

City of Wauwatosa



2021 Adopted Budget



wauwatosa.net

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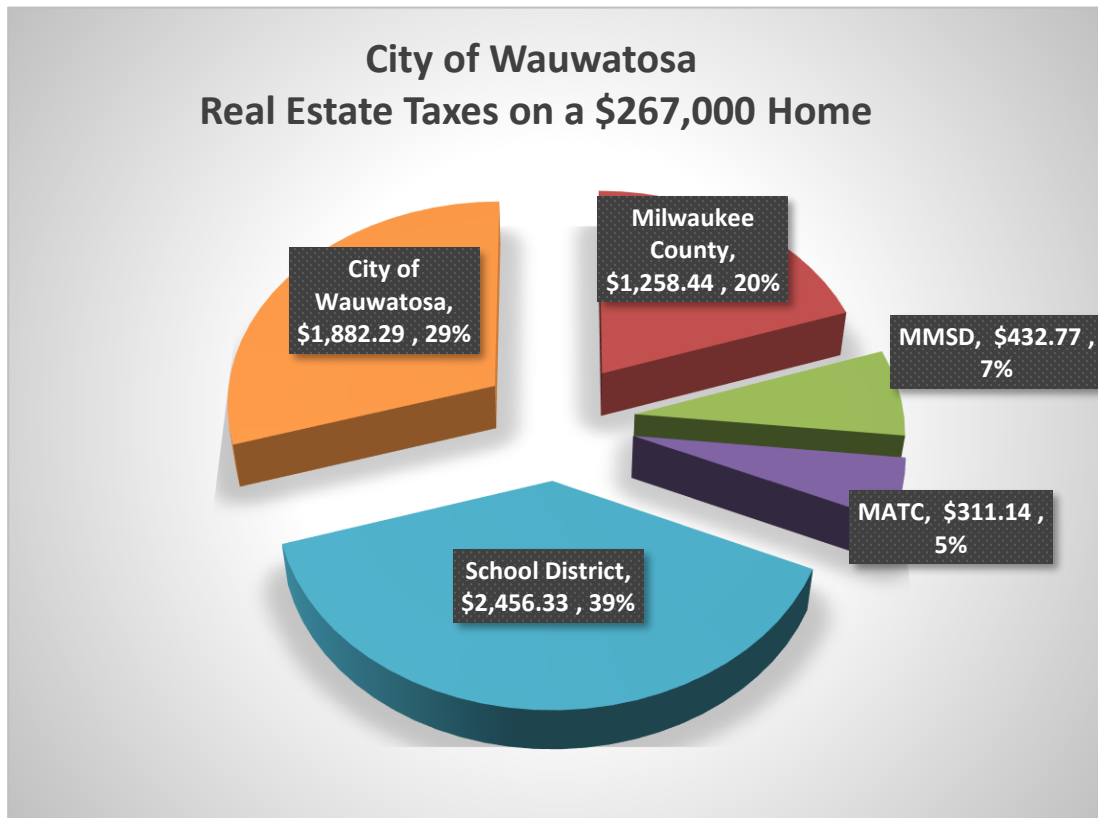
Taxation by Taxing District*

Average Residential Property

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	
State	\$ 38.45	\$ 38.49	\$ -	\$ -	\$ -	0.0%
Milwaukee County	\$ 1,163.18	\$ 1,155.98	\$ 1,226.39	\$ 1,227.90	\$ 1,258.44	19.8%
MMSD	\$ 395.28	\$ 397.10	\$ 418.83	\$ 424.35	\$ 432.77	6.8%
MATC	\$ 284.85	\$ 285.72	\$ 305.19	\$ 306.85	\$ 311.14	4.9%
School District	\$ 1,882.06	\$ 1,957.62	\$ 1,916.17	\$ 1,931.47	\$ 2,456.33	38.7%
City of Wauwatosa	\$ 1,669.60	\$ 1,689.03	\$ 1,733.49	\$ 1,785.90	\$ 1,882.29	29.7%
Gross Tax	\$ 5,433.42	\$ 5,523.94	\$ 5,600.08	\$ 5,676.47	\$ 6,340.97	100.0%
State Credits	\$ (465.83)	\$ (477.97)	\$ (494.41)	\$ (536.74)	\$ (608.34)	
Net Tax	\$ 4,967.59	\$ 5,045.97	\$ 5,105.67	\$ 5,139.73	\$ 5,732.63	
Home Value	\$ 219,000	\$ 220,000	\$ 223,000	\$ 224,000	\$ 267,000	

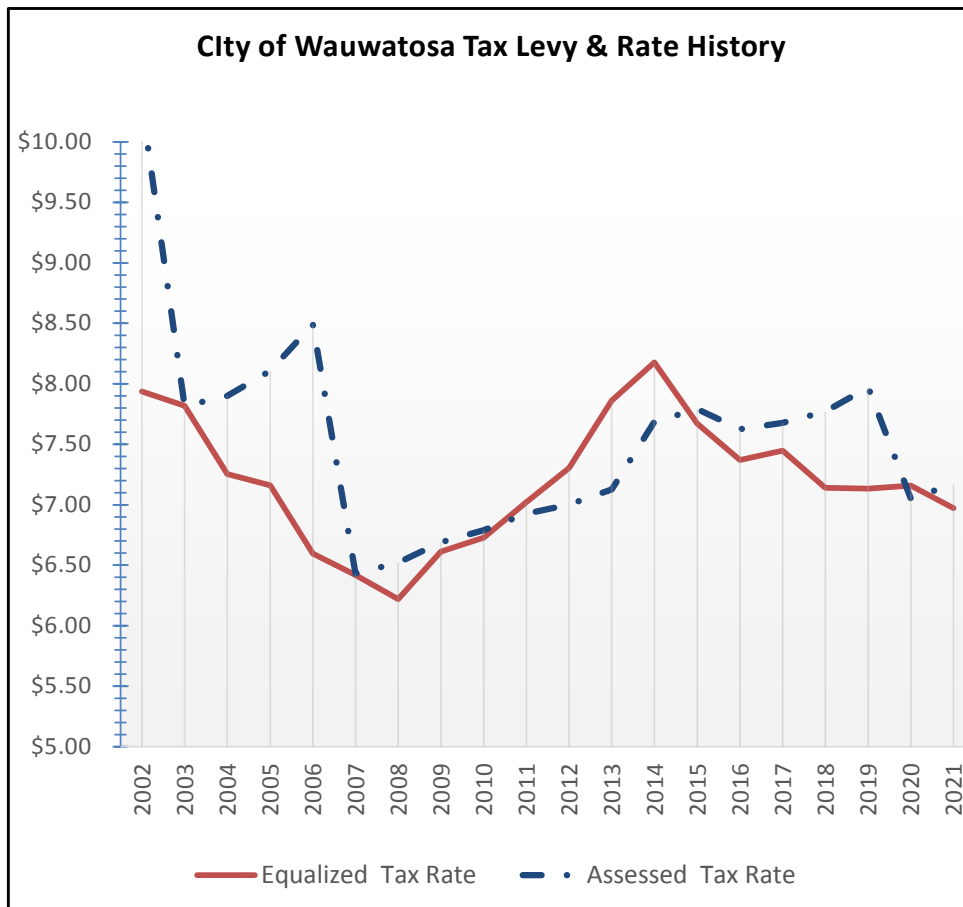
* Represents the budget year, i.e the 2018 budget year represents the 2017 tax year.

** The 2020 Budget Year reflects the Jan. 1, 2019 values



City of Wauwatosa Tax Levy Rate History

Year	Equalized Value ¹	% Change	Assessed Value ^{1,2}	% Change	City Levy	% Change	Assessed Tax Rate	% Change
2021	\$ 6,520,258,300	5.74%	\$ 6,339,664,691	1.26%	\$45,461,749	3.00%	7.17	1.72%
2020	\$ 6,166,167,500	2.64%	\$ 6,260,842,432	16.48%	\$44,137,620	3.00%	7.05	-11.57%
2019	\$ 6,007,585,200	2.29%	\$ 5,375,264,166	-0.39%	\$42,852,058	2.16%	7.97	2.56%
2018	\$ 5,873,146,600	6.40%	\$ 5,396,262,437	0.78%	\$41,946,785	2.04%	7.77	1.25%
2017	\$ 5,519,699,400	1.55%	\$ 5,354,275,917	1.90%	\$41,106,546	2.62%	7.68	0.70%
2016	\$ 5,435,690,500	6.77%	\$ 5,254,410,426	4.82%	\$40,058,445	2.58%	7.62	-2.14%
2015	\$ 5,091,255,900	9.70%	\$ 5,012,628,279	1.53%	\$39,050,136	2.90%	7.79	1.35%
2014	\$ 4,641,119,800	-1.46%	\$ 4,937,185,119	-4.99%	\$37,949,568	2.48%	7.69	7.87%
2013	\$ 4,709,725,000	-5.90%	\$ 5,196,727,012	-0.46%	\$37,030,421	1.30%	7.13	1.76%
2012	\$ 5,004,833,100	-3.87%	\$ 5,220,542,224	-1.07%	\$36,555,123	0.00%	7.00	1.08%
2011	\$ 5,206,269,800	-2.22%	\$ 5,276,999,488	-0.01%	\$36,555,123	2.03%	6.93	2.04%

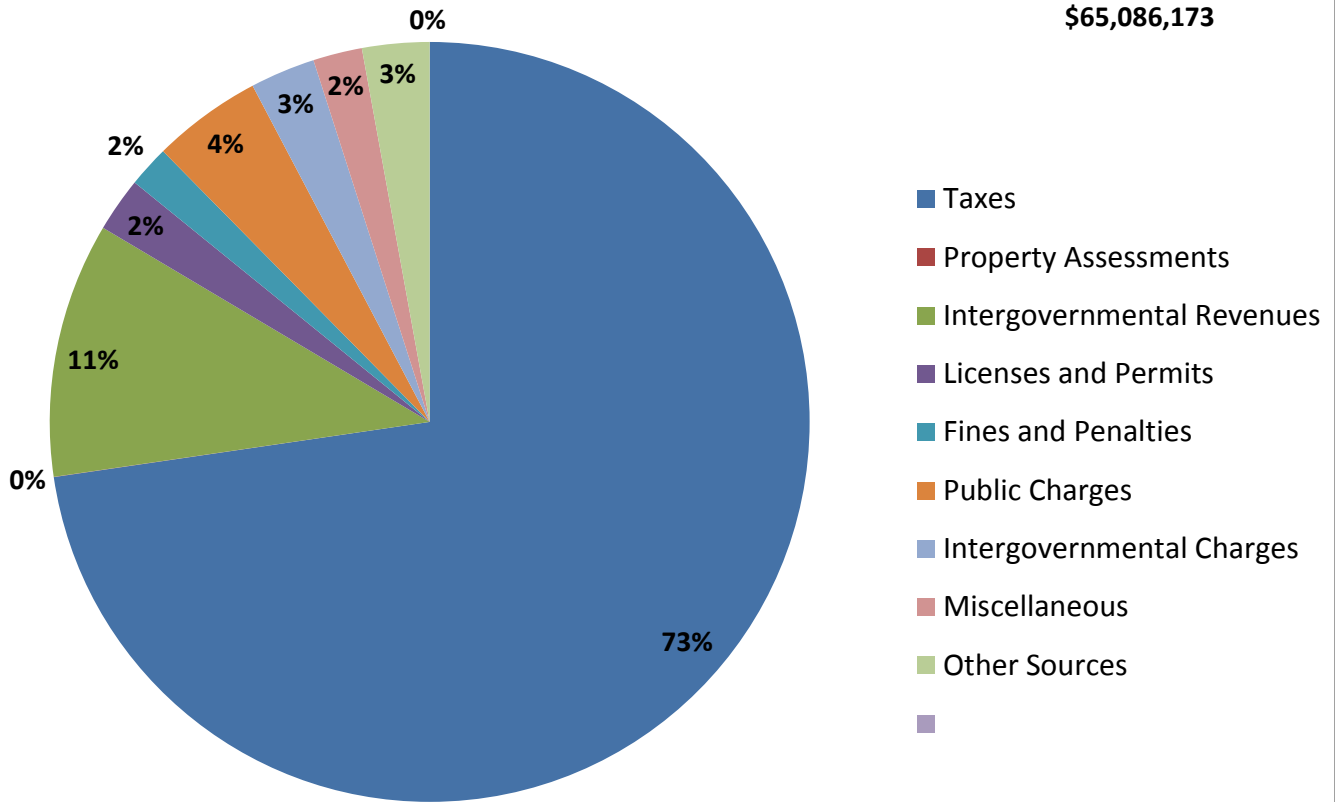


¹ Values do not include tax incremental districts. Does not include Tax Increment District value

² Manufacturing values are an estimate. Final values expected by end of October.

