	-	-	-	-	231-4245	AFG-Regional RIT	-	0.0%
-	-	-	-	-	231-4460	FEMA Grant-Fed Portion	-	0.0%
8,908	8,776	15,929	10,000	10,000	241-4435	EMT Grant	10,000	0.1%
-	3,960	(3,960)	-	-	241-4435-115	EPCRA Grant	-	0.0%
-	-	-	-	-	241-4460	FEMA Grant-State Portion	-	0.0%
-	-	39,550	-	86,439	241-4900	Other Grants	-	0.0%
110	225	185	100	100	321-4420	Fireworks	100	0.0%
116,485	117,060	120,652	117,000	121,000	321-4430	Fire Inspection Fees	122,850	1.0%
27,794	27,729	30,630	30,000	30,000	321-4400	Fire Alarm System	31,150	0.2%
-	-	2,500	-	-	521-4150	Wis Energy Found Grant	-	0.0%
15,043	18,048	16,163	15,000	15,000	521-4200	Fire Department Fees	15,750	0.1%
7,798	6,338	6,408	5,000	6,000	521-4220	Fire Inspection-Undergrd TK	6,000	0.0%
-	1,215	1,374	-	-	521-4230	Fire Overtime Reimbursement	-	0.0%
273,407	-	-	-	-	521-4300	Ambulance Fees-BLS	-	0.0%
1,071,081	1,521,000	1,216,397	1,514,300	1,514,300	521-4300-100	Ambulance Fees-ALS	1,514,300	11.9%
199,896	200,000	77,877	100,000	130,000	721-4200	County - Paramedics	100,000	0.8%
1,299,497	1,311,107	1,294,228	1,300,000	1,294,691	721-4220	County-Fire Protection SVC	1,300,000	10.2%
725	2,845	7,610	-	1,220	841-4140	Contributions-Fire Dept.	-	0.0%
-	-	25,070	-	-	841-4500	Sale of General City Equip	-	0.0%
3,929	-	-	-	-	841-4510	Sale of Materials	-	0.0%
-	-	-	-	-	101-4200	Hotel/Motel Room Tax	33,000	0.3%
1,405,406	1,518,460	1,518,663	1,536,320	1,665,818		Unallocated Revenues	1,495,423	11.8%
8,067,534	8,087,101	8,353,592	8,083,782	8,139,262		Tax Levy	7,899,193	62.2%
12,690,194	13,137,530	12,921,862	12,891,502	13,187,870		TOTAL	12,707,766	100.0%

PERSONNEL SCHEDULE

Fire				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
Assistant Chief	2.00	2	2.00	-
Battalion Chief	1.00	1	1.00	-
Deputy Chief	3.00	3	3.00	-
Fire & Bldg Code Specialist	2.00	2	2.00	-
Fire Captain	9.00	9	9.00	-
Fire Chief	1.00	1	1.00	-
Fire Lieutenant	16.00	13	13.00	(3.00)
Fire Mechanic	1.00	1	1.00	-
FireFighter	54.00	56	56.00	2.00
Master Mechanic	-	0	-	-
MC 2 Fire	1.00	1	1.00	-
MC 3 Fire	1.00	1	1.00	-
Motor Pump Operator	15.00	15	15.00	-
TOTAL	106.00	105.00	105.00	(1.00)

FIRE EQUIPMENT RESERVE

MISSION

To provide for acquisition and replacement of fire department vehicles and apparatus.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ -	\$ 35,000	\$ 35,000
Rev	\$ -	\$ 14,119	\$ 14,119
Lewy	\$ -	\$ 20,881	\$ 20,881
FTE's	-	-	-

MAJOR CHANGES

- Replacement of ladder truck change
- Replacement of ambulance change

PROGRAMS/SERVICE LINES

Apparatus purchase and refurbishment. This fund is established to provide for vehicle and apparatus acquisition / replacement separate from the department capital budget.

2013 ACHIEVEMENTS

- Ladder Truck (approved by council in June 2013)

2014 GOALS

- Staff Auto (additional vehicle for Battalion Chief – Maintenance Position)

2014 BUDGETARY CHANGES

- Change in purchasing process by including all loose equipment into capital request which increase the perceived cost. In the past these expenses were funded from this fire equipment reserve account.
- Move ladder truck replacement from 2017 to 2016. This move will result in some additional changes to the schedule to accommodate an earlier purchase.
- Move ambulance replacement from 2017 to 2015. This will allow us to place the 2007 ambulance, which has nearly 90,000 miles, into reserve. We removed the SCBA purchase (\$500,000) from 2015 due to a federal grant which allowed a purchase in 2013.

BUDGET SUMMARY TABLE

Fire Equipment Reserve Dept #223								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
28,796	22,702	7,681	-	25,976	5950-5970	Capital Outlay	20,000	57.1%
-	-	-	-	-	5980-010	Training Tower Maint.	15,000	42.9%
28,796	22,702	7,681	-	25,976		TOTAL	35,000	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
-	-	-	-	-	521-4240	User Fee-Training Tower	10,000	28.6%
-	2,624	903	-	3,281		Unallocated Revenues	4,119	11.8%
28,796	20,078	6,778	-	22,695		Tax Levy	20,881	59.7%
28,796	22,702	7,681	-	25,976		TOTAL	35,000	100.0%

PUBLIC WORKS

MISSION

TRAFFIC (01-242)

To install, repair and maintain traffic signal systems as well as street name, warning and regulatory signs throughout the city as prescribed by the Manual on Uniform Traffic Control Devices (MUTCD). Maintenance for the marking of lane lines, center lines, and crosswalks within the city as public safety measures dictate.

PUBLIC WORKS OPERATIONS (01-322)

The Public Works Operations Management Budget provides for the administrative, supervisory, and clerical personnel to direct and support the work of the Operations Division.

ROADWAY MAINTENANCE (01-331)

The Roadway Maintenance budget provides for the clearing, maintenance and repair of the 185 miles of city streets and alleys, 10 parking lots, 12 bridges and various walks and drives. It also encompasses snow and ice control.

ELECTRICAL SERVICES (01-335)

Provide quality, fast and friendly service to our residents. To ensure that our roads are illuminated through day to day maintenance activities which include the repair and replacement of street lights and associated wiring systems. Electrical Services also provides around the clock professional repairs to Fire, Police, Water, and other city departments.

PUBLIC WORKS FACILITIES- OUTSIDE (01-351)

The Public Works Facilities--Outside Budget involves a portion of the emergency watch/dispatch coverage 24 hours/day, 7 days per week and the maintenance of the public works yard.

SOLID WASTE MANAGEMENT (01-361)

The Solid Waste Management Budget provides for the collection, processing and recycling or disposal of materials annually from 17,235 households including refuse, recycling, yard waste, drop-off center and special collections.

FORESTRY (01-561)

This department provides complete care, maintenance, and replacement of all trees on City properties and rights-of-way.

PUBLIC WORKS BUILDING EQUIPMENT (01-633)

This budget provides for replacement of equipment at the public works building. These jobs are generally handled by contract.

BUDGET SNAPSHOT			
	2013	2014	Change
Exp	\$ 7,745,255	\$ 7,831,477	\$ 86,222
Rev	\$ 2,607,102	\$ 1,903,140	\$ (703,962)
Levy	\$ 5,138,153	\$ 5,928,337	\$ 790,184
FTE's	42.44	40.44	(2.00)

MAJOR CHANGES

- Pilot program for utilizing city employees for sidewalk replacement
- Anti-icing and pre-wetting pilot program for snow and ice control
- North avenue traffic study
- Review of drop-off center
- Sectional pruning pilot program

PROGRAMS/SERVICE LINES

TRAFFIC CONTROL

- Traffic Signals
- Signing
- Pavement Marking

PUBLIC WORKS OPERATIONS

- Safety Training – meet annual requirements, reduce injuries
- Monitor maintenance of Public Works Building

ROADWAY MAINTENANCE

- Snow and Ice Control
- Street Repair
- Lots / Bridges (including guard rails)/ walks
- Administration

ELECTRICAL SERVICES

- 100% of lighting outages replaced/repared within 3 days and 24/7 repair service for knock downs or other electrical emergency situations.
- Proactive maintenance of 243 street lighting circuits to limit the number of outages
- Quality electrical maintenance repairs to other City departments

PUBLIC WORKS FACILITIES OUTSIDE

- Monitor contracted yard waste processing in Public Works Yard

SOLID WASTE MANAGEMENT

- Residential Garbage Collection
- Residential Recycling Collection
- Residential Yard Waste Collection
- Residential Special Collection
- Solid Waste Supervision

FORESTRY

- Tree Maintenance: Tree Maintenance is performed cyclically throughout the year on City trees to maintain health, aesthetic value, and public safety. Additionally trees are pruned on a limited basis in response to resident requests and to accommodate Engineering construction projects.
- Removal: Removal of trees is done for safety, disease and pest control, and storm and construction damage.
- Planting: Tree planting replaces trees removed the previous year.
- Administration: Includes the necessary clerical support and supervision for the Section, as well as oversight of city and private tree removal contracts.
- Miscellaneous assignments: Flag maintenance, river cleanup, and assistance to other City departments with tree issues, snow removal, and leaf collection.

2013 ACHIEVEMENTS

TRAFFIC CONTROL

- All STOP signs visually inspected and 350 signs were replaced/recovered in 2013
- 100% of timing plans and traffic controller diagnostic inspections completed
- 100% of all city outages replaced/repared within 48 hours of being reported

PUBLIC WORKS OPERATIONS

- Monitored the completion of the relighting of the inside parking area of the Public Works Building

ROADWAY MAINTENANCE

- On pace to complete 31 of the leftover 2012 water cut restorations and 84 of the 2013 water cut restorations.
- Completed asphalt “skin patching” prior to deadline for streets designated for sealcoating.
- Successfully removed a major graffiti tag on the N. 70th St. bridge abutment with no damage to the integrity of the stone structure.
- Completed minor storm and sanitary sewer inlet and manhole repairs in advance of the sealcoating contact.

ELECTRICAL SERVICES

- Internal granting project to install LED lighting in electrical substation area U
- Internal granting project to install LED lighting in area V
- Internal Granting project to install LED lighting in Public Works Building vehicle storage
- 788 lights have been converted to LED style or approximately 13% of the overall street lighting system
- Received a \$9000 rebate check from Focus on Energy for our LED street light replacement efforts

PUBLIC WORKS FACILITIES OUTSIDE

- Mounted “No Trespassing” signs around the perimeter of the Public Works Yard
- Prepared area by moving stored items for the building of the temporary Fire Station.

SOLID WASTE MANAGEMENT

- Beginning January 1, the City began to collect its’ own recycling on a permanent basis.
- April 15, 2013, City crews began collecting yard waste.
- July 8, 2013 marked the beginning of dual use operation of the Transfer Station.
- Changes to solid waste collection is has saved roughly \$323,000 in the Solid Waste budget.
- Began collecting refuse and recycling from all city-owned buildings. Formerly this operation was performed by contractor.

FORESTRY

TREE MAINTENANCE:

- Currently on pace to prune 2021 trees
- 1948 small trees pruned for structure. This is on pace to finish all trees in this age class.
- 684 maintenance requests to date, on pace to take 1368. Still too many requests honored to allow a significant improvement on the sectional pruning program.

PLANTING:

- All trees removed in 2012 were replaced in 2013.
- 398 trees were planted in 2013.
- Miscellaneous Assignments:
- Maintained shrubs around City Hall and Police Station
- Assisted City Clerk with elections.
- Assisted Operations Section with leaf collection and snow removal.
- Monitored installation of replacement trees for Meinecke sewer project
- Water Meinecke project trees.
- Design and implement planting plan and design of teen gathering area at Hart Park.
- Flood outdoor ice rink at Hart Park.

REMOVAL:

- 224 trees removed through June 30 with 214 tagged, yet to be removed. Since the tree health survey is still ongoing it is anticipated that a significant number of trees are still to be identified for removal.
- Administration: Manage operation to stay within budgetary constraints.

2014 GOALS

TRAFFIC CONTROL

- Purchase two portable traffic analyzing module modules with software and implement
- Incorporating new traffic control cabinets at both 112th & 114th and Burleigh into our maintenance program.
- Incorporate new signals at Discovery Parkway and Watertown Plank Rd. into our maintenance program
- New adaptive signal systems to be installed along Wisconsin Ave. at Glenview Ave. and at Pleasant View.
- Continue Inspection of all Regulatory/ Warning Signs and replace where needed
- Investigate Emergency Vehicle Pre-emption for all signalized intersections
- Continue uploading/updating traffic signal timing plans and controller information into the Marx NX System traffic software program database.

PUBLIC WORKS OPERATIONS

- Monitor the proposed remodeling of the PW Offices, lunch room and locker room areas

ROADWAY MAINTENANCE

- During the 2013/2014 snow season, the Public Works department will conduct a pilot program to test the effectiveness of anti-icing (spraying salt brine on the road prior to a snow storm) and pre-wetting (spraying the salt with salt brine as it gets sprayed onto the pavement) in order to reduce the amount of salt and labor used during a storm.
- In the spring of 2014, the Street Department will begin a pilot program testing the cost effectiveness of doing a portion of the sidewalk program with City crews. The Engineering Department has assisted in designating a portion of the 2014 Sidewalk Program as the pilot area.

ELECTRICAL SERVICES

- Assume maintenance of the new Watertown Plank Rd. Pedestrian bridge lighting
- Assume additional maintenance of the new Discovery Parkway street lighting
- Upgrade all lighting in Hart Park Administration building to energy efficient T8 fluorescent
- Continue to collect data and monitor LED installation savings
- Between the DOT projects taking place and the Mayfair Collection project, by the end of 2014 almost 15% of the entire street lighting system is expected to be converted to energy efficient LED style light fixtures

PUBLIC WORKS FACILITIES OUTSIDE

SOLID WASTE MANAGEMENT

- Enact efficiencies in drop off center operations as determined by the Lean Six Sigma Team.
- Continue to refine dual use operational efficiencies
- Utilize 2013 data to increase efficiency of yard waste collection operation

FORESTRY

TREE MAINTENANCE:

- The sectional pruning program is still the only regular operation on which Forestry is behind.
- Training (structural) pruning of small trees will continue to be emphasized to control future pruning requirements and minimize storm damage.
- Continue to emphasize quality tree pruning (to promote good health and structure) rather than just traffic clearance.

PLANTING:

- Continue to replant all trees within eighteen months of removal.
- Emphasize expeditious removal to control disease, pest infestations, and hazards.

ADMINISTRATION:

- Manage operation within budgetary constraints.
- Attempt to reduce pruning requests and increase staff to achieve industry standard pruning cycle.

MISCELLANEOUS ASSIGNMENTS:

- Continue to support other departments as needed with labor and equipment.

2013 BUDGETARY CHANGES

SOLID WASTE MANAGEMENT

DUAL USE OPERATION OF THE TRANSFER STATION

Anticipate \$18,368 savings in the Solid Waste budget from combining the collection of refuse and recycling using the same trucks and the same crew daily, collecting recycling in the morning and refuse in the afternoon.

YARD WASTE COLLECTION - \$174,000

City crews began to collect yard waste on April 15, eliminating a \$174,000 contract with Veolia.

FORESTRY

2014 BUDGETARY CHANGES

TRAFFIC CONTROL

- Capital Outlay of \$5,000 (acct. #5970) for purchase of 2 – portable traffic analyzers and software for traffic studies and calming
- Additional signals and maintenance being added at 112th & 114th St. and Burleigh St.
- Additional signals and maintenance being added at Discovery Parkway and Watertown Plank Rd.
- DOT adaptive signal technology being added to our signals at Pleasant View and Wisconsin Ave. and at Glenview and Wisconsin Ave.

PUBLIC WORKS OPERATIONS

ROADWAY MAINTENANCE

SIDEWALK PROGRAM – (\$30,000)

As a levy reduction strategy, the Department of Public Works Street Department will conduct a pilot program to test the efficiency and cost of bringing the sidewalk program in-house on a larger scale.

ANTI-ICING AND PRE-WETTING

Although there is no Levy Reduction associated with this pilot program, we anticipate a cost savings and possible service improvement in 2015 and beyond. The department will be collecting data and assessing the savings throughout the year.

NORTH AVENUE – \$20,000

Companion study to Ayres & Associates North Avenue study done in 2013 from Wauwatosa Avenue to 60th Street. This study would be from Wauwatosa Avenue to Menomonee River Parkway, assessing pavement markings, bike lanes, crosswalk improvements and other safety measures.

SEALCOATING – \$80,490

Increased sealcoating budget to enhance program. The seal coating budget was increased by \$80,490 to \$245,490.

ELECTRICAL SERVICES

- Maintain additional lighting on the new Watertown Plank Rd. Pedestrian Bridge
- Maintain additional lighting being added along Discovery Parkway

SOLID WASTE MANAGEMENT

DROP-OFF CENTER – (\$42,500)

As part of the 2014 Levy Reduction and the Six Sigma Green Belt Project, the Department of Public Works will collect data and evaluate the inefficiencies of the Drop Off Center, and propose ways to reduce the cost of the Center to the City by \$42,500.

PUBLIC BUILDING REFUSE AND RECYCLING COLLECTION – (\$7,037)

Based on 2012's costs in the final year of the Waste Management contract, the City spent \$7,037 in various accounts contracting for this service. Now with City crews collecting this material, the contractual cost has been eliminated

FORESTRY

SECTIONAL PRUNING – \$20,000

Pilot program to enhance sectional pruning by the use of over time by in-house staff or by using a contractor, possibly both in order to decrease the current pruning cycle from its current 13 years to something closer to the industry standard of 7 years.

TREE REMOVAL – \$18,000

This is the third consecutive year we have increased the contractual tree removal appropriation. This frees up existing employees to concentrate on sectional pruning.

The 2014 Forestry operating budget is increased by the allowed 2%. This amount is added to the Sundry Contractual account (01-561-5810-210) for street tree removal contract.

01-561-5980 - SPECIAL JOBS REQUESTS:

01-561-5980-040 - Gypsy Moth Spraying

Gypsy moth control remains at \$2,500.00. Spraying is not anticipated to be necessary in 2014 but egg masses won't be laid until September or October so population estimates can't be determined until then. The current budget request allows for some response to unexpected population resurgence.

01-561-5980-080 Urban Forestry Grant

\$3,000 for Tree Risk Assessment Qualification (TRAQ) for 4 arborists. This item is contingent on a course being offered in state or very nearby outside the state and the successful application for an Urban Forestry Grant through the DNR. Grant forms will become available in mid August.

01-561-5980-090- Replant landscaping at Hart Park Playground

The birch trees planted adjacent to the playground are starting to decline. It is anticipated that most of them will die in the near future. Forestry proposes to start a replacement program to put in trees that have a better survival rate in a site like this.

BUDGET SUMMARY TABLE

**Traffic Control
Dept #242**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
140,573	128,294	112,639	167,066	167,183	5100	Wages	155,658	35.7%
76,782	76,215	55,026	86,174	86,174	5195	Fringe Benefits	78,359	18.0%
51,536	52,498	49,496	43,481	43,481	5500-5520	Internal Charges	38,054	8.7%
110,931	123,163	138,273	135,509	135,682	5200-5900	Operating Expenditures	145,964	33.5%
-	-	-	-	-	5950-5970	Capital Outlay	4,300	1.0%
-	-	-	-	-	5980-010	Signal Pre-Emption	-	0.0%
18,320	2,740	12,693	14,000	21,587	5980-020	Damaged Signals	14,000	3.2%
398,142	382,910	368,127	446,230	454,107		TOTAL	436,335	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
46,824	52,815	45,476	45,000	-	521-4900	Other Public Safety Revenue	-	0.0%
-	-	-	-	36,587	521-4610	Damage Traffic Signals	40,000	9.2%
45,996	44,257	43,265	53,374	57,360		Unallocated Revenues	51,347	11.8%
305,322	285,838	279,386	347,856	360,160		Tax Levy	344,988	79.1%
398,142	382,910	368,127	446,230	454,107		TOTAL	436,335	100.0%

**Public Works Operations Management
Dept #322**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
424,830	368,382	348,160	254,746	258,846	5100	Wages	258,533	59.2%
198,651	190,449	168,322	117,141	117,141	5195	Fringe Benefits	133,789	30.6%
21,806	17,394	16,528	30,442	34,371	5500-5520	Internal Charges	32,105	7.4%
7,222	14,907	13,871	15,109	15,041	5200	Operating Expenditures	12,229	2.8%
-	-	-	-	-	5970	Capital Outlay	-	0.0%
652,509	591,132	546,881	417,438	425,399		TOTAL	436,656	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
69,142	68,324	64,273	49,930	53,734		Unallocated Revenues	51,385	11.8%
583,367	522,808	482,608	367,508	371,665		Tax Levy	385,271	88.2%
652,509	591,132	546,881	417,438	425,399		TOTAL	436,656	100.0%

Roadway Maintenance Dept #331

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
324,954	393,781	369,764	518,794	487,688	5100	Wages	679,899	28.5%
198,929	228,853	195,737	256,449	251,858	5195	Fringe Benefits	342,439	14.4%
944,220	1,120,988	805,803	872,341	873,332	5500-5520	Internal Charges	765,284	32.1%
358,301	355,360	321,723	343,435	404,867	5200-5900	Operating Expenditures	386,308	16.2%
-	-	1,727	1,000	1,000	5950-5970	Capital Outlay	-	0.0%
133,719	133,223	147,974	193,762	193,762	5980-010	Sealcoat City Streets	245,490	10.3%
3,623	945	5,550	2,550	2,550	5980-020	Public Celebration Activit	2,550	0.1%
-	-	17	-	-	5980-080	Reseal Public Lots	-	0.0%
425	-	-	450	450	5980-100	Rpr Plow Damage-Lawns	450	0.0%
-	-	-	450	450	5980-110	Rpr Plow Damage-Curbs	450	0.0%
558	113	649	500	500	5980-120	Removal Notices	500	0.0%
475	495	-	500	500	5980-130	Snow Removal Cemetery	500	0.0%
297	416	317	500	500	5980-150	Replace Salt Boxes	500	0.0%
-	1,143	-	1,000	1,000	5980-160	Rpr Plow Damage-Mailbox	1,000	0.0%
0	-	-	-	-	5990-000	Sidewalk Reimbursement	(40,000)	-1.7%
1,965,501	2,235,317	1,849,261	2,191,731	2,218,457		TOTAL	2,385,370	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	71,917	-	-	-	231-4460	FEMA Grant-Fed	-	0.0%
80,170	80,503	81,017	80,862	80,948	241-4400	Transportation-Hwy Main	81,535	3.4%
1,093,776	1,093,192	983,873	983,873	964,025	241-4410	Transp.-Local Streets	1,006,093	42.2%
-	11,986	-	-	-	241-4460	FEMA Grant-State	-	0.0%
-	-	-	-	-	541-4300	Street Signs	-	0.0%
38	-	-	-	-	541-4310	Street Sign Sales	-	0.0%
8,192	8,961	9,884	5,000	13,855	541-4900	Others	5,000	0.2%
23,596	21,341	380	21,100	15,000	931-4600	Snow and Ice Removal	15,000	0.6%
-	-	-	-	-	101-4200	Hotel/Motel Room Tax	33,000	1.4%
203,020	258,362	217,337	262,155	280,223		Unallocated Revenues	280,705	11.8%
556,709	689,055	556,770	838,741	864,405		Tax Levy	964,037	40.4%
1,965,501	2,235,317	1,849,261	2,191,731	2,218,457		TOTAL	2,385,370	100.0%

**Electrical Services
Dept #335**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
294,675	302,466	305,634	295,623	295,740	5100	Wages	326,438	31.1%
134,440	139,500	145,502	141,691	141,691	5195	Fringe Benefits	160,391	14.5%
114,500	103,822	96,848	102,224	102,224	5500-5520	Internal Charges	188,044	19.1%
310,274	316,204	306,583	306,436	305,836	5200-5900	Operating Expenditures	312,565	31.6%
-	-	-	-	-	5950-5970	Capital Outlay	-	0.0%
6,200	6,200	6,200	6,200	6,200	5980-040	Rpl Deteriorated Poles	6,200	0.6%
26,446	14,584	17,228	30,000	30,000	5980-060	Repair Damage Poles	30,000	3.0%
886,535	882,776	877,995	882,174	881,691		TOTAL	1,023,638	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
38,804	32,065	33,109	35,000	35,000	541-4500	Street Lighting	35,000	100.0%
96,254	102,033	103,188	105,518	111,370		Unallocated Revenues	120,460	0.0%
751,477	748,678	741,698	741,656	735,321		Tax Levy	868,178	0.0%
886,535	882,776	877,995	882,174	881,691		TOTAL	1,023,638	100.0%

**Public Works Facility Outside
Dept #351**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
97,197	105,534	79,004	97,049	85,667	5100	Wages	49,282	41.5%
46,284	49,624	40,815	53,790	53,790	5195	Fringe Benefits	30,011	25.3%
26,175	27,239	35,700	39,389	39,389	5500-5520	Internal Charges	38,406	32.4%
274	976	789	1,000	1,000	5200-5900	Operating Expenditures	1,000	0.8%
-	659	-	-	-	5980-015	Transfer Station Repair	-	0.0%
169,930	184,032	156,308	191,228	179,846		TOTAL	118,699	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
18,365	21,271	18,370	22,873	22,717		Unallocated Revenues	13,968	11.8%
151,565	162,761	137,938	168,355	157,129		Tax Levy	104,731	88.2%
169,930	184,032	156,308	191,228	179,846		TOTAL	118,699	100.0%

**Solid Waste Management
Dept #361**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
643,251	628,784	651,548	645,587	659,296	5100	Wages	478,964	22.6%
320,117	327,129	339,649	326,002	326,002	5195	Fringe Benefits	271,369	12.8%
302,505	291,286	428,974	623,534	583,687	5500-5520	Internal Charges	521,144	24.6%
1,368,903	1,380,836	1,133,968	719,445	837,171	5200-5900	Operating Expenditures	837,272	39.5%
-	-	-	-	-	5950-5970	Capital Outlay	-	0.0%
6,715	7,406	8,863	10,000	10,350	5980-010	Monitoring Well Operation	10,000	0.5%
25,000	30,579	-	-	-	5980-015	Tsf Station Repair	-	0.0%
23,159	46,328	-	1,000	1,000	5980-030	Refuse Cart Assembly & Dist	-	0.0%
-	-	-	2,000	2,000	5980-031	Recycling Carts	-	0.0%
10,844	628	25,143	-	376	5980-040	Recycling Trans Study	-	0.0%
-	14,350	-	-	-	5980-045	Re-Roof Tsf Sta Tipping	-	0.0%
2,700,494	2,727,326	2,588,145	2,327,568	2,419,882		TOTAL	2,118,749	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
25,313	-	-	-	-	231-4460	FEMA Grant-Fed Portion	-	0.0%
-	-	-	-	-	241-4425	REI Grant	-	0.0%
268,881	173,838	186,307	186,300	186,383	241-4430	Recycling Grant	186,300	8.8%
4,219	-	-	-	-	241-4460	FEMA Grant-State Portion	-	0.0%
7,718	7,050	4,100	7,500	7,500	561-4200	Backyard Refuse Collect	7,500	0.4%
13,297	10,610	12,587	10,000	10,000	561-4210	Special Residential Collect	18,000	0.8%
-	68	1,100	1,000	1,000	561-4220	Refuse Cart Sales	1,000	0.0%
15,734	17,680	17,299	18,000	18,000	561-4300	Refuse Disposal Fees	10,000	0.5%
9,896	11,286	12,830	10,000	10,000	561-4310	Fum & Appl Fees	10,000	0.5%
97,935	91,470	88,910	96,000	96,000	561-4400	Recycling Center Tags	138,500	6.5%
-	-	-	-	-	561-4410	Recycling Sales-General	-	0.0%
579	735	640	400	400	561-4420	Tire Disposal Fee	400	0.0%
13,121	-	-	-	-	561-4430	MRF Sales	-	0.0%
127,147	289,769	135,148	156,250	82,000	561-4440	Recycling Rebates	100,000	4.7%
11,595	13,511	16,060	10,000	10,000	561-4900	Other	10,000	0.5%
-	25,579	-	-	-	841-4400	Other Insurance Claims	-	0.0%
284,176	315,229	304,176	278,402	305,666		Unallocated Revenues	249,330	11.8%
1,820,883	1,770,501	1,808,988	1,553,716	1,692,933		Tax Levy	1,387,719	65.5%
2,700,494	2,727,326	2,588,145	2,327,568	2,419,882		TOTAL	2,118,749	100.0%

**Forestry Department
Dept #561**

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
555,298	475,302	507,285	525,969	513,570	5100	Wages	531,500	40.5%
290,470	286,750	275,521	301,264	301,264	5195	Fringe Benefits	306,649	23.4%
228,857	227,161	236,000	290,097	290,097	5500-5520	Internal Charges	301,278	23.0%
108,063	124,522	104,712	133,581	133,581	5200-5900	Operating Expenditures	156,253	11.9%
412	3,282	-	11,475	11,475	5950-5970	Capital Outlay	1,300	0.1%
2,457	5,320	-	2,500	2,500	5980-040	Gypsy Moth Prevention	2,500	0.2%
-	-	-	-	-	5980-080	Urban Forestry Gr.	-	0.0%
-	-	-	-	-	5980-090	Rpl Plantings-Hart Park	2,050	0.2%
-	9,106	4,583	24,000	29,917	5980-120	Emerald Ash Borer Insert	10,500	0.8%
1,185,557	1,131,443	1,128,101	1,288,886	1,282,404		TOTAL	1,312,030	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	-	-	-	-	241-4465	Urban Forestry Grant	-	0.0%
5,872	11,309	9,269	8,500	8,500	541-4600	Chemical Treatments	8,500	0.6%
325	655	1,016	850	850	541-4620	Forestry	850	0.1%
-	-	-	-	-	541-4630	Log Sales	-	0.0%
664	444	840	400	628	931-4400	Tree Planting	400	0.0%
11,352	3,824	3,302	2,150	3,000	931-4500	Weed Cutting	3,000	0.2%
3,202	9,128	4,923	2,500	2,500	931-4800	Tree Removal	2,500	0.2%
130,321	130,955	132,582	154,165	161,986		Unallocated Revenues	154,397	11.8%
1,033,821	975,128	976,169	1,120,321	1,104,940		Tax Levy	1,142,383	87.1%
1,185,557	1,131,443	1,128,101	1,288,886	1,282,404		TOTAL	1,312,030	100.0%

PERSONNEL SCHEDULE

Public Works Operations				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
5 PT Seasonals	2.50	5	2.50	-
Clerk 3 DPW	0.44	1	0.44	-
Dispatcher Clerk	1.00	1	1.00	-
Drop-Off Attendent	1.00	1	1.00	-
Equipment Operator 1	5.00	5	5.00	-
Equipment Operator 2	1.00	1	1.00	-
Laborer 2	8.00	8	7.50	(0.50)
Maint. Person 2	9.00	8	8.00	(1.00)
Management Analyst	1.00	1	1.00	-
Operations Superintendent	1.00	1	1.00	-
Operations Supervisor	2.00	2	2.00	-
Public Works Director	1.00	1	1.00	-
RFO Loader	4.00	6	5.50	1.50
Seasonal - Recycling/Yard Waste	2.50	1	0.50	(2.00)
Watchperson	3.00	3	3.00	-
TOTAL	42.44	45.00	40.44	(2.00)

PUBLIC WORKS BUILDING RESERVE

MISSION

This budget provides for the operation, maintenance, repair, and security of the Public Works Building (PWB).

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 613,014	\$ 594,905	\$ (18,109)
Rev	\$ 617,414	\$ 610,151	\$ (7,263)
Net	\$ 4,400	\$ 15,246	\$ 10,846
FTE's	-	-	-

MAJOR CHANGES

PROGRAMS/SERVICE LINES

There are no programs. The PWB houses approximately 10 seasonal and 90 full-time personnel. This includes offices, storage, and vehicle parking/maintenance. It covers a 24hr/day, 7day/wk. Dispatch Center with emergency watch and custodial staff. Necessary support and supervisory activities round out the remainder of this budget. It operates as an internal service fund.

2013 ACHIEVEMENTS

- Remodel of the Fleet, Electrical, Supervisors and Water Department offices including environmental abatement, new flooring, painting and new ceiling and light fixtures.
- Work with architect on space needs study for 2014 remodel for public works offices, lunch room and locker rooms. This is to include updated requirements for women's restroom facilities, converting space in training room to a multipurpose room, and a fitness room.

2014 GOALS

- Facility codes have been met. Operations complied with directives after fire inspections and insurance carrier (CVMIC).
- Watchpersons perform a minimum of 3 security checks on each shift and keep log of activities and requests of each shift.
- Routine maintenance is performed as scheduled. Operations is constantly striving for good housekeeping.
- Remodel Operations Offices, lunch room, locker rooms and training room.
- Continued LED lighting conversion in Fleet, walkway along offices, and cold storage.

2013 BUDGETARY CHANGES

2014 BUDGETARY CHANGES

Staff time is reallocated between the Municipal Complex, Public Works Building and Police Station resulting in changes in wages. However, no additional staff or changes to compensation have been included.

BUDGET SUMMARY TABLE

Public Works Building Reserve Fund #07								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
177,688	190,202	223,796	200,207	200,207	5100	Wages	217,909	36.6%
99,527	101,453	91,234	106,692	106,692	5195	Fringe Benefits	107,466	18.1%
10,530	13,175	11,949	12,498	12,498	5500-5520	Internal Charges	11,333	1.9%
221,347	219,217	205,184	288,361	261,228	5200-5900	Operating Expenditures	251,122	42.2%
-	-	4,870	-	-	5950-5970	Capital Outlay	-	0.0%
1,079	4,434	4,303	5,256	5,786	5990	Insurance	7,075	1.2%
75,490	75,490	75,490	-	-	921-5200	Tsf to Debt Service	-	0.0%
585,661	603,971	616,826	613,014	586,411		TOTAL	594,905	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
558,405	556,396	552,060	572,653	572,653	303-4100	Building Rental	562,602	92.2%
42,330	42,140	44,616	44,761	44,761	303-4100-10	External Bdg Rent-School	47,549	7.8%
-	-	-	-	1,585	303-4400	Other Income	-	0.0%
600,735	598,536	596,676	617,414	618,999		TOTAL	610,151	100.0%

PERSONNEL SCHEDULE

*Included with Public Works Operations

ENGINEERING

MISSION

The Engineering Services Division is responsible for infrastructure planning, design, construction, and inspection including but not limited to streets, bridges, sidewalks, sanitary and storm sewers, flood mitigation, traffic signals, street lighting, water and special projects such as facility remodeling. We are also heavily involved with coordination with the Wisconsin Department of Transportation on the Zoo Interchange projects.

The division reviews private site developments, assists in developing TIF construction scope and timelines, and oversees granting of work permits in the public right-of-way and the planning and design for public works projects. The division is also responsible for the city's compliance with the Wisconsin Pollutant Discharge Elimination System (WPDES) Sanitary Sewer and Storm Water Permits, landfill gas and groundwater sampling, the Department of Justice (DOJ) settlement with the 28 Milwaukee Metropolitan Sewerage District (MMSD) member communities and the MMSD and the MMSD sanitary sewer conveyance system regulations.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 1,534,593	\$ 977,232	\$ (557,361)
Rev	\$ 224,124	\$ 156,299	\$ (67,825)
Levy	\$ 1,310,469	\$ 820,933	\$ (489,536)
FTE's	16.92	18.92	2.00

MAJOR CHANGES

PROGRAMS/SERVICE LINES

There are no sub-programs in this budget. Time is allocated to each infrastructure project. The field engineering techs provide updated field survey information used by the engineers for the infrastructure design. Projects are designed by the engineers and drafted by the engineering techs, and publicly bid if required. Once a contractor is selected, the construction engineer, the engineering tech III and contracted inspectors watch over the project as it is being constructed. A final inspection is performed and warranty is generally in place for one year from the time a final payment is made on the project. Generally, sewer and water projects are separate projects from street repaving or reconstruction.

In addition to our in-house engineering duties, the Division has been managing consultants charged with planning, design, construction engineering, and inspection of a significant portion of the public works projects that the City has committed to build. This includes coordinating the consultants' efforts with private developers, utility companies, other public agencies such as the DOT, DNR, Milwaukee County, City of Milwaukee, MMSD, etc. These Project Management services provided by the Division ensure that consultant-generated public works projects are undertaken from beginning to end with the City's interests in mind.

2013 ACHIEVEMENTS

- Discovery Parkway scheduled to be open to traffic this Fall (Project No. 7001/Contract 12-101)
- Meinecke Flood Control Project completed. (Project No. 4001/Contract No. 12-05)

- Ruby Avenue Flood Control Phase II – 100th Street Storm Sewer (Project No. 4003/Contract 12-14) scheduled for completion early Fall
- Completed construction of Ravenswood Area Sanitary Sewer Improvements (Project No. 3003/Contract No. 12-07)
- Glenview Avenue reconstruction scheduled to be re-opened to traffic prior to school starting
- Street Light & Traffic Signal Map Modernization Project underway.

2014 GOALS

- Complete Watertown Plank Road Area Sanitary Sewer Improvements (Project No. 3001)
- Continue construction of UWM TIF 6 Site Improvements (Project No. 7001/Contract No. 12-101)
- Coordinate with the DOT on the reconstruction of Watertown Plank Road
- Work with MMSD on Schoonmaker Creek study
- Explore implementation of an Asset Management System

2014 BUDGETARY CHANGES

TRANSFER CONSTRUCTION INSPECTION TO CAPITAL

(\$96,900)

Funding for construction inspection has been moved from Engineering Sundry Contractual Services to Capital Projects.

ADDITIONAL 2.0 FTE CIVIL ENGINEERS

\$152,376

In recognition of the current and forecast workload on the Engineering Department, funding for two additional engineers has been requested as part of the 2014 budget, One of these positions will be a new full time employee, and one will be a full time employee hired on a limited term basis for a 24 month period. Based on current projections, the Department workload may revert to more “normal” levels when the work on the Zoo Interchange will be concentrating on freeway work in 2015, as opposed to improving local roads in Wauwatosa in preparation for highway construction. The exact timeframe of this break point for the limited term engineer can be reviewed annually as future budgets are prepared.

INCREASE IN CHARGES TO CAPITAL (NEGATIVE EXPENSE)

(775,000)

In order to more accurately reflect the amount of time spent by engineering staff on capital projects, the method by which the charges to capital amount was previously calculated has been modified. Previously set percentages had been applied to the construction cost of internally designed projects. Instead, the 2014 budget assumes a fully loaded hourly rate with an estimate of time spent on capital projects. This charge to capital is reflected as a negative expense in the Engineering budget and increases from -425,000 to -1,200,000. However, given that the workload will likely decrease over time, and to provide cushion in case the amount of time spent on projects is overstated, a transfer of \$450,000 of property tax levy from the General Fund to the Capital Projects fund is also added to the budget. The net effect is a reduction of \$325,000 in levy funding engineering work on capital projects. An expense of \$1,200,000 and a revenue of \$450,000 will also be included in the capital budget. This will not result in any reduction of funds spent on construction of capital projects as funding has already been included for this level of expense. In addition, some funding will shift from external to internal design given the addition of 2 new civil engineers.

BUDGET SUMMARY TABLE

Engineering Department Dept #321								
Expenditures								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
1,109,174	1,009,118	1,047,795	1,195,721	998,828	5100	Wages	1,389,362	142.2%
468,147	456,064	411,516	483,510	457,360	5195	Fringe Benefits	593,538	60.7%
166,419	177,970	141,503	143,858	186,788	5500-5520	Internal Charges	134,256	13.7%
124,142	184,202	71,709	120,504	335,904	5200-5900	Operating Expenditures	24,076	2.5%
-	53,546	-	-	-	5950-5970	Capital Outlay	-	0.0%
-	-	26,730	-	-	5980-010	School Traffic Study	-	0.0%
-	-	2,970	-	11,000	5980-015	St Street Traffic Engi	-	0.0%
2,215	4,500	4,500	16,000	38,000	5980-030	G.I.S.	16,000	1.6%
-	-	-	-	-	5980-035	North Ave Study	20,000	2.0%
(141,662)	(329,492)	(412,320)	(425,000)	(425,000)	5990	Engineering & Overhead Reim	(1,200,000)	-122.8%
1,728,435	1,555,908	1,294,403	1,534,593	1,602,880		TOTAL	977,232	100.0%
Revenues								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
475	550	470	270	400	311-4250	Cement Workers	400	0.0%
83,545	106,170	127,015	40,000	40,000	321-4200	Street	40,000	4.1%
-	-	-	-	10,300	41-4410-01	Zoo Interchange Mitigation	-	0.0%
-	465	295	-	400	321-4230	Loading Zone	400	0.0%
300	545	450	300	500	511-4110	Encroachment Fees	500	0.1%
-	-	-	-	-	541-4700	House Numbers	-	0.0%
-	-	12,710	-	5,000	541-4800	Eng. Plans and Specs	-	0.0%
177,082	179,835	152,127	183,554	202,467		Unallocated Revenues	114,999	11.8%
1,467,033	1,268,343	1,001,336	1,310,469	1,343,813		Tax Levy	820,933	84.0%
1,728,435	1,555,908	1,294,403	1,534,593	1,602,880		TOTAL	977,232	100.0%

PERSONNEL SCHEDULE

Engineering				
Position Description	2013 FTE	2014		2013-14 Change
		Base Positions	2014 FTE	
City Engineer	1.00	1	1.00	-
Civil Engineer	2.00	4	4.00	2.00
Construction & Survey Engineer	1.00	1	1.00	-
Engineering Tech 2	1.00	1	1.00	-
Engineering Tech 3	4.00	4	4.00	-
Engineering Tech 4	3.00	3	3.00	-
Municipal Engineer	1.00	1	1.00	-
Seasonal Techs	0.92	3	0.92	-
Secretary 3 Engineering	1.00	1	1.00	-
Special Project Engineer	1.00	1	1.00	-
Street Design Engineer	1.00	1	1.00	-
Utilities Engineer	-	0	-	-
TOTAL	16.92	21.00	18.92	2.00

FLEET MAINTENANCE RESERVE

MISSION

To provide safe, reliable, appropriate and well maintained vehicles and equipment to various city departments to assist them in accomplishing their goals. While utilizing professional ASE certified technicians and staff in a service oriented environment by means of efficient and cost effective methods.

PROGRAMS/SERVICE LINES

The Fleet Maintenance department consists of a Superintendent, Stock Clerk/Lead Mechanic, 7 Mechanics and a part time Clerk III. They assist in the acquisition, repair, maintenance and disposal of city vehicles and equipment that is provided to all city departments with the exception of the Fire Department. This department also provides support services for all major public works operations such as refuse collection, fall leaf collection, snow and ice control operations, flood and wind damage cleanup operations. As well as purchasing, distributing fuel and maintaining the fuel management system.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 3,220,034	\$ 3,100,736	\$ (119,298)
Rev	\$ 3,242,975	\$ 3,138,988	\$ (103,987)
Net	\$ 22,941	\$ 38,252	\$ 15,311
FTE's	9.44	9.44	-

MAJOR CHANGES

- One mechanic was hired at tier II wage scale to replace retired mechanic, reducing wages.
- In conjunction with the Comptroller's office, Fleet Maintenance changed the equipment rent methodology to a direct billing process to promote the efficient management of resources.

2013 ACHIEVEMENTS

- Development and implementation of the direct billing process for user departments to promote the efficient management of resources.
- Assist the operations division with the development and implementation of the dual use refuse/recycling program.
- Procurement of reserve automated refuse truck to be used on a interim basis for the dual use refuse/recycling program, until the new automated refuse truck is delivered.
- Purchase of additional automated refuse truck for the dual use refuse/recycling program.
- Train operators and mechanics on the operation and maintenance of new vehicles and equipment.
- Specification, purchase and set-up of new 2013 Ford police interceptor and Police Interceptor Utility.
- In conjunction with the Police department and City's sign shop, provide in-house graphics/decals for police vehicles.
- Disposal of surplus vehicles and equipment in a manner most advantageous to the City.
- Collaborate with other agencies on the use of anti-icing, pre-wetting systems for winter roadway maintenance.

2014 GOALS

- Oversee the upgrades to the City's fueling site and fuel management system.
- Facilitate the development of an anti-icing, pre-wetting program to reduce salt usage and labor costs in the course of winter roadway maintenance.
- Assist in the execution of the sidewalk replacement pilot program.
- Continue to refine the development and implementation of direct billing process for Fleet services.
- Specify, procure, and analyze the cost effectiveness of one plug-in hybrid electric vehicle (PHEV), and one plug-in electric vehicle (PEV), versus one conventional vehicle.
- Investigate alternate fuel use and methods to reduce fuel consumption.
- Specification and procurement of all new and replacement equipment.
- Provide training for operators and mechanics on the operation and maintenance of new vehicles and equipment.

2013 BUDGETARY CHANGES

One mechanic was hired at tier II wage scale to replace retired mechanic, reducing wages.

2014 BUDGETARY CHANGES

MECHANIC

(\$22,370)

One mechanic was hired at tier II wage scale and a second mechanic will be hired to replace two retired mechanics, reducing wages.

PURCHASE OF NEW EQUIPMENT

\$485,200

Acquisition of new equipment and vehicles with funds from 23-634 - General Purpose Equipment.

The following is a list of the 2014 equipment purchases:

- 7 - Ford Police interceptors. New lightbars and laptops. (Mpg is approximately 2 mpg better on new Ford Police Interceptors than Previous Ford Crown Victoria Police car.)
- 3 - Administrative vehicles – 1 Hybrid, 1 Electric, and 1 Conventional unleaded fueled.
- 2 - F550 Dump trucks with plows.
- 1 - ½ ton Van.
- 1 - ½ ton Pickup.

FUEL BUDGET

\$502,987

The budget amount for fuel was based on the EIA projected prices for 2014 of:

Diesel - \$ 3.46 Gal.

Unleaded - \$3.13 Gal.

CAPITAL REQUESTS

\$64,795

Update diagnostic equipment and software for existing diagnostic tools and equipment, TechII, Alldata, IDS Ford, Cummins Insite, Pro-Link, Cat E-Tech, Navistar, Etc. - \$9,180

Final year of funding for upgrades to the City's fueling site and fuel management software, to gain compliance mandated regulations. - \$55,615 for 2014, added to previous project funds for a total of \$175,000.

BUDGET SUMMARY

Fleet Maintenance Reserve Fund #06								
Expenditures								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
257,065	257,118	266,034	250,697	518,104	5100	Wages	560,217	18.1%
317,719	308,546	324,382	308,216	280,252	5195	Fringe Benefits	275,708	8.9%
141,359	136,133	136,927	142,313	142,313	5500-5520	Internal Charges	144,381	4.7%
29,884	30,026	28,935	37,413	37,413	5200-5900	Operating Expenditures	46,243	1.5%
6,334	4,664	9,960	69,180	69,180	5950-5970	Capital Outlay	64,795	2.1%
1,496,183	1,635,364	1,658,686	1,774,871	1,643,596	06-202	Operating Supplies & Exp	1,679,779	54.2%
481,007	455,424	485,776	509,536	216,873	06-203	Repairs	205,389	6.6%
92,141	113,497	135,109	127,808	127,808	06-204	Cost of Sales	124,224	4.0%
2,821,692	2,940,772	3,045,809	3,220,034	3,035,539		TOTAL	3,100,736	100.0%
Revenues								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
2,751,334	3,013,613	2,889,982	2,920,765	3,092,113	202-4100	Equipment Rental	3,126,616	99.6%
90,041	116,585	132,361	124,808	-	202-4200	Sales & Service Revenue	-	0.0%
372	1,298	1,164	-	216	202-4300	Sale of Scrap	372	0.0%
7,672	10,048	28,787	187,902	6,446	202-4400	Other Income	-	0.0%
50,415	37,240	90,848	9,500	3,690	202-4500	Gain (Loss) on Sale of Equip	12,000	0.4%
2,899,834	3,178,784	3,143,142	3,242,975	3,102,465		TOTAL	3,138,988	100.0%

PERSONNEL SCHEDULE

Fleet Maintenance				
Position Description	2013	2014	2014	2012-13
	FTE	Base Positions		
Clerk 2*	0.44	1	0.44	-
Fleet Superintendent	1.00	1	1.00	-
Mechanic	7.00	7	7.00	-
Stock Clerk - Lead Mechanic	1.00	1	1.00	-
TOTAL	9.44	10.00	9.44	-

MUNICIPAL COMPLEX

PURPOSE

This program is intended to provide employees with an effective work environment, maintain a clean building for all departments, and maintain the building infrastructure at the municipal complex.

PROGRAMS/SERVICE LINES

- Building Safety and Security
- Environmental Control & Preventive Maintenance
- Contractual Services Management.
- Capital Improvements
- Service and Work Order Requests

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 875,405	\$ 917,772	\$ 42,367
Rev	\$ 875,338	\$ 860,773	\$ (14,565)
Net	\$ (67)	\$ (56,999)	\$ (56,932)
FTE's	3.00	3.00	-

MAJOR CHANGES

2013 ACHIEVEMENTS

- The Civic Center boiler systems were interconnected and two boilers were taken off line. The entire complex ran on one boiler for the entire winter heating season.
- The Health Dept complex of offices was renovated in 2013.
- A study is underway to upgrade the HVAC system in the IT server room.
- An architect is being retained to study the renovation of the City Administration offices.

2014 GOALS

- It is planned to retain a consultant to look at the mechanical systems at City Hall on a comprehensive basis and recommend a series of capital improvements that are properly sequenced and have the most immediate payback.
- Completion of the renovation the City Administration suite.

2013 BUDGETARY CHANGES

IMPROVEMENTS TO CITY HALL

The Health Dept. suite of offices was completely renovated

2014 BUDGETARY CHANGES

BUILDING IMPROVEMENTS

The projected set aside for City Administration suite building improvements will be \$250,000.

Staff time is reallocated between the Municipal Complex, Public Works Building and Police Station resulting in changes in wages. However, no additional staff or changes to compensation have been included.

\$15,000 is also included for a mechanical needs assessment in order to prioritize future repairs and upgrades.

BUDGET SUMMARY TABLE

Municipal Complex Reserve Fund #25								
2010	2011	2012	2013				2014	
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total
167,312	149,057	166,436	145,322	148,822	5100	Wages	105,123	11.5%
896	705	(510)	705	705	5120	Accrued Vacation Expense	163	0.0%
76,498	70,881	91,356	77,080	77,080	5195	Fringe Benefits	49,884	5.4%
11,965	11,934	10,605	13,304	13,304	5500-5520	Internal Charges	8,804	1.0%
542,022	480,113	746,508	632,994	766,463	5200-5900	Operating Expenditures	747,798	81.5%
-	-	-	1,000	1,000	5950-5970	Capital Outlay	1,000	0.1%
8,000	-	-	-	-	5980-010	Bldg Needs Assessment	-	0.0%
-	-	-	5,000	5,000	5980-015	Emergency Management	5,000	0.5%
30,000	-	-	-	-	5980-020	Energy Efficiency Grant	-	0.0%
-	7,500	-	-	-	5990-000	Transfer to General Fund	-	0.0%
836,693	720,190	1,014,395	875,405	1,012,374	TOTAL		917,772	100.0%
2010	2011	2012	2013				2014	
Actual	Actual	Actual	Adopted Budget	2013 Estimated	Acct #	Name	Adopted Budget	% of Total
933,348	923,340	932,556	871,838	871,838	181-4100	Building Rentals	857,273	99.6%
3,459	3,607	3,487	3,500	3,500	181-4200	Memorial Bldg-Outside Rentals	3,500	0.4%
-	-	-	-	-	181-4300	Transfer from Health Ins Reserv	-	0.0%
30,000	-	-	-	-	181-4400	Energy Efficiency Grant	-	0.0%
376	-	-	-	-	181-4900	Other Revenue	-	0.0%
967,183	926,947	936,043	875,338	875,338	TOTAL		860,773	100.0%

PERSONNEL SCHEDULE

Physical Plant Operations				
Position Description	2013		2014	
	FTE	Base Positions	FTE	2013-14 Change
Custodial Worker 2	1.00	1	1.00	-
Utility Repairperson	2.00	2	2.00	-
TOTAL	3.00	3.00	3.00	-

PARKS RESERVE

MISSION

This department provides for the operation and maintenance of all parks facilities, programs, senior center, and boulevard maintenance.

PROGRAMS/SERVICE LINES

Hall rentals, maintenance of athletic fields, general park maintenance, boulevard flower bed planting and maintenance, Wauwatosa Beautification Committee (WBC) perennial bed and flower pot watering, and curling club and ice maintenance.

- Halls are cleaned and prepared for each rental.
- Athletic fields are maintained all year and prepared for each game.
- General park maintenance includes turf maintenance, cleanup, repairs and maintenance of buildings and park amenities, park bench maintenance, playground safety inspections, and senior center assistance.
- Staff prepares, maintains, and cleans the Muellner Building ice rink for curling and public skating.
- Staff plants and maintains annual flower beds on City boulevards and at Hart Park. Additionally staff waters WBC perennial beds on boulevards, around welcome signs, and in flower pots.
- Administration includes the necessary clerical support and supervision for this section as well as for turf maintenance, concessions, and curling club contracts.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 1,275,416	\$ 1,269,958	\$ (5,458)
Rev	\$ 1,263,136	\$ 1,269,958	\$ 6,822
Net	\$ (12,280)	\$ -	\$ 12,280
FTE's	19.14	19.14	\$ -

MAJOR CHANGES

WATER AND SEWER INCREASES

2013 ACHIEVEMENTS

Revenue from stadium rentals is projected to increase slightly over 2012. The playground and especially the splash pad are very popular. Staff removed and replaced the softball infield surface material per park board request.

2014 GOALS

Endeavor to increase park revenue. Strive to maintain continually expanding facilities without increasing staff.

2013 BUDGETARY CHANGES

27-551-5340-000:

Since the splash pad still runs constantly during the day the water account is over budget by 15% (\$835) as of July 22 and projects to a total of 220% (\$7320) overrun by year's end. This shortage is being covered by funds from the fuel account (5330) and the training account(5450).

27-551-5350-000:

A corresponding shortage occurred in the sewer account necessitating adjustments from training (5450), conference and travel (5410), dues and periodicals (5400), lamps (5610), and chemical accounts (5640).

27-551-5650-000:

The cement, lime and gravel account is short by \$694.00 due to the purchase of softball infield mix to redo the infield. This money was moved from the planting materials account (5670).

All other accounts remain status quo.

2014 BUDGETARY CHANGES

2.1% INCREASE IN TURF MAINTENANCE BUDGET

This increase of \$1,275 is to cover allowable increase in turf maintenance per contract.

REPLACE FAILED PERVIOUS CONCRETE

\$50,000 to replace failed sidewalk along both sides of 72nd St. from Chestnut St. to State St. Funding is included in the capital budget.

PURCHASE EQUIPMENT FOR PARK MAINTENANCE

\$9,500 for Toro lawn mower to replace aging Hustler mower.

\$10,500 for ten additional recycled plastic 8' picnic tables to satisfy demand at playground and Rotary stage

OPERATING BUDGET ADJUSTMENTS

\$5,000.00 is shifted from fuel account (5330) to water (5320) and a \$725 decrease in IT charges (5520) covers most of the water increase. The balance of the water increase, the increase in sewer charges (5350), and increases in electricity (5320), sundry contractual (5810), and insurance (5880) are covered by a 2.3% increase in the operating budget. All of the increases are beyond the department's ability to control.

The net result of all changes is a 2.3% increase in the operating budget.