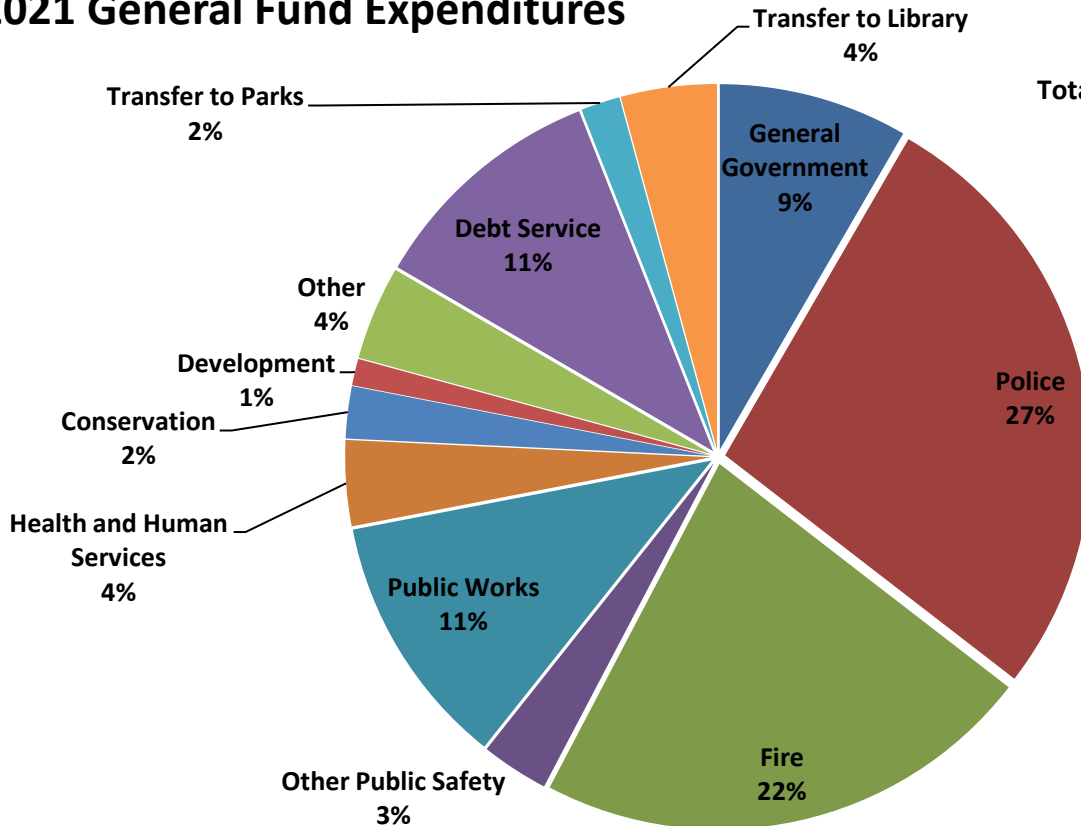
2021 General Fund Revenues

Total Revenues:
\$65,086,173



2021 General Fund Expenditures

Total Expenditures:
\$65,086,173



¹ "Debt Service" includes Transfer to Debt Service and Transfer to Amortization Fund. Amortization Fund then transfers funds to Debt Service

² "Other Public Safety" includes Animal Control, Crossing Guards, Traffic Control and Building Regulation

BUDGETED FULL-TIME EQUIVALENCY EMPLOYMENT

DEPARTMENT	2020	2021	VAR
Administrative Services	12.66	12.66	0.00
Assessor	6.00	6.00	-
Common Council	16.00	16.00	-
City Clerk/Elections	5.00	5.00	-
Development	35.74	35.74	0.00
Finance	9.56	9.57	0.01
Fire	102.57	102.56	(0.01)
Fleet Maintenance	10.00	10.00	-
Health	12.80	12.80	(0.00)
Information Systems	7.00	7.00	-
Library	26.58	26.58	0.00
Mayor	2.00	1.00	(1.00)
Municipal Complex	4.00	4.00	-
Municipal Court	2.89	1.89	(1.00)
Police	128.52	128.33	(0.19)
Public Works	59.79	62.23	2.44
Traffic Electrical Maintenance	6.28	6.28	0.00
Tourism	1.00	1.00	-
Water	19.38	19.38	0.00
TOTAL FULL-TIME EMPLOYMENT	467.77	468.04	0.27

2021 Levy Analysis

MAJOR REVENUE CHANGES

<u>ACCOUNT TYPE</u>	<u>BASIS</u>	<u>\$ CHANGE</u>	<u>% Change</u>
HOTEL TAXES	Continued impact of COVID-19 on travel. Assuming 65% of 2020 average room revenue	(303,000)	-20.0%
INTERGOVERNMENTAL REVENUES	\$80K budgeted for Federal EPA grant and \$58K increase in Cable Franchise Aid (offset below)	148,597	2.5%
FINES AND PENALTIES	\$73K reduction in parking ticket revenue based on COVID-19 and prior year actuals	(82,500)	-6.7%
PUBLIC CHARGES	\$153K increase for new recycling tag fee structure offset by \$75K reduction in cable franchise fees due to mandated rate reduction	52,435	1.8%
INTERGOVERNMENTAL CHARGES	Assumed increase in County Fire Service contract due to salary and benefit increases	73,412	4.2%
INTEREST INCOME	Reduction in interest earnings due to decrease in short term interest rates	(693,000)	-38.0%
SURPLUS APPLIED	\$200K used for COVID-19 contact tracing as compared to \$299K in prior year for recycling	(99,892)	-33.0%
OTHER CHANGES	\$1.0M budgetary only to preserve expenditure restraint capacity	1,056,737	
TOTAL MAJOR REVENUE CHANGES		152,789	0.2%
<i>Less Expenditure Restraint Adjustment</i>		(847,211)	-1.3%

MAJOR EXPENDITURE CHANGES

<u>ACCOUNT TYPE</u>	<u>BASIS</u>	<u>\$ CHANGE</u>	<u>% Change</u>
REGULAR PAY	Contractual cost of living increase and step increases	47,444	0.2%
OVERTIME	Increase in Fire Dept. based on prior year actuals and in Police for cost of living incr.	84,786	6.9%
BENEFITS	\$295K increase offset by \$432K transfer to the Hospital Policing Fund	(137,024)	-1.0%
OPERATING EXPENDITURES	One-time expense in Fire Dept. in 2020 for turnout gear and holding other spending flat	(29,845)	-2.2%
COMMODITIES	Transfer Forestry expense for tree planting to Stormwater Fund	(78,830)	-17.3%
SERVICES	\$200K increase in Health for COVID-19 contact tracing.	271,802	8.8%
UTILITIES	\$110K reduction in electricity for street lighting due to LED program. Small offset.	(106,165)	-13.8%
INTERNAL CHARGES	Increases in IT offset by decrease in Fleet and administrative charges to other parties	(126,041)	-3.7%
CAPITAL OUTLAY	Addition of a mobile dispatch unit at the police department.	86,299	386.8%
TRANSFER TO DEBT SERVICE AND AMORTIZATION FUND	Increase in Debt Service due to capital budget funding requirements	246,208	3.5%
TRANSFER TO CAPITAL	\$1.0M is budgetary only for expenditure restraint aid capacity. \$50K for Fire projects	1,051,581	133.4%
TRANSFER TO TOURISM	Due to decrease in hotel/motel revenue.	(222,589)	-23.9%
TRANSFER TO PARKS	Increased debt service, capital outlay and reduced revenues in the Parks Fund	155,760	15.9%
OTHER EXPENDITURES	Increase for Body Cameras (\$130K) and other misc changes	233,532	
TOTAL MAJOR EXPENDITURE CHANGES		1,476,918	2.9%
<i>Less Expenditure Restraint Adjustment</i>		476,918	0.7%

CHANGE IN PROPERTY TAX LEVY	1,324,129	3.0%
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MAYOR

PURPOSE

The Mayor is elected Chief Executive Officer of the City of Wauwatosa. The Mayor presides over the Common Council, serves as primary spokesperson of the City, and strengthens community relations in support of the City's Mission and Strategic Plan.

PROGRAMS/SERVICE LINES

LEADERSHIP

- Presides over Council meetings and models civility and good conduct. Works with staff to create annual City Executive Budget.
- Upholds and promotes the strategic mission and vision of the City, encourages citizen engagement, strengthens the community and seeks to enhance the quality of life.
- Elected or appointed to Milwaukee Metropolitan Sewage District Commission, Regional Transit Leadership Council, Wisconsin Center District, Visit Milwaukee, Intergovernmental Cooperative Council, the Milwaukee Regional Innovation Center, Milwaukee County Capital Improvement Committee, Urban Alliance, and League of Wisconsin Municipalities Board fulfilling the City's vision to be a *Regional, State, and National Leader*. The Mayor also collaborates with Milwaukee 7 (M7) regional economic development group, the Southeastern Wisconsin Regional Planning Commission (SEWRPC), and the National League of Cities (NLC). Participation in all these groups increases the City's involvement and helps build collaborations and partnerships in local, regional, state, and national issues and initiatives.
- Heads the Emergency Operations Center (EOC), the City's central coordinating, monitoring, notification and warning center for major emergencies and disasters.

PUBLIC RELATIONS

- Serves as the Chief Executive Officer and spokesperson for the City and represents the City of Wauwatosa at the local, state and national level. The Mayor works with the media to inform the public of the City's mission, policies and practices in a positive, consistent and credible manner.

RECRUITMENT AND APPOINTMENT

- Recruits and appoints over 250 volunteers to City boards, commissions and committees, and assigns Council liaisons encouraging effectiveness and alignment to the City's Strategic Plan. The Mayor actively engages citizens to increase their role in decision-making and creates a stronger link between citizens and their government.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 153,201	\$ 131,291	\$(21,910)
Rev	\$ -	\$ -	\$ -
Net Cost	\$ 153,201	\$ 131,291	\$(21,910)
FTE's	2.00	1.00	(1.00)

- Elimination of 1.0 vacant FTE Office Assistant

COMMUNITY DEVELOPMENT

- Chairs the Plan Commission to carefully steer future development to retain community character, minimize land use conflicts, provide a wide variety of housing and employment opportunities and preserve natural and cultural resources. The Mayor also works with the Community Development Authority, NAIOP—the Commercial Real Estate Development Association, the Commercial Association of Realtors of Wisconsin and builds relationships with developers, realtors and key business leaders.
- Builds collaborative relationships with community partners, such as the Wauwatosa School District, the Education Foundation of Wauwatosa, the Village Business Improvement District, MidTown Business Association, East Tosa Alliance, the Wauwatosa Chamber of Commerce and the Neighborhood Association Council to support the City's Strategic Plan goal to be *A Community of Choice*.
- Meets regularly with leaders of Medical College of Wisconsin, Froedtert Hospital, Children's Hospital of Wisconsin, the Milwaukee Regional Medical Center, city and regional business leaders and state and federal elected officials.

2020 BUDGETARY CHANGES

- None

2021 BUDGETARY CHANGES

- The Office Assistant position that had been shared between the Mayor's Office and City Administration and is vacant is eliminated. Support will be provided by an existing Office Assistant position in the City Clerk's Office.

BUDGET SUMMARY TABLE

Mayor Dept #110					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
68,012	69,006	69,006	Wages	69,006	0.0%
325	-	-	Overtime	-	0.0%
49,145	50,679	50,679	Benefits	28,554	-43.7%
2,221	2,200	2,200	Other Compensation	600	-72.7%
9,680	13,029	14,029	Operating Expenses	13,779	5.8%
676	2,500	6,173	Services	2,500	0.0%
15,689	15,787	15,787	Internal Charges	16,852	6.7%
-	-	-	Other Expenses	-	0.0%
145,748	153,201	157,874	TOTAL	131,291	-14.3%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
-	-	-			0.0%
-	-	-	TOTAL	-	
Net Cost					
145,748	153,201	157,874	TOTAL	131,291	-14.3%

PERSONNEL SCHEDULE

Mayor				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Mayor	1.00	1	1.00	-
Office Assistant	1.00	1	-	(1.00)
TOTAL	2.00	2.00	1.00	(1.00)

COMMON COUNCIL

PURPOSE

The Common Council manages and controls city property, finances, highway, and public service; and has 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. The Common Council may carry out its powers by license, regulation, suppression, borrowing money, tax levy, appropriation, fine, imprisonment, confiscation, and other necessary or convenient means.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 145,449	\$ 156,982	\$ 11,533
Rev	\$ -	\$ -	\$ -
Net Cost	\$ 145,449	\$ 156,982	\$ 11,533
FTE's	16.00	16.00	-

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 organizational dues and the annual business improvement district assessment payment.