BUDGET SUMMARY TABLE

Park Reserve Fund #27								
Expenditures								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
394,807	384,888	395,133	400,281	400,281	5100	Wages	405,568	31.9%
186,397	215,686	181,794	199,528	199,528	5195	Fringe Benefits	182,396	14.4%
58,440	53,799	54,383	48,298	48,298	5500-5520	Internal Charges	47,345	3.7%
215,822	225,758	277,150	254,991	256,276	5200-5900	Operating Expenditures	262,975	20.7%
-	-	-	95,064	95,064	5910-000	Asset Replacement	95,064	7.5%
4,649	2,835	405	2,400	2,400	5930-000	Unemployment Comp	2,400	0.2%
1,670	1,000	3,099	4,570	4,570	5950-5970	Capital Outlay	20,000	1.6%
17,758	-	-	-	13,500	5980-010	Admin/MB Repairs	-	0.0%
16,559	-	-	-	3,607	5980-015	Expend from Donations	-	0.0%
2,462	3,889	-	-	9,900	5980-016	Expend from Donations-SR	-	0.0%
967	-	-	-	-	5980-017	Expend from Park Impro Don	-	0.0%
-	61	32	-	-	5980-018	Expend from Donation-Gree	-	0.0%
-	1,770	9,990	-	-	5980-020	Sculpture Relocation	-	0.0%
-	30,592	-	-	-	5980-035	Softball Diamond Reconstr	-	0.0%
-	-	-	-	-	5980-040	Parking Lot Repair	-	0.0%
1,467	5,653	7,830	10,492	10,492	5980-050	Hartung Park	10,492	0.8%
-	-	-	10,000	10,000	5980-055	Roots Commons/Pocket Park	-	0.0%
4,835	4,702	7,354	5,000	5,000	5980-060	Wauwatosa Beautification	5,000	0.4%
-	-	-	15,000	15,000	5980-065	Lightning Detection System	-	0.0%
-	-	-	-	-	5980-070	Inground Irrigation Softball	-	0.0%
-	-	-	-	8,081	5980-075	Gathering Area Hart Park	-	0.0%
31,537	33,480	32,926	-	-	5980-120	Senior Center Programs	-	0.0%
-	-	-	3,000	3,000	5980-130	Park Marketing	3,000	0.2%
-	-	174,650	226,792	241,938	921-5100	Transfer to Debt Service	235,718	18.6%
387,252	-	-	-	-		Capital Outlay	-	0.0%
1,324,622	964,113	1,144,746	1,275,416	1,326,935		TOTAL	1,269,958	100.0%

**Park Reserve
Fund #27**

Revenues

2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted	Estimated	Acct #	Name	Adopted	Total
			Budget				Budget	
108,461	99,106	124,357	100,000	100,000	551-4100	Recreational Buildings	110,000	8.7%
88,066	122,853	123,527	125,000	125,000	551-4105	Stadium Rentals	125,000	9.8%
19,405	31,274	30,259	32,000	32,000	551-4110	Field Rentals	30,000	2.4%
50,283	51,401	52,574	50,000	50,000	551-4120	Antenna Rental	52,000	4.1%
18,611	20,067	20,529	16,500	16,500	551-4200	Tennis Fees	18,000	1.4%
350	-	182	200	200	551-4210	Public Skating	150	0.0%
2,524	1,718	1,411	1,650	1,650	551-4300	Park-Merch Sales Taxable	1,400	0.1%
(1,034)	-	-	-	-	551-4310	Vending	-	0.0%
-	234	-	-	-	551-4400	Advertising	-	0.0%
1,350	525	1,497	-	-	551-4500-050	SR Center Memb - 50	-	0.0%
6,671	7,309	6,408	-	-	551-4500-062	SR Center Memb - 62	-	0.0%
5,575	5,975	6,125	-	-	551-4500-100	SR Center Memb	-	0.0%
-	-	-	-	-	551-4510-050	SR Center Program 50	-	0.0%
-	-	-	-	-	551-4510-062	SR Center Program 62	-	0.0%
9,100	10,000	5,000	-	-	551-4600	Contributions-Hart Park	-	0.0%
-	375	360	-	-	551-4600-005	Contributions-Greenspace	-	0.0%
16,359	340	-	-	11,688	551-4600-010	Other Contributions	-	0.0%
2,855	2,218	1,414	-	-	551-4600-050	Senior Center Program 50	-	0.0%
19,361	21,571	21,489	-	-	551-4600-062	Senior Center Program 62	-	0.0%
1,000	2,650	-	-	9,900	551-4610	Contrib-Senior Center	-	0.0%
1,592	734	1,475	1,400	1,400	551-4750	Interest Income	1,400	0.1%
2,384	2,595	32,625	-	-	551-4800	Other	-	0.0%
888,188	846,436	871,138	936,386	936,386	551-4900	Transfer from General Fund	932,008	73.4%
-	-	-	-	-	841-4220	Contributions-Village	-	0.0%
412,162	-	-	-	-		Transfer from Capital Projects	-	0.0%
1,653,263	1,227,381	1,300,370	1,263,136	1,284,724		TOTAL	1,269,958	100.0%

PERSONNEL SCHEDULE

Parks / Forestry				
Position Description	2013	2014	2014	2013-14
	FTE	Base Positions	FTE	Change
Arborist	9.00	9	9.00	-
Clerk 1	0.50	1	0.50	-
Clerk 3	1.00	1	1.00	-
Laborer 2 - Custodian	4.00	4	4.00	-
Landscape Maintenance Intern	0.29	1	0.29	-
Park Maintenance Person	1.00	1	1.00	-
Parks/Forestry Superintendent	1.00	1	1.00	-
Seasonals - Forestry	0.47	2	0.47	-
6 Seasonal Parks	1.88	6	1.88	-
TOTAL	19.14	20.00	19.14	-

WISCONSIN RETIREMENT SYSTEM

PURPOSE

The City of Wauwatosa is statutorily required to belong to the State of Wisconsin Retirement System. The Wisconsin Retirement Fund provides income to disabled and retired city employees.

Funding is not actually shown here as it is budgeted directly in departmental budgets.

In 2014 all employees enrolled in the Wisconsin Retirement System will contribute 7.0% of salary towards their pensions. The table below provides a break-out of rates by employee group for 2014.

	Employer	Employee	Total
General	7.00%	7.00%	14.00%
Police	10.56	7.00	17.56
Fire	14.16	7.00	21.16
Elected	7.75	7.75	15.50

The Fire rate is higher than Police because sworn Fire employees do not pay, nor will they receive, social security. Police and Fire employer contribution rates are higher as a result of their earlier retirement eligibility and duty-disability pay which is also funded by the Wisconsin Retirement System.

For the 2014 Budget, \$2,690,350 is included for the employer pension contribution. This represents a decrease of \$512,583 from the 2013 Adopted Budget. This is largely the result of a decrease in the duty disability contribution for Police and Firefighters from 5.40 to .46% as this separate account at the state level is now fully-funded.

BUDGET SNAPSHOT

	2012	2013	Change
Exp	NA	NA	
Rev	NA	NA	
Levy	NA	NA	
FTE's	NA	NA	

MAJOR CHANGES

- Employee pension contribution increased from 6.65% to 7.0%
- Duty Disability decreases from 5.40 to .46% of salary for sworn staff.

SOCIAL SECURITY

PURPOSE

This account facilitates the funding of the City's portion of social security and medicare. Funding is not actually shown here as it is budgeted directly in departmental budgets.

The city's contribution is matched by payroll deductions from the covered employees and equals 6.2% for Social Security and 1.45% for Medicare for a total of 7.65%. The contribution for fire employees is only 1.45% of payroll as these employees are not covered by Social Security. The earnings limit to pay in Social Security for 2013 is \$113,700

For the 2014 Budget \$1,506,707 is budgeted for General Fund Social Security and Medicare employer contributions as compared to \$1,485,227 in the 2013 Budget. The \$21,480 increase is due to the assumed cost of living adjustment.

BUDGET SNAPSHOT

	2012	2013	Change
Exp	NA	NA	
Rev	NA	NA	
Levy	NA	NA	
FTE's	NA	NA	

MAJOR CHANGES

- Employer contribution increases \$21,480

WORKERS COMPENSATION DEPARTMENT

PURPOSE

Mitigate the City's safety and workers compensation risk.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 526,656	\$ 639,023	\$112,367
Rev	\$ 497,832	\$ 639,368	\$141,536
Net	\$ (28,824)	\$ 345	\$ 29,169
FTE's	-	-	-

MAJOR CHANGES

- PROJECTED CLAIMS INCREASE OF \$115,199 BASED ON HISTORICAL AVERAGES

PROGRAMS/SERVICE LINES

EMPLOYEE SAFETY SERVICES

- Manage the City's safety in the workplace initiatives, including employee communication, training, city-wide standards, policy development, and enforcement.
- Lead new city-wide safety committee.
- Coordinate the provision of all work-related health programming, medical tests, evaluation of work process/equipment use practices, and maintain related record-keeping.
- Recommend and develop safety programming and safety standards.
- Evaluate safety practices of line departments and provide direction to correct errors and offer recommendations regarding work-process improvement to promote safety.
- Foster a collaborative city-wide safety culture.
- Perform safety audits pursuant to city-wide standards.
- Report and document breaches in safety protocol on the part of the employees to the relevant department director and human resource director.
- Determine pre-employment health-related tests and requirements.
- Serve as primary liaison with CVMIC on matters of employee safety.

WORKERS COMPENSATION SERVICES

- Administer the City's workers compensation function, including claims management, injury and accident investigation, and manage return to work processes.
- Authorize and develop light-duty assignments, proposes workplace accommodations, and determine injury pay eligibility.

- Advise the director on performance of the workers compensation administrator.
- Serve as primary liaison with CVMIC on matters of workers compensation.

2013 ACHIEVEMENTS

In first year of shared services agreement for Safety and Worker's Compensation. Too soon to report on achievements. We are making progress.

2014 GOALS

Have policies and basic safety training in place for DPW.

2013 BUDGETARY CHANGES

- Claims appear to be tracking close to budget so no change is recommended at this point in time except for the Water Utility where claims expense is increased to \$80,000 to reflect claims incurred to date.
- Excess coverage premium is adjusted to reflect the actual cost which was set after the 2013 Budget was adopted.

2014 BUDGETARY CHANGES

- Insurance claims are increased by \$105,158 to \$500,000 to reflect historical claims experience and medical inflation.
- Transfers (revenues) from other funds are adjusted to fund the increased claims expenditure which is allocated based on departmental claims experience.

BUDGET SUMMARY TABLE

**Workers Compensation
Fund #09**

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Proposed Budget	% of Total
			Adopted Budget	2013 Estimated				
197,270	99,615	46,882	100,826	100,826	211-5100	Claims-Police Dept.	126,500	19.8%
162,451	90,288	64,745	105,024	105,024	211-5200	Claims-Fire Dept.	116,500	18.2%
31,350	251,925	198,501	155,405	155,405	211-5300	Claims-Public Works	177,000	27.7%
8,368	5,067	102,959	20,992	20,992	211-5400	Claims-All Other	43,000	6.7%
9,200	28,524	62,595	12,595	80,000	211-5500	Claims-Water Utility	37,000	5.8%
13,918	14,726	11,149	15,249	15,249	221-5100	Wages	16,107	2.5%
6,278	6,172	9,125	7,324	7,324	221-5190	Fringe Benefits	6,746	1.1%
42,829	40,559	43,558	45,000	49,381	221-5200	Excess Coverage Premium	52,000	8.1%
-	-	-	-	820	221-5400	Dues and Periodicals	820	0.1%
-	-	-	-	2,000	221-5410	Conference and Travel	2,000	0.3%
13,000	13,000	13,000	13,650	13,650	221-5800	Management Service Fees	13,650	2.1%
-	-	-	50,000	40,000	221-5810	Sundry Contractual Service	47,200	7.4%
215	4,776	2,345	500	500	221-5900	Other Expenditures	500	0.1%
484,879	554,652	554,859	526,565	591,171	TOTAL		639,023	100.0%

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Proposed Budget	% of Total
			Adopted Budget	2013 Estimated				
437	325	658	350	350	211-4200	Interest Earned	480	0.1%
(50,943)	43,984	27,566	-	(29,344)	211-4300	Third Party Reimbursement	-	0.0%
-	-	1,688	-	-	211-4900	Other Reimbursements	-	0.0%
403,316	463,555	420,611	393,609	393,609	221-4100	Transfer from General Fund	463,841	72.5%
5,236	12,150	59,411	35,000	73,478	221-4200	Transfer from Water Utility	77,136	12.1%
-	-	400,000	-	-	221-4400	Transfer from Health/Life	-	0.0%
79,165	87,432	78,440	68,873	68,873	221-4500	Transfer from Internal Service	97,911	15.3%
437,211	607,446	988,374	497,832	506,966	TOTAL		639,368	100.0%

DENTAL INSURANCE RESERVE FUND

PURPOSE

Provide dental insurance to eligible employees.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 489,844	\$ 434,247	\$ (55,597)
Rev	\$ 509,844	\$ 429,658	\$ (80,186)
Net	\$ 20,000	\$ (4,589)	\$ (24,589)
FTE's	-	-	-

MAJOR CHANGES

*REVENUES AND EXPENSES
ADJUSTED TO REFLECT PROJECTED
CLAIMS INCREASE

BUDGET SUMMARY

Dental Insurance Fund Reserve Fund #12									
Expenditures									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted	2013	Acct #	Name	Adopted	% of	
			Budget	Estimated			Budget	Total	
12,874	12,436	13,149	14,490	14,490	321-5100	Management Service Fees	15,142	3.5%	
123,131	128,167	137,032	138,224	138,224	5200-5900	Operating Expenditures	140,983	32.5%	
344,898	303,330	249,279	337,130	337,130	311-5400	Other / Claims	278,122	64.0%	
480,903	443,933	399,460	489,844	489,844		TOTAL	434,247	100.0%	
Revenues									
2010	2011	2012	2013				2014		
Actual	Actual	Actual	Adopted	2013	Acct #	Name	Adopted	% of	
			Budget	Estimated			Budget	Total	
150,876	151,452	136,350	139,670	128,000	311-4100	Employee Contributions	129,000	30.0%	
545	350	360	47	47	311-4200	Interest Earned	170	0.0%	
260,029	235,029	260,029	321,596	321,596	321-4100	Transfer from Gen Fund	256,016	59.6%	
8,285	7,433	14,254	16,259	16,259	321-4200	Transfer from Water Utility	15,989	3.7%	
24,990	23,585	23,000	32,272	32,272	321-4500	Transfer from Internal Service	28,483	6.6%	
444,725	417,849	433,993	509,844	498,174		TOTAL	429,658	100.0%	

HEALTH/LIFE FUND

PURPOSE

Provide key benefits to attract, retain and engage a talented and efficient workforce.

PROGRAMS/SERVICE LINES

HEALTH INSURANCE

- Self-insured plan up to \$75,000
- Eligibility for 2013
 - Full-time City employees
 - Employees contribute 10% of premium if participating in wellness otherwise
 - Part-time employees who work more than 20 hours but less than 40
 - Employees contribute 100%
 - Eligible retired employees pre-65
 - If hired on or before 9/1/91 City pays 100% of premium
 - If hired after 9/1/91 the City pays 95% of premium
 - If hired after 1/1/08 maximum City contribution is 50% of premium
 - Eligible retired employees post-65
 - Retirees pay 100% of premium
- Enrollment (members only - does not include dependents)
 - Single 141
 - Family 396
 - Total employees: 537
 - Total members: 1439 (includes spouse/dependents)
- Projected premium equivalent rate increase from 2013 to 2014
 - 7.5% increase

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 9,046,290	\$ 8,977,069	\$ (69,221)
Rev	\$ 9,029,385	\$ 9,010,153	\$ (19,232)
Net	\$ (16,905)	\$ 33,084	\$ 49,989
FTE's	-	-	-

MAJOR CHANGES

- RE-DESIGN OF WELLNESS PROGRAM
- ELIMINATION OF FINANCIAL RISK ON POST-65 PLAN BY FULLY INSURING
- EMPLOYEE PREMIUM INCREASE TO 15 AND 30%

VISION INSURANCE

- Fully insured benefit

LIFE INSURANCE

- Self-insured benefit for retirees up to \$3,500 (different calculation for those hired prior to 1974)
- Fully-insured benefit for active employees up to amount of salary

WELLNESS PROGRAM

- See description of redesign of wellness program below.

2013 ACHIEVEMENTS

- On target for health insurance claims (largest and most volatile expenditure) to be slightly below budget
- Focused on wellness program redesign

2014 GOALS

- Maintain affordability of health insurance to both City and employees
 - Cost containment strategies for health insurance plan 2014
 - Implement outcomes based wellness program
 - Increase employee premium contribution from 10% to 15% (wellness)
 - Change funding of post 65 plan from self-insured to fully insured plan to remove risk to City
 - Plan design changes increasing deductible by \$500 and out of pocket maximum by \$500

2014 BUDGETARY CHANGES

- Increases to Expenditures:
 - Cost of redesigned wellness program
 - \$32,400
 - Affordable Care Act expenses
 - \$85,000
 - Stop loss and administrative expenses
 - \$40,000
- Increases to Revenues:
 - For general employees (non police and fire): Increase employee contributions from 10% premium contribution to 15% premiums contribution on wellness plan; 20% premium contribution to 30% on the no wellness plan
 - \$179,000
- Decreases to Expenditures:
 - Changed funding mechanism on post-65 plan to fully insured plan so that City is no longer on the risk.
 - Eliminates \$600,000 in projected expenses that would have been included in budget 2014
- Decreases to Revenues:
 - No longer will collect revenue from post-65 retirees
 - Decrease from 2013 budget of \$434,000

WELLNESS PROGRAM REDESIGN

PHASE I (2005 TO 2007)

The City began a modest wellness program by introducing wellness concepts and conducting limited educational programming.

PHASE II (2007 TO 2013)

The City enhanced its wellness program through a participation based program that offered discounts on deductibles and premiums if employees: (1) participated in HRA/biometrics; (2) preventive cancer screenings; and (3) wellness coaching.

In 2012 the participation rate for active employees was 99%.

The City also offered various wellness programs to build a wellness culture and support employees who wanted to improve their health. The most significant annual programs were: (1) Weight loss challenge; (2) walking program; (3) physical activity challenge.

PROPOSED PHASE III (2013 AND FORWARD)

Staff proposes that the City take wellness to the next level by implementing an outcomes based wellness program. An outcomes based wellness program provides a financial incentive to employees who are maintaining their good health or are actively improving their health.

- The new outcomes financial incentive program will not begin until 2015.
- However, we are offering new resources in 2013 and 2014 to help employees work on their wellness goals for over a year before the outcomes based program is implemented.

In 2013 HR staff has been researching and vetting various issues involved in transitioning to an outcomes based program. HR has been working with Froedtert Workforce Health and Wisconsin Athletic Club, both based in Wauwatosa, as key partners.

Many established wellness programs, such as the City's, are now moving to an outcomes based wellness program. We anticipate the certain base lab results and biometric scores will be linked to the level of City contribution to employee's health plan. For example, scores of good or excellent would have the most City contribution. Employees will also receive the highest level of City contribution if they improve their score from the previous year by a certain number of points. We are working with Froedtert to finalize the specifics of the incentive model and will roll out the details out this fall.

The workplace can get in the way of wellness—we spend at least 40 hours at work, we are often stressed at work, we are often sedentary at work. The mission of this program is to create a workplace that fosters wellness rather than act as a barrier to wellness. It is our goal to make wellness as accessible as possible to employees. We intend to set the City apart from other employment options by offering candidates and employees opportunities to take good care of themselves through the offerings at work. A draft flier for the new program states:

“For the City of Wauwatosa, a work/life **balance** is not enough. We offer an integrated host of wellness services to ensure you have the tools and resources you need- readily available- **to take care of your health.**”

Some of the resources provided through the new wellness are new some are not. We will offer on-site nutrition counseling. We have been rolling out on-site fitness classes and will provide some reimbursement for gym memberships if employees work out at the gym at least 12 times a month. We currently are offering Core/Flex classes at DPW, yoga stretch at City Hall, Zumba at City Hall. We intend to offer more on-site classes that fit the needs of employees. We also have redesigned the wellness coaching model so that it is more accessible to employees and focused on individual's wellness goals.

BUDGET SUMMARY TABLE

Health/Life Insurance Reserve Fund #16								
Expenditures								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
6,796,292	7,021,111	30,480	31,397	31,397	311-5100	Health Claims	33,754	0.4%
2,966	1,199	2,056	-	-	311-5100-010	Health Claims-OPEIU Presc	-	0.0%
-	-	6,422,584	6,588,552	6,558,552	311-5191-100	Health Claims	6,499,815	72.4%
-	-	-	441,000	441,000	311-5191-200	HRA Contribution	394,537	4.4%
22,750	35,645	21,250	40,000	40,000	311-5600	Life Ins Claims	40,000	0.4%
32,896	33,833	29,153	34,919	34,919	319-5100	Regular Pay	35,917	0.4%
56,583	46,000	50,837	56,229	56,229	319-5190-990	Regular Pay-Wellness	68,798	0.8%
14,614	14,190	45,790	14,401	14,401	319-5190-990	Fringe Benefits	30,759	0.3%
28,863	25,874	13,704	28,505	28,505	319-5190-995	Fringe Benefits-Wellness	10,097	0.1%
1,119,684	1,167,159	1,308,954	1,379,109	1,379,109	321-5100	Administrative Fees	1,416,933	15.8%
130,013	126,203	118,409	133,950	133,950	321-5210, 5220	Premiums	135,079	1.5%
151,684	170,449	179,135	191,464	218,130	321-5300-5900	Expenditures	173,980	1.9%
670	-	-	-	-	321-5950	Capital Outlay	-	0.0%
94,418	92,878	76,541	106,764	106,764	322-5200-5900	Expenditures-Wellness Prog	137,400	1.5%
-	2,000,000	400,000	-	-	921-5100	Transfer to Debt Service	-	0.0%
8,451,433	10,734,541	8,698,893	9,046,290	9,042,956		TOTAL	8,977,069	100.0%
Revenues								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
-	290,460	-	-	-	231-4210	Federal Revenue	-	0.0%
221,745	387,158	483,457	600,376	600,376	311-4100	Employee Contributions	779,203	8.6%
14,873	8,722	5,662	4,067	4,067	311-4200	Interest Earned	3,456	0.0%
443,222	394,251	392,536	434,506	434,506	311-4300	Retiree Contributions	-	0.0%
171,105	202,226	234,906	120,000	120,000	311-4900	Other	145,000	1.6%
5,643,695	6,172,877	6,653,009	6,718,465	6,718,465	321-4100	Transfer from General Fund	6,994,038	77.6%
349,504	307,925	424,262	431,252	431,252	321-4200	Transfer from Water Utility	439,894	4.9%
676,788	711,238	764,151	720,719	720,719	321-4500	Transfer from Other Fund	648,562	7.2%
7,520,932	8,474,857	8,957,983	9,029,385	9,029,385		TOTAL	9,010,153	100.0%

PERSONNEL SCHEDULE

Personnel from the Human Resources Department are allocated to this budget.

SANITARY SEWER RESERVE

PURPOSE

The sanitary sewer budget involves the inspecting, cleaning, and repairing sanitary sewers in the City.

PROGRAMS/SERVICE LINES

Sanitary sewer cleaning: This program covers cleaning of over 800,000 lineal feet of sanitary sewer on approximately a two year cycle. Troubled areas are inspected more often.

The sanitary sewer repair program is necessary to keep the system in good repair. Most repairs are done in conjunction with planned highway improvement projects.

The sanitary sewer inspection program televises sewers ahead of planned road projects in order to better schedule necessary repairs.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 6,650,470	\$ 6,852,157	\$ 201,687
Rev	\$ 7,016,677	\$ 7,842,879	\$ 826,202
Net	\$ 366,207	\$ 990,722	\$ 624,515
FTE's	-	-	-

MAJOR CHANGES

- Continuation of Lateral Pilot program
- Increase of rates to finance infrastructure improvements

2013 ACHIEVEMENTS

- A major goal for 2013 was to review the rate structure for sanitary sewers to be sure that the revenue is sufficient to fund necessary upgrades to the system. A significant rate increase is anticipated in 2013.
- Major flood relief project along Watertown Plank road west of hwy 100 was bid out and construction will begin in 2013 to be completed in 2014.
- Training program for all public works supervisory personnel on the operation of the sanitary sewer bypass pumping stations.
- Pilot program to grout sanitary sewer laterals was initiated. Results will be evaluated late in 2013 and into 2014.

2014 GOALS

- Another goal for 2014 will be the enactment of a policy for reducing Private Property I/I over the next several years.
- Continue to evaluate success of lateral grouting program and consider full lateral grouting as viable option.
- In 2014, the DOJ Mandated Sanitary Sewer mandatory manhole repair program will continue.

2013 BUDGETARY CHANGES

UPDATED REVENUES

The 2013 budget was passed prior to the rate increases being updated so the 2013 re-estimate includes updated revenues based on adopted rates and projected consumption. Rate related local revenue increases \$120,649 while MMSD pass through revenue decreases \$102,382 for a net effect to an \$18,267 increase. The MMSD decrease is offset by a nearly identical decrease in charges from MMSD.

In addition, \$249,000 is included in the re-estimate as revenue from MMSD in support of the Lateral Pilot Project.

DECREASED OPERATING EXPENDITURES

Operating Expenditures were decreased by \$78,382 primarily due to the reduction in MMSD charges of \$102,382 which offset an increase in depreciation of \$66,900.

The DOJ increase is due to a carryover of \$194,703 approved in January related to unfinished 2012 projects.

The increase in Sewer Evaluations of \$150,000 is due to work in 2012 which was not completed and for which a carry-over was not submitted.

2014 BUDGETARY CHANGES

CONTINUATION OF LATERAL PILOT PROGRAM

In 2014, the plan is to try a new approach to address PP I/I. The City is planning to monitor the effects of lateral grouting in an effort to stem the peak flows that can be the cause of basement flooding.

OPERATING BUDGET INCREASES

Operating expenses increase \$368,975 from the adopted budget due primarily to:

- A new charge of \$53,294 reflecting General Fund overhead support of the Sanitary utility
- Pass-through MMSD charges increase \$145,545 or 1.4%
- Charges from the Water Utility increasing \$27,000
- Depreciation increasing \$142,000 due to increased capital construction

INTERNAL CHARGES INCREASE

Internal charges increase \$25,179 primarily due to an increase in fleet equipment rent due to a review and reallocation of cost based on the new fleet billing methodology.

WAGE AND BENEFIT REALLOCATION

Wages decrease \$79,136 from the 2013 adopted budget as the Public Works department continues to reallocate resources among the Public Works operations. This decrease is also the result of charging engineers time directly to capital as opposed to the sanitary operating budget. Benefits also decrease accordingly by \$46,518.

PROJECTED RATE INCREASE FOR INFRASTRUCTURE IMPROVEMENTS

In order to catch-up and maintain an adequate infrastructure replacement schedule as well as address basement back-up issues such as those in the Meinecke and Ruby areas, the City began an enhanced capital improvement program beginning in 2011. This includes over \$28,887,959 in Sanitary improvements from 2013-2017. These improvements are largely bond-financed so that debt service for repayment of those bonds is projected to increase over the next 10 years. This will cause sanitary rates to increase.

For 2014, a 17% rate increase is recommended which would increase local revenues by an estimated \$659,198. Assuming a 4.7% increase on charges from MMSD, the total impact on the sanitary component of the water bill is projected to be 7.4%. This would result in a \$6.27 quarterly increase to the average residential sanitary sewer bill.

This produces a debt coverage ratio of 1.48 and a 25.3% cash balance. While the debt coverage ratio is higher than our target (1.1), the \$7.7 million in debt yet to be issued in 2013 is not factored into the budget as the structure is still being determined. As a result, these numbers will be updated after the debt is issued and the capital budget is finalized so that final rates can be established and approved.

BUDGET SUMMARY TABLE

Sanitary Sewer Fund #04								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
263,049	223,434	242,604	274,691	229,780	5100 - 5190-900	Wages	195,555	2.9%
141,214	131,889	133,182	148,507	142,084	5195	Fringe Benefits	101,989	1.5%
114,963	131,716	123,569	127,610	127,610	5500 - 5520	Internal Charges	152,789	2.2%
4,165,984	4,144,002	4,211,675	4,333,968	4,255,586	5200-5450, 5550-5900	Operating Expenditures	4,624,561	67.5%
-	-	-	4,100	-	5950-5970	Capital Outlay	-	0.0%
231,751	204,865	257,837	261,594	265,323	220-5300	Interest Expense	269,763	3.9%
-	-	829,070	1,000,000	1,125,401	5980-025	Lateral Pilot Program	1,000,000	14.6%
578,157	444,755	-	250,000	444,703	5980-030	DOJ Mandated Projects	257,500	3.8%
500,082	571,394	617,104	250,000	400,000	5980-040	Sewer Evaluations	250,000	3.6%
5,995,200	5,852,055	6,415,041	6,650,470	6,990,487		TOTAL	6,852,157	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
453,251	582,667	559,418	600,586	524,682	211-4100	Connection Charge Metro	550,617	7.0%
2,621,136	2,483,456	2,535,692	2,558,366	2,531,888	211-4110	Flow Charge Metro	2,648,238	33.8%
2,482,650	2,532,073	2,656,687	3,042,977	3,185,382	211-4120	Local Charge	4,572,824	58.3%
750,612	738,733	741,137	750,000	728,244	211-4130	Local Charge DOJ Projects	-	0.0%
66,175	70,713	71,428	50,000	70,000	211-4200	Penalty Charges	70,000	0.9%
1,873	1,611	2,260	2,500	2,500	211-4250	Interest	1,200	0.0%
-	-	-	-	249,000	221-4110	MMSD	-	0.0%
14,246	13,820	13,197	12,248	8,636	291-4100	Federal Reimburse-BAB	-	0.0%
6,389,943	6,423,073	6,579,819	7,016,677	7,300,332		TOTAL	7,842,879	100.0%

PERSONNEL SCHEDULE

*Personnel are allocated to the Sanitary Utility from the Public Works Operations Budget.

STORM WATER MGMT RESERVE

PURPOSE

The Storm Water Management Budget involves the inspecting, cleaning and repairing of over 103 miles of storm sewers and 7247 storm inlets in the City. It also involves responding to flooding and other emergencies to clear inlets and keep water flowing as needed. A storm water utility was formed midyear 2000.

PROGRAMS/SERVICE LINES

STORM SEWER CLEANING PROGRAM

Covers cleaning of over 7247 storm inlets over 9 years; with annual inlet cleaning generating about 75 tons of material for disposal. NR 216 has increased the cleaning effort which is generally completed with treating basins for West Nile.

STORM SEWER REPAIRS PROGRAM

Involves inspection and repair of manholes and inlets by area every nine years, with scheduled repairs usually in street sealcoating areas, and non-scheduled repairs outside of those areas as needed.

LEAF COLLECTION PROGRAM

Attends to fall leaf pick-up and sweeping of leaves in the streets, as well as recovery of those leaves.

STREET CLEANING PROGRAM

Performs a minimum of six complete cycles of sweeping of all City streets and alleys as well as hand sweeping areas.

ADMINISTRATION PROGRAM

Provides necessary technical support and supervisory activities.

2013 ACHIEVEMENTS

- Completed Meinecke storm sewer relief project.
- Staff is working to get all catch basins cleaned in the City as required by DNR.
- 100th Street storm sewer project will be completed in 2013. This is the final element to bringing flood relief to the northern part of the City.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 1,905,812	\$ 2,206,029	\$ 300,217
Rev	\$ 2,675,338	\$ 3,364,844	\$ 689,506
Net	\$ 769,526	\$ 1,158,815	\$ 389,289
FTE's	-	-	-

MAJOR CHANGES

- A rate increase is proposed to fund infrastructure improvements

2014 GOALS

- Successfully implement the Milwaukee Avenue improvement to bring flood relief to Milwaukee Avenue Corridor.
- Continue with the required catch basin cleaning program.
- Work with MMSD to begin the planning process regarding the jurisdictional transfer of Schoonmaker Creek.

2013 BUDGETARY CHANGES

Due to changes in personnel allocations wages are re-estimated. As the rate was established after the budget was adopted, revenues are re-estimated to reflect the adopted stormwater rate. In addition the depreciation cost is updated.

2014 BUDGETARY CHANGES

REALLOCATION OF REAR-LOADER REFUSE TRUCKS

For the 2013 budget, the equipment costs of the rear loaders previously assigned to refuse collection have been re-allocated to the leaf collection program. This action is an outgrowth of the change in City refuse collection practices to single person trucks and new side loading vehicles. This results in an increase in internal charges of \$96,792.

OPERATING EXPENDITURES

Operating expenditures increase \$252,646. This is due to:

- \$33,903 in general fund overhead charges assigned to the utility
- \$203,400 increase in depreciation costs due to increased construction

PROJECTED RATE INCREASE FOR INFRASTRUCTURE IMPROVEMENTS

In order to catch-up and maintain an adequate infrastructure replacement schedule as well as address basement back-up issues such as those in the Meinecke and Ruby areas, the City began an enhanced capital improvement program beginning in 2011. This includes over \$16,331,621 in Stormwater improvements from 2013-2017. These improvements are largely bond-financed so that debt service for repayment of those bonds is projected to increase over the next 10 years. This will cause sanitary rates to increase.

For 2014, a 17% rate increase is recommended which would increase local revenues by \$481,242. This would result in a \$2.83 quarterly increase to the average residential stormwater portion of the water bill.

This produces a debt coverage ratio of 1.05 and a 29% cash balance. While the debt coverage ratio is higher than our target (1.1), the \$1.7 million in debt yet to be issued in 2013 is not factored into the budget as the structure is still being determined. As a result, these numbers will be updated after the debt is issued and the capital budget is finalized so that final rates can be established and approved.

BUDGET SUMMARY TABLE

Storm Water Management Reserve Fund #17								
Expenditures								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
299,365	210,677	214,101	313,747	273,014	5100	Wages	329,612	14.9%
186,290	161,786	112,112	159,764	153,939	5195	Fringe Benefits	159,193	7.2%
266,023	309,619	352,385	324,405	326,780	5500-5520	Internal Charges	421,197	19.1%
539,826	552,222	645,646	603,238	763,288	5200-5900	Operating Expenditures	855,884	38.8%
23	-	242	-	-	5950-5970	Capital Outlay	-	0.0%
872	867	376	1,000	1,000	5990	Insurance	2,669	0.1%
-	-	-	-	-	5980-025	Manhole Adjustments	-	0.0%
-	-	-	-	-	5980-035	Emergency Response	-	0.0%
68,114	68,114	68,114	68,114	68,114	5980-040	Educational Grant	68,114	3.1%
-	-	-	-	-	5980-050	Non-Point Source Grant	-	0.0%
-	-	-	-	-	5980-055	Schoonmacher Creek Impr	-	0.0%
-	-	-	-	-	5980-060	Storm Damage	-	0.0%
20,022	-	-	-	-	5980-065	Non Point Grant/Rain Gard	-	0.0%
24,995	-	-	-	-	5980-075	Map Revision-CLOMR	-	0.0%
-	-	-	-	-	5980-070	Emergency Mutual Aid	-	0.0%
283,371	262,378	398,557	435,544	412,291	340-5300	Interest Expense	369,360	16.7%
1,688,901	1,565,663	1,791,533	1,905,812	1,998,426		TOTAL	2,206,029	100.0%
Revenues								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
2,362,332	2,342,381	2,342,770	2,640,344	2,859,102	311-4100	ERU Fees	3,340,344	99.3%
22,329	22,425	23,534	23,000	23,000	311-4200	Penalty Charges	23,000	0.7%
2,955	2,219	2,728	2,200	2,200	331-4100	Interest	1,500	0.0%
45,813	73,609	-	-	-	331-4200	Non-Point Source Grant	-	0.0%
11,392	11,054	10,555	9,794	6,906	331-4500	Federal Reimbursement-BAB	-	0.0%
-	-	-	-	-	331-4900	Other Revenue	-	0.0%
2,444,821	2,451,688	2,379,587	2,675,338	2,891,208		TOTAL	3,364,844	100.0%

PERSONNEL SCHEDULE

*Personnel are allocated to this budget from Public Works Operations.

MADACC

MISSION

To contract with MADACC (Milwaukee Area Domestic Animal Control Commission) to provide quality cost effective animal control services that protect public health and safety and promote the welfare of animals and responsible pet ownership throughout the 19 municipalities of Milwaukee County.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 51,000	\$ 53,000	\$ 2,000
Rev	\$ 6,100	\$ 6,237	\$ 137
Levy	\$ 44,900	\$ 46,763	\$ 1,863
FTE's	-	-	-

MAJOR CHANGES

PROGRAMS/SERVICE LINES

Programs included in the field operation are: stray pick-ups, injured animals, and assistance to law enforcement agencies. The kennel operation houses and cares for the animals for the required 7-day legal holding period. The kennel operation evaluates and recommends animals not claimed during the 7-day legal holding period to various shelters and breed rescue groups for possible adoption; and also performs euthanasia as needed for those animals unsuitable for adoption. The office staff performs all administrative work.

Responsible for all government required animal control activities, including stray pick-ups, provide assistance to law enforcement and health agencies as needed with cruelty investigations, injured animal assistance and assessment of adoptable animals. Also spay/neuter programs and educational programs are provided. MADACC is a creation of Wisconsin statutes 66.13 and is an inter-agency cooperative organization. Membership is comprised of the City of Milwaukee and all 18 suburbs in Milwaukee County.

Milwaukee Area Domestic Animal Control Center								
Dept #624								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
58,319	57,074	52,090	51,000	51,000	5200-5900	Operating Expenditures	53,000	100.0%
58,319	57,074	52,090	51,000	51,000		TOTAL	53,000	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
6,378	6,597	6,122	6,100	6,442		Unallocated Revenues	6,237	11.8%
51,941	50,477	45,968	44,900	44,558		Tax Levy	46,763	88.2%
58,319	57,074	52,090	51,000	51,000		TOTAL	53,000	100.0%

INTERNAL GRANTING

MISSION

To invest in the ideas generated by City staff which increase revenues, decrease expenditures or increase efficiency of City departments.

PROGRAMS/SERVICE LINES

Beginning in 2012, \$250,000 is made available annually as grants to City departments for proposals which increase revenues, decrease expenditures or increase efficiency. A cross-functional team of City employees reviews and ranks applications which are then recommended to the City Administrator for final approval.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 250,000	\$ 250,000	\$ -
Rev	\$ 29,903	\$ 29,419	\$ (484)
Lewy	\$ 220,097	\$ 220,581	\$ 484
FTE's	-	-	-

2013 ACHIEVEMENTS

2012 marked the inaugural year of the internal granting program. Below is the status of the funded projects:

AGENDA MANAGEMENT SOFTWARE

The new agenda management system was implemented in November 2012 and is largely complete as council agendas and packets are produced in electronic format only. Work continues on the implementation of the Minute Traq/Minute Maker software; additional staff training has taken place in order to make better use of the software's functionality. It is conservatively estimated that 22 cases of paper will be saved in 2013 at a total cost of \$700 by going paperless with Council Committee packets and agendas. It used to take two staff members between 1-2 hours on a weekly basis just to prepare the packets for distribution; staff-time savings are estimated to be approximately \$5,000 on the distribution task alone.

AUTOMATED SCHEDULING

The Human Resources and Fire Department selected Telestaff through a competitive RFP process and began implementation in July 2013.

LED STREET LIGHT CONVERSIONS

Substations U and V were converted entirely to LED by April 2013 (75 lights Internal Granting project) but final evaluation results are not yet available. Substation 80 was entirely converted to LED and shows a 57% reduction in energy over 2010 HPS lighting. In addition, all 175 alley lights have been converted to LED style and show a 42% reduction compared to 2012 alley light billing resulting in \$4,540 annual savings in energy costs per year due to this conversion alone.

HEALTH LICENSING DATABASE

The Health Department's restaurant licensing database module has been completed including an automatic upload into the City's financial system. For calendar year 2012, invoices were produced using this new process.

TREASURER REMOTE DEPOSIT SCANNER

The Treasurer's Office purchased a remote deposit scanner to electronically transmit checks to the bank. This is estimated to reduce bank fees \$1,900 annually and save 30 minutes daily of Finance Department management having to transport the deposit to the bank. This is over 100 hours per year.

TEMPORARY STAFFING IN COURTS

Temporary staffing continues to work to eliminate a backlog of driver licenses suspensions and outstanding warrants that resulted from the conversion of court software.

FIRE EXTINGUISHER TRAINING PROP

The Fire Department purchased a fire extinguisher training prop to be used to create a realistic opportunity for persons to practice and learn the proper way to extinguish a fire. The prop will be used as part of an OSHA 1910 compliant training program for the public, private business, as well as all city departments.

LIGHTING UPGRADE AT THE PUBLIC WORKS BUILDING

The first phase of \$376,000 in lighting improvements recommended by Harwood Engineering includes replace the lighting in the garage area of the Public works Building. Originally estimated at \$180,000, the low bid was awarded for \$135,000 and work is nearing completion. Electricity savings are estimated to be \$17,780 annually so the payback period would be 8 years.

AUTOMATED LICENSE PLATE READER

\$12,080 was funded towards an additional automated license plate recognition unit for the police department. These mobile systems attach to our squad cars and automatically read, photograph and record every license plate that passes through the systems infrared camera. This unit was purchased and installed so that the Police department will have 3 units.

RECYCLING CAMPAIGN

\$10,000 is funded towards a public relations campaign to encourage recycling. The City believes it can increase its diversion rate and for every ton of recycling diverted from the garbage stream, the City saves \$100. With this \$10,000 investment, the City sets a goal of diverting an additional 200 tons of recycling. This \$10,000 was used to hire a summer intern to manually inspect residential refuse carts and inform home-owners with recycling in their refuse cart of the financial impact on the City.

OTHER FUNDED INITIATIVES

As not all of the internal granting funds were utilized, funds were made available for a performance measurement initiative, a citizen survey, GIS and process improvement training. The citizen survey and performance measurement initiative are complete while the GIS and process improvement training are ongoing.

2014 GOALS

- Evaluate outcomes from 2012 and 2013 funded projects
- Monitor implementation of 2013 and 2014 projects
- Facilitate 2015 funding cycle of project

2013 BUDGETARY CHANGES

FUNDING OF ADDITIONAL 2013 PROJECTS

Approximately \$80,000 was unallocated as part of the 2013 granting process so as to be available for mid-year awards. The following projects were awarded funds to be utilized in 2013.

- \$4,722 was awarded to the Health Department to expand their recently developed licensing database to include the licensing and inspection of all recreational waters and lodging establishments in Wauwatosa. The funds will pay for the programmer to continue building, beta testing, implementing, evaluating, and report generation (GBL Software). It will also pay for limited clerical time for database population, policy development, licensing renewal, evaluation and report generation to the state in the fall. This project will increase efficiency, decrease errors, increase speed of processing, and decrease duplication resulting in efficiency and better customer service. This will be an ongoing efficiency once the transition is successfully made. Time saved will be used on other department functions. The expected non-financial project outcomes are listed below:
 - Improved customer service by consolidating the number of City departments involved in the licensing process.
 - Increased efficiency and decrease errors by generating invoices and accounts receivable rather than manually entering ledger line items.
 - Increased conformity with WHD's State Agent Contract standards for licensing by WHD licensing facilities for which it has been contracted by the state to oversee, inspect and license.

This project has a 4-year estimated payback.

- \$7,500 was awarded to the Information Technology and Public Works Departments to hire a consultant to design a new server room and upgrade and modernize the HVAC unit that provides the necessary cooling for the server units. These units, which are the backbone of essential computer services for City employees, throw off a great deal of heat so that controlling the temperature and humidity in this room is essential to ensure that these units function properly, and reach their proper service life. \$30,000 is earmarked in 2014 for the construction of the server room.

Currently the HVAC unit is located in the server room is oversized and provides so much cooling that the cold air spills out into the work area of the IT Department and makes it very

uncomfortable for the employees, some of whom use space heaters even in the summer. The unit was purchased used 15 years ago and has actually failed since this award was made and has been replaced with temporary units. The energy savings are estimated at \$1,800 per year resulting in a 17 year pay-back. However, the risk mitigation factors are more important than the savings. The proper environmental controls protect \$200,000 of equipment which allow over 150 employees in City Hall conduct their daily work. This project will also allow the relocation of a water line that currently runs over the servers.

- \$25,000 was allocated to the Public Works department for the purchase of anti-icing equipment to support a pilot project for the winter of 2013/14 to evaluate the effectiveness integrating the use of liquids into the City of Wauwatosa's Snow and Ice Control Program. There are two areas where the use of liquids will be tried to see if salt usage can be reduced, and if service levels can be enhanced.

First, the City will utilize a tank mounted on the back of an existing truck that is loaded with salt brine as a means of anti-icing prior to a snowstorm. If snow is forecast, this truck will be dispatched on regular time in advance of the storm, to spread salt brine on the pavement. This salt brine can melt up to one half inch of snow and be effective before the regular salt truck can be loaded and dispatched. As a test, the trial run will include all railroad crossings, the Harmoniee Bridge, State Street, and all hills and curves in that area of the City. Salt usage will be tracked and photos will document how effective this anti-icing operation is at keeping the initial snow and/or ice from bonding to the pavement.

Secondly, as part of the pilot project, a total of four existing City salt trucks will be fitted with tailgate mounted tanks that will carry a salt brine solution. The salt brine will be sprayed onto the salt just before it is spread onto the pavement. The salt brine allows the melting effect of the salt to act quicker since it is already a liquid, and helps reduce the "bounce" that occurs when salt is spread at speed from a salt truck. Taken together, and tried in other snow belt cities, these measures have been shown to reduce the quantity of salt required by 20-40%. This would represent a significant savings in terms of the almost \$250,000 that the City of Wauwatosa spends on salt in an average winter.

The purchase requested through internal granting is for \$25,000 as follows: The City will purchase 4 tailgate mounted tanks, pumps and hydraulic system upgrades for pre-wetting the salt before it is spread onto the pavement. These tanks et.al. are \$4,000/ea. for a total expenditure of \$16,000. Secondly the Public Works Department is requesting to purchase a 1000 gallon tank that will be mounted on the back of an existing truck to be used for the anti-icing effort preceding the storm. This cost is estimated at \$9,000, hence the total funding requested through internal granting of \$25,000.

In summary, in this coming winter the Public Works department will track the effectiveness of the use of liquids in not only controlling costs, but also providing a service enhancement for our residents. The data derived from this pilot project will determine if future expansion of the program is warranted.

2014 BUDGETARY CHANGES

FUNDING OF NEW PROJECTS

The Internal Granting team awarded \$129,000 in grants and plans to hold a second submission for additional grants in December 2013. The funded projects include:

- \$30,000 is allocated to the Fleet Division to fund a pilot program for the purchase of one fully-electric and one hybrid vehicle for use in the City Hall Fleet, initially likely to be the vehicles used by building inspectors. These funds are in addition to the funds already budgeted for the replacement of two 2001 Ford Focus vehicles already scheduled for replacement in 2014. The amount requested would cover the purchase price premium for the purchase of the requested vehicles as compared to the purchase of a “traditional” a gasoline-powered Ford Focus

As City vehicles are typically used for short distances within a few miles of City Hall, they are ideal candidates for electric vehicles which incur less than 1/7th of the current fuel cost. Gaining experience with these vehicles now would position the City to transition its entire fleet seamlessly when the purchase price falls enough to make such a move cost-effective

Importantly, this project also positions the City for future economic development opportunities. With the creation of the UWM Innovation Campus, and its first tenant ABB Inc., the City is looking to become a hub for technology innovation companies. The existing Milwaukee County Research Park and other development in the City also lead toward promotion of this image. By operating its own electric and hybrid vehicles, the City becomes an important partner in this effort and shows that it “puts its money where its mouth is” in regards to these technologies.

Due to the high up-front cost of the technology, even with the great government purchasing power, even with the tremendously-reduced ongoing fuel costs, requires that the investment in an all-electric vehicle itself would not be paid off for 14.0 years. The hybrid vehicle, while having a lower purchase price, also fails to produce as much fuel savings (“only” 42% annual fuel savings), but the combination of these factors would allow the hybrid vehicle alone to pay itself off with fuel savings in 9.8 years. When taken together, these average out to a payoff of 12.6 years. (NOTE: The federal government provides one-time tax credits up to \$7,500 for individuals and private companies purchasing all-electric or other alternative fuel vehicles, but as a tax exempt entity, the City would not be eligible for these tax credits.)

- \$69,000 is funded towards the second phase of the Public Works Building lighting upgrade during which lighting in the Fleet mechanics area of the garage would be replaced. Estimated energy savings are \$3,411 annually resulting in a 16 year payback.
- 56,000 was awarded to the Parks Department based on a proposal submitted by the Energy Committee to replace the existing 42 year old boilers in the Parks administrative building as a method to save energy. Also planned is a project to replace much of the interior lighting in the building. The existing fixtures are primarily T-12 fixtures which are no longer readily available. The new fixtures would be the T-8 fixtures that are more energy efficient and would also qualify for some Focus on Energy rebates. The estimated payback is 14 years; however, completing the project before the boiler fails ensures that the double-boiler can be downsized to a single and avoids a more costly emergency repair.

- \$30,000 is allocated for the remodeling of the IT server room and installation of a temperature control system based on the study described in the “2013” section above.
- \$13,500 is allocated for the purchase of an Automated License Plate Reader for the Police Department. This system automatically takes pictures of license plates and processes the information looking for stolen vehicles or fugitives from justice. Through 2012 there were four units installed in front line squads. The goal is to have one unit on each of the six front-line squads.

BUDGET SUMMARY TABLE

Internal Granting Program Dept #626								
Expenditures								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
-	-	147,417	250,000	337,340	5100-5900	Operating Expenditures	250,000	100.0%
-	-	147,417	250,000	337,340		TOTAL	250,000	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	% of Total
-	-	17,325	29,903	42,611		Unallocated Revenues	29,419	11.8%
-	-	130,092	220,097	294,729		Tax Levy	220,581	88.2%
-	-	147,417	250,000	337,340		TOTAL	250,000	100.0%

UNALLOCATED REVENUES

PURPOSE

Unallocated revenues are funds which are not earned by any single department. They are depicted in this narrative for presentation and discussion purposes but are then allocated to departmental budgets and appear in the “Unallocated Revenue” line in general fund departmental budget summary tables as an offset, along with property tax levy, to departmental net costs.

DESCRIPTION

PRIOR YEARS OMITTED TAXES

Omitted taxes are property taxes that were not assessed in a prior year and subsequently owed to the City.

BUDGET SNAPSHOT			
	2013	2014	Change
Exp	NA	NA	
Rev	\$4,654,825	\$4,603,691	\$ (51,134)
Levy	NA	NA	
FTE's	NA	NA	

MAJOR CHANGES			
<ul style="list-style-type: none"> Continued growth, but slower than projected, in franchise fees. Addition of Administrative Reimbursement by Storm and Sanitary Sewer Utilities Increase in Transfer from Water Utility Decrease in Appropriated Surplus Applied 			

PAYMENTS IN LIEU OF TAXES

There are five property-tax exempt organizations currently making payments in lieu of property taxes. These include San Camillo , Milwaukee Hellenic Elderly Housing, Annunciation Greek Orthodox Church Foundation Center, Harwood Place and Luther Manor.

PAYMENTS IN LIEU OF TAXES- DNR

The State makes a payment in lieu of taxes on the forest land near Hanson Park.

STATE SHARE TAXES

State shared taxes reflect unrestricted aid provided by the State of Wisconsin.

UTILITY PAYMENT

The State shares revenue from taxation of power plants within the City. Municipality specific amounts are not available until Sept. 15. As a result, the status quo is typically budgeted

EXPENDITURE RESTRAINT PROGRAM

The State shares revenue with municipalities that adopt a budget within limitations imposed. The 2014 revenue is a result of the 2013 budget complying with those limits. Municipality specific amounts are not available until Sept. 15. As a result, the status quo is budgeted.

COMPUTER EXEMPTION

The State reimburses municipalities based on the value of computer related equipment within their boundaries. Computers are exempt from property taxation. Municipality specific amounts are not available until Sept. 15. As a result, the status quo is budgeted.

TV FRANCHISE FEES

The city receives five percent of the gross revenues received by Time Warner Cable and AT&T that were generated within the City.

OTHER GENERAL GOVERNMENT

Miscellaneous revenues such as recycle cartridges and payroll fees are budgeted here.

UTILITY REIMBURSEMENT

Administrative charges to the Water, Sanitary and Storm Utilities reflecting support staff time spent in the administration of the utility. This includes charges from Comptroller, Treasurer, Human Resources, etc. and is based on a cost allocation model reflecting prior year actuals. Charges to the Sanitary and Storm Utility are new in 2014.

OTHER LOCAL DEPARTMENTS

Miscellaneous revenues such as rebates, collection fees and bank fee reimbursements.

OTHER RENTALS

Other rental income not specific to any department is budgeted in this account.

OTHER MISCELLANEOUS REVENUE

Miscellaneous revenue includes military pay, flex account balances, stale dated checks.

TRANSFER FROM PUBLIC WORKS BUILDING RESERVE

Historically the improvements to the Public Works Building were budgeted in the General Fund and funded by a transfer from the Public Works Building Fund. Beginning in 2014 these improvements are funded directly in the Public Works Building funds so this transfer is unnecessary.

TRANSFER FROM TIF

Beginning in 2013, a transfer from the Tax Increment Financing Districts was established to recognize administrative time spent in the development and management of TIF districts. This revenue amount is calculated based on an estimate of the amount of time the City Administrator, Mayor, Finance Director, City Attorney and Development Director spent working on TIF related matters in the prior year. Engineering staff time is directly billed to the TIF on an actual basis and not reflected here.

TRANSFER FROM THE WATER UTILITY

Payment in Lieu of Taxes by the Water Utility. This is based on a formula developed by the Public Service Commission and is based on the monetary value of water utility assets and the property tax rate.

APPROPRIATED SURPLUS APPLIED

This revenue reflects the amount of General Fund balance that is used to reduce the property tax levy. While the City has traditionally budgeted this revenue, it then manages the budget during the year so that fund balance is ultimately not used. The City plans over the course of several years to eliminate the use of this budgeted revenue.

2012/13 BUDGETARY CHANGES

PAYMENTS IN LEUI OF TAXES

No change is made to 2013 estimate or the 2014 Budget. Both years are budgeted at \$415,000 and reflect 2012 actuals of \$414,856. This revenue has decreased recently due to higher vacancy rates at the assisted living centers which impacts the calculation of the payments.

EXPENDITURE RESTRAINT PROGRAM

The 2013 and 2014 amounts are reduced from the 2013 Adopted Budget to reflect the actual amount received in 2013, a decrease of \$4,174.

COMPUTER EXEMPTION

The 2013 and 2014 amounts are reduced from the 2013 Adopted Budget to reflect the actual amount received in 2013. This amounts to a decrease of \$14,765 in 2014.

TV FRANCHISE FEES

The 2013 Budget is re-estimated down by \$10,000 as revenue increases are not as high as projected. However, this revenue does continue to grow and a \$10,000 increase over the 2013 adopted budget is proposed for 2014.

UTILITY REIMBURSEMENTS

The Water Utility Reimbursement is increased by \$19,093 for 2014 to reflect the increased cost of administrative support for the water utility. In addition, the Sanitary and Storm utilities will reimburse the General Fund \$53,294 and \$33,903 respectively for administrative support using the same methodology as the Water Utility. Previously this charge had not been applied to these 2 utilities.

TRANSFER FROM PWB RESERVE

This revenue is eliminated in 2014 reflecting that improvements to the Public Works Building will be paid for by the Public Works Building fund through rental income paid for by departmental users of the facility.

TRANSFER FROM THE WATER UTILITY

The formula for this revenue is based on the property tax rate and the value of the physical plant of the water utility. Due largely to capital improvements increasing the value of the plant, this revenue is re-estimated up by \$17,589 for 2013 and an additional \$62,012 for 2014.

APPROPRIATED SURPLUS APPLIED

Based on the 2013 re-estimated budget, approved carryovers and use of the contingency fund, \$924,077 of fund balance would be used to balance the budget which is shown as the 2013 re-estimate of Appropriated Surplus Applied. Of this amount, \$648,921 represents assigned fund balance for carryovers, i.e. it has already been set-aside for that purpose so that \$275,156 represents unassigned fund balance. However, the budget does not assume any attrition for the last 6 months of the year. Based on the 2nd quarter forecast, it is still possible that fund balance will not be utilized.

The 2014 Appropriated Surplus Applied is reduced by \$257,151 from \$500,000 in the 2013 Adopted Budget to \$242,849 in the 2014 Recommended Budget. It is the Administration's intent to eliminate this as revenue completely in the 2015 budget. As was done in 2013, 1.5% of salaries and associated benefits is reduced from departmental budgets to reflect attrition that will likely occur.