2020 BUDGETARY CHANGES

No significant budget changes.

2021 BUDGETARY CHANGES

No significant changes

BUDGET SUMMARY TABLE

Common Council Dept #111					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
78,000	84,300	84,300	Wages	86,400	2.5%
7,844	7,787	7,787	Benefits	8,187	5.1%
40,661	40,368	44,856	Operating Expenditures	40,318	-0.1%
-	-	11,000	Services	-	0.0%
6,400	6,400	6,400	Fixed Charges	6,400	0.0%
6,570	6,594	6,594	Internal Charges	15,677	137.7%
139,475	145,449	160,937	TOTAL	156,982	7.9%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	TOTAL	-	0.0%
Net Cost					
139,475	145,449	160,937	TOTAL	156,982	7.9%

PERSONNEL SCHEDULE

Common Council				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Alderspersons	16.00	16	16.00	-
TOTAL	16.00	16	16.00	-

WAUWATOSA YOUTH COMMISSION

PURPOSE

The purpose and duties of the Wauwatosa Youth Commission are to act as an advisory body to the Common Council and the Mayor and to provide recommendations on proposed policies and ordinances affecting youth.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 2,700	\$ 2,700	\$ -
Rev	\$ -	\$ -	\$ -
Net Cost	\$ 2,700	\$ 2,700	\$ -
FTE's	-	-	-

PROGRAMS/SERVICE LINES

- To encourage, develop and implement activities and services that promote a positive environment for youth in the City of Wauwatosa.
- To serve and represent a broad spectrum of youth from diverse backgrounds and all geographic areas of Wauwatosa.
- To report annually to the Mayor and the Common Council on the interests, needs, and recommendations concerning matters that affect the youth of Wauwatosa.
- To cooperate and coordinate with other organizations that have the interests of youth in common.

BUDGET SUMMARY TABLE

Youth Commission Dept #113					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
(23)	-	-	Misc. Expenses	-	0.0%
1,464	1,600	1,600	Operating Expenditures	1,600	0.0%
500	1,100	1,100	Other Expenses	1,100	0.0%
1,942	2,700	2,700	TOTAL	2,700	0.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	TOTAL	-	0.0%
Net Cost					
1,942	2,700	2,700	TOTAL	2,700	0.0%

SENIOR COMMISSION

PURPOSE

Our mission is to enhance the quality of life for all older adults in Wauwatosa. We are guided by the results of the Senior Survey, “Adding Life to Years” and our Strategic Plan for 2017 and beyond. Wauwatosa has a higher population of people 55 years and over (13,347 Or 28.8%) than other comparable Milwaukee County suburbs and the State of Wisconsin (US Census, 2010).

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 3,205	\$ 3,195	\$ (10)
Rev	\$ -	\$ -	\$ -
Net Cost	\$ 3,205	\$ 3,195	\$ (10)
FTE's			-

PROGRAMS AND COMMITTEES

SENIOR AMBASSADOR PROGRAM

Senior Ambassadors act as liaisons between the community and the Senior Commission. The commission aims to have at least one Ambassador to represent each Neighborhood Association in Wauwatosa. Ambassadors attend city wide events and neighborhood block parties to connect directly with senior residents and to recruit additional ambassadors.

HOUSING COMMITTEE

This subcommittee is tasked with identifying housing needs and desires that are most critical to Wauwatosa seniors. A housing needs survey for 2019 is concluding at the end of August. The results of this survey will allow the commission to provide housing needs recommendations to city staff, the planning commission and the common council.

TRANSPORTATION COMMITTEE

Newly formed in 2019 this subcommittee of the Senior Commission is working to identify solutions to transportation gaps that challenge the mobility of our population. Past surveys have consistently identified senior transportation as a high priority need and recent declines in services offered by area non-profits has greatly increased that need.

COMMUNICATIONS COMMITTEE

Newly formed in 2019 this group aims to more readily connect residents with pertinent information using the city website, social media and collaboration with Neighborhood Association Council (NAC) email blasts. Sharing upcoming events and providing easy access to critical resources are the main goals.

INTERGENERATIONAL CONNECTEDNESS COMMITTEE

This division of the Senior Commission works to plan and identify community events and other opportunities to connect older adults with younger residents and families. This group collaborates frequently with Senior Ambassadors to greet residents at events and encourages event organizers to ensure events are senior friendly.

SERVICES

COLLABORATION

In 2019, the Senior Commission has placed an emphasis on collaborating with other city commissions and committees. Commission members have attended meetings of those groups with similar goals and interests including the Committee for Citizens with Disabilities and the Bicycle and Pedestrian Facilities Committee. Future collaboration on common goals and projects between our groups is a focus for our commission.

FILE OF LIFE

The Senior Commission subsidizes this program in partnership with the City Fire, Police and Health departments. File of Life includes refrigerator magnet pouches with card and purse/billfold size pouches, along with an information card. This information serves as a mini-medical history for emergency responders.

LOCKBOX PROGRAM

The Senior Commission sponsors this program in partnership with the Fire and Police departments. A lockbox containing a key to the participant's home is secured on the outside of the front door. In Wauwatosa, only the Fire Department has the key to the lockbox. It provides access for first responders without the need to break into the house in case of an emergency.

BUDGET SUMMARY TABLE

Senior Commission Dept #115					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
2,763	3,195	3,195	Operating Expenditures	3,195	0.0%
11	10	10	Utilites	-	-100.0%
2,774	3,205	3,205	TOTAL	3,195	-0.3%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
			Miscellaneous		0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
2,774	3,205	3,205	TOTAL	3,195	-0.3%

MUNICIPAL COURT

PURPOSE

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. The Wauwatosa Municipal Court strives to serve the public efficiently, courteously, and in a positive manner.

PROGRAMS/SERVICE LINES

This budget supports the clerical functions associated with weekly municipal court activities. The court staff prepares court dockets, accepts payments of forfeitures imposed by the court, arranges payment plans to facilitate collection, schedules hearings, and provides information and documents as needed. Defendants not present for their court dates are notified promptly in writing of the Judge's decision. Driver license suspensions/revocations ordered by the Judge are reported to the Department of Transportation. Court staff prepare warrants 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) or State Debt Collection (SDC). Workload in the office is heavily dependent upon the number of citations issued annually.

2019 - 2020 ACHIEVEMENTS

- The City retains approximately 65% of the gross revenue collected by the Court with the remainder divided between the County and State. Forfeitures are obtained from SDC and TRIP collections, payment on warrants and commitments, payment on driver license suspensions, pre-court payments at the Police Department, and on-time payments made at the court office or online.

The 2020 court revenues have been significantly impacted by the COVID-19 pandemic. All court proceedings and collection efforts were postponed while the court was closed for 3-months due to the pandemic. Additionally, court staff have been working with defendants having difficulty paying due to work stoppages or job loss.

Forfeiture revenue retained by the City was \$603,765 in 2019. That is \$15,682 over the total retained in 2018. So far 2020, forfeiture revenue is down \$118,567.

- In 2019, 8640 citations were issued and 8232 citations were adjudicated in Wauwatosa Municipal Court. In the first half of 2020, 2793 citations were issued and 2592 were adjudicated.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 323,360	\$ 253,183	\$(70,177)
Rev	\$ 510,000	\$ 500,000	\$(10,000)
Net Cost	\$(186,640)	\$(246,817)	\$(60,177)
FTE's	2.89	1.89	(1.00)

MAJOR CHANGES

- Reduced Court Clerk FTE to 1.6
- Reduced Court sessions to 1 night per week

- In 2019, collections from the Department of Revenue **State Debt Collection program (SDC)** hit an all-time high of \$514,274 in gross revenue. During the pandemic, SDC declared they will not place undue financial hardship on debtors and that is evident in the reduced payments received in June, July and August. So far, in 2020, the court has received \$294,125. To date there are 9483 outstanding debts in SDC totaling over \$2,000,000.
- **Tax Refund Intercept Program (TRIP)** revenue has declined over the past 3 years as debts have been transferred to SDC. Gross revenue of \$18,852 was received in 2019. There are 990 citations certified in TRIP totaling \$140,368.
- The number of warrants and commitments have continued to decline as the court moves to other methods of collection and away from commitments for jail time. In 2019, 96 warrants and commitments were issued. So far, 16 warrants and commitments have been issued in 2020.
- In 2019, the court issued drivers license suspensions for 579 citations and 438 in the first half of 2020.
- House of Corrections and Sheriff's costs charged to the City for the housing of prisoners have significantly decreased. In 2019, the Court paid about \$2600. So far, in 2020, there have been no arrests on commitments due to the COVID-19 pandemic.

2021 SIGNIFICANT CHANGES

- In June 2020 a full time court clerk position was eliminated leaving one full time clerk and one part time clerk.
- Court sessions were reduced from twice weekly to Wednesday nights only with proceedings to start at 4:30pm.
- Court office hours changed to 8:00am – 4:00pm.

2021 LINE ITEM CHANGES

- The General Services account (formerly Sundry Contractual Services) used for prisoner costs was reduced from \$28,000 to \$18,000.

BUDGET SUMMARY TABLE

Municipal Court Dept #120					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
174,895	174,682	174,682	Wages	118,759	-32.0%
1,783	2,000	2,000	Overtime	2,000	0.0%
70,613	72,271	72,271	Benefits	65,434	-9.5%
11,096	12,660	12,675	Operating Expenses	12,750	0.7%
10,234	28,100	28,100	Services	18,100	-35.6%
-	-	-	Utilities	100	0.0%
33,283	33,647	33,647	Internal Charges	36,040	7.1%
301,904	323,360	323,375	TOTAL	253,183	-21.7%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
509,164	510,000	510,000	Fines and Penalties	500,000	-2.0%
509,164	510,000	510,000	TOTAL	500,000	-2.0%
Net Cost					
(207,260)	(186,640)	(186,625)	TOTAL	(246,817)	32.2%

PERSONNEL SCHEDULE

Courts				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Court Clerk	2.60	2	1.60	(1.00)
Court Officer	0.12	2	0.12	-
Municipal Justice	0.17	1	0.17	-
TOTAL	2.89	5.00	1.89	(1.00)

ADMINISTRATIVE SERVICES DEPARTMENT

PURPOSE

ADMINISTRATION (10-140)

The City Administrator serves as the chief administrative and operating officer of the city and has clear authority to administer day-to-day operations of the municipal government, including formulating operating procedures. The City Administrator is responsible for directing and coordinating the administration of municipal operations, but has no authority of a policy-making nature and does not serve as a voting member in the creation of policy. The Administrator serves in a liaison capacity to all city board and commissions.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$1,693,392	\$1,686,568	\$ (6,824)
Rev	\$ -	\$ -	\$ -
Net Cost	\$1,693,392	\$1,686,568	\$ (6,824)
FTE's	12.66	12.66	-

MAJOR CHANGES

- Reduced administrative office support from .25 to .10 FTE

COMMUNICATIONS AND MARKETING

To enhance outreach to residents and businesses, offer a variety of means for audiences to learn more about and become involved with their city government, and to share information on city services. Communications seeks to assist all city departments in enhancing transparency into their operations.

HUMAN RESOURCES (10-143)

The Human Resource Department's mission is to strategically support the City's efforts to attract, retain, and engage a talented and efficient workforce. HR embraces change and the opportunity it brings for increased efficiency of the City.

CITY ATTORNEY (10-130, 10-131)

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

PROGRAMS/SERVICE LINES

ADMINISTRATION:

COUNCIL BUSINESS

- On behalf of the Council, direct and coordinate day-to-day operations to ensure policies and procedures are properly implemented. Provide advice and recommendations based on expertise.

COMMUNICATIONS

- Oversight of digital media, print media, social media, and media relations.
- Assist all city departments in implementing their missions, priorities, and projects by providing communications expertise and guidance.

- Taping and broadcasting the Common Council and Standing Committee meetings on the government access channels and web streaming, including oversight of associated personnel.
- Administering the cable contract with Time Warner Cable.
- Identify opportunities for citizen engagement on city initiatives.

CROSSING GUARD

- Provide crossing guard services through a private contractor who assists children attending public and private school to cross roads along identified State Routes to School.

INTERN PROGRAM

- The intern program provides additional capacity to departments for a variety of special projects. In addition, this program provides an opportunity for the city to help develop post-secondary students who are interested in a career in public service and may be future leaders in the organization.