BUDGET SUMMARY TABLE

Unallocated Revenue								
Revenues								
2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated	Acct #	Name	2014 Adopted Budget	% of Total
138,466	92,960	30	-	-	101-4110	Prior Years Omitted Taxes	-	0.0%
438,584	426,183	414,856	415,000	415,000	101-4400	Payments in Lieu of Taxes	415,000	9.0%
4,922	5,178	5,395	5,395	5,561	101-4400-100	Payment in Lieu of Taxes-DNR	5,561	0.1%
828,188	828,188	703,960	704,000	704,000	221-4100	State Shared Taxes	704,000	15.3%
102,462	114,074	117,179	109,510	118,723	221-4300	Utility Tax	113,974	2.5%
1,008,954	953,040	964,075	964,074	959,900	221-4400	Expenditure Restraint Program	1,032,090	22.4%
346,506	321,549	284,765	284,765	271,019	221-4500	Computer Exemption	266,036	5.8%
620,816	644,367	673,827	700,000	690,000	511-4300	TV Franchise Fees	710,000	15.4%
6,560	7,846	1,949	6,000	2,000	511-4900	Other General Government	2,000	0.0%
94,751	97,491	102,142	126,391	126,391	741-4700	Water Utility Reimbursement	145,484	3.2%
-	-	-	-	-	741-4710	Sanitary Sewer Overhead	53,294	1.2%
-	-	-	-	-	741-4720	Storm Utility Overhead	33,903	0.7%
1,500	1,500	1,500	1,500	1,500	741-4900	Other Local Departments	1,500	0.0%
876	-	167	-	-	821-4900	Other Rentals	-	0.0%
-	1,763	-	-	-	841-4100	Donations General	-	0.0%
120	110	(9)	-	-	841-4200	Retained State Sales Tax	-	0.0%
214	395	66	-	-	841-4300	Jury Duty	-	0.0%
6,635	-	-	10,000	-	841-4500	Sale of General City Equipment	-	0.0%
4,255	20,309	6,652	5,000	11,814	841-4900	Other Miscellaneous Revenue	5,000	0.1%
29,787	29,791	-	29,791	-	921-4520	Transfer from P. W. B. Reserve	-	0.0%
-	-	-	25,000	25,000	921-4530	Transfer from TIF	25,000	0.5%
611,820	654,135	792,975	768,399	785,988	921-4600	Transfer from Water Utility	848,000	18.4%
26,365	99,400	218,650	500,000	954,864	921-4900	Appropriated Surplus Applied	242,849	5.3%
4,271,781	4,298,279	4,288,179	4,654,825	5,071,760		TOTAL	4,603,691	100.0%

DEBT SERVICE FUND

OVERVIEW

To collect funds to pay for debt service for the General Fund and Special Revenue Funds including Parks, Tax Increment Financing (exclusive of Lease Revenue Bonds) and General Purpose Equipment

DESCRIPTION

General Obligation Debt is typically paid for out the of the Debt Service Fund except for that which is funded by the Sanitary, Storm or Water Utilities. The table below shows the principal amount of outstanding debt as of 1/1/14 totaling \$35,647,129. This debt service is paid for through the following sources:

- Property tax levy through a transfer from the General Fund totaling \$3,493,931 in 2014
- Interest earnings through a transfer from the Amortization Fund totaling \$620,000 in 2014
- A transfer from the Parks Fund totaling \$235,718 in 2014
- A transfer from TIF 6 totaling \$9,305 in 2014 related to funds borrowed in 2011 for the design of Discovery Parkway
- A transfer from the General Purpose Equipment Reserve totaling \$60,188 for debt related to the Automated Refuse vehicles.
- A subsidy from the Federal Government equal to 35% of the interest cost of Build America Bonds totaling \$110,473 in 2014.

The fund currently shows an annual loss as the Covenant borrowing included capitalized interest so that annual interest payments are made out of the fund balance.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 4,255,195	\$ 4,621,615	\$ 366,420
Rev	\$ 4,160,531	\$ 4,529,615	\$ 369,084
Net	\$ (94,664)	\$ (92,000)	\$ 2,664
FTE's	-	-	-

MAJOR CHANGES

- 2013 Refunding of 2009 Build America Bonds resulting in reduced federal subsidy offset by reduced interest earnings
- Increase in Transfer from the General Fund due to increased debt service and lower interest earnings.
- Debt Service increases by \$366,420

Issue	Outstanding Principal
GO Prom Notes, 2005	\$ 182,400
GO Prom Notes, 2006	\$ 574,706
GO Prom Notes, 2007	\$ 587,520
GO Prom Notes, 2008	\$ 1,199,061
GO Prom Notes, 2011	\$ 1,602,059
GO Prom Notes, 2012	\$ 6,025,000
GO Prom Notes, 2013	\$ 3,440,000
Taxable GO Ref & Street Imp Bonds 2010B BAB	\$ 8,675,000
Taxable GO Refunding Bonds, 2010A	\$ 6,572,300
Covenant Settlement, 2011	\$ 4,600,000
Taxable GO Prom Notes, 2009 BAB Refunded	\$ 2,189,082
Grand Total	\$ 35,647,129

In total, the City has \$91,064,999 in outstanding debt assuming the second bond issuance scheduled for November 2013. The table below organizes that debt by funding source.

Funding Source	Outstanding Debt
GO Debt (Levy funded)	\$ 35,647,129
GO Debt (Sanitary funded)	\$ 17,468,013
GO Debt (Storm funded)	\$ 16,301,657
GO Debt (Water funded)	\$ 298,200
Lease Revenue (TIF 2)	\$ 12,050,000
Water Revenue	\$ 9,300,000
TOTAL	\$ 91,064,999

It is important when considering the debt capacity of an organization how it compares to stated policy and comparable peers. The table below provides this comparison.

	Tosa	Debt Policy	National Medians Aaa
Total Debt	\$ 69,714,999	NA	NA
Total Net Debt	\$ 35,647,129	NA	NA
Direct Net Total Debt as % of Full Value	1.41%	5.00%	NA
Direct Net Levy Debt as % of Full Value	0.72%	0.77%	0.70%
Debt Service (Net) as a % of Expenditures	8.56%	10.00%	NA
Debt Burden (All taxing bodies - % of value)	3.84%	NA	2.22%
Net Debt per capita	770	NA	1,248
Debt per capita as % of median income	2.09%	NA	2.99%

Based on this analysis and discussions with the City's bond rating agency, Moody's, the City does have sufficient debt capacity to manage increasing debt levels; however, the impact on the property tax levy and utility rates must be closely monitored and forecasted.

2013 BUDGETARY CHANGES

REDUCTION IN OTHER REVENUES	(\$50,756)
-----------------------------	------------

Other revenues are reduced due to the refunding of the 2009 Build American bonds which results in their conversion to tax-exempt bonds. The interest savings offsets the loss of the subsidy. In addition, the subsidy was reduced 8.75% due to the federal sequester.

TRANSFER FROM PARKS (REVENUE)	\$15,146
-------------------------------	----------

This transfer is adjusted to include a portion of the 2012 bonds that had been misclassified. There is no city-wide impact as the transfer from the general fund to debt service will also be decreased at year-end.

TRANSFER FROM WATER (REVENUE)	(\$34,171)
-------------------------------	------------

Due to changes required by the Public Service Commission, the Water Utility will pay the debt service owed on General Obligation bonds directly. The revenue and expense are removed from Fund 2 accordingly

DEBT SERVICE (PRINCIPAL AND INTEREST)	(\$49,497)
---------------------------------------	------------

This is reduced due to the refunding and public service commission required changes discussed above.

2014 BUDGETARY CHANGES

OTHER REVENUES	(\$44,427)
----------------	------------

Other revenues decrease by \$44,427 from the 2013 adopted budget due to the refunding of the 2009 Build America Bonds and the subsequent elimination of the 35% interest subsidy. However, this is offset by a decrease in interest costs.

TRANSFER FROM THE GENERAL FUND (REVENUE)	\$717,247
--	-----------

The transfer increases by \$717,247 to \$3,493,931. This increase in property tax levy contributed towards debt service is necessary due to debt service increasing and interest earnings falling.

TRANSFER FROM AMORITZATION FUND (REVENUE)	(\$271,000)
---	-------------

The transfer from the Amortization Fund decreases \$271,000 to \$620,000 due to decreased interest earnings. As the amortization fund is slightly under-funded (estimated to be 92% of debt service with a goal of 100%) no draw-down is recommended so that the transfer from the Amortization Fund is equal to the interest earning revenue transferred into it from the General Fund.

TRANSFER FROM WATER TO DEBT (REVENUE)	(\$34,171)
---------------------------------------	------------

As described above, Due to changes required by the Public Service Commission, the Water Utility will pay the debt service owed on General Obligation bonds directly. The revenue and expense are removed from Fund 2 accordingly

DEBT SERVICE (PRINCIPAL AND INTEREST)

\$366,420

Debt Service increases \$366,420 to a total of \$4,575,615. The increase in principal is actually \$438,847 while interest costs decrease \$72,427 due largely to the refunding of the 2009 Build American Bonds.

BUDGET SUMMARY TABLE

Debt Service Fund #02									
Expenditures									
2010	2011	2012	2013	2013			2014	% of	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total	
13,361,099	3,010,062	2,756,764	3,055,362	3,033,826	101-5100-5500	Debt Service Principal	3,494,209	75.6%	
708,689	1,020,126	1,046,452	1,153,833	1,125,872	201-5100-5500	Debt Service Interest	1,081,406	23.4%	
150,175	49,085	44,300	46,000	46,000	301-5300	Issuance Expense	46,000	1.0%	
14,219,963	4,079,273	3,847,516	4,255,195	4,205,698		TOTAL	4,621,615	100.0%	
Revenues									
2010	2011	2012	2013	2013			2014	% of	
Actual	Actual	Actual	Adopted Budget	Estimated	Acct #	Name	Adopted Budget	Total	
18,040,000	260,242	-	-	-	731-4200	Proceeds from Long Term Debt	-	0.0%	
-	262,101	248,000	-	-	731-4900	Other Revenue	-	0.0%	
13,513	-	-	-	-	811-4100	Interest	-	0.0%	
35,613	156,084	159,954	154,900	104,144	841-4100	Federal Reim BAB	110,473	2.4%	
2,250,000	2,400,000	2,160,000	2,776,684	2,776,684	921-4100	Trans from Gen Fund-Taxes	3,493,931	77.1%	
1,357,000	1,286,000	1,282,198	891,000	891,000	921-4200	Transfer from Amort Fund	620,000	13.7%	
-	-	8,102	13,192	13,192	921-4400	Transfer from TIF Dist Fund	9,305	0.2%	
1,810,000	-	-	-	-	921-4500	Trans from Capital Projects	-	0.0%	
75,490	101,144	174,650	226,792	241,938	921-4550	Transfer from Parks	235,718	5.2%	
-	75,490	75,490	-	-	921-4700	Transfer from PWB	-	0.0%	
-	-	-	63,792	63,792	921-4750	TSF from General Purpose	60,188	1.3%	
-	2,000,000	-	-	-	921-4850	Transfer from Health/Life	-	0.0%	
36,222	27,110	6,649	34,171	-	921-4900	TSF from Water Utility	-	0.0%	
23,617,838	6,568,171	4,115,043	4,160,531	4,090,750		TOTAL	4,529,615	100.0%	

GENERAL LIABILITY

PURPOSE

Provide risk management services that address the City's general liability and general litigation cost exposures and to procure stable and affordable insurance products that transfer the financial risk at acceptable cost.

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 270,114	\$ 274,809	\$ 4,695
Rev	\$ 319,806	\$ 651,368	\$ 331,562
Net	\$ 49,692	\$ 376,559	\$ 326,867
FTE's	-	-	-

PROGRAMS/SERVICE LINES

The Cities and Villages Mutual Insurance Company provides the city with \$10,000,000 of liability coverage for losses over the self-insured retention level of \$125,000 per occurrence with a \$500,000 aggregate stop loss. The city group purchases employment practices liability insurance through CVMIC which provides \$1,000,000 of coverage with a \$25,000 deductible per event. In addition, beginning in 2013 \$1,000,000 in internal crime coverage is purchased via CVMIC which insures the City against embezzlement and theft, forgery and robbery of City funds.

In 2009 CVMIC paid its first cash dividend payment. The annual dividend for the first twenty years was used to pay the city's share of debt service. Now that the debt has been retired, the dividend can either be used to provide additional risk management services, reduce premiums, be returned to the city, or a combination of all three. CVMIC's declared dividend for 2013 payable in 2014 will be \$63,007 an increase of \$1,642 from last year.

When claims are incurred, they are paid for out of the general liability budget. At year end, the Finance Department in conjunction with the City Attorney and CVMIC estimate the total of incurred but unpaid claims so that claims are generally charged or accrued for in the year they are incurred, regardless of when the claim is actually paid. In subsequent years, departments are charged for the incurred claims based on the previous July-June expenditures as described below and the General Liability fund is reimbursed.

2013 ACHIEVEMENTS

- Claims are currently running below budget although there is very little predictability to general liability claims.
- A new budgeting methodology was established so that general liability claims paid from July 1-June 30 of the year proceeding the budget (i.e. July 1, 2012-June 30 2013 for the 2013 budget) will be charged directly to departments in their 2013 budget with the goal of increasing awareness among City managers as to the cost of damage caused to non-City property and persons.

2014 GOALS

- Mitigate risk of claims through training and awareness

2013 BUDGETARY CHANGES

REDUCE PERSONAL INJURY CLAIMS (\$10,000)

REDUCE PROPERTY DAMAGE CLAIMS (\$10,000)

INCREASE AUTOMOBILE DAMAGE CLAIMS (\$20,000)

Claims are adjusted as described above to reflect the claims to date. While the total claims budget remains unchanged (\$160,000), it should be noted that if no additional claims are incurred, this fund would have a significant surplus at year-end. However, given the volatility of claims, the total budget was not re-estimated.

2014 BUDGETARY CHANGES

REALLOCATION OF CLAIMS EXPENDITURES \$0

Automobile damage claims are increased by \$10,000 and Property Damage and Other Liability are each decreased by \$5,000 to reflect the City's historical experience.

INCREASES IN INSURANCE PREMIUMS \$4,695

While renewals are not yet complete, insurance premiums are estimated to increase \$4,695 to \$114,809 driven mostly by increases to the excess coverage premium for general liability.

CHARGES TO GENERAL FUND DEPTS (\$155,050)

Charges to General Fund Departments increased by \$155,050 from \$78,544 to \$233,494. This serves a revenue in the General Liability budget. The following departments were charged for claims incurred from July 1, 2012 through June 30, 2013:

Department	Number	Amount	Description
Police	01-211	\$55,938	Litigation costs for multiple claims
Fire	01-221	\$1,972	Auto struck by City vehicle
Engineering	01-321	\$542	Auto struck by City vehicle
Public Works Operations	01-322	\$4,852	Litigation costs
Roadway Maintenance	01-331	\$3,673	Auto struck by City vehicle
Electrical Services	01-335	\$89,023	Auto struck by City vehicle
Solid Waste	01-361	\$25,617	Auto struck by City vehicle
Forestry	01-561	\$51,877	Auto struck by City vehicle

This results in a total of \$233,494 being charged to departments. Given other expenses and revenues, no additional transfer is needed from the General Fund. In fact, \$67,000 is transferred from General Liability to the General Fund.

CHARGES TO LITIGATION RESERVE

(\$375,000)

A new charge was created to the Litigation Reserve in the General Fund of \$375,000 that serves as a revenue in the General Liability budget. There is no offsetting expense in the General Liability Budget so that the intent is for this amount to be reserved for future use.

BUDGET SUMMARY TABLE

General Liability Reserve Fund #08									
Expenditures									
2010	2011	2012	2013		Acct #	Name	2014		% of Total
Actual	Actual	Actual	Adopted Budget	2013 Estimated			Adopted Budget	Total	
136,665	135,233	111,630	100,000	90,000	111-5100	Claims-Personal Injury	100,000	36.4%	
44,367	(27,698)	10,077	20,000	10,000	111-5200	Claims-Property Damage	15,000	5.5%	
33,030	1,971	4,121	20,000	10,000	111-5300	Claims-Other Liability	15,000	5.5%	
7,869	13,132	34,790	20,000	50,000	111-5400	Claims-Automobile Damage	30,000	10.9%	
3,802	4,029	998	7,954	7,954	121-5100	Wages	9,261	3.4%	
1,634	1,606	140	1,260	1,260	121-5190	Fringe Benefits	1,415	0.5%	
-	-	-	-	-	5500-5520	Internal Charges	-	0.0%	
100,364	92,528	95,562	100,900	99,349	5200-5900	Operating Expenditures	104,133	37.9%	
327,731	220,801	257,318	270,114	268,563		TOTAL	274,809	100.0%	
Revenues									
2010	2011	2012	2013		Acct #	Name	2014		% of Total
Actual	Actual	Actual	Adopted Budget	2013 Estimated			Adopted Budget	Total	
125	529	466	400	400	111-4200	Interest Earned	-	0.0%	
42,637	54,403	61,287	61,362	61,365	111-4500	CVMIC Dividend	63,007	9.7%	
-	-	-	-	44,730	111-4900	Other Reimbursement	-	0.0%	
375,000	103,000	150,000	150,000	150,000	121-4100	Transfer from Gen Fund	(67,000)	-10.3%	
-	-	-	78,544	78,544	121-4100-010	Trans from Gen Fund-Depts	608,494	93.4%	
31,398	28,529	(2,536)	5,000	4,721	121-4200	Transfer from Water Utility	6,288	1.0%	
73,351	105,184	108,936	18,000	26,461	121-4300	Transfer from Fleet Maint	28,274	4.3%	
8,507	12,544	(10,378)	5,500	5,716	121-4400	Transfer from Sanitary Sewer	9,636	1.5%	
872	867	376	1,000	794	121-4500	Transfer from Stormwater	2,669	0.4%	
531,890	305,056	308,151	319,806	372,731		TOTAL	651,368	100.0%	

TAX INCREMENTAL DISTRICTS

PURPOSE

TIF districts provide funding that enables development or redevelopment of property over a period of time. During the existence of a district the original (base) value of the district is held constant and the taxes paid on that value continues to be distributed to each of the overlaying taxing jurisdictions. The increased (incremental) taxable value of the district is the basis of property tax payments that are 'captured' by the city for the payment of any projects authorized to foster the development. After all financial obligations of the district are met the district is closed with the then higher current value the basis of taxes paid again to all overlaying taxing jurisdictions.

Under state law, at the time a district closes half the value impact of the district can be used to increase the levy of the municipality for general purposes including operations or debt service. The other half of the value functionally decreases the property tax burden of all other property tax payers. As an example the incremental value of TIF #2 represents 3.85 percent of the value of the City. When it closes half that value (1.93%) can be used to increase the city levy above the otherwise mandated 0% plus net new construction. In current value this would represent approximately \$725,000. This represents approximately 1.4% of total general fund expenditures. The other 1.93 percent will reduce property tax bills. To put this in perspective the average valued home would produce an estimated property tax decrease of approximately \$100, all other things being equal.

The total combined valuation for all TIF District increments located within the City cannot exceed twelve percent of the equalized value of the City. The calculation of this limitation is as follows:

	2012	2013
Equalized Value of the City	\$ 4,963,918,700	\$ 4,932,992,500
Maximum Allowable TIF Value	\$ 595,670,244	\$ 591,959,100
Current TIF Increment Value Estimated	\$ 254,193,700	\$ 291,872,700
Unused TIF Value Capacity	\$ 341,476,544	\$ 300,086,400

DESCRIPTION

TIF DISTRICT #2 (MILWAUKEE COUNTY RESEARCH PARK) CREATED 1994

The tax incremental value (total current value less base value) has increased from last year to \$190,056,600 (5.15%). Most of the work completed in 2013 was related to TIF 2's participation in the construction of Discovery Parkway due to the overlay of TIF 2 with TIF 6 (Innovation Campus) and the planned construction of a residential development within the boundaries of the overlay which will be

BUDGET SNAPSHOT

	2013	2014	Change
Exp	\$ 8,611,403	\$5,640,691	\$(2,970,712)
Rev	\$ 8,885,198	\$8,275,942	\$ (609,256)
Net	\$ 273,795	\$2,635,251	\$ 2,361,456
FTE's			

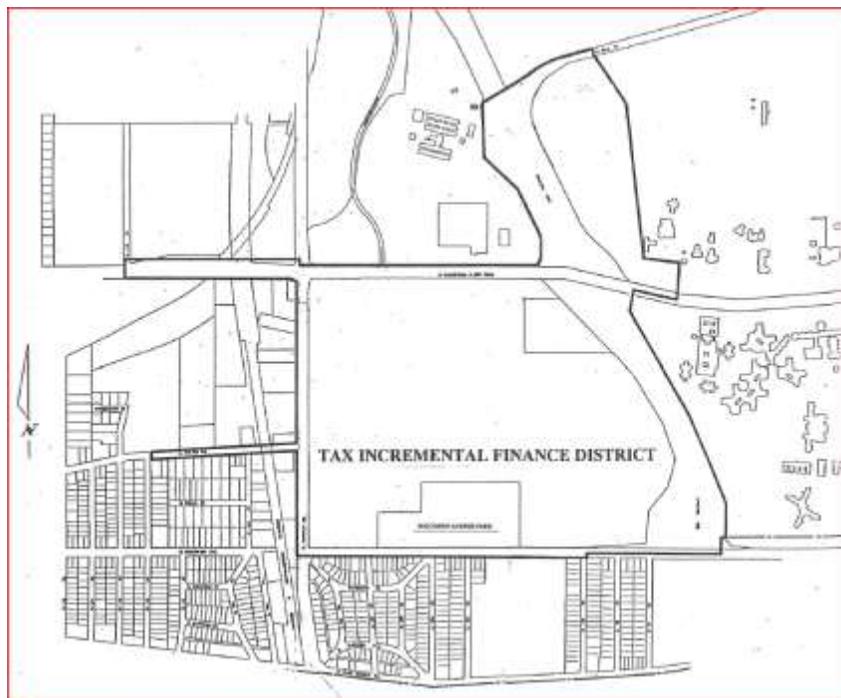
MAJOR CHANGES

- TIF 7 – Burleigh Triangle Created

serviced by Discovery Parkway. Utilizing this district enables the newer district to not have the burden of significant portions of project costs and thereby mitigates the financial risk of the newer district. It is estimated that TIF 2 will expend \$12.8 million related to these projects in 2013. This includes:

- \$4.1 million for Discovery Parkway infrastructure attributable to future residential development in the overlay area. Should the residential development not proceed prior to the closing of TIF 2, this would convert to a loan that would be paid back by TIF 6
- \$7.4 million for TIF 6 Discovery Parkway related costs. This is a loan that will be paid back prior to TIF 2 closing
- \$1.3 million for additional costs, the majority for constructing a water main to connect the Research Park and Innovation Campus

The remaining project(s) of significance are installing a water main in the to-be-reconstructed Swan Boulevard that will provide a redundant loop back to the Research Park. This is planned to be completed in 2014. A traffic study and possible improvements are also contemplated for the Research Park in 2014 with completion in 2015. This district has a base value of \$4,374,800. The District is currently projected to close up to three years earlier than the 2018 mandatory closure.



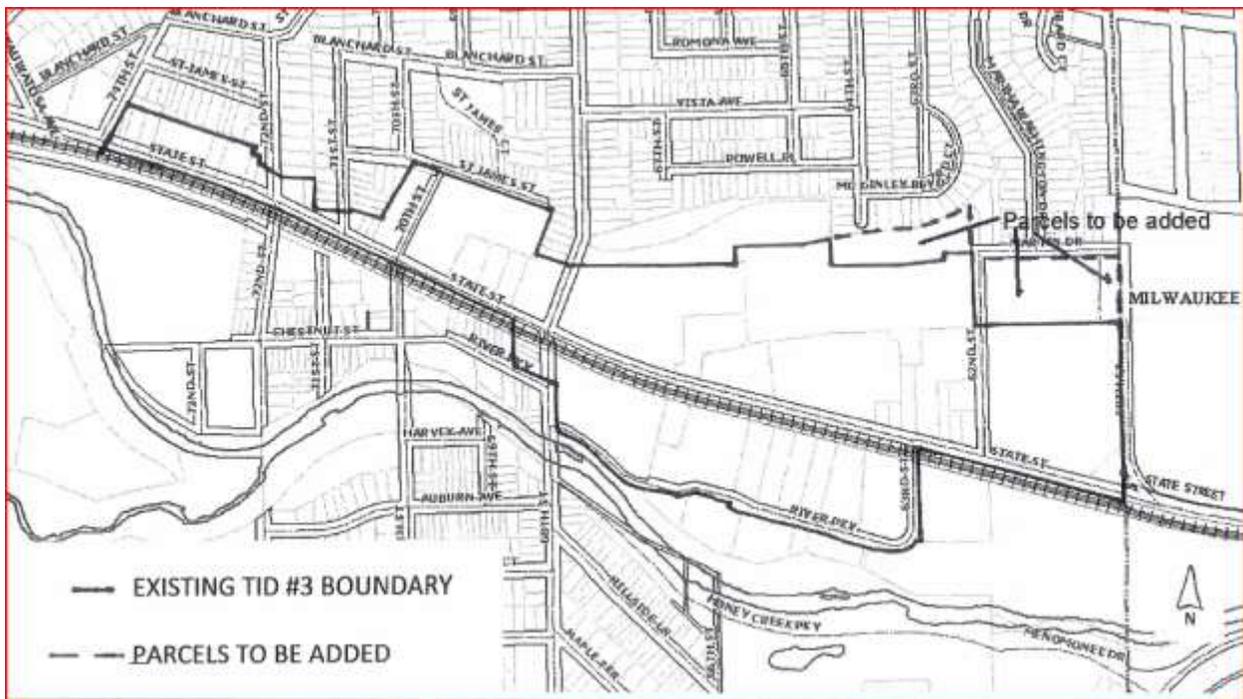
TIF DISTRICT #3 (STATE STREET) CREATED 2000

The equalized tax incremental value has increased from last year to \$76,566,700 (72.42%) with a base value of \$29,476,000. \$10.2 million of this increase is attributable to the completion of the Enclave project which includes 152 apartments. It does not include any value for the Annex project as that was still under construction as of 1/1/13. That project includes 40 apartments with an estimated value of \$3,240,000

As a result of the completion of the Enclave project, the 2014 Budget assumes the Municipal Revenue Obligation owed by the City to the Enclave developer's increases from \$67,000 in 2013 to \$230,000 in 2014.

The current development agreement for the Western Metals site allows for \$650,000 in costs related to demolition and \$765,000 in general environmental remediation costs as well as an additional \$300,000 for more specific remediation activities. The demolition was completed in 2009 and \$608,330 was reimbursed to the developer. Only 40% of environmental cost can be reimbursed prior to construction. To date, \$190,750 have been spent on environmental remediation resulting in \$574,249 still available. However, only \$235,249 is available for reimbursement prior to construction. Given the residential project currently under review for this site, the 2013 re-estimate for TIF 3 assume this \$235,249 is expended.

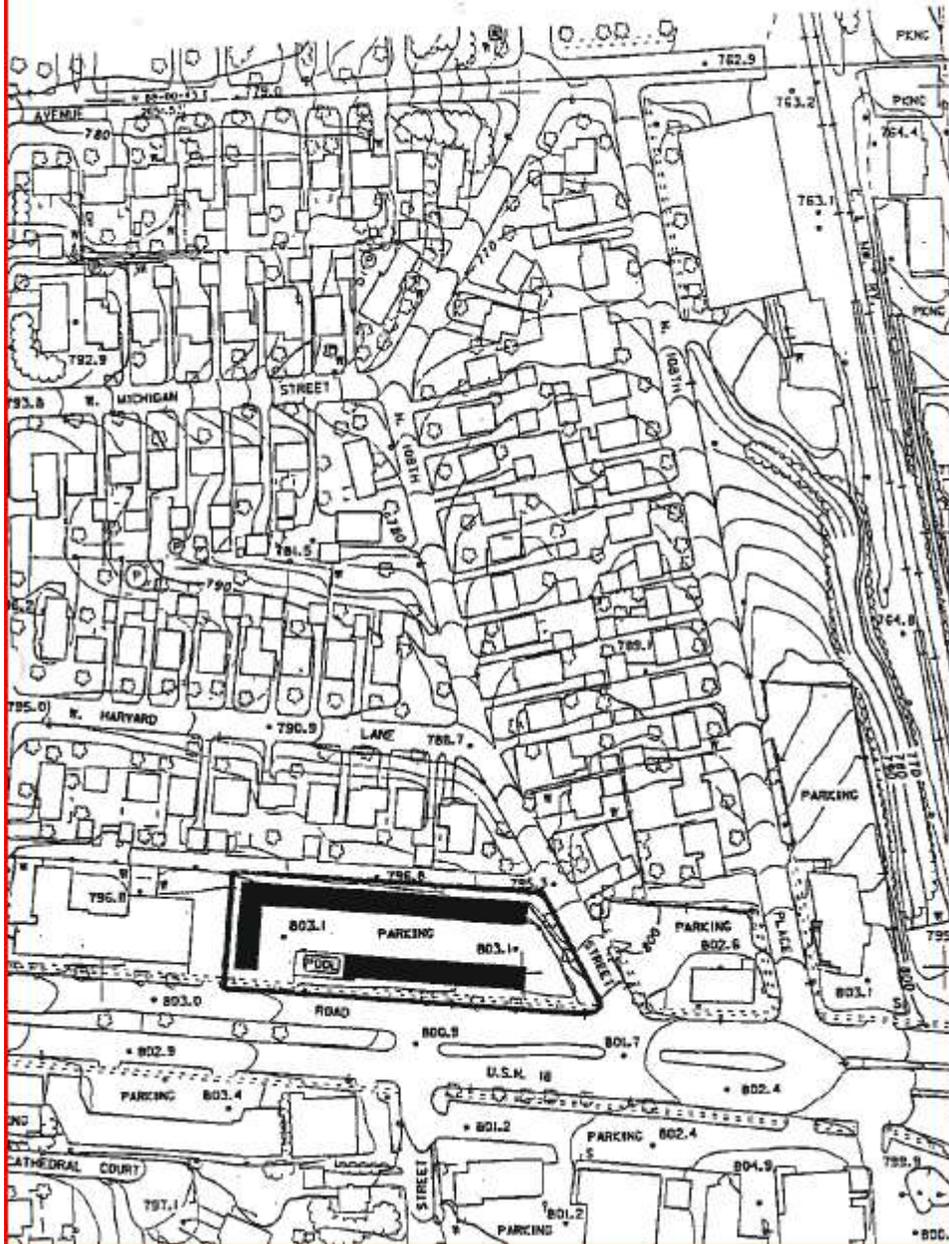
This TIF does not have a target expiration date because of ongoing financial commitments and the opportunity to add projects as appropriate. The mandatory expiration date is not until 2023.



TIF DISTRICT #4 (FORMER CAMELOT SITE) CREATED 2002

This TIF was closed in 2013. A final audit must still be accomplished but it is estimated that \$6,674,000 in value will be added to the general property tax roll. This will result in \$175,000 in estimated property tax revenue for all taxing jurisdictions. It is also estimated that \$417,984 in fund balance will be distributed to all of the taxing jurisdictions including the City of Wauwatosa in 2013. Because of its relative small size, closure of the district will not have a significant impact on the overall levy of the city but has been successful in transforming this specific property.

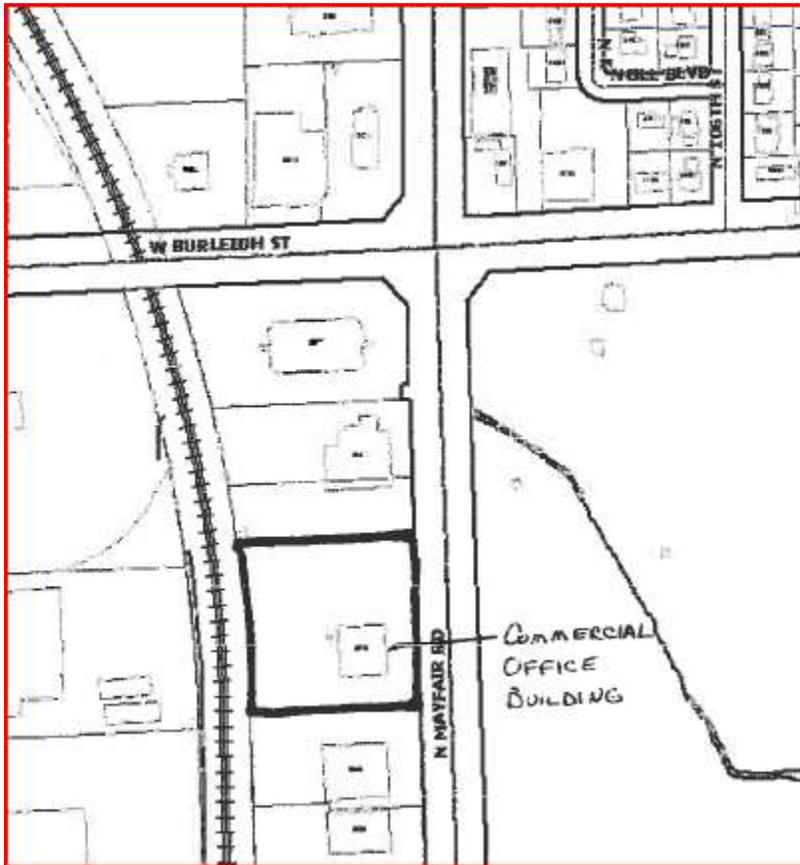
Proposed TIF #4. Shaded area indicates blighted property.



TIF DISTRICT #5 (MAYFAIR MEDICAL) CREATED 2007

The equalized tax incremental value increased significantly with completion of the medical building on the site to \$12,984,000 (27.88%). This is a pay-as-you-go district wherein the developer financed the

parking structure and is reimbursed those costs out of the tax payment received each year. This district has a base value of \$2,401,800. The district has a targeted expiration date of 2018 based on the remaining Municipal Revenue Obligation.



TIF DISTRICT #6 (UW-M INNOVATION PARK)

This district was created in September 2010 and has a base value of \$0 as it was owned by Milwaukee County and was thereby tax exempt. With the purchase of the property by the UW-M Real Estate Foundation it has a 2013 value of \$12,265,400 so that an estimated tax increment of \$322,272 will be generated in 2014.

The 2013 re-estimate assumes the completion of Discovery Parkway, the Accelerator Building and the ABB underground parking garage at a cost to TIF 6 of \$9.5 million. Of this amount, \$2.0 million is an internal loan from the Debt Service Fund and \$7.5 million is a loan from TIF 2. It is anticipated that TIF 6 will issue general obligation bonds in 2015 in order to repay these internal loans.

The only budgeted activity in 2014 is \$300,000 for potential grading associated with future building pads.

A residential development originally contemplated under the project plan is currently undergoing a plan approval process. The developer has submitted a TIF request for \$2.5 million. As this request is still

under review, no Council action has been taken and the exact terms are unknown, no funds have been budgeted for this purpose.



TIF DISTRICT #7 (BURLEIGH TRIANGLE)

This approximately 67-acre district was created in November 2012 to facilitate the redevelopment of the Burleigh Triangle area within the City. The first phase of development is located on the western-most 23-acre parcel and adaptively re-using existing warehouse space to create a 275,000 square foot regional specialty retail center. The regional shopping center, known as Mayfair Collection, is anticipated to create a total of approximately \$48.2 million in incremental value. The base value will be established as of 1/1/13 and the first increment received in 2015.

To facilitate redevelopment within the District, the City entered into a development agreement with the redeveloper based on a Developer-Funded Performance Incentive Tax Incremental Financing District. The development agreement includes \$5,228,288 in reimbursable costs, as well as a forgivable \$2,000,000 loan. Depending on the construction and leasing timeline, these costs will be incurred by the TIF District in 2014 or 2015.



Development and redevelopment assumptions of the remaining five parcels located in the District are not included in the District's Project Plan. Four of the parcels are currently improved and include over one million gross square feet of industrial warehouse and buildings, primarily constructed in the mid 1950s.

One parcel is vacant. Any subsequent phases of development or redevelopment on these parcels would likely result in substantial additional tax incremental revenues over and above those included within the Project Plan and may require a Project Plan amendment.

BUDGET SUMMARY TABLE

TIF #2								
Fund #19								
Expenditures								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted	Estimated	Acct #	Name	Adopted	Total
			Budget				Budget	
-	-	-	-	-	111-5600-020	Lease Payment	-	0.0%
381,913	393,367	393,422	400,000	427,864	111-5650-020	Municipal Revenue Oblig	440,700	9.4%
-	-	-	-	-	111-5800-020	Revenue Bond Rebate	-	0.0%
2,413	6,334	2,826	2,526	2,526	111-5810-020	Sundry Contractual Serv	2,526	0.1%
-	150	585	150	150	111-5900-020	Other Expense - TIF #2	150	0.0%
-	-	-	25,000	25,000	192-5550	Transfer to General Fund	25,000	0.5%
148,842	1,307,183	695,219	200,000	5,327,797	192-5500-020	TSF to Capital Projects Fd	1,050,000	22.4%
248,000	248,000	6,288,867	-	-	192-5700-020	TSF to Redevel Auth-97	-	0.0%
3,198,469	3,202,500	3,195,925	3,177,625	3,177,625	192-5700-021	TSF to Redevel Auth-04	3,179,125	67.7%
-	-	-	2,200,000	7,487,970	192-5800-020	TSF to TIF #6	-	0.0%
3,979,637	5,157,534	10,576,844	6,005,301	16,448,932		TOTAL	4,697,501	100.0%
Revenues								
2010	2011	2012	2013	2013			2014	% of
Actual	Actual	Actual	Adopted	Estimated	Acct #	Name	Adopted	Total
			Budget				Budget	
5,085,418	4,587,294	4,321,621	4,339,776	4,748,994	101-4100-020	Tax Increments	4,993,709	89.9%
2,015,281	823,287	554,498	554,498	555,957	111-4100-020	Computer Exemption	555,957	10.0%
52,022	30,763	34,276	16,000	16,000	151-4100-020	Interest / Other	7,300	0.1%
-	-	-	-	-	191-4100-020	Ground Lease	-	0.0%
5	4	-	-	-	191-4200-020	Loan Interest	-	0.0%
-	-	-	-	-	191-4400-020	Sale of Land	-	0.0%
-	-	-	-	-	191-4500-020	Proceeds from Long-Term Debt	-	0.0%
2,094	1,353	1,559	1,468	27	192-4200-020	TSF from Redevelop Fd	-	0.0%
7,154,820	5,442,701	4,911,954	4,911,742	5,320,978		TOTAL	5,556,966	100.0%

TIF #3

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	-	-	70,000	67,540	111-5650-030	Municipal Revenue Oblig	230,000	99.1%
-	-	-	-	-	111-5700-030	Tax Refund - TIF #3	-	0.0%
4,034	1,750	6,576	1,906	1,906	111-5810-030	Sundry Contractual	1,906	0.8%
-	5,150	184	150	150	111-5900-030	Other Expense - TIF #3	150	0.1%
5	4	-	-	-	111-5910-030	Debt Service TIF #3	-	0.0%
895,668	204,762	27,016	-	235,000	192-5500-030	TSF to Capital Project Fd	-	0.0%
899,707	211,666	33,776	72,056	304,596		TOTAL	232,056	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
959,091	1,109,750	1,057,125	1,066,268	1,166,811	101-4100-030	Tax Increments	2,011,779	99.5%
12,880	9,505	7,030	7,030	7,696	111-4100-030	Computer Exemption	7,696	0.4%
-	-	319,396	-	-	111-4200-030	LRIP State Aids	-	0.0%
44	298	2,209	1,800	1,800	151-4100-030	Interest / Other	2,300	0.1%
-	-	5,000	-	5,000	191-4300-030	Developer Fees - TIF #3	-	0.0%
972,015	1,119,553	1,390,760	1,075,098	1,181,307		TOTAL	2,021,775	100.0%

TIF #4

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
14,102	750	900	927	2,450	111-5810-040	Sundry Contractual	-	0.0%
-	150	150	150	417,984	111-5900-040	Other Expense -TIF#4	-	0.0%
25,635	22,958	19,933	76,550	276,550	111-5910-040	Debt Service	-	0.0%
39,737	23,858	20,983	77,627	696,984		TOTAL	-	0.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
243,255	170,401	166,976	160,248	175,358	101-4100-040	Tax Increments	-	0.0%
776	508	831	770	293	151-4100-040	Interest / Other	-	0.0%
244,031	170,909	167,807	161,018	175,651		TOTAL	-	0.0%

TIF #5

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
72,648	90,522	178,610	242,000	266,766	111-5650-050	Municipal Revenue Oblig	340,000	0.0%
900	750	900	927	950	111-5810-050	Sundry Contractual	950	0.0%
	150	150	150	150	111-5900-050	Other Expenses -TIF #5	150	0.0%
73,548	91,422	179,660	243,077	267,866		TOTAL	341,100	0.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
243,255	91,319	179,560	243,779	266,766	101-4100-050	Tax Increments	341,153	91.0%
-	-	-	-	33,776	111-4100-050	Computer Exempt-TIF #5	33,776	9.0%
-	78	106	245	245	151-4100-050	Interest Rev-TIF #5	-	0.0%
243,255	91,397	179,666	244,024	300,787		TOTAL	374,929	100.0%

TIF #6

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
-	-	23,673	-	10,950	111-5810-060	Sundry Contr Serv-TIF #6	950	0.3%
-	150	15,399	150	9,623	111-5900-060	Other Expenses-TIF #6	150	0.0%
-	-	8,102	13,192	13,192	192-5600-060	TSF to Serv-TIF 6	9,305	3.0%
-	95,785	95,297	2,200,000	9,487,970	192-5500-060	TSF to Cap Proj Fd - TIF #6	300,000	96.6%
-	95,935	142,471	2,213,342	9,521,735		TOTAL	310,405	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014 Adopted Budget	% of Total
			Adopted Budget	2013 Estimated				
-	-	-	293,316	320,974	101-4100-060	Tax Increments-TIF #6	322,272	100.0%
776	7	23	-	4,000	151-4100-060	Interest / Other	-	0.0%
5,000	-	5,000	-	-	191-4300-060	Developer Fees - TIF #6	-	0.0%
-	-	153,815	-	-	191-4500-060	Proceeds from Long Term Debt	-	0.0%
-	-	-	2,200,000	7,487,970	192-4500-060	TSF from TIF #2	-	0.0%
-	-	-	-	2,000,000	192-4900-060	TSF from Other Funds	-	0.0%
5,776	7	158,838	2,493,316	9,812,944		TOTAL	322,272	100.0%

TIF #7

Expenditures

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	-	-	-	-	111-5810-070	Sundry Contr Serv-TIF #7	59,629	100.0%
TOTAL							59,629	100.0%

Revenues

2010 Actual	2011 Actual	2012 Actual	2013		Acct #	Name	2014	
			Adopted Budget	2013 Estimated			Adopted Budget	% of Total
-	-	-	-	-			-	0.0%
TOTAL							-	0.0%

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CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

General Fund	2011 Actual	2012 Actual	Adopted Budget
<u>City Tax Rate Per \$ 1,000 of Assessed Valuation</u>			
Debt Service.....	\$0.45	\$0.41	\$0.53
Library.....	0.42	0.42	0.45
Parks.....	0.16	0.17	0.18
Other Municipal Purposes.....	5.89	6.00	5.97
	<u>\$6.92</u>	<u>\$7.00</u>	<u>\$7.13</u>
<u>General Fund Revenues:</u>			
General Property Taxes.....	\$34,413,211	\$34,328,354	\$34,712,599
Other Taxes.....	1,521,128	1,427,483	1,460,395
Special Charges.....	35,184	9,904	26,150
State Shared Revenues.....	2,385,464	2,250,793	2,242,349
State Grants & Aids.....	2,201,988	2,043,098	1,973,788
Federal Shared Revenue/Grants.....	1,164,879	368,661	259,530
Licenses & Permits.....	1,482,634	1,371,441	1,207,965
Fines, Forfeits & Penalties.....	1,015,512	1,024,231	1,259,000
Public Charges for Services.....	2,732,948	2,851,765	3,175,608
Intergovernmental Charges.....	5,782,812	1,543,076	1,527,891
Miscellaneous Revenue.....	1,135,535	943,263	826,000
TOTAL REVENUES	\$53,871,295	\$48,162,070	\$48,671,275
<u>Other Financing Sources</u>			
Proceeds from Sale of Land.....	----	\$74,449	----
Proceeds from Long-Term Debt.....	\$4,339,758	----	----
<u>Transfers From Other Funds & Use of Equity</u>			
Revolving Funds - Net.....	29,791	----	\$29,791
Amortization Fund.....	----	600,000	500,000
Redevelopment Authority.....	----	----	----
Transfer from Municipal Complex.....	7,500	----	----
Transfer from Water Utility.....	654,135	792,975	768,399
Transfer from T.I.F.....	----	----	25,000
Appropriated Surplus Applied.....	99,400	218,650	500,000
TOTAL REVENUES, TRANSFERS & USE OF EQUITY	\$59,001,879	\$49,848,144	\$50,494,465
<u>Assessed Valuation Including T. I. F. District</u>			
Real Estate.....	\$5,301,096,900	\$5,239,786,700	\$5,240,996,400
Personal Property.....	239,912,490	229,286,590	236,029,380
Assessed Valuation Including T. I. F. District.....	<u>5,541,009,390</u>	<u>5,469,073,290</u>	<u>5,477,025,780</u>
Less T. I. F. Incremental Valuation.....	<u>260,198,362</u>	<u>248,531,066</u>	<u>280,298,768</u>
Assessed Valuation Excluding T. I. F. District.....	<u>\$5,280,811,028</u>	<u>\$5,220,542,224</u>	<u>\$5,196,727,012</u>
EQUALIZED VALUATION EXCLUDING T. I. F. DISTRICT	\$5,206,269,800	\$5,004,833,100	\$4,709,725,000

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
			\$0.70	\$0.71
			0.47	0.48
			0.19	0.19
			6.24	6.31
			<u>\$7.60</u>	<u>\$7.69</u>
			=====	=====
\$34,672,599	\$34,712,594	\$34,703,205	\$35,574,842	\$35,574,842
1,460,395	787,146	1,420,561	1,450,561	1,450,561
26,150	12,526	21,128	20,900	20,900
2,242,349	1,527,428	2,227,682	2,296,100	2,296,100
2,120,527	1,605,283	2,088,118	2,074,006	2,074,006
259,530	158,983	306,243	348,019	348,019
1,207,965	1,035,710	1,444,705	1,340,100	1,340,100
1,259,000	670,521	1,234,000	1,269,000	1,269,000
3,206,415	1,660,648	3,107,913	3,179,038	3,179,038
1,527,891	1,404,523	1,552,582	1,634,181	1,634,181
838,000	183,315	837,265	557,500	557,500
<u>\$48,820,821</u>	<u>\$43,758,677</u>	<u>\$48,943,402</u>	<u>\$49,744,247</u>	<u>\$49,744,247</u>
----	----	----	----	----
----	----	----	----	----
\$29,791	----	----	----	----
500,000	----	----	500,000	500,000
----	----	----	----	----
----	----	----	----	----
768,399	----	785,988	848,000	848,000
25,000	----	25,000	25,000	25,000
1,206,667	90,000	954,864	242,849	242,849
<u>\$51,350,678</u>	<u>\$43,848,677</u>	<u>\$50,709,254</u>	<u>\$51,360,096</u>	<u>\$51,360,096</u>
=====	=====	=====	=====	=====
			\$5,060,595,600	\$5,028,265,000
			227,129,500	219,465,500
			<u>5,287,725,100</u>	<u>5,247,730,500</u>
			291,872,700	310,545,381
			<u>\$4,995,852,400 *</u>	<u>\$4,937,185,119</u>
			=====	=====
			\$4,672,046,000	\$4,641,119,800

*Estimate

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

General Fund - Continued	Year 2011	Year 2012	----- Adopted Budget
	Actual	Actual	
<u>General City Expenditures</u>			
General Government	\$4,879,627	\$4,644,631	\$4,864,804
Public Safety	29,421,741	29,067,793	29,175,565
Transportation - General.....	5,449,165	4,724,848	5,217,164
Sanitation.....	2,727,326	2,588,145	2,327,568
Health.....	1,375,840	1,356,863	1,452,815
Leisure Activities.....	1,473,333	1,504,225	1,657,219
Non-Departmental & General.....	8,743,436	514,635	545,260
TOTAL OPERATION & MAINT. EXPENDITURES	\$54,070,468	\$44,401,140	\$45,240,395
<u>Add Transfers To Other Funds & Equity Use</u>			
Amortization Fund.....	\$1,150,738	\$958,842	\$891,000
Reserve for Contingency.....	6,534	----	----
Debt Service Fund	2,400,000	2,160,000	2,776,684
Parks Reserve.....	846,436	871,138	936,386
Other Funds.....	----	800,000	500,000
Insurance Reserve Funds.....	103,000	150,000	150,000
Unappropriated Surplus.....	----	----	----
TOTAL EXPENDITURES, TRANSFERS, & USE OF EQUITY	\$58,577,176	\$49,341,120	\$50,494,465
<u>Unexpended Balances - December 31</u>			
Other Non-Lapsing.....	\$489,911	\$648,921	\$27,074
Reserve for Continuing Appropriations.....	134,134	9,350	226,000
General Fund.....	8,889,833	8,848,985	8,132,335
City Indebtedness as of December 31, 2013*.....	\$60,240,000		
Scheduled Debt Retirements.....	6,490,000		
Proposed Debt Issue.....	TBD		
CITY INDEBTEDNESS AS OF DECEMBER 31, 2014	\$53,750,000		

* Does not include proposed \$9,480,000 debt issuance scheduled for November 5th, 2013

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$5,012,246	\$2,674,886	\$5,006,507	\$5,261,751	\$5,261,751
29,673,595	15,254,870	29,481,632	29,028,358	29,028,358
5,371,334	3,033,374	5,308,273	4,941,595	4,941,595
2,342,643	1,141,828	2,419,882	2,118,749	2,118,749
1,455,843	761,405	1,500,112	1,432,522	1,432,522
1,663,136	924,376	1,653,309	1,675,638	1,675,638
577,811	127,413	585,469	972,544	972,544
<u>\$46,096,608</u>	<u>\$23,918,152</u>	<u>\$45,955,184</u>	<u>\$45,431,157</u>	<u>\$45,431,157</u>
\$891,000	\$194,156	\$891,000	\$620,000	\$620,000
-----	-----	-----	-----	-----
2,776,684	2,776,684	2,776,684	3,493,931	3,493,931
936,386	936,386	936,386	932,008	932,008
500,000	-----	-----	950,000	950,000
150,000	677,633	150,000	-67,000	-67,000
-----	-----	-----	-----	-----
<u>\$51,350,678</u>	<u>\$28,503,011</u>	<u>\$50,709,254</u>	<u>\$51,360,096</u>	<u>\$51,360,096</u>
=====	=====	=====	=====	=====
		TBD	TBD	\$280,817
		136,000	226,000	226,000
		8,326,392	7,993,543	7,993,543

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
Debt Service			
Revenues & Transfers			
Transfer from General Fund.....	\$2,400,000	\$2,160,000	\$2,776,684
Proceeds from Long Term Debt.....	288,307	----	----
Premium on Debt.....	234,038	248,000	----
Refunding Bond Issue.....	----	----	----
Federal Reimbursement-BAB.....	156,084	159,954	154,900
Transfer from T.I.D. Fund.....	----	8,102	13,192
Transfer from Amortization Fund.....	1,286,000	1,282,198	891,000
Transfer from General Purpose Equipment.....	----	----	63,792
Transfer from Capital Projects Fund.....	----	----	----
Transfer from Public Works Bldg Reserve....	75,490	75,490	----
Transfer from Parks.....	101,144	174,650	226,792
Transfer from Health/Life.....	2,000,000	----	----
Transfer from Water Utility.....	27,110	----	34,171
TOTAL REVENUES & TRANSFERS	\$6,568,173	\$4,108,394	\$4,160,531
Expenditures			
Principal - G. O. Bonds.....	\$627,254	\$464,737	\$495,662
Principal - Promissory Notes.....	1,568,648	1,411,827	1,738,460
Principal - State Trust Fund Loan.....	103,052	107,932	----
Principal-Build America Bonds.....	814,160	880,200	821,240
Interest - G. O. Bonds.....	343,828	287,537	290,795
Interest - Promissory Notes.....	230,316	288,854	420,467
Interest - State Trust Fund Loan	10,022	5,141	----
Interest-Build America Bonds.....	445,982	457,014	442,571
Issuance Expense.....	49,085	38,387	46,000
TOTAL EXPENDITURES	\$4,192,347	\$3,941,629	\$4,255,195
Net Operations (Loss).....	\$2,375,826 *	\$166,765	(\$94,664)
Fund Balance - January 1.....	\$1,250	\$318,331	\$162,043
Fund Balance - December 31.....	\$318,331	\$485,096	\$67,379
Special Assessment			
Revenues			
Special Assessments.....	\$491,644	\$456,542	\$400,000
TOTAL REVENUES	\$491,644	\$456,542	\$400,000
Expenses			
Transfer to Other Funds/Other Expense.....	\$491,644	\$456,542	\$400,000
TOTAL EXPENSES	\$491,644	\$456,542	\$400,000

*Designated for payback of covenant borrowing

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$2,776,684	\$2,776,684	\$2,776,684	\$3,493,931	\$3,493,931
----	----	----	----	----
----	----	----	----	----
154,900	75,585	104,144	110,473	110,473
13,192	1,676	13,192	9,305	9,305
891,000	891,000	891,000	620,000	620,000
63,792	56,896	63,792	60,188	60,188
----	----	----	----	----
226,792	29,036	241,938	235,718	235,718
----	----	----	----	----
34,171	----	----	----	----
<u>\$4,160,531</u>	<u>\$3,830,877</u>	<u>\$4,090,750</u>	<u>\$4,529,615</u>	<u>\$4,529,615</u>
\$495,662	\$474,126	\$474,126	\$929,284	\$929,284
1,738,460	\$791,993	1,738,460	2,139,925	2,139,925
----	----	----	----	----
821,240	----	821,240	425,000	425,000
290,795	142,081	296,586	334,128	334,128
420,467	241,649	414,611	431,640	431,640
----	----	----	----	----
442,571	221,286	414,675	315,638	315,638
46,000	215	46,000	46,000	46,000
<u>\$4,255,195</u>	<u>\$1,871,350</u>	<u>\$4,205,698</u>	<u>\$4,621,615</u>	<u>\$4,621,615</u>
\$ (94,664)		(\$114,948)	(\$92,000)	(\$92,000)
\$485,096		\$485,096	\$370,148	\$370,148
\$390,432		\$370,148	\$278,148	\$278,148
\$400,000	\$107,512	\$400,000	\$600,000	\$600,000
<u>\$400,000</u>	<u>\$107,512</u>	<u>\$400,000</u>	<u>\$600,000</u>	<u>\$600,000</u>
\$400,000	----	\$400,000	\$600,000	\$600,000
<u>\$400,000</u>	<u>\$0</u>	<u>\$400,000</u>	<u>\$600,000</u>	<u>\$600,000</u>

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
Tax Incremental District 2, 3, 4, 5 & 6			
<u>Revenues</u>			
Taxes.....	\$5,958,764	\$5,725,282	\$6,103,387
State Aids.....	832,792	880,924	561,528
Interest.....	31,654	37,445	18,815
Proceeds from Long-Term Debt.....	153,815 *	----	----
Loan Interest.....	4	----	----
Developer Fees.....	----	10,000	----
Transfers.....	1,353	1,559	2,201,468
TOTAL REVENUES	\$6,978,382	\$6,655,209	\$8,885,198
<u>Expenditures & Transfers</u>			
Transfer to Redevelopment Authority.....	\$3,450,500	\$8,509,792	\$3,177,625
Transfer to Debt Service Fund.....	----	8,102	13,192
Transfer to Other Funds/Other Expenses.....	2,129,915	1,460,840	5,420,586
TOTAL EXPENDITURES & TRANSFERS	\$5,580,415	\$9,978,734	\$8,611,403
Net Operations (Loss).....	\$1,397,967	-\$3,323,524	\$273,795
Fund Balance - January 1.....G.A.A.P.....	22,030,772	23,428,739	9,917,733
Fund Balance - December 31 ...G.A.A.P.....	\$23,428,739	\$20,105,215	\$10,191,528
Balance December 31-Funds Available.....	\$23,743,739	\$20,365,215	\$10,391,528
Library			
<u>Revenues</u>			
Tax Levy.....	\$2,141,913	\$2,226,769	\$2,317,822
Revenues and Fees.....	132,651	133,209	120,199
Non-Resident Service.....	280,677	274,606	264,602
TOTAL REVENUES	\$2,555,241	\$2,634,584	\$2,702,623
<u>Expenses</u>			
Total Expenses	\$2,555,241	\$2,634,584	\$2,702,623
Net Operations (Loss).....	\$0	\$0	\$0
General Purpose Equipment Reserve			
<u>Revenues</u>			
Sales of Vehicles & Equipment.....	\$55,352	113,548	\$24,000
Other Revenues.....	----	575,000	----
Depreciation Transfer.....	789,693	799,343	793,748
TOTAL REVENUES	\$845,045	\$1,487,891	\$817,748
<u>Expenses</u>			
General Purpose Equipment.....	\$395,033	\$1,706,032	\$671,500
Transfer to Debt Service.....	----	----	\$63,792
TOTAL EXPENSES	\$395,033	\$1,706,032	\$735,292
Net Operations (Loss).....	\$450,012	-\$218,141	\$82,456
Fund Balance - January 1.....	399,495	849,507	423,102
Fund Balance - December 31.....	\$849,507	\$631,366	\$505,558

* Represents 2011 audit adjustment after books were closed.