PERSONNEL MANAGEMENT

- Develop strategies for labor relations as part of the negotiation team in the collective bargaining process.
- Develop compensation and benefit strategies to encourage retention and recruitment while being prudent with financial resources.
- Collaborate to encourage continued organizational development.
- Assist in recruitment of key positions.

DEVELOPMENT/PLANNING

- Assist in economic development activities to attract, retain, and expand businesses in the City of Wauwatosa, including financial resource assistance, working closely with neighborhood and business associations and groups, coordination of city departments to foster development, business retention and expansion efforts, and more.

ORGANIZATIONAL MANAGEMENT, ANALYSIS & STRATEGIC PLANNING

- Provide necessary research and recommendations to develop a course of action regarding policies, programs, and strategic initiatives.
- Develop and implement strategic plans through the Common Council and committees.
- Guide and assist staff to prepare for and implement policies and procedures of the city and its employees, and any other functions absorbed by the city administration team.

HUMAN RESOURCES:

COMPENSATION

- Manage compensation to competitively attract and retain a high-performing workforce. Oversee and administer salary changes such as cost of living, performance pay and other adjustments. Create and apply salary policies as appropriate (e.g. promotion, overtime, holiday, etc.).

BENEFIT ADMINISTRATION

- Manage vendors and purchasing of benefits, administration of benefits to employees, claims trouble shooting, communication of benefits, eligibility tracking; also, paid time off including vacation, sick leave, holiday, etc.
- Invest in Wellness – comprehensive outcomes based wellness program.

PAYROLL/TIMEKEEPING

- Manage bi-weekly and special payrolls
 - Automated Timekeeping System (Kronos) and Telestaff (Police and Fire Advanced Scheduling)
 - Payroll System (GEMS – moving to Tyler in 2020/2021)

ORGANIZATIONAL DEVELOPMENT

- Design, implement, and support strategies to increase organizational effectiveness and support organizational change.
 - Invest in People – employee development program
 - Employee Engagement
 - Support Teams and leadership through training and initiatives to align organization and increased performance

PERFORMANCE MANAGEMENT

- Manage performance evaluation processes, rating systems, communication, and calculation of pay tier scenarios. Manage the associated software system.
- Assist organization in driving optimal performance of employees through effective coaching and performance management practices.

EMPLOYEE AND LABOR RELATIONS

- Advise, consult, and lead on employee issues. Examples: work with supervisors and employees on performance issues, disciplinary issues, regulatory issues and conflict resolution issues.
- Assist in labor relations with unions, contract interpretation, negotiation, and implementation of contract terms; support grievance programs.

RECRUITMENT/SELECTION OF EMPLOYEES

- Manage and lead recruitment and hiring process, implement industry best practices for recruitment, design and comp new positions, advertise openings, work with departments to analyze efficiency of staffing structure, oversee and participate in interview process

- Onboarding and exit processes

CITY ATTORNEY: (INCLUDING LITIGATION RESERVE)

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

2020 ACHIEVEMENTS

ADMINISTRATION:

- Lead an initiative with City staff from City Hall and the Department of Public Works to enhance customer service provision at the City of Wauwatosa
- Collaborated with Human Resources to develop a new set of employee performance standards and expectations to drive a culture change aimed at enhancing accountability and stronger leadership
- Supported the Enterprise Resource Planning project
- Developed and implemented a diversity and implicit bias training program available to all employees
- Coordinated and implemented a series of Community Conversations to listen and learn from various stakeholders. This information will serve as a guidepost for next steps in strategic planning.
- Spearheaded a review of the city's code of ordinances for necessary updates to enhance our organizational modernization and efficiency
- Served as key members of the COVID-19 emergency response team in the Emergency Operations Center
- Provided leadership to a number of large-scale city projects, such as police negotiations with the Milwaukee Regional Medical Center, the Enterprise Resource Planning project, and more

COMMUNICATION AND MARKETING

- Coordinated through the Mayor's office media response to racial equity issues
- Developed two website micro-sites on Wauwatosa.net. One for COVID-19 information and one to create transparency around the city's progress on building a more equitable community.
- Developed print and e-materials for businesses related to COVID-19, safety measures, and rules/regulations

- Led initiative to market positions of poll worker at polling locations and Central Court
- Implemented communication strategies for neighborhood construction projects and the major construction project on Wauwatosa Avenue
- Developed and implemented communication strategies aimed at increased recycling compliance

HUMAN RESOURCES:

- Managed performance evaluation processes for nearly 500 employees, including processing merit pay increases
- Redesigned performance evaluation standards to reflect a commitment to the City's mission: customer service, teamwork, communication and technical performance
- Hired 45 employees as of 9/2020, excluding poll workers; assisted staffing spring mayoral and presidential election
- Implemented a leadership performance standard for supervisors to drive a culture of accountability and strong leadership
- Participated in Emergency Operations Center for COVID-19 emergency; designed and managed internal workplace COVID policies and procedures
- Begin work on implementation of ERP system
- Revamped Civil Service ordinance and rules, and City's recruitment practice to be more efficient and modern
- Completed an organizational staffing review of IT and Assessor's Departments
- Implemented upgrade of Kronos timekeeping system and Telestaff Advanced Scheduling for public safety departments
- Implemented Diversity and Inclusion training/policy and Anti-Harassment training/policy for all employees
- Maintained and promoted robust benefits and wellness programs, resulting in increased utilization of workplace clinic and wellness offerings; responded to COVID-19 with useful employee solutions: workplace testing and virtual visits and mental health resources

CITY ATTORNEY

- Hired new Administrative Support Specialist with paralegal capacities and implemented numerous systemic improvements in information storage and access
- Successful conclusions to trial phases of at least three major property tax cases
- Supported follow up activity related to multiple trials and attended mediation sessions on property tax litigation, implemented more direct review and participation in outside counsel efforts
- Organized and filtered insurance and liability protection information for city contracts and events
- Trained departments on social media practices and archiving
- Hired new Assistant City Attorney to handle litigation and enforcement needs along with general duties, including meeting presentations and parliamentary duties
- Upgraded internal case management software to better utilize full capabilities and improve reporting capabilities
- Increased enforcement efforts related to code enforcement and property maintenance issues

2021 GOALS

ADMINISTRATION

- Work with the City Council to create a new Strategic Plan for the community

- Provide leadership to the city's most significant project, Enterprise Resource Planning (ERP)
- Provide strategic expertise and guidance to city departments, council committees, and the common council
- Work with city departments to implement the policy directives of the Common Council

COMMUNICATIONS AND MARKETING

- Implement the Strategic Communications Plan for the city and assist departments in their communications initiatives
- Enhance training around and accountability for the city's customer service standards
- Develop and implement a communications and engagement strategy for department projects
- Develop and implement strategies to enhance transparency into city operations in partnership with city departments
- Expand awareness of existing communications channels, such as the e-notification lists, the city website features and social media
- Assist departments with enhancing their written materials

HUMAN RESOURCES

- Complete evaluation, analysis and redevelopment of employee handbook and administrative policies
- Participate in the Enterprise Resource Planning (ERP) replacement project. This will be a huge project in 2020 and 2021 as Human Resource Information Systems and Payroll are major parts of the ERP system
- Further department director and supervisor commitment to employee development, leadership and engagement efforts through increased communication and training on these initiatives
- Maintain and improve our Invest in People program (increase marketing, highlight success stories and encourage departments to apply for funding)
- Succession planning and knowledge transfer – Continue working with departments and create succession plans for anticipated staffing changes
- Continue to work on organization efficacy; assess organizational structures for opportunities for efficiencies; work with departments through recruitments to make changes to positions, duties and structures to increase organizational efficiency

CITY ATTORNEY

- Continue being available and responsive for internal customers, particularly by tracking and streamlining public records responses
- Utilize data to review and evaluate improvements in claims tracking and response
- Review and refine performance measures for use of outside counsel
- Onboard new staff and further improve service to citywide functions
- Train new council members and citizen committee members on meeting procedures, Open Meetings and Public Records duties and obligations

2021 BUDGETARY CHANGE

ADMINISTRATION:

Administration has reduced its administrative office support from 25% to 10% through the elimination of the Office Assistant position that had been shared between the Mayor's Office and City Administration. This is replaced by sharing a portion of the time of an existing Office Assistant from the City Clerks Office.

HUMAN RESOURCES:

No substantial changes.

CITY ATTORNEY:

No substantial changes. Increase training budget to onboard new staff. Decrease in funding for outside collection activities due to new state-supported efforts.

LITIGATION RESERVE:

Continue to monitor outside litigation activity to control costs of litigation based upon current litigation projections. Conclusion of major trials in 2018 and early 2019 should allow for lower overall expenses in remainder of 2019 and in 2020

BUDGET SUMMARY TABLE

Administrative Services Dept #130, 140, 143					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
845,718	866,990	851,990	Wages	879,979	1.5%
1,071	-	-	Overtime	-	0.0%
289,196	341,344	341,344	Benefits	312,953	-8.3%
14,204	8,785	8,785	Other Compensation	9,265	5.5%
147,428	144,550	163,678	Operating Expenses	140,550	-2.8%
215,961	210,432	246,932	Services	210,432	0.0%
136,022	121,291	121,291	Internal Charges	129,889	7.1%
-	-	-	Other Expenses	3,500	0.0%
-	-	-	Capital Outlay	-	0.0%
1,649,600	1,693,392	1,734,020	TOTAL	1,686,568	-0.4%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	
Net Cost					
1,649,600	1,693,392	1,734,020	TOTAL	1,686,568	-0.4%

Litigation Reserve Dept #131					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
384,893	250,000	125,544	Services	250,000	0.0%
375,000	375,000	275,000	Internal Charges	375,000	0.0%
759,893	625,000	400,544	TOTAL	625,000	0.0%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
					0.0%
-	-	-	TOTAL	-	
Net Cost					
759,893	625,000	400,544	TOTAL	625,000	0.0%

PERSONNEL SCHEDULE

Administrative Services				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Administrative Intern	1.25	2	1.25	-
Administrative Support Spec - Attorney	0.50	1	0.50	-
Assistant Attorney	1.00	1	1.00	-
Benefits and Wellness Manager	-	1	1.00	1.00
Cable Tech	0.16	1	0.16	0.00
City Administrator	1.00	1	1.00	-
City Attorney	1.00	1	1.00	-
Communication Specialist	1.00	1	1.00	(0.00)
Director of Administrative Services	1.00	1	1.00	-
Health&Productivity Coordinator	1.00	0	-	(1.00)
HR Director	1.00	1	1.00	-
HR Generalist	1.00	0	-	(1.00)
Human Resources Assistant	1.00	1	1.00	-
Office Assistant - Attorney	-	0	-	-
Payroll Specialist	0.50	1	0.50	-
Peg Access Coordinator	0.25	1	0.25	-
Senior HR Generalist	1.00	2	2.00	1.00
TOTAL	12.66	16.00	12.66	0.00

CITY CLERK & ELECTIONS

PURPOSE

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; maintain 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

	2020	2021	Change
Exp	\$715,386	\$638,185	\$(77,202)
Rev	\$154,629	\$149,729	\$(4,900)
Net Cost	\$560,757	\$488,456	\$(72,302)
FTE's	5.00	5.00	-

MAJOR CHANGES

- 2 elections in 2021
- Personnel/position changes
- Upgrades to election equipment

PROGRAMS/SERVICE LINES

CLERICAL

- Provides clerical staffing to the Common Council, council committees, and a number of other city boards and commissions
- Manages records of official Common Council actions; includes resolutions, ordinances, contracts, agreements, easements, and encroachments
- Directs City Hall visitors to appropriate departments and answers and appropriately re-directs telephone calls received on the city's general information line
- Posts information to the city website
- Posts agendas and minutes to the meeting portal and to the website
- Conducts staff training on minute and agenda software
- Schedules and staffs Board of Review hearings
- Prepares and mails license renewal application forms; issues City licenses twice yearly
- Maintains records of Mayoral appointments to boards and commissions
- Publishes legal notices as required
- Mails Plan Commission notices and rezoning application notices to property owners
- Coordinates with the Development and Finance departments to complete Special Assessments

ELECTIONS

The Elections budget supports the election process:

- Regular and temporary staff wages
- Voting equipment annual maintenance

- Voter registration activities, including data entry of new voters
- Maintenance of registered voter database
- Set-up/take-down of voting locations
- Recruitment, training, and compensation of poll workers
- Poll worker and staff supplies
- Absentee ballot envelopes and postage, ballot printing, memory device coding
- Publication of legal notices
- Delivery of absentee ballots to nursing homes
- Polling location costs
- Poll book printing
- Post-election updating of voter history
- Mandatory statistical reporting

2020 ACHIEVEMENTS

ELECTIONS

- The City completed a 4-year election cycle.
- Election processes and polling locations were adapted in response to COVID-19.
- The City was awarded \$36,453.80 in CARES grant funding by the Wisconsin Elections Commission.
- Poll worker recruitment efforts were expanded to accommodate the increase in absentee ballots.
- The City is working in partnership with the Milwaukee County Elections Commission to retire AutoMark voting equipment and implement ExpressVote machines prior to year-end.