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$6,103,387	\$6,678,903	\$6,678,903	7,668,913	7,668,913
561,528	597,429	597,429	597,429	597,429
18,815	17,262	22,338	9,600	9,600
----	----	----	----	----
----	5,000	5,000	----	----
2,201,468	----	7,487,997	----	----
<u>\$8,885,198</u>	<u>\$7,298,594</u>	<u>\$14,791,667</u>	<u>\$8,275,942</u>	<u>\$8,275,942</u>
\$3,177,625	\$401,313	\$3,177,625	3,179,125	3,179,125
13,192	1,676	13,192	9,305	9,305
5,420,586	3,976,806	24,049,296	2,452,261	2,452,261
<u>\$8,611,403</u>	<u>\$4,379,795</u>	<u>\$27,240,113</u>	<u>\$5,640,691</u>	<u>\$5,640,691</u>
\$273,795		-\$12,448,446	\$2,635,251	\$2,635,251
20,105,215		20,105,215	7,656,769	7,656,769
\$20,379,010		\$7,656,769	\$10,292,020	\$10,292,020
\$20,579,010		\$7,656,769	\$10,292,020	\$10,292,020
\$2,357,822	\$2,317,822	\$2,327,216	\$2,374,726	\$2,374,726
120,199	85,981	132,820	132,720	132,720
264,602	266,517	266,439	270,965	270,965
<u>\$2,742,623</u>	<u>\$2,670,320</u>	<u>\$2,726,475</u>	<u>\$2,778,411</u>	<u>\$2,778,411</u>
\$2,742,623	\$1,484,303	\$2,726,475	\$2,778,411	\$2,778,411
\$0		\$0	\$0	\$0
\$89,000	\$6,190	\$89,000	\$34,500	\$34,500
----	----	----	----	----
793,748	784,096	784,096	878,246	878,246
<u>\$882,748</u>	<u>\$790,286</u>	<u>\$873,096</u>	<u>\$912,746</u>	<u>\$912,746</u>
\$1,024,561	\$335,715	\$1,064,519	\$485,200	\$485,200
63,792	56,896	63,792	60,188	60,188
<u>\$1,088,353</u>	<u>\$392,611</u>	<u>\$1,128,311</u>	<u>\$545,388</u>	<u>\$545,388</u>
-\$205,605		-\$255,215	\$367,358	\$367,358
631,366		631,366	376,151	376,151
\$425,761		\$376,151	\$743,509	\$743,509

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
Fleet Maintenance Reserve			
<u>Revenues & Transfers</u>			
Equipment Rental.....	\$3,013,613	\$2,889,982	\$2,920,765
Sales & Service.....	117,883	133,525	124,808
Other Income.....	10,048	28,787	187,902
Gain (Loss) on Sale of Equipment.....	37,240	90,848	9,500
TOTAL REVENUES & TRANSFERS	\$3,178,784	\$3,143,142	\$3,242,975
<u>Expenses & Transfers</u>			
Operating Supplies.....	\$1,635,364	\$1,658,686	\$1,774,871
Repairs.....	455,424	485,776	509,536
Cost of Sales.....	113,497	135,109	127,808
Office & Shop Expenses.....	737,270	766,238	807,819
TOTAL EXPENSES	\$2,941,555	\$3,045,809	\$3,220,034
Net Income (Loss).....	\$237,229	\$97,333	\$22,941
Retained Earnings - January 1.....	48,105	285,334	391,065
Retained Earnings - December 31.....	285,334	382,667	414,006
NOTE: Transfer to General Purpose Eqmt Reserve.....	\$789,693	\$799,343	\$793,748
Public Works Building Reserve			
<u>Revenues & Transfers</u>			
Building Rentals.....	\$598,536	\$596,676	\$617,414
Other Revenue			
TOTAL REVENUES & TRANSFERS	\$598,536	\$596,676	\$617,414
<u>Expenses & Transfers</u>			
Office & Building Expenses.....	\$528,481	\$541,336	\$613,014
Transfer to Debt Service.....	75,490	75,490	-----
TOTAL EXPENSES	\$603,971	\$616,826	\$613,014
Net Income (Loss).....	-\$5,435	-\$20,150	\$4,400
Retained Earnings - January 1.....	8,102	2,667	5,083
Retained Earnings - December 31.....	\$2,667	-\$17,483	\$9,483
Note: Transfer to General Fund	\$29,791	-----	\$29,791

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$2,928,765	\$1,712,592	\$3,092,113	\$3,126,616	\$3,126,616
124,808	216	216	372	372
187,902	6,446	6,446	----	----
<u>1,500</u>	<u>3,690</u>	<u>3,690</u>	<u>12,000</u>	<u>12,000</u>
\$3,242,975	\$1,722,944	\$3,102,465	\$3,138,988	\$3,138,988
\$1,774,871	\$988,169	\$1,643,596	\$1,679,779	\$1,679,779
509,536	103,877	216,873	205,389	205,389
317,808	98,537	127,808	124,224	124,224
807,819	501,832	1,047,262	1,091,344	1,091,344
<u>\$3,410,034</u>	<u>\$1,692,415</u>	<u>\$3,035,539</u>	<u>\$3,100,736</u>	<u>\$3,100,736</u>
-\$167,059		\$66,926	\$38,252	\$38,252
391,065		382,667	449,593	449,593
224,006		449,593	487,845	487,845
\$793,748		\$784,096	\$878,246	\$878,246
\$617,414	\$360,159	\$617,414	\$610,151	\$610,151
<u>805</u>	<u>1,585</u>	<u>1,585</u>	<u>----</u>	<u>----</u>
\$618,219	\$361,744	\$618,999	\$610,151	\$610,151
\$613,819	\$341,680	\$586,411	\$594,905	\$594,905
<u>----</u>	<u>----</u>	<u>----</u>	<u>----</u>	<u>----</u>
\$613,819	\$341,680	\$586,411	\$594,905	\$594,905
\$4,400		\$32,588	\$15,246	\$15,246
5,083		-17,483	15,105	15,105
\$9,483		\$15,105	\$30,351	\$30,351
\$29,791		----	----	----

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

Parks Reserve	Year 2011 Actual	Year 2012 Actual	Adopted Budget
<u>Revenues & Transfers</u>			
Rentals.....	\$253,233	\$278,143	\$257,000
Other Revenue.....	127,712	151,089	69,750
Transfer from General Fund.....	846,436	871,138	936,386
TOTAL REVENUES & TRANSFERS	\$1,227,381	\$1,300,370	\$1,263,136
<u>Expenses</u>			
Operation & Maintenance.....	964,113	970,096	\$953,560
Depreciation/Asset Replacement.....	----	----	95,064
Transfer to Debt Service/Debt Service.....	101,144	174,650	226,792
TOTAL EXPENSES	\$1,065,257	\$1,144,746	\$1,275,416
Net Income (Loss).....	\$162,124	\$155,624	-\$12,280
Retained Earnings - January 1.....	\$245,583	\$407,707	\$393,734
Retained Earnings - December 31.....	\$407,707	\$563,331	\$381,454
<u>Municipal Complex Reserve</u>			
<u>Revenues</u>			
Rentals.....	\$926,947	\$936,043	\$875,338
Other Revenue.....	----	----	----
TOTAL REVENUES	\$926,947	\$936,043	\$875,338
<u>Expenses</u>			
Office & Building Expense.....	\$711,985	\$1,014,905	\$874,700
Accrued Expenditures.....	705	-510	705
Transfers.....	7,500	0	----
TOTAL EXPENSES	\$720,190	\$1,014,395	\$875,405
Net Income (Loss).....	\$206,757	-\$78,352	-\$67
Retained Earnings - January 1.....	216,716	423,473	239,591
Retained Earnings - December 31.....	\$423,473	\$345,121	\$239,524
<u>Information Systems Reserve</u>			
<u>Revenues</u>			
Interdepartmental Charges.....	\$1,157,778	\$1,042,558	\$1,137,070
Other Revenue.....	3,089	1,180	1,000
TOTAL REVENUES	\$1,160,867	\$1,043,738	\$1,138,070
<u>Expenses</u>			
Operating Expenses.....	\$824,926	\$878,948	\$909,372
Depreciation Expense.....	82,093	88,473	95,890
Office Furniture and Equipment.....	4,989	----	----
Accrued Expenditures.....	-543	-1,493	1,000
Hardware & Software Improvements.....	218,786	140,727	130,808
Wireless Infrastructure Improvements.....	25,000	----	----
TOTAL EXPENSES	\$1,155,251	\$1,106,655	\$1,137,070
Net Income (Loss).....	\$5,616	-\$62,917	\$1,000
Retained Earnings - January 1.....	253,821	259,437	117,131
Retained Earnings - December 31.....	\$259,437	\$196,520	\$118,131

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$257,000	\$109,366	\$257,000	\$265,000	\$265,000
69,750	45,527	91,338	72,950	72,950
936,386	936,386	936,386	932,008	932,008
<u>\$1,263,136</u>	<u>\$1,091,279</u>	<u>\$1,284,724</u>	<u>\$1,269,958</u>	<u>\$1,269,958</u>
\$953,560	\$458,905	\$989,933	\$939,176	\$939,176
95,064	-----	95,064	95,064	95,064
226,792	29,036	241,938	235,718	235,718
<u>\$1,275,416</u>	<u>\$487,941</u>	<u>\$1,326,935</u>	<u>\$1,269,958</u>	<u>\$1,269,958</u>
-\$12,280		-\$42,211	-----	-----
563,331		563,331	\$521,120	\$521,120
\$551,051		\$521,120	\$521,120	\$521,120
\$875,338	\$509,218	\$875,338	\$860,773	\$860,773
-----	-----	-----	-----	-----
<u>\$875,338</u>	<u>\$509,218</u>	<u>\$875,338</u>	<u>\$860,773</u>	<u>\$860,773</u>
\$967,347	\$692,406	\$1,011,669	\$917,609	\$917,609
705	-----	705	163	163
-----	-----	-----	-----	-----
<u>\$968,052</u>	<u>\$692,406</u>	<u>\$1,012,374</u>	<u>\$917,772</u>	<u>\$917,772</u>
-\$92,714		-\$137,036	-\$56,999	-\$56,999
345,121		345,121	208,085	208,085
\$252,407		\$208,085	\$151,086	\$151,086
\$1,198,172	\$698,241	\$1,217,472	\$1,191,989	\$1,191,989
1,000	420	1,000	-----	-----
<u>\$1,199,172</u>	<u>\$698,661</u>	<u>\$1,218,472</u>	<u>\$1,191,989</u>	<u>\$1,191,989</u>
\$922,209	\$502,726	\$910,772	\$960,885	\$960,885
95,890	55,936	101,769	114,831	114,831
-----	-----	-----	-----	-----
1,000	-----	1,000	3,363	3,363
262,921	185,437	272,921	112,675	112,675
-----	-----	-----	-----	-----
<u>\$1,282,020</u>	<u>\$744,099</u>	<u>\$1,286,462</u>	<u>\$1,191,754</u>	<u>\$1,191,754</u>
-\$82,848		-\$67,990	\$235	\$235
196,520		196,520	128,530	128,530
\$113,672		\$128,530	\$128,765	\$128,765

Note: Info systems has an equipment reserve balance of \$196,641 as of 12-31-14

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
General Liability			
<u>Revenues & Transfers</u>			
Revenues.....	\$54,932	\$61,753	\$61,762
Transfers from General Fund.....	103,000	150,000	228,544
Transfers from Other Funds.....	147,124	96,398	29,500
TOTAL REVENUES & TRANSFERS	\$305,056	\$308,151	\$319,806
<u>Expenses</u>			
Claims.....	\$122,638	\$160,618	\$160,000
Other Expenses.....	98,163	96,700	110,114
TOTAL EXPENSES	\$220,801	\$257,318	\$270,114
Net Income (Loss).....	\$84,255	\$50,833	\$49,692
Reserve Balance - January 1.....G.A.A.P.....	1,328,670	1,412,925	1,478,439
Reserve Balance - December 31....G.A.A.P.....	\$1,412,925	\$1,463,758	\$1,528,131
Balance December 31 - Funds Available.....	\$228,021	\$278,854	\$343,227
Worker's Compensation Reserve			
<u>Revenues & Transfers</u>			
Revenues.....	\$44,309	\$29,912	\$350
Transfers from General Fund.....	463,555	420,611	393,609
Transfer from Other Funds.....	99,582	537,851	103,873
TOTAL REVENUES & TRANSFERS	\$607,446	\$988,374	\$497,832
<u>Expenses</u>			
Claims.....	\$475,419	\$475,682	\$394,842
Other Expenses.....	79,233	79,177	131,723
TOTAL EXPENSES	\$554,652	\$554,859	\$526,565
Net Income (Loss).....	\$52,794	\$433,515	-\$28,733
Reserve Balance - January 1.....	12,492	65,286	124,127
Reserve Balance - December 31.....	\$65,286	\$498,801	\$95,394

2013			2014	
Amended Budget	First 7 Months Actual	Estimated	Proposed Budget	Adopted Budget
\$61,762	\$106,416	\$106,495	\$63,007	\$63,007
228,544	228,544	228,544	541,494	541,494
29,500	37,692	37,692	46,867	46,867
<u>\$319,806</u>	<u>\$372,652</u>	<u>\$372,731</u>	<u>\$651,368</u>	<u>\$651,368</u>
\$160,000	-\$36,210	\$160,000	\$160,000	\$160,000
110,114	96,543	108,563	114,809	114,809
<u>\$270,114</u>	<u>\$60,333</u>	<u>\$268,563</u>	<u>\$274,809</u>	<u>\$274,809</u>
\$49,692		\$104,168	\$376,559	\$376,559
1,463,758		1,463,758	1,567,926	1,567,926
\$1,513,450		\$1,567,926	\$1,944,485	\$1,944,485
\$328,546		\$383,022	\$759,581	\$759,581
\$350	-\$28,804	-\$28,994	\$480	\$480
393,609	393,609	393,609	463,841	463,841
103,873	73,478	142,351	175,047	175,047
<u>\$497,832</u>	<u>\$438,283</u>	<u>\$506,966</u>	<u>\$639,368</u>	<u>\$639,368</u>
\$394,842	\$123,304	\$462,247	\$500,000	\$500,000
131,723	93,733	128,924	139,023	139,023
<u>\$526,565</u>	<u>\$217,037</u>	<u>\$591,171</u>	<u>\$639,023</u>	<u>\$639,023</u>
-\$28,733		-\$84,205	\$345	\$345
498,801		498,801	414,596	414,596
\$470,068		\$414,596	\$414,941	\$414,941

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
Dental Insurance Reserve			
<u>Revenues & Transfers</u>			
Revenues.....	\$151,802	\$136,709	\$139,717
Transfers from General Fund.....	235,029	260,029	321,596
Transfer from Other Funds.....	31,018	37,254	48,531
TOTAL REVENUES & TRANSFERS	\$417,849	\$433,993	\$509,844
<u>Expenses</u>			
Claims.....	\$303,330	\$249,279	\$337,130
Other Expenses.....	140,603	150,181	152,714
TOTAL EXPENSES	\$443,933	\$399,459	\$489,844
Net Income (Loss).....	-\$26,084	\$34,533	\$20,000
Reserve Balance - January 1.....	133,568	107,484	74,560
Reserve Balance - December 31.....	\$107,484	\$142,017	\$94,560
Health/Life Insurance			
<u>Revenues & Transfers</u>			
Revenues.....	\$1,282,817	\$1,116,561	\$1,158,949
Transfers from General Fund.....	6,172,877	6,653,009	6,718,465
Transfer from Other Funds.....	1,019,163	1,188,413	1,151,971
TOTAL REVENUES & TRANSFERS	\$8,474,857	\$8,957,983	\$9,029,385
<u>Expenses</u>			
Claims.....	\$7,057,955	\$6,476,370	\$7,100,949
Other Expenses.....	1,676,586	1,822,523	1,945,341
Transfer to Debt Service.....	2,000,000	----	----
Transfer to Workers Comp.....	----	400,000	----
TOTAL EXPENSES	\$10,734,541	\$8,698,893	\$9,046,290
Net Income (Loss).....	-\$2,259,684	\$259,090	-\$16,905
Reserve Balance -Health/Life - January 1....	5,905,791	2,621,107	3,189,861
Reserve Balance - Health/Life - Dec 31.....	\$2,621,107 *	\$2,880,197	\$3,172,956
C.D.G.B. Program Fund			
<u>Revenues</u>			
Grants & Gifts.....	\$1,627,559	\$1,221,003	\$850,000
TOTAL REVENUES	\$1,627,559	\$1,221,003	\$850,000
<u>Expenses</u>			
Program Costs.....	\$1,627,559	\$1,221,003	\$850,000
TOTAL EXPENSES	\$1,627,559	\$1,221,003	\$850,000

* \$1,025,000 was transferred to the General Fund

2013		2014		
Amended Budget	First 7 Months Actual	Estimated	Proposed Budget	Adopted Budget
\$139,717	\$77,766	\$128,047	\$129,170	\$129,170
321,596	321,596	321,596	256,016	256,016
48,531	27,657	48,531	44,472	44,472
<u>\$509,844</u>	<u>\$427,019</u>	<u>\$498,174</u>	<u>\$429,658</u>	<u>\$429,658</u>
\$337,130	\$137,515	\$337,130	\$278,122	\$278,122
152,714	89,245	152,714	156,125	156,125
<u>\$489,844</u>	<u>\$226,760</u>	<u>\$489,844</u>	<u>\$434,247</u>	<u>\$434,247</u>
\$20,000		\$8,330	-\$4,589	-\$4,589
142,017		142,017	150,347	150,347
\$162,017		\$150,347	\$145,758	\$145,758
\$1,158,949	\$733,965	\$1,158,949	\$927,659	\$927,659
6,718,465	3,919,105	6,718,465	6,994,038	6,994,038
1,151,971	681,675	1,151,971	1,088,456	1,088,456
<u>\$9,029,385</u>	<u>\$5,334,745</u>	<u>\$9,029,385</u>	<u>\$9,010,153</u>	<u>\$9,010,153</u>
\$7,100,949	\$3,744,130	\$7,070,949	\$6,968,106	\$6,968,106
1,945,341	1,126,446	1,972,007	2,008,963	2,008,963
----	----	----	----	----
----	----	----	----	----
<u>\$9,046,290</u>	<u>\$4,870,576</u>	<u>\$9,042,956</u>	<u>\$8,977,069</u>	<u>\$8,977,069</u>
-\$16,905		-\$13,571	\$33,084	\$33,084
2,880,197		2,880,197	2,866,626	2,866,626
\$2,863,292		\$2,866,626	\$2,899,710	\$2,899,710
<u>\$850,000</u>	<u>\$547,541</u>	<u>\$1,036,475</u>	<u>\$905,241</u>	<u>\$905,241</u>
\$850,000	\$547,541	\$1,036,475	\$905,241	\$905,241
<u>\$850,000</u>	<u>\$564,708</u>	<u>\$1,036,475</u>	<u>\$905,241</u>	<u>\$905,241</u>
\$850,000	\$564,708	\$1,036,475	\$905,241	\$905,241

CITY OF WAUWATOSA

Summary of Receipts & Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
Sanitary Sewer Reserve			
<u>Revenues & Transfers</u>			
Connection Charge - Metro.....	\$582,667	\$559,418	\$600,586
Flow Charge - Metro.....	2,483,456	2,535,692	2,558,366
Local Charge.....	2,532,073	2,656,687	3,042,977
Local Charge DOJ Projects.....	738,733	741,137	750,000
Penalty , Other & Transfers.....	72,324	73,688	52,500
Federal Grants/MMSD.....	-----	-----	-----
Federal Reimbursement-BAB.....	13,820	13,197	12,248
TOTAL REVENUES & TRANSFERS	\$6,423,073	\$6,579,819	\$7,016,677
<u>Expenditures</u>			
Contractual Services - M. M. S. D.....	\$3,104,089	\$3,113,179	\$3,158,952
Depreciation.....	726,259	800,684	798,100
All Others.....	1,816,842	2,243,341	2,431,824
Interest on Debt Service.....	204,865	257,837	261,594
TOTAL EXPENDITURES & TRANSFERS	\$5,852,055	\$6,415,041	\$6,650,470
Net Operations (Loss).....	\$571,018	\$164,779	\$366,207
Fund Balance - January 1.....	2,016,268	2,587,286	2,067,326
Fund Balance - December 31.....	\$2,587,286	\$2,752,065	\$2,433,533
Balance December 31 - Funds Available	\$1,191,798	\$1,169,839	\$296,402
Storm Water Management			
<u>Revenues</u>			
ERU Fees.....	\$2,342,381	\$2,342,770	\$2,640,344
Penalty.....	22,425	23,534	23,000
Grants & Aids.....	73,609	-----	-----
Interest Earned/Other Revenue.....	2,219	2,728	2,200
Federal Reimbursement-BAB.....	11,054	10,555	9,794
TOTAL REVENUES & TRANSFERS	\$2,451,688	\$2,379,587	\$2,675,338
<u>Expenses</u>			
Operation & Maintenance.....	\$851,978	\$848,264	\$1,010,468
Depreciation.....	451,307	544,712	459,800
Transfer to Capital Projects.....	-----	-----	-----
Interest on Debt Service.....	262,378	398,557	435,544
TOTAL EXPENSES	\$1,565,663	\$1,791,533	\$1,905,812
Net Income (Loss).....	\$886,025	\$588,054	\$769,526
Fund Balance - January 1.....	2,768,222	3,654,247	4,220,001
Fund Balance - December 31.....	\$3,654,247	\$4,242,301	\$4,989,527
Balance December 31 - Funds Available	\$1,159,715	\$1,012,716	\$434,473

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$600,586	\$216,961	\$524,682	\$550,617	\$550,617
2,558,366	1,051,557	2,531,888	2,648,238	2,648,238
3,042,977	1,197,984	3,185,382	4,572,824	4,572,824
750,000	399,351	728,244	----	----
52,500	25,037	72,500	71,200	71,200
249,000	----	249,000	----	----
12,248	5,591	8,636	----	----
<u>\$7,265,677</u>	<u>\$2,896,481</u>	<u>\$7,300,332</u>	<u>\$7,842,879</u>	<u>\$7,842,879</u>
\$3,158,952	\$1,308,263	\$3,056,570	\$3,198,855	\$3,198,855
798,100	----	865,000	1,007,000	1,007,000
2,901,928	601,564	2,803,594	2,376,539	2,376,539
261,594	127,988	265,323	269,763	269,763
<u>\$7,120,574</u>	<u>\$2,037,815</u>	<u>\$6,990,487</u>	<u>\$6,852,157</u>	<u>\$6,852,157</u>
\$145,103		\$309,845	\$990,722	\$990,722
2,067,326		2,752,065	3,061,910	3,061,910
\$2,897,168		\$3,061,910	\$4,052,632	\$4,052,632
\$827,626		\$992,383	\$1,730,875	\$1,730,875
\$2,640,344	\$1,649,481	\$2,859,102	\$3,340,344	\$3,340,344
23,000	8,554	23,000	23,000	23,000
----	----	----	----	----
2,200	839	2,200	1,500	1,500
9,794	4,471	6,906	----	----
<u>\$2,675,338</u>	<u>\$1,663,345</u>	<u>\$2,891,208</u>	<u>\$3,364,844</u>	<u>\$3,364,844</u>
\$1,010,468	\$432,772	\$970,435	\$1,173,469	\$1,173,469
459,800	----	615,700	663,200	663,200
----	----	----	----	----
435,544	213,416	412,291	369,360	369,360
<u>\$1,905,812</u>	<u>\$646,188</u>	<u>\$1,998,426</u>	<u>\$2,206,029</u>	<u>\$2,206,029</u>
\$769,526		\$892,782	\$1,158,815	\$1,158,815
4,242,301		4,242,301	5,135,083	5,135,083
\$5,011,827		\$5,135,083	\$6,293,898	\$6,293,898
\$552,820		\$676,024	\$758,941	\$758,941

CITY OF WAUWATOSA

Statement of Revenues & Other Receipts for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

GENERAL FUND	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
<u>Taxes</u>			
General Property Taxes.....	\$34,413,211	\$34,328,354	\$34,712,599
Prior Years Omitted Taxes.....	92,960	30	----
Prior Years Pers Prop Tax.....	----	----	----
Hotel/Motel Room Tax.....	907,871	910,525	940,000
Payments in Lieu of Taxes.....	426,183	414,856	415,000
Payments in Lieu of Taxes-DNR.....	5,178	5,395	5,395
Interest on Taxes.....	88,936	96,678	100,000
TOTAL TAXES	\$35,934,339	\$35,755,838	\$36,172,994
<u>Intergovernmental Grants & Aids</u>			
State Shared Taxes.....	\$2,385,464	\$2,250,793	\$2,242,349
Federal Grants.....	1,164,879	368,661	259,530
State Grants.....	2,201,988	2,043,098	1,973,788
TOTAL GRANTS & AIDS	\$5,752,331	\$4,662,552	\$4,475,667
<u>Licenses & Permits</u>			
Licenses.....	\$267,752	\$293,124	\$249,155
Permits.....	1,214,882	1,078,317	958,810
TOTAL LICENSES & PERMITS	\$1,482,634	\$1,371,441	\$1,207,965
<u>Penalties & Forfeitures</u>			
Court Penalties & Costs.....	\$526,732	\$440,011	\$650,000
Parking Violations.....	466,554	512,883	540,000
Alarm Fees.....	15,990	67,250	64,000
Other Penalties & Fees.....	6,236	4,087	5,000
TOTAL PENALTIES & FORFEITURES	\$1,015,512	\$1,024,231	\$1,259,000
<u>Public Charges for Service</u>			
General Government.....	\$676,696	\$695,844	\$723,150
Public Safety.....	1,530,873	1,758,814	2,030,383
Health & Social Services.....	30,207	42,444	63,575
Streets & Related Facilities.....	52,990	65,988	49,350
Sanitation.....	442,179	288,674	309,150
TOTAL PUBLIC CHARGES FOR SERVICE	\$2,732,945	\$2,851,765	\$3,175,608
BALANCE FORWARD	\$46,917,761	\$45,665,826	\$46,291,234

2013		2014		
Amended Budget	First 7 Months Actual	Estimated	Proposed Budget	Adopted Budget
\$34,672,599	\$34,712,594	\$34,703,205	\$35,574,842	\$35,574,842
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----
940,000	440,800	900,000	930,000	930,000
415,000	247,340	415,000	415,000	415,000
5,395	5,561	5,561	5,561	5,561
100,000	93,445	100,000	100,000	100,000
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
\$36,132,994	\$35,499,740	\$36,123,766	\$37,025,403	\$37,025,403
\$2,242,349	\$1,527,428	\$2,227,682	\$2,296,100	\$2,296,100
259,530	158,983	306,243	348,019	348,019
<u>2,120,527</u>	<u>1,605,283</u>	<u>2,088,118</u>	<u>2,074,006</u>	<u>2,074,006</u>
\$4,622,406	\$3,291,694	\$4,622,043	\$4,718,125	\$4,718,125
\$249,155	\$241,741	\$256,245	\$267,115	\$267,115
<u>958,810</u>	<u>793,969</u>	<u>1,188,460</u>	<u>1,072,985</u>	<u>1,072,985</u>
\$1,207,965	\$1,035,710	\$1,444,705	\$1,340,100	\$1,340,100
\$650,000	\$366,827	\$625,000	\$660,000	\$660,000
540,000	274,529	540,000	540,000	540,000
64,000	25,690	64,000	64,000	64,000
<u>5,000</u>	<u>3,475</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
\$1,259,000	\$670,521	\$1,234,000	\$1,269,000	\$1,269,000
\$723,150	\$193,853	\$722,200	\$745,550	\$745,550
2,053,390	1,242,192	2,033,698	2,070,738	2,070,738
63,575	33,544	53,910	18,000	18,000
57,150	41,153	63,205	49,350	49,350
<u>309,150</u>	<u>149,906</u>	<u>234,900</u>	<u>295,400</u>	<u>295,400</u>
\$3,206,415	\$1,660,648	\$3,107,913	\$3,179,038	\$3,179,038
\$46,428,780	\$42,158,313	\$46,532,427	\$47,531,666	\$47,531,666