CLERK

- Licensing staff worked in coordination with the Development department to implement the City's Tosa Restarts program in response to COVID-19.
- Staff adapted to clerking Council/Committee meetings in a virtual format.
- The City Clerk's office completed onboarding for a new Office Assistant. The position is split between the Mayor's office, Administrative Services department, and City Clerk's office.
- Implemented a cash register at the City Clerk's front counter as part of the Wildfire ERP project.
- Developed a rotating schedule to provide coverage at the customer service kiosk.

2021 GOALS

CLERK

- Ongoing goals include purging records in accordance with the State's adopted document retention schedule and exploring electronic records management programs as time permits.
- Consider options for an updated agenda and minute management program to integrate with the City's website.
- Continue to clean-up data in the City's current license manager software in preparation for the ERP conversion.
- Focus on cross training efforts among staff members.
- Complete backlogged work as a result of COVID-19 adjustments.

ELECTIONS

- Monitor efforts pertaining to legislative changes that will permit the use of tabulators during the in-person absentee voting process.
- Complete implementation of upgraded ExpressVote machines and explore training opportunities.
- Continue to improve the poll worker recruitment, appointment, training, and scheduling process.
- Develop new poll worker training materials to reflect legislative changes from 2020.
- Continually review opportunities for improvement in terms of internal and external processes for staff and voters.
- Explore funding opportunities to purchase Badger Book electronic poll book software.

2020 BUDGETARY CHANGES

CLERK

- No significant changes

ELECTIONS

- No significant changes

2021 BUDGETARY CHANGES

CLERK

- No significant changes

ELECTIONS

- No significant changes

BUDGET SUMMARY TABLE

City Clerk Dept #141					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
209,182	202,277	202,277	Wages	184,150	-9.0%
4,097	4,000	4,000	Overtime	4,000	0.0%
114,914	115,504	115,504	Benefits	113,794	-1.5%
27,284	8,330	8,697	Operating Expenses	5,850	-29.8%
687	1,100	16,100	Services	1,100	0.0%
-	50	50	Utilities	-	-100.0%
81,724	84,886	84,886	Internal Charges	91,501	7.8%
-	-	-	Capital Outlay	-	0.0%
437,889	416,147	431,514	TOTAL	400,395	-3.8%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
190,660	150,429	150,429	Licenses and Permits	145,949	-3.0%
3,700	4,200	4,200	Public Charges	3,780	-10.0%
194,360	154,629	154,629	TOTAL	149,729	-3.2%
Net Cost					
243,529	261,518	276,885	TOTAL	250,666	-4.1%

Elections Dept #142					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
105,611	191,655	357,389	Wages	137,654	-28.2%
2,527	5,400	5,400	Overtime	5,400	0.0%
49,647	60,117	60,117	Benefits	52,485	-12.7%
130	-	-	Other Compensation	-	0.0%
9,697	32,395	32,395	Operating Expenses	32,395	0.0%
8,193	8,640	8,640	Services	8,640	0.0%
6	49	49	Utilities	-	-100.0%
1,039	983	983	Internal Charges	1,216	23.7%
176,851	299,239	464,973	TOTAL	237,790	-20.5%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	InterGov Revenues	-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
176,851	299,239	464,973	TOTAL	237,790	-20.5%

PERSONNEL SCHEDULE

City Clerk / Elections				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
City Clerk	1.00	1	1.00	-
Deputy City Clerk	-	0	-	-
Office Assistant ¹	4.00	4	4.00	-
TOTAL	5.00	5.00	5.00	-

ASSESSOR'S OFFICE

PURPOSE

To discover, list, and value all taxable and exempt 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.

PROGRAMS/SERVICE LINES

The property assessments/values are the basis for computing the tax rate each year. The assessment functions performed in arriving at an estimate of value include interior/exterior property reviews, sales validation, maintaining current ownership and providing property data to owners, real estate professionals, and other government agencies. City officials, and other City department functions rely on our data for accurate and current property information.

2020 was a maintenance/recovery year. After closing the revaluation assessment roll in October of 2019, we then had to gear up and complete all the sales and permit activity in short order to set the new 2020 assessments.

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

The Wauwatosa Assessor's Office performs over 1,100 property inspections annually and the number continues to increase. The following reasons trigger an inspection:

- 1) Properties that have sold
- 2) Properties with permits
- 3) Determination of real and personal property tax exemption
- 4) Properties where the owner has requested an assessment review.
- 5) Properties where the Assessor's Office has determined that an inspection is needed
- 6) Board of review cases and properties that are being litigated as part of ss.74.37 appeal.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$785,995	\$767,448	\$(18,547)
Rev	\$ -	\$ -	\$ -
Net Cost	\$785,995	\$767,448	\$(18,547)
FTE's	6.00	6.00	-

MAJOR CHANGES

- 2020 assessment roll closed the earliest ever in over 25 years. Net new construction estimated at just over 1% for 2020.
- A changing of the guard in our office as two of the appraisal positions were vacated. Working now to backfill both positions and keep to our annual timeline of completing the 2021 assessment roll by June of 2021.

Market conditions fluctuate every year, the sales and permit activity are directly reflective of the market behavior. The change in market activity results in more/less property reviews.

2020 ACHIEVEMENTS

The assessment staff worked diligently in closing the 2019 assessment roll and then tackled all of the sales and permit activity to assign new values for the 2020 roll. Being that the roll from the revaluation closed in mid-October of 2019, we had a lot of catching up to do to meet our commitment of completing values for non-revaluation years by end of April of 2020.

Litigation victories were achieved for many of our active excessive assessment appeals. Mayfair Mall; years 2013 thru 2015, Best Buy; years 2015-2016, Nordstrom; years 2015-2016 and Lowes; 2015. Both Best Buy and Nordstrom had active appeals for the subsequent years which all were dropped. United Healthcare dropped all their litigation appeals and no refund of taxes needed to be paid. Currently both Mayfair Mall and Lowes are in the Appellate Court and we are waiting for the decisions.

In review of the 2019 sales activity and the first half of 2020, we continue to show a strong and competitive residential market. The purchase prices continue to escalate with reduced days on the market and bidding wars. This creates a high demand with limited supply of homes that are available.

We continue to make progress in converting residential building sketches from a .jpeg format to the digitally-interfaced Devnet sketch program, commercial property sketches have been completed in concert with the city-wide revaluation. One of our office goals was to reduce the need to produce paper copies of documents. Realignment of our processes by utilizing an electronic document management and attaching the documents directly to the parcel file allows us to email requested data.

2021 GOALS

- Continued progress in converting residential .jpeg sketches to integrated digital sketches.
- Redesign the public property search website in collaboration with GIS Director and modifying it utilizing feedback from the 2019 revaluation.

2021 BUDGETARY CHANGES

Office operating accounts have not seen any notable increases. We have been able to maintain these accounts without any impact to the level of service. We continue to fulfill specialized requests for assessment data by creating reports. Additionally, we fulfill data requests internally to assist City departments with special projects.

BUDGET SUMMARY TABLE

City Assessor Dept #150					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
441,574	450,995	450,995	Wages	426,029	-5.5%
20,323	-	-	Overtime	-	0.0%
203,485	206,106	206,106	Benefits	204,088	-1.0%
418	240	240	Other Compensation	240	0.0%
23,604	26,974	30,957	Operating Expenses	28,144	4.3%
5,015	9,320	15,320	Services	12,347	32.5%
11,931	12,300	12,300	Fixed Charges	12,300	0.0%
80,415	80,060	80,060	Internal Charges	84,300	5.3%
786,765	785,995	795,978	TOTAL	767,448	-2.4%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
786,765	785,995	795,978	TOTAL	767,448	-2.4%

PERSONNEL SCHEDULE

Assessor				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Property Appraiser	2.00	2	2.00	-
Appraiser 1	-	0	-	-
Assessment Technician	1.00	1	1.00	-
City Assessor	1.00	1	1.00	-
Deputy City Assessor	1.00	1	1.00	-
Lead Appraiser	1.00	1	1.00	-
TOTAL	6.00	6.00	6.00	-

FINANCE

PURPOSE

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

FINANCIAL REPORTING & ACCOUNTING

- Maintain general ledger.
- Produce monthly and annual financial statements in coordination with external auditors.
- Manage financial system, controls and processes.
- Process and reconcile payroll and Wisconsin Retirement System contributions.
- Perform fixed asset accounting.
- Provide accounting technical support to the departments.
- Perform grant accounting for departments.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$1,171,342	\$1,149,823	\$ (21,519)
Rev	\$1,980,000	\$1,285,000	\$ (695,000)
Net Cost	\$ (808,658)	\$ (135,177)	\$ 673,481
FTE's	9.56	9.57	0.01

MAJOR CHANGES

- Changes in investment interest for 2020 and 2021
- Enterprise Resource Planning System Replacement Project

BUDGET PREPARATION & FORECASTING

- 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.
- Provide financial analysis on economic development projects requesting TIF support.

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.
- Coordinate and report on requests for real property searches.

CAPITAL PLANNING & DEBT MANAGEMENT

- Review and process capital contract payments and monitor capital spending.
- Develop structure and size of annual bond issuance.
- Finance Director and Assistant Finance Director serve on the Board of Public Debt Commissioners.
- Manage proceeds and make timely principal and interest payments.

CASH & INVESTMENT MANAGEMENT

- 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.
- Maintain relationships with banking contacts at designated public depositories.
- 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.

TREASURY MANAGEMENT

- Utilize online banking software to perform treasury management functions such as moving City funds electronically, depositing funds, monitoring banking activity, and utilizing lockbox and other services that aid payment processing.
- Administrate all merchant service accounts and internet payment programs.
- Implement and utilize technology products that streamline revenue collection or provide online payment service to citizens.
- Oversee and review department cash handling processes and conduct cash audits.

ACCOUNTS PAYABLE & VENDOR MANAGMENT

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

PURCHASING SERVICES

- Solicits competitive prices from responsible vendors for materials, equipment and services.
- Facilitate departmental requisitions.
- Produce and monitor purchase orders.
- Administer Purchase Card program.
- Collaborate with departments to prepare requests for proposals, bid specifications and contract terms and conditions.
- Participate with volume-purchasing cooperatives and develops strategies for reducing costs for procurement of goods and services.

GENERAL BILLING

- Process and mail invoices for damaged city property, third-party reimbursements, and cell antennae rentals, as well as other bills owed to the City.
- Review and approve general billing batches from other departments for property-related charges, special services and other bills owed to the City.
- Manage the ambulance third-party billing contract.

SPECIAL ASSESSMENT FINANCIAL ADMINISTRATION

- Coordinate billing for special assessments.
- Collect special assessment bill payments.
- Coordinate transfer of unpaid special assessments to the property tax bill.
- Coordinate with Engineering Department on communication to the public regarding project, billing, and payment questions.

REVENUE COLLECTION

- Direct collection of funds for property taxes, special assessments, hotel taxes, water utility bills, general bills, licenses, permits and charges for other City services.
- Oversee revenue collection from other designated collection points in other departments by reviewing and approving cashiering batches for inclusion in the daily bank deposit.
- Maintain master list of accounts receivable charge codes that link cashiering and general billing programs to the general ledger.

PET LICENSING / MADACC

- Administer pet licensing program for City.
- Report licensing statistical information to Milwaukee Area Domestic Animal Control (MADACC).

2020 ACHIEVEMENTS

Operation Wildfire, the project to replace and modernize its Enterprise Resource Planning System, has been spearheaded by the Finance Department. Operation Wildfire is a three-year, five-phase project. The five phases are:

- Financials
- Utility Billing
- Human Capital Management / Payroll
- EnerGov - Community Development (Licensing, Permitting, Code Enforcement and Plan Review)
- Enterprise Asset Management (Work Orders, Fleet, Fixed Assets, and Inventory)

Event	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22								
Phase 1	Financials/Revenue																																												
Phase 2				Utility Billing																																									
Phase 3																			Human Resources/Payroll																										
Phase 4																						EnerGov																							
Phase 5																																													

The project goals are as follows:

- Streamlining, automating and integrating business processes.
- Enabling and empowering City employees to become more efficient, productive and responsive to resident requests.
- Providing tools to produce and access information in a real-time environment, for both City staff, citizens and other customers.
- Increasing customer online capabilities – including the ability to pay bills, initiate service requests, and apply for permits and licenses.

The below implementation milestones have been or will be met by the end of 2020:

- Go live with the financial module, including general ledger, budget, accounts payable, purchasing, accounts receivable and general billing modules, plus Tyler Cashiering program.
- Selection of a new merchant service provider that integrates credit card collection to Tyler Cashiering and Tyler Citizen Self Service.
- Completion of transitioning real estate parcel numbers in the Utility Billing system from 9 to 10 digits.
- Go live with the Utility Billing module anticipated in November of 2020.
- Go live with Citizen Self Service for both Utility Billing and General Billing customers is anticipated in fourth quarter of 2020.
- Begin implementation of the Human Capital Management and Payroll module in December of 2020.

Other accomplishments for 2020 include:

- Lobbying and execution of a local property tax interest and penalty property tax waiver to aid property owners experiencing financial hardship due to the COVID-19 public health emergency and resulting economic impact.
- Anticipated conversion of real estate parcel numbers from 9 to 10 digits in both the property tax and special assessment software programs in fourth quarter of 2020.

2021 GOALS

Operation Wildfire: It is anticipated that the following milestones will be achieved in 2021:

- Continued user training and documentation on the Financial and Utility Billing modules.
- Complete implementation of Tyler Citizen Self Service.
- Complete implementation of the Human Capital Management / Payroll module with a go-live date of January 2022.
- Begin implementation of the EnerGov and Enterprise Asset Management modules in 2021.

While Operation Wildfire continues to be the major goal of the department, other initiatives include:

- Complete the transfer of the Milwaukee County water utility.
- Revise the debt policy to reflect current borrowing amounts and develop cash-financing strategies.
- Transition the property tax software from an on-premise to a cloud-based platform.

2020 BUDGETARY CHANGES

PET LICENSE REVENUE	2020	DECREASE \$3,000
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The original budget of \$16,000 was comprised of \$10,000 of revenue licensed through MADACC and \$6,000 licensed through the Treasurer's Office. The COVID-19 impact of closing City Hall and experiencing reduced foot traffic after the reopening has resulted in a decline of in-person licensing at the Treasurer's Office. MADACC revenue is projected to meet its projection due to having an online registration process.

2020-21 BUDGETARY CHANGES

PROPERTY TAX INTEREST	2020	INCREASE \$50,000
	2021	INCREASE \$15,000

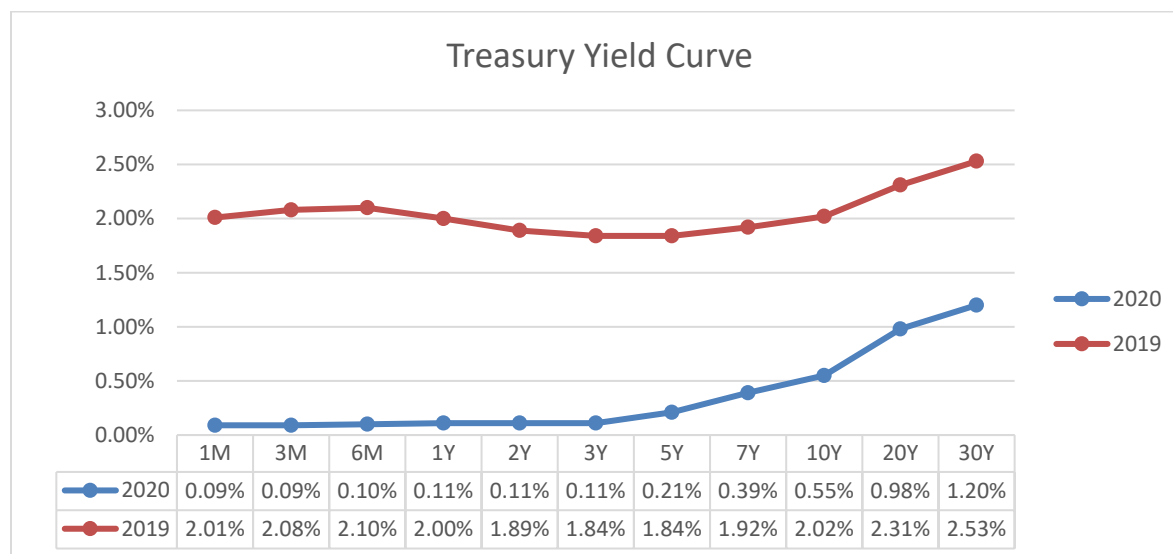
Property tax interest is projected to be \$125,000 in 2020, surpassing the \$75,000 budget. While somewhat surprising due to the economic impact of the public health emergency, the total this year was buoyed by two factors: an overall larger tax levy to collect due to the school referendum and the fact that

two large commercial property owners paid taxes late, but still in full, which resulted in over \$35,000 of associated interest and penalty.

In the last three years, the actual property tax interest has exceeded its \$75,000 budget. In 2021, the budget has been increased to \$90,000. This represents the lowest total revenue earned in the last three budget years.

GENERAL FUND INTEREST	2020	INCREASE \$390,000
	2021	DECREASE \$680,000

Interest Rate Environment



As a result of the economic impact of the national public health emergency, the federal government not only implemented relief packages but also took actions to backstop the economy. One of these backstop actions was the Federal Reserve decreasing the fed funds rate from 1.5%-1.75% to 0-0.25% over the course of two weeks in March 2020. The fed funds rate -which is the rate at which banks lend to each other - is a driver of interest rates, specifically interest rates for shorter terms. As a result, interest rates are low, especially for shorter-term interest rates.

These shorter-term rates are benchmarks for the investments typically made by the City, which are mainly inside of five years. Based on current comments from the Fed, shorter term rates are expected to remain at this level at least through 2022. This data is used in our projection for both re-estimating 2020 interest earnings and projecting 2021 interest earnings.

Interest Earnings

In 2019, our department had accelerated its purchasing of securities into longer term securities (2-5 years in duration) to lock in yield as three fed fund rate cuts totaling 0.75% were projected. In 2020, this strategy continued. Typically, an average of \$2 million is invested into the 2-5 year range each month. \$6.8 million was invested into this range in January and February 2020. In light of the emergency rate cuts by the Fed, \$9.3 million was invested at this duration in March alone. As a result, our department was able to lock in yields that are currently not available. Investing in the 3-7 year range continues, albeit

at a much lower level as value is difficult to come by in the fixed income market. This interest rate environment is projected to affect the investment portfolio, most strikingly the liquid portfolio. The current Wisconsin Local Government Investment Pool (LGIP) rate is at 0.14% and is expected to stay at that level the next 2-3 years. The managed portfolio yield will also be affected, but the overall change should be much more stable.

Benchmark and Portfolio Interest Rates

As of July 31 for each year

	2018	2019	2020	2021P*
LGIP	1.95	2.38	0.14	0.15
Fed Funds Rate	1.75-2	2-2.25	0-0.25	0-0.25
1 YR Treasury	2.44	2.00	0.11	0.15
2YR Treasury	2.67	1.89	0.11	0.15
Wauwatosa Portfolio - Liquid	1.98	2.41	0.15	0.15
Wauwatosa Portfolio - Managed	2.03	2.50	2.16	1.82

*Projected

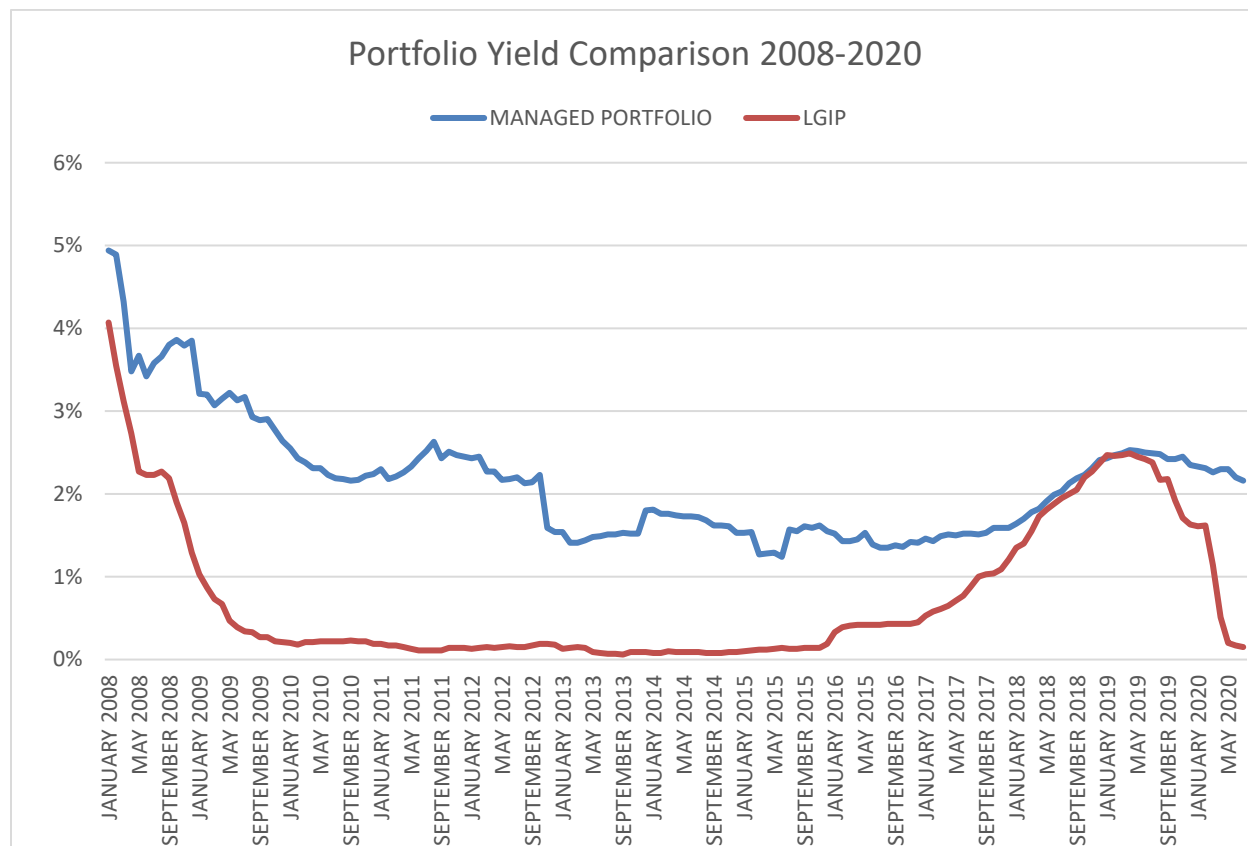
In 2020, earnings in the liquid portfolio are projected to be significantly lower than budgeted. However, the earnings of the managed portfolio will remain stable due the recent strategy of purchasing investments over two years in duration. Furthermore, the portfolio will see price appreciation, as longer-term investments purchased over the last several years now compare favorably to the benchmark interest rates. This price appreciation is shown below as Mark to Market on the below chart. Finally, as the interest transfer to other funds is based on the LGIP rate, transfers out are projected lower. Due to the final three factors, 2020 net investment earnings are thus projected higher and the 2020 budget re-estimate will eclipse the original budget.

In 2021, liquid investment interest earnings will bottom out due to the expected interest rate environment. Though the managed earnings will be somewhat stable, there is an expected decline in these earnings. Lastly, the price effect seen in 2020 will not apply. The current market values of the investments are expected to not increase any further but rather decrease, as fixed income investments approach maturity and eventually roll off the portfolio.

General Fund Interest Earnings

	2019B	2019A	2020B	2020R	2021B
Actual:					
Earnings - Liquid	\$1,114,000	\$1,135,000	\$741,000	\$330,000	\$88,000
Earnings - Managed	\$1,558,000	\$1,448,000	\$1,352,000	\$1,400,000	\$1,247,000
Mark to Market	(\$244,000)	\$670,000	\$257,000	\$710,000	(\$135,000)
Net Earnings	\$2,428,000	\$3,253,000	\$2,350,000	\$2,440,000	\$1,200,000
Expenses	(\$47,000)	(\$43,000)	(\$36,000)	(\$45,000)	(\$41,000)
Transfers to Other Funds	(\$731,000)	(\$986,000)	(\$524,000)	(\$215,000)	(\$49,000)
Total	\$1,650,000	\$2,224,000	\$1,790,000	\$2,180,000	\$1,110,000

In future years, earnings will likely continue to decline, although the stability provided managed portfolio will prevent a sharp decline (see below chart). There would not be any anticipation that the mark to market impact will cause a year over year decrease year like the one in 2021, as the interest rate environment should remain the same the next few years. It is only in times of abrupt changes in interest rates where abrupt changes in market values occur.