CITY OF WAUWATOSA

Statement of Revenues & Other Receipts for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

GENERAL FUND REVENUES - CONT'D	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
BALANCE FORWARD	\$46,917,761	\$45,665,826	\$46,291,234
<u>Intergovernmental Charges for Service Counties & Municipalities</u>			
County - Paramedics.....	\$200,000	\$77,877	\$100,000
County - Fire Protection Service.....	1,311,107	1,294,228	1,300,000
Other-Cnty & Municipalities.....	1,179,944 *	15,019	----
Schools and Special Districts.....	2,992,770 *	52,311	----
Local Departments.....	98,991	103,642	127,891
TOTAL INTERGOVERNMENTAL CHARGES	\$5,782,812	\$1,543,076	\$1,527,891
<u>Miscellaneous Revenue</u>			
Interest.....	\$1,061,803	\$862,163	\$791,000
Rentals.....	10,219	9,695	10,000
Other Miscellaneous Revenue.....	63,513	71,405	25,000
TOTAL MISCELLANEOUS REVENUE	\$1,135,535	\$943,263	\$826,000
<u>Other Financing Sources</u>			
Proceeds from Sale of Land.....	----	\$74,449	----
Proceeds from Long Term Debt.....	\$4,339,758	----	----
<u>Transfer from Other Funds</u>			
Transfer from T.I.F.....	----	----	\$25,000
Transfer from P. W. B. Reserve.....	\$29,791	----	29,791
Transfer from Water Utility.....	654,135	792,975	768,399
Transfer from Municipal Complex Reserve.....	7,500	----	----
Appropriated Surplus Applied.....	99,400	218,650	500,000
Amortization Fund Appropriation.....	----	600,000	500,000
TOTAL TRANSFERS FROM OTHER FUNDS	\$5,130,584	\$1,686,075	\$1,823,190
<u>Special Assessment Revenue</u>			
Special Assessments.....	\$35,184	\$9,904	\$26,150
TOTAL SPECIAL ASSESSMENTS	\$35,184	\$9,904	\$26,150
TOTAL GENERAL FUND REVENUES	\$59,001,879 =====	\$49,848,144 =====	\$50,494,465 =====

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$46,428,780	\$42,158,313	\$46,532,427	\$47,531,666	\$47,531,666
\$100,000	\$48,431	\$130,000	\$100,000	\$100,000
1,300,000	1,294,691	1,294,691	1,300,000	1,300,000
----	----	----	----	----
----	-13,365	----	----	----
127,891	74,766	127,891	234,181	234,181
<u>127,891</u>	<u>74,766</u>	<u>127,891</u>	<u>234,181</u>	<u>234,181</u>
\$1,527,891	\$1,404,523	\$1,552,582	\$1,634,181	\$1,634,181
\$791,000	139,573	\$791,000	\$520,000	\$520,000
10,000	6,901	10,000	10,000	10,000
37,000	36,841	36,265	27,500	27,500
<u>37,000</u>	<u>36,841</u>	<u>36,265</u>	<u>27,500</u>	<u>27,500</u>
\$838,000	183,315	\$837,265	\$557,500	\$557,500
----	----	----	----	----
----	----	----	----	----
\$25,000	----	\$25,000	\$25,000	\$25,000
\$29,791	----	----	----	----
768,399	----	785,988	848,000	848,000
----	----	----	----	----
1,206,667	90,000	954,864	242,849	242,849
500,000	----	----	500,000	500,000
<u>500,000</u>	<u>90,000</u>	<u>954,864</u>	<u>242,849</u>	<u>242,849</u>
\$2,529,857	\$90,000	\$1,765,852	\$1,615,849	\$1,615,849
\$26,150	\$12,526	\$21,128	\$20,900	\$20,900
<u>\$26,150</u>	<u>\$12,526</u>	<u>\$21,128</u>	<u>\$20,900</u>	<u>\$20,900</u>
\$26,150	\$12,526	\$21,128	\$20,900	\$20,900
<u>\$26,150</u>	<u>\$12,526</u>	<u>\$21,128</u>	<u>\$20,900</u>	<u>\$20,900</u>
<u>\$51,350,678</u>	<u>\$43,848,677</u>	<u>\$50,709,254</u>	<u>\$51,360,096</u>	<u>\$51,360,096</u>

CITY OF WAUWATOSA

Summary of Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

GENERAL FUND	Year 2011 Actual	Year 2012 Actual	Adopted Budget
<u>Legislative</u>			
City Council.....	\$139,520	\$144,831	\$173,543
Board of Public Works.....	5,299	12,595	----
Youth Commission.....	2,773	2,782	1,530
Historic Preservation.....	9,437	253	1,000
Senior Commission.....	1,220	1,423	3,000
TOTAL LEGISLATIVE	\$158,249	\$161,884	\$179,073
<u>Judicial</u>			
Municipal Court.....	\$305,579	\$290,411	\$330,871
TOTAL JUDICIAL	\$305,579	\$290,411	\$330,871
<u>Executive</u>			
Mayor.....	\$86,544	\$72,317	\$108,842
City Administration.....	243,459	276,395	288,580
TOTAL EXECUTIVE	\$330,003	\$348,712	\$397,422
<u>General Administration</u>			
City Clerk.....	\$351,763	\$315,393	\$334,745
Elections.....	148,234	328,479	158,358
Human Resources.....	405,205	389,787	487,631
TOTAL GENERAL ADMINISTRATION	\$905,202	\$1,033,659	\$980,734
<u>Financial Administration</u>			
City Comptroller.....	\$491,074	\$488,999	\$515,987
City Assessor.....	620,601	630,073	663,492
Purchasing.....	179,802	100,585	102,256
City Treasurer.....	333,613	317,071	336,175
TOTAL FINANCIAL ADMINISTRATION	\$1,625,090	\$1,536,728	\$1,617,910
<u>Legal</u>			
City Attorney.....	\$590,507	\$526,765	\$486,239
TOTAL LEGAL	\$590,507	\$526,765	\$486,239
<u>Urban Planning</u>			
City Planning.....	\$549,927	\$362,116	\$462,603
Economic Development.....	197,188	179,720	196,777
TOTAL URBAN PLANNING	\$747,115	\$541,836	\$659,380
<u>Buildings and Plant</u>			
Police Station.....	\$217,882	\$204,636	\$213,175
TOTAL BUILDINGS AND PLANT	\$217,882	\$204,636	\$213,175
BALANCE FORWARD	\$4,879,627	\$4,644,631	\$4,864,804

	2013		2014	
	Amended Budget	First 7 months Actual	Estimated	Proposed Budget
\$176,543	\$94,463	\$193,258	\$175,684	\$175,684
-----	-----	-----	-----	-----
1,530	2,764	2,918	1,560	1,560
1,000	1,527	2,664	1,020	1,020
3,000	1,144	3,000	3,060	3,060
<u>\$182,073</u>	<u>\$99,898</u>	<u>\$201,840</u>	<u>\$181,324</u>	<u>\$181,324</u>
\$330,539	\$167,445	\$333,084	\$343,648	\$343,648
<u>\$330,539</u>	<u>\$167,445</u>	<u>\$333,084</u>	<u>\$343,648</u>	<u>\$343,648</u>
\$113,842	\$54,287	\$113,842	\$134,072	\$134,072
306,180	156,139	306,572	313,967	313,967
<u>\$420,022</u>	<u>\$210,426</u>	<u>\$420,414</u>	<u>\$448,039</u>	<u>\$448,039</u>
\$338,414	\$183,264	\$335,814	\$349,736	\$349,736
154,772	105,482	154,764	246,365	246,365
521,971	250,525	525,709	497,614	497,614
<u>\$1,015,157</u>	<u>\$539,271</u>	<u>\$1,016,287</u>	<u>\$1,093,715</u>	<u>\$1,093,715</u>
\$520,102	\$283,281	\$515,775	\$520,205	\$520,205
663,492	362,355	669,089	658,233	658,233
102,810	57,276	103,829	117,507	117,507
337,562	171,514	337,562	344,174	344,174
<u>\$1,623,966</u>	<u>\$874,426</u>	<u>\$1,626,255</u>	<u>\$1,640,119</u>	<u>\$1,640,119</u>
\$486,414	\$303,492	\$511,414	\$489,725	\$489,725
<u>\$486,414</u>	<u>\$303,492</u>	<u>\$511,414</u>	<u>\$489,725</u>	<u>\$489,725</u>
\$520,123	\$286,443	\$467,800	\$597,683	\$597,683
220,777	99,035	220,377	184,133	184,133
<u>\$740,900</u>	<u>\$385,478</u>	<u>\$688,177</u>	<u>\$781,816</u>	<u>\$781,816</u>
\$213,175	\$94,450	\$209,036	\$283,365	\$283,365
<u>\$213,175</u>	<u>\$94,450</u>	<u>\$209,036</u>	<u>\$283,365</u>	<u>\$283,365</u>
\$5,012,246	\$2,674,886	\$5,006,507	\$5,261,751	\$5,261,751

CITY OF WAUWATOSA

Summary of Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

GENERAL FUND-CONT'D	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
BALANCE FORWARD	\$4,879,627	\$4,644,631	\$4,864,804
 <u>Police Services</u>			
Police Department.....	\$14,818,010	\$14,700,466	\$14,708,189
Police Reserves.....	8,671	12,559	13,100
Crossing Guards.....	218,623	225,008	239,900
TOTAL POLICE SERVICES	\$15,045,304	\$14,938,033	\$14,961,189
 <u>Fire Services</u>			
Fire Department.....	\$13,137,530	\$12,921,862	\$12,891,502
Fire Equipment Reserve.....	22,702	7,681	-----
TOTAL FIRE SERVICES	\$13,160,232	\$12,929,543	\$12,891,502
 <u>Inspections</u>			
Building Regulation.....	\$751,012	\$749,180	\$775,276
Weights and Measures.....	10,800	10,800	10,800
Property Maintenance Program.....	71,483	72,110	90,568
TOTAL INSPECTIONS	\$833,295	\$832,090	\$876,644
 <u>Other Public Safety</u>			
Traffic Control & Regulation.....	\$382,910	\$368,127	\$446,230
TOTAL OTHER PUBLIC SAFETY	\$382,910	\$368,127	\$446,230
 <u>Engineering & Administration</u>			
Engineering.....	\$1,555,907	\$1,294,403	\$1,534,593
Public Works Department Operations.....	591,132	546,881	417,438
TOTAL ENGINEERING & ADMINISTRATION	\$2,147,039	\$1,841,284	\$1,952,031
 <u>Streets & Highways</u>			
Roadway Maintenance.....	\$2,235,317	\$1,849,261	\$2,191,731
Electrical Services.....	882,776	877,995	882,174
TOTAL STREETS & HIGHWAYS	\$3,118,093	\$2,727,256	\$3,073,905
BALANCE FORWARD	\$39,566,500	\$38,280,964	\$39,066,305

2013		2014		
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$5,012,246	\$2,674,886	\$5,006,507	\$5,261,751	\$5,261,751
\$15,065,818	\$7,769,757	\$14,691,538	\$14,693,037	\$14,693,037
13,100	3,276	13,100	13,100	13,100
239,900	135,497	239,900	241,940	241,940
\$15,318,818	\$7,908,530	\$14,944,538	\$14,948,077	\$14,948,077
\$12,998,148	\$6,705,182	\$13,187,870	\$12,707,766	\$12,707,766
25,976	2,715	25,976	35,000	35,000
\$13,024,124	\$6,707,897	\$13,213,846	\$12,742,766	\$12,742,766
\$775,351	\$420,951	\$773,156	\$786,428	\$786,428
10,800	10,800	10,800	10,800	10,800
90,568	40,934	85,185	103,952	103,952
\$876,719	\$472,685	\$869,141	\$901,180	\$901,180
\$453,934	\$165,758	\$454,107	\$436,335	\$436,335
\$453,934	\$165,758	\$454,107	\$436,335	\$436,335
\$1,629,345	\$1,025,817	\$1,602,880	\$977,232	\$977,232
421,714	292,010	425,399	436,656	436,656
\$2,051,059	\$1,317,827	\$2,028,279	\$1,413,888	\$1,413,888
\$2,246,756	\$1,165,208	\$2,218,457	\$2,385,370	\$2,385,370
882,291	471,545	881,691	1,023,638	1,023,638
\$3,129,047	\$1,636,753	\$3,100,148	\$3,409,008	\$3,409,008
\$39,865,947	\$20,884,336	\$39,616,566	\$39,113,005	\$39,113,005

CITY OF WAUWATOSA

Summary of Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

GENERAL FUND-CONT'D	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
BALANCE FORWARD	\$39,566,500	\$38,280,964	\$39,066,305
<u>Other Transportation</u>			
Public Works Facilities Outside.....	\$184,032	\$156,308	\$191,228
TOTAL OTHER TRANSPORTATION	<u>\$184,032</u>	<u>\$156,308</u>	<u>\$191,228</u>
<u>Sanitation</u>			
Solid Waste Management.....	\$2,727,326	\$2,588,145	\$2,327,568
TOTAL SANITATION	<u>\$2,727,326</u>	<u>\$2,588,145</u>	<u>\$2,327,568</u>
<u>Health Care Services</u>			
Health Care Services.....	\$1,375,840	\$1,356,863	\$1,452,815
TOTAL HEALTH SERVICES	<u>\$1,375,840</u>	<u>\$1,356,863</u>	<u>\$1,452,815</u>
<u>Recreation</u>			
July Fourth.....	\$51,955	\$52,006	\$42,930
TOTAL RECREATION	<u>\$51,955</u>	<u>\$52,006</u>	<u>\$42,930</u>
<u>Conservation of Natural Resources</u>			
Forestry.....	\$1,133,007	\$1,128,101	\$1,288,886
TOTAL CONSERVATION OF NAT. RESOURCES	<u>\$1,133,007</u>	<u>\$1,128,101</u>	<u>\$1,288,886</u>
<u>Other Leisure Activities</u>			
Visit Milwaukee.....	\$288,371	\$324,118	\$325,403
TOTAL OTHER LEISURE ACTIVITIES	<u>\$288,371</u>	<u>\$324,118</u>	<u>\$325,403</u>
BALANCE FORWARD	\$45,327,031	\$43,886,505	\$44,695,135

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$39,865,947	\$20,884,336	\$39,616,566	\$39,113,005	\$39,113,005
\$191,228	\$78,794	\$179,846	\$118,699	\$118,699
<u>\$191,228</u>	<u>\$78,794</u>	<u>\$179,846</u>	<u>\$118,699</u>	<u>\$118,699</u>
\$2,342,643	\$1,141,828	\$2,419,882	\$2,118,749	\$2,118,749
<u>\$2,342,643</u>	<u>\$1,141,828</u>	<u>\$2,419,882</u>	<u>\$2,118,749</u>	<u>\$2,118,749</u>
\$1,455,843	\$761,405	\$1,500,112	\$1,432,522	\$1,432,522
<u>\$1,455,843</u>	<u>\$761,405</u>	<u>\$1,500,112</u>	<u>\$1,432,522</u>	<u>\$1,432,522</u>
\$42,930	\$41,022	\$45,502	\$43,789	\$43,789
<u>\$42,930</u>	<u>\$41,022</u>	<u>\$45,502</u>	<u>\$43,789</u>	<u>\$43,789</u>
\$1,294,803	\$639,302	\$1,282,404	\$1,312,030	\$1,312,030
<u>\$1,294,803</u>	<u>\$639,302</u>	<u>\$1,282,404</u>	<u>\$1,312,030</u>	<u>\$1,312,030</u>
\$325,403	\$244,052	\$325,403	\$319,819	\$319,819
<u>\$325,403</u>	<u>\$244,052</u>	<u>\$325,403</u>	<u>\$319,819</u>	<u>\$319,819</u>
\$45,518,797	\$23,790,739	\$45,369,715	\$44,458,613	\$44,458,613

CITY OF WAUWATOSA

Summary of Expenditures for the Years 2011 and 2012,
Budget Adopted for 2013, Amended Budget for 2013, First Seven Months Actual,
2013 Estimated, and Proposed Budget and Adopted Budget for 2014

GENERAL FUND-CONT'D	Year 2011 Actual	Year 2012 Actual	----- Adopted Budget
BALANCE FORWARD	\$45,327,031	\$43,886,505	\$44,695,135
<u>Employee Pension and Benefits</u>			
Wisconsin Retirement Fund.....	\$1	4,000	----
Social Security.....	----	----	----
Employee Insurance Premiums.....	----	----	----
Unemployment Benefits.....	----	3,813	----
Special Death & Disability.....	----	----	----
Flexible Spending Account.....	----	----	----
Undistributed -Unallocated Expenditures	----	----	79,260
TOTAL EMPLOYEE PENSION & BENEFITS	\$1	\$7,813	\$79,260
<u>Other General</u>			
Remission of Taxes.....	\$8,671,515	\$84,042	----
Contribution for Uncollectible.....	14,848	14,723	15,000
MADACC.....	57,073	52,090	51,000
Litigation Reserve.....	----	208,550	150,000
Internal Granting Program.....	----	147,417	250,000
TOTAL OTHER GENERAL	\$8,743,436	\$506,822	\$466,000
<u>Intrafund Transfer</u>			
Other Intrafund Transfers.....	\$1,157,272	\$958,842	\$891,000
Transfer to Unappropriated Fund Balance.....	----	----	----
TOTAL INTRAFUND TRANSFERS	\$1,157,272	\$958,842	\$891,000
<u>Interfund Transfer</u>			
Interfund Transfers.....	<u>\$3,349,436</u>	<u>\$3,981,138</u>	<u>\$4,363,070</u>
TOTAL INTERFUND TRANSFERS	\$3,349,436	\$3,981,138	\$4,363,070
TOTAL GENERAL FUND EXPENDITURES	\$58,577,176 =====	\$49,341,120 =====	\$50,494,465 =====

2013			2014	
Amended Budget	First 7 months Actual	Estimated	Proposed Budget	Adopted Budget
\$45,518,797	\$23,790,739	\$45,369,715	\$44,458,613	\$44,458,613
-----	5,586	2,627		
-----	387	-----		
-----	3,721	-----		
-----	2,054	22		
-----	-----	-----		
-----	-1,412	-----		
<u>24,471</u>	-----	<u>24,862</u>	<u>54,544</u>	<u>54,544</u>
\$24,471	\$10,336	\$27,511	\$54,544	\$54,544
-----	4,618	4,618	-----	-----
15,000	1,362	15,000	15,000	15,000
51,000	24,582	51,000	53,000	53,000
150,000	21,579	150,000	600,000	600,000
<u>337,340</u>	<u>64,936</u>	<u>337,340</u>	<u>250,000</u>	<u>250,000</u>
\$553,340	\$117,077	\$557,958	\$918,000	\$918,000
\$891,000	194,156	\$891,000	\$620,000	\$620,000
-----	-----	-----	-----	-----
<u>\$891,000</u>	<u>194,156</u>	<u>\$891,000</u>	<u>\$620,000</u>	<u>\$620,000</u>
\$4,363,070	\$4,390,703	\$3,863,070	\$5,308,939	\$5,308,939
\$4,363,070	\$4,390,703	\$3,863,070	\$5,308,939	\$5,308,939
\$51,350,678	\$28,503,011	\$50,709,254	\$51,360,096	\$51,360,096
=====	=====	=====	=====	=====

Note:
 These line items are allocated as part of the fringe benefits distributed throughout the various departments.

CITY OF WAUWATOSA

Budget for Debt Service - Year 2014

Series	Date	Final Maturity	Interest Rate	Balance 12/31/13	Due in 2014		Balance 12/31/14
					Principal	Interest	
<u>Promissory Notes</u>							
2005	5/1/2005	12/1/2014	4.00%	600,000	600,000	24,000	0
2006	4/1/2006	12/1/2015	4.00%	1,275,000	625,000	51,000	650,000
2007	4/15/2007	12/1/2016	4.00%	1,800,000	500,000	72,000	1,300,000
2008	5/1/2008	12/1/2016	3.375%	2,900,000	900,000	97,875	2,000,000
2008	5/1/2008	12/1/2017	3.50%	1,000,000	0	35,000	1,000,000
2011	11/29/2011	11/1/2014	2.00%	500,000	500,000	10,000	0
2011	11/29/2011	11/1/2015	2.00%	900,000	0	18,000	900,000
2011	11/29/2011	11/1/2016	2.00%	1,100,000	0	22,000	1,100,000
2011	11/29/2011	11/1/2017	2.00%	1,200,000	0	24,000	1,200,000
2011	11/29/2011	11/1/2018	2.00%	1,500,000	0	30,000	1,500,000
2011	11/29/2011	11/1/2019	2.50%	2,000,000	0	50,000	2,000,000
2011	11/29/2011	11/1/2020	2.50%	2,000,000	0	50,000	2,000,000
2011	11/29/2011	11/1/2021	2.50%	2,100,000	0	52,500	2,100,000
2011A	12/20/2011	6/1/2016	2.00%	4,600,000	0	92,000	4,600,000
2012	8/21/2012	6/1/2014	2.00%	775,000	775,000	14,979	0
2012	8/21/2012	6/1/2015	2.00%	800,000	0	15,462	800,000
2012	8/21/2012	6/1/2016	2.00%	900,000	0	17,395	900,000
2012	8/21/2012	6/1/2017	2.00%	1,275,000	0	24,643	1,275,000
2012	8/21/2012	6/1/2018	2.00%	1,550,000	0	29,958	1,550,000
2012	8/21/2012	6/1/2019	2.00%	1,500,000	0	28,991	1,500,000
2012	8/21/2012	6/1/2020	2.00%	1,575,000	0	30,441	1,575,000
2012	8/21/2012	6/1/2021	2.00%	1,675,000	0	32,374	1,675,000
2012	8/21/2012	6/1/2022	2.25%	1,475,000	0	32,196	1,475,000
2013A	8/20/2013	6/1/2019	2.00%	4,175,000	975,000	118,163	3,200,000
2013A	8/20/2013	6/1/2023	3.00%	2,075,000	0	58,728	2,075,000
TOTAL PROMISSORY NOTES.....				41,250,000	4,875,000	1,031,704	36,375,000
<u>WRS Taxable Refunding Bonds</u>							
2010	8/3/2010	3/1/2014	2.30%	515,000	515,000	11,845	0
2010	8/3/2010	3/1/2015	3.25%	530,000	0	17,225	530,000
2010	8/3/2010	3/1/2016	3.25%	550,000	0	17,875	550,000
2010	8/3/2010	3/1/2017	3.75%	575,000	0	21,563	575,000
2010	8/3/2010	3/1/2018	4.00%	600,000	0	24,000	600,000
2010	8/3/2010	3/1/2019	4.25%	625,000	0	26,563	625,000
2010	8/3/2010	3/1/2020	4.50%	650,000	0	29,250	650,000
2010	8/3/2010	3/1/2021	4.70%	685,000	0	32,195	685,000
2010	8/3/2010	3/1/2022	4.70%	720,000	0	33,840	720,000
2010	8/3/2010	3/1/2023	5.00%	755,000	0	37,750	755,000
2010	8/3/2010	3/1/2024	5.00%	795,000	0	33,827	795,000
TOTAL WRS Taxable Refunding Bonds.....				7,000,000	515,000	285,932	6,485,000

CITY OF WAUWATOSA

Budget for Debt Service - Year 2014 - Continued

Series	Date	Final Maturity	Interest Rate	Balance 12/31/13	Due in 2014		Balance 12/31/14
					Principal	Interest	
<u>Fire Station Bonds</u>							
2010	10/25/2010	11/1/2014	1.30%	425,000	425,000	5,525	0
2010	10/25/2010	11/1/2015	1.60%	425,000	0	6,800	425,000
2010	10/25/2010	11/1/2016	1.90%	425,000	0	8,075	425,000
2010	10/25/2010	11/1/2017	2.35%	450,000	0	10,575	450,000
2010	10/25/2010	11/1/2018	2.65%	450,000	0	11,925	450,000
2010	10/25/2010	11/1/2019	3.05%	450,000	0	13,725	450,000
2010	10/25/2010	11/1/2020	3.25%	475,000	0	15,438	475,000
2010	10/25/2010	11/1/2021	3.50%	475,000	0	16,625	475,000
2010	10/25/2010	11/1/2022	3.70%	500,000	0	18,500	500,000
2010	10/25/2010	11/1/2023	3.90%	525,000	0	20,475	525,000
2010	10/25/2010	11/1/2024	4.10%	525,000	0	21,525	525,000
2010	10/25/2010	11/1/2025	4.30%	550,000	0	23,650	550,000
2010	10/25/2010	11/1/2026	4.50%	550,000	0	24,750	550,000
2010	10/25/2010	11/1/2027	4.65%	575,000	0	26,738	575,000
2010	10/25/2010	11/1/2028	4.75%	600,000	0	28,500	600,000
2010	10/25/2010	11/1/2029	4.85%	625,000	0	30,313	625,000
2010	10/25/2010	11/1/2030	5.00%	650,000	0	32,500	650,000
TOTAL FIRE STATION.....				8,675,000	425,000	315,638	8,250,000
<u>General Obligation Refunding Bonds</u>							
2013	8/20/2013	12/1/2018	3.00%	3,315,000	675,000	99,450	2,640,000
TOTAL REFUNDING.....				3,315,000	675,000	99,450	2,640,000
TOTAL OUTSTANDING GENERAL OBLIGATION DEBT.....				60,240,000	6,490,000	1,732,723	53,750,000
=====							
Redevelopment Authority Lease Revenue Bonds (TIF #2)							
2004	8/15/2004	12/1/2017	4.00%-5.75%	12,050,000	2,500,000	679,125	9,550,000

CITY OF WAUWATOSA

**2014 Budget
Schedule of Non-Lapsing Balances
and Other Reserve and Fund Balances**

GENERAL FUND	Actual Balance 12/31/11	Actual Balance 12/31/12	Adopted Budget Balance 12/31/14
Fire Equipment Reserve.....	8,588	25,976	----
Internal Granting.....			
LEAN Training	----	2,950	----
Agenda Management	----	11,740	----
TRIP Data Conversion	----	12,000	----
HR Fire Automated System	----	49,000	----
Update of GIS System	----	18,050	----
Total Internal Granting.....	<u>0</u>	<u>93,740</u>	<u>0</u>
Police.....			
Overtime	----	37,272	----
Training	10,230	----	----
Clothing	6,000	----	----
Restitution-Crime Prevention	904	1,274	----
Expenditures from Donations	9,133	8,227	290
Drug Asset Forfeiture-City	29,781	43,693	35,953
Federal Reimbursement Program	67,552	82,569	82,569
DCI Task Force Forfeiture	145,074	145,074	130,374
Other Equipment	12,000	12,000	----
K9 Unit	4,963	----	----
Total Police.....	<u>285,637</u>	<u>330,109</u>	<u>249,186</u>
Fire.....			
Apparatus Repairs	----	10,088	----
Office Equipment	----	5,000	----
Expenditures from Donations	5,608	4,719	----
Fitness Area	10,000	----	----
Training Tower	40,587	----	----
Other Equipment	2,678	----	----
Total Fire.....	<u>58,873</u>	<u>19,807</u>	<u>0</u>
Other Accounts.....			
Historic Preservation Commission	6,580	7,326	5,662
Youth Commission	1,202	1,466	1,699
Senior Commission	3,530	5,235	5,715
Human Resources	----	32,900	----
Comptroller	3,766	1,249	----
City Planning	46,977	5,520	----
Economic Development	17,412	20,000	----
Police Station	5,000	----	----
Traffic Control	3,962	----	----
Engineering	19,492	75,930	----
Solid Waste Management	14,372	----	----
Forestry	----	5,917	----
Public Health Nursing	419	519	----
July Fourth	14,101	23,227	18,555
Total Other Accounts.....	<u>136,813</u>	<u>179,289</u>	<u>31,631</u>
TOTAL NON-LAPSING BALANCES	<u><u>\$489,911</u></u>	<u><u>\$648,921</u></u>	<u><u>\$280,817</u></u>
<u>Other Reserve and Fund Balances</u>			
Amortization Fund.....	7,904,679	6,981,323	7,221,322
Reserve for Future Capital Improvements...	485,000	485,000	1,202,572

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