2021 BUDGETARY CHANGES

SPECIAL ASSESSMENTS INTEREST	2021	DECREASE \$4,000
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The majority of interest is earned for those property owners who choose the five-year installment plan to pay the special assessment bill – paid through the property tax bill. Special assessment interest revenue is largely driven by the number of projects outstanding projects. Outstanding projects have decreased 13% from 4120 to 3570 – a corresponding decrease in interest earnings is anticipated.

BUDGET SUMMARY TABLE

Finance Dept #151					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
625,777	649,634	655,094	Wages	620,516	-4.5%
2,778	2,500	2,500	Overtime	2,500	0.0%
253,290	275,781	276,199	Benefits	226,808	-17.8%
47,733	51,501	65,138	Operating Expenses	54,120	5.1%
39,679	41,500	41,500	Services	90,200	117.3%
103,856	106,426	106,426	Internal Charges	115,679	8.7%
-	44,000	13,277	Other Expenses	40,000	-9.1%
1,073,112	1,171,342	1,160,134	TOTAL	1,149,823	-1.8%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
18,047	16,000	16,000	Licenses and Permits	14,000	-12.5%
46,780	50,000	50,000	Public Charges	50,000	0.0%
2,335,851	1,914,000	1,889,181	Miscellaneous	1,221,000	-36.2%
2,400,678	1,980,000	1,955,181	TOTAL	1,285,000	-35.1%
Net Cost					
(1,327,566)	(808,658)	(795,047)	TOTAL	(135,177)	-83.3%

PERSONNEL SCHEDULE

Comptroller / Purchasing / Treasurer				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Accountant	1.00	1	1.00	-
Accounting Tech	0.57	1	0.57	0.00
Accounts Payable Specialist	0.50	1	0.50	
Admin Support Specialist	1.00	0	-	(1.00)
Assistant Finance Director	1.00	1	1.00	-
Finance Director	1.00	1	1.00	-
Finance Intern	0.49	1	0.50	0.01
Financial Analyst	-	1	1.00	1.00
Office Assistant	2.00	3	2.00	-
Purchasing Coordinator	1.00	1	1.00	-
Senior Accountant	1.00	1	1.00	-
TOTAL	9.56	12.00	9.57	0.01

MADACC

PURPOSE

The City contracts 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.

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 holding period. The kennel operation evaluates and recommends animals not claimed 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.

They are 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. In addition, they provide spay/neuter programs and educational programs. 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.

Operating expenses and capital outlay are allocated to the municipalities based on the percentage of animals handled, and debt service expenses are allocated based on the municipality's apportionment of equalized value in Milwaukee County. The MADACC budget is not approved by the MADACC board until October, so the budget is projected.

2020-2021 BUDGETARY CHANGES

In 2021, the operating budget is expected to decrease. Although MADACC's total budget is increasing by 1.1% to \$2.54 million, Wauwatosa's allocated proportion of those costs is lower.

MADACC Budget

	2018A	2019E	2020B	2021B
Operations	\$43,862	\$48,500	\$45,878	\$43,721
Capital			\$408	573
Debt Service	\$24,170	\$23,500	\$22,291	21,651
Total	\$68,032	\$72,000	\$68,577	\$65,945

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 71,482	\$ 68,542	\$ (2,940)
Rev	\$ -	\$ -	\$ -
Net Cost	\$ 71,482	\$ 68,542	\$ (2,940)
FTE's	-	-	-

BUDGET SUMMARY

MADACC Dept #191					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
71,482	68,542	68,542	Operating Expenses	65,945	-3.8%
71,482	68,542	68,542	TOTAL	65,945	-3.8%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
-	-	-			0.0%
-	-	-	TOTAL	-	
Net Cost					
71,482	68,542	68,542	TOTAL	65,945	-3.8%

INFORMATION SYSTEMS

PURPOSE

The Wauwatosa Information Systems Department (WISD) strives to enhance City operations by providing cost effective, innovative information management and technology solutions that support the business strategies of the City of Wauwatosa. WISD's secure environment ensures data integrity, accessibility, system availability, and delivery of information resources for City departments. Its commitment to a collaborative and supportive environment promotes the efficient and timely delivery of municipal services to the City of Wauwatosa's residents and staff.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$2,422,400	\$ 2,312,186	\$ (110,214)
Rev	\$2,272,580	\$ 2,239,498	\$ (33,082)
Net Cost	\$ 149,820	\$ 72,688	\$ (77,132)
FTE's	7.00	7.00	-

MAJOR CHANGES

- Increased laptop purchases
- Staff retirements and promotions
- Support Enterprise Resource Management initiative
- Upgrades and replacements of aging devices

PROGRAMS/SERVICE LINES

WISD primary responsibility is to empower City staff and elected officials to meet their responsibilities reliably and efficiently using technology. Along with our users, we are also responsible for improving City processes by adopting responsive yet budget-conscious technical solutions.

WISD service lines include:

- Maintain 24x7 operation of two data centers hosting 120 servers with more than 600 terabytes of storage with better than 99.9% uptime
- Securing the City's information and technology assets
- Maintaining a network connecting 12 buildings, 8 storm management stations, and 7 water utility facilities connected via fiber and 46 long range wireless access devices and 80 switches, routers, and firewalls.
- Managing 450 desktops and laptops, 40 public safety in-vehicle systems, 70 managed tablets and mobile devices
- Supporting more than 400 users across all City business lines using various software programs

2020 ACHIEVEMENTS

- Upgrade Email server
- Completed Phase 1 of Project Wildfire which moved financial systems across City to a new Enterprise Resource Management system
- Integrated Library users and computers to City network
- Assisted in upgrades to Audio and Video systems across City facilities
- Enabled City response to COVID-19 pandemic by implementing various solutions to allow staff and elected officials to safely serve our community
 - Emergency provisioning of portable computers to enable remote work

- Increased VPN and other remote connectivity tools to allow connections via BYOD
 - Retrofitted technology if Fire Station 52 to become a dedicated COVID-19 response station and moved City Fire Fighters to a Milwaukee fire station
 - Improved remote video conferencing capabilities throughout City
- Created new remote 911 support locations to address emergency dispatch center relocation to other City Facilities
- Proper succession planning and teamwork allowed retirement of two senior staff members without negative impact on supported resources
- Upgraded/migrated numerous servers, computers, mobile devices, and in-vehicle systems
- Implemented a new trouble-ticketing application for improved tracking and routing to appropriate subject-matter-experts
- Installed a new remote-control tool allowing remote problem remediation of offsite systems including police squads, fire rigs, and personal devices
- Increased reliance on automation tools, templates, and workflows to improve internal IT processes. These include:
 - Devices and software management and deployment
 - User and staff change management
 - User self-service tools
- Created workflows for a more reliable and efficient user-change management
- Upgraded monitoring software to improve systems management and preventative maintenance.
- Worked with the Fire and Human Resources departments to upgrade their advanced scheduling systems
- Worked with Fire Department, Wauwatosa Dispatch division, and Milwaukee County Office of Emergency Management to implement county wide dispatching using CAD2CAD
- Increased adoption of Mobile Device Management system
- Provided language translation services for 911 center to accommodate non-English emergency calls

2020 PROJECTS IN-PROGRESS

- Complete Phase 1 of the Fiber buildout, which will result in connecting 9 of the City's facilities on a faster and more reliable communication channel. This will reduce reliance on existing Point-to-Point, long-range wireless system. This phase will complete migration from end-of-life operating systems
- Complete Phase 2 of Project Wildfire which will bring online improved services to Water Utility users by implementing a new financial and billing system
- Start Phase 3 of Project Wildfire which upgrades Human Resources systems
- Work with Police and Human Resources to complete advanced scheduling systems for Police
- Upgrade Police and Fire record management and dispatch systems to allow for two-way county-wide dispatching
- Technical support for Police services to the Milwaukee Regional Medical Center
- Evaluation of body-worn camera solutions, this will lead to changes to all in-squad and interview cameras

2021 GOALS

- Continue Focus on City's Enterprise Resource Planning strategic initiative

- Continue improving City's Cyber Security posture
- Improve reliability of City's intra-office connections via fiber connections
- Upgrade phone system
- Maintain existing services and infrastructure including better patch and update management
- Upgrade file, application, and database server to current version
- Transition of Police ticket writing software (TraCS) to a web services model to reduce errors and increase availability
- Transition of DHCP role (PD) to one of our new domain controllers
- Work with neighboring agencies to create a permanent backup site for Emergency Dispatch
- Improve integration of devices in PD Squads / FD Rigs
- Facilitate migration to new body camera / interview camera system
- Continue phased equipment refresh of IT assets in FD Rigs

2020 BUDGETARY CHANGES

PROJECT WILDFIRE FUNDING	DECREASE	25,000
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Due to COVID-related travel restrictions, we have re-allocated approximately \$25,000 in anticipated travel savings in 2021 towards additional back-filling. Based on our experiences in the initial phases, the additional backfilling ensures project remains on track.

Additional delays in implementation of the human resources components which include Telestaff for Police, Kronos Work Force Ready (time keeping for staff), and Tyler's Human Capital Management will delay disbursement of allocated funds until those projects meet payment milestones.

VACANT POSITION	DECREASE	100,000
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Due to an unplanned retirement and other factors delaying hiring a replacement, a decrease in payroll expenditure is expected for 2020

COVID-19 RESPONSE	INCREASE	100,000
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To accommodate City's efforts addressing challenges brought by the COVID-19 pandemic, IT increased procurement of laptops and other devices by 100,000. This is partially offset by Federal CARES Act funding.

PROFESSIONAL DEVELOPMENT	DECREASE	15,000
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With increased work load, cancelled training opportunities, and travel restrictions, we have delayed professional development engagement until COVID-19 impacts are more stabilized.

2021 BUDGETARY CHANGES

SYSTEMS ANALYST POSITION

INCREASE

109,000

Position funding moved from Internal Granting to regular funding mechanism through the IT budget. While this move is budget neutral to the City, it is an increase to IT's budget.

SYSTEM ADMINISTRATION POSITION

DECREASE

32,000

Upgrades to the City's system allowed us to replace the retired Assistant Manager position with a Systems Administrator position without impacting service delivery.

ACCOUNT REALIGNMENT

NEUTRAL

To better account for technology expenditure and prepare for potential future changes, we've improved categorizing expenditure in the City's new financials system.

REPLACE AGING DESKTOP WITH PORTABLE LAPTOPS

INCREASE

60,000

To accommodate a more flexible workforce, IT started replacing some aging desktops with laptops instead of like-desktop. This will prepare our workforce to meet future challenges without relying to stationary workstations. This also include \$5,000 for additional hardware to support Police at MRMC

IN VEHICLE COMPUTER REPLACEMENT FOR FIRE

INCREASE

12,500

Reserve \$12,500 annually to keep computers on Fire vehicles up to date. We will collect \$12,500 annually from Fire and replace onboard computers every 4 years. This is a similar program to Police in-vehicle system replacements.

BUDGET SUMMARY TABLE

Information Technology Fund #24					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
539,059	552,142	552,142	Wages	532,293	-3.6%
1,824	6,000	6,000	Overtime	6,000	0.0%
213,509	245,184	245,184	Benefits	244,094	-0.4%
10,744	1,600	1,600	Other Compensation	1,600	0.0%
332,997	218,580	224,426	Operating Expenses	250,230	14.5%
56,864	30,600	30,600	Services	63,600	107.8%
569	50,800	50,800	Utilities	88,905	75.0%
752,560	913,130	913,130	Fixed Charges	924,835	1.3%
15,372	15,588	15,588	Internal Charges	16,229	4.1%
52,757	388,776	555,683	Capital Outlay	184,400	-52.6%
1,976,256	2,422,400	2,595,153	TOTAL	2,312,186	-4.5%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
1,961,777	2,172,580	2,172,580	InterGov Charges	2,139,498	-1.5%
2,469	-	5,846	Miscellaneous	-	0.0%
91,960	100,000	100,000	Other Sources	100,000	0.0%
2,056,206	2,272,580	2,278,426	TOTAL	2,239,498	-1.5%
Net Cost					
(79,950)	149,820	316,727	TOTAL	72,688	-51.5%

Information Technology Capital Fund #25					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	Services	20,000	0.0%
100,000	-	-	Capital Outlay	-	
-	-	-	TOTAL	20,000	0.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
5,501	5,501	5,501	InterGov Charges	5,501	0.0%
101,059	146,027	146,027	Other Sources	204,873	40.3%
106,560	151,528	151,528	TOTAL	210,374	38.8%
Net Cost					
(106,560)	(151,528)	(151,528)	TOTAL	(190,374)	25.6%

PERSONNEL SCHEDULE

Information Systems				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Assistant Manager IS	1.00	0	-	(1.00)
Director Information Systems	1.00	1	1.00	-
Help Desk Specialist	1.00	1	1.00	-
IT Systems Analyst	1.00	1	1.00	-
Public Safety Analyst	1.00	1	1.00	-
Public Safety Tech	1.00	1	1.00	-
System Administrator	1.00	2	2.00	1.00
TOTAL	7.00	7.00	7.00	-

POLICE DEPARTMENT

PURPOSE

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.

PROGRAMS/SERVICE LINES

The Police Department is staffed by 98 sworn officers and 24 full time/19 part time civilians that provide 24-hour service and protection to the residents of Wauwatosa. In 2019, officers responded to 32,224 calls for service and the dispatch center dispatched an additional 7074 Fire/EMS calls for service.

The department function is divided into ten program areas: Traffic Patrol and Crash Response; Crime Response; Quality of Life; Investigation; Special Response Team; Evidence / Property Management; Dispatch Center; Records / Front Desk / Warrants; Community Interaction; and School Resource Officers.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 17,178,850	\$ 17,424,591	\$ 245,741
Rev	\$ 1,408,003	\$ 1,350,013	\$ (57,990)
Net Cost	\$ 15,770,847	\$ 16,074,578	\$ 303,731
FTE's	128.52	128.47	(0.05)

**SNAPSHOT DOES NOT INCLUDE FUND 37

MAJOR CHANGES

- Due to the COVID-19 pandemic, recalculation of expected deterrence generated revenue for BY2020 and anticipated impact in BY2021.
- Body Worn Camera research and implementation.
- Provision of service to the medical campus
- Office Assistant staffing reductions

TRAFFIC PATROL AND CRASH RESPONSE

This program encompasses enforcement of traffic laws 24/7 including speeding and other moving violations, as well as OWI/DWI. It includes response to vehicular accidents; parking enforcement, and traffic direction/control when necessary. In addition to the traditional patrol units, the department motorcycle unit--whose primary responsibility is traffic enforcement on City streets from March through November---is part of this program as is the specialized parking enforcement unit.

CRIME RESPONSE

Respond to citizen calls for service; this includes both property and violent crimes (theft, retail theft, burglary, vandalism, robbery, battery, domestic violence, sexual assault, homicide).

QUALITY OF LIFE

Conduct proactive patrols; handle verbal disputes, neighbor trouble, suspicious persons, vehicles, and circumstances, animal control, responding to noise complaints and disturbances of the peace, and general disorderliness.

INVESTIGATION

Conduct in-depth investigations of criminal events and individuals related to crime-solving, criminal charging, and court convictions. This includes detailed proactive and reactive investigative efforts toward major crimes, and drugs and weapons enforcement within the City.

SPECIAL RESPONSE TEAM

Team of specially trained and equipped officers employed in certain critical incidents which require a response beyond the scope of normal or routine police incidents, including but not limited to search warrant execution, barricaded subjects, and other high-risk incidents. All team members are department officers and detectives.

EVIDENCE / PROPERTY MANAGEMENT

This program's primary function is entering, processing, tracking, and management of property and evidence handled by the police department. It includes managing the evidence vault, the evidence lockers, and the electronic management system, as well as requests for and returns of evidence when needed for court. The program also handles the disposal and returns of property, evidence, and contraband.

DISPATCH CENTER

This program's primary function is to field both emergency and non-emergency calls for service and dispatch police, fire, and emergency medical services locally. It provides for the operation, staffing, and training of the dispatch center and dispatch center personnel.

In addition, performs as the primary dispatch center for District 107 of the Mutual Aid Box Alarm System regionally (a fire/rescue function for area major event response) and the secondary dispatch center for the Suburban Mutual Aid Response Team (a law enforcement function for area major event response).

RECORDS / FRONT DESK / WARRANTS

This program provides maintenance/processing/checking of department-generated records of all police calls for service, citation issuance, and mandated state-federal reporting. It provides the primary point of contact/service to walk-in and phone customers and also handles criminal records procurement for investigations, support/processing/completion of Open Records requests, prisoner checks, and social media interface.

COMMUNITY INTERACTION

Representation of the police department among the community and at community functions; oversee special events, festivals, runs/walks, parades, block watch, and others. Includes patrol officers' daily interaction with the community and department community engagement initiative. The department Police Reserves and Community Service Officer (CSO) program function within this program.

SCHOOL RESOURCE OFFICERS

Provides police presence, problem-solving, security and call-taking within the schools. Made up of four SROs, and partially funded by the Wauwatosa School District, it provides services primarily in the two high schools and two middle schools; secondarily in the grade schools. The program also plays an integral role in developing training for staff and implementing nationwide emergency response plans within the schools.

2020 ACHIEVEMENTS

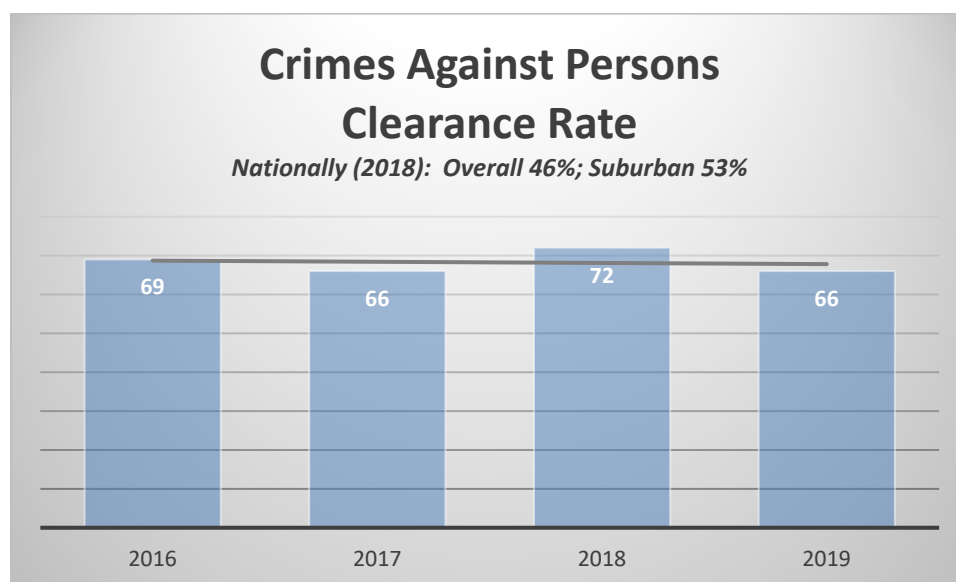
- Crime Reporting and Crime Clearance Rate reporting is in the process of changing report methodologies, at the direction of the FBI. This process has been on-going for several years and, nationally, is to be completed 01/01/2021. The PD has been making the change over the past several years and the graphs below are drawn from our four year 'history' under the new methodology.

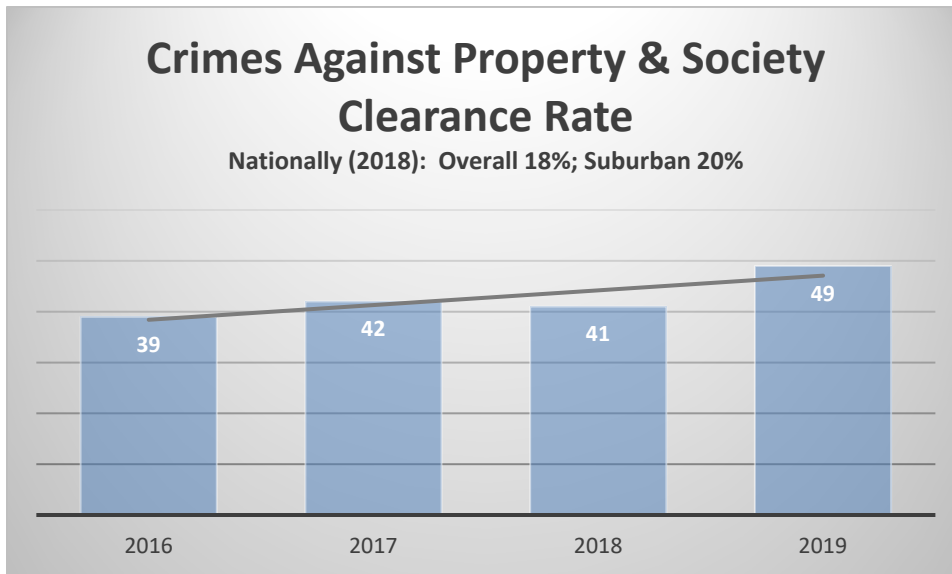
After several years of steadfast diligence, long hours and "educational" frustration, our department received our National Incident Based Reporting System (NIBRS) / Wisconsin Incident Based Reporting System (WIBRS) certification from the State of Wisconsin Bureau of Justice Information and Analysis (BJIA).

One specific difference in the new method of reporting is the change of groupings for reporting. Rather than Violent Crimes and Property Crimes, the new categories are created as Crimes Against Persons, Crimes Against Property, and Crimes Against Society.

Since the change-over is not complete nationally, there is no "new method" historical record to compare to for a "National" or "Suburban" clearance rate; thus, the comparative rates presented here are still drawn from the previous method of statistical capture.

As you can see, our clearance rate continues to be strong and well above state and national averages. This is due in part to the department's, and thereby the City's, strong belief in maintaining and improving our investigative follow-up and coordination capabilities both internally and externally. The statistics represented here reflect the inclusion of Robbery as a Crime Against Person.





- Investigative Task Forces.
 - FBI Violent Crimes Task Force - In addition to regular duties, one detective is assigned to work with this task force.
 - HIDTA – The High Intensity Drug Trafficking Area program is a drug-prohibition enforcement program run by the United States Office of National Drug Control Policy. One detective is assigned to work this task force.
 - USSS Financial Crimes Task Force - In addition to regular duties, one detective is assigned to work with the U.S. Secret Service on this fraud task force.
 - USMS – U.S. Marshal Service Task Force targeted at reducing violent crime. This position is funded by a “COPS” grant. One officer is assigned to work this task force for a three year contract term.

- The concept of a regional work group for Public Information Offices has also moved from idea to actuality and now includes Public Information Offices from Milwaukee, Waukesha, Racine and Kenosha county law enforcement agencies.

Internally, the Wauwatosa Police Department has instituted a *Public Information Office* comprised of the Administrative Captain, Administrative Lieutenant, and two Administrative Sergeants; one of which serves as the Public Information Officer. The goal of this team, working collaboratively with the City’s social media information and communication platforms, is to deliver accurate and timely responses to citizen requests or concerns, provide alerts to major incidents, and the deliver departmental information.

As we move forward with expanded policing of the Milwaukee Regional Medical Complex (MRMC), our Public Information Office team has expanded its working relationship with the MRMC Public Information Office. This partnership between our entities allows for fluid open lines of communication during emergency incidents and improved information sharing protocols.

- OWI Multi-jurisdictional Task Force: The Department continues as an original partner of the Southeastern Wisconsin Multi-Jurisdictional Operating While Intoxicated (OWI) Task Force. This combined effort with other Law Enforcement Agencies in Southeastern Wisconsin is now an established force in the goal of combating drunk driving. This partnership includes more than thirty (30) agencies throughout southeastern Wisconsin.

- Working with City departments and private entities, completed development of a sustainable, comprehensive law enforcement coverage plan for the MRMC and surrounding areas. Agreements signed in April 2020.
- In coordination with Facilities Manager and Engineering Department, reconstructed and secured police department parking lot. This project allows for a re-vamp and upgrade of the public parking area, to include current-level handicap parking requirements. This was a project the City coordinated with MSMD to provide a “green and environmentally responsible” runoff management plan and was completed on September 22, 2020.

2021 GOALS

- Begin implementation of comprehensive and sustainable law enforcement coverage for the MRMC and surrounding areas. Projected to complete Phase 1 during CY2021.
- Continue leadership role in OWI Multi-Jurisdictional Task Force. The Department continues as an original partner of the Southeastern Wisconsin Multi-Jurisdictional Operating While Intoxicated (OWI) Task Force. This combined effort with other Law Enforcement Agencies in Southeastern Wisconsin is now an established force in the goal of combating drunk driving. This partnership includes more than thirty (30) agencies throughout southeastern Wisconsin. This is one of several traffic-related enforcement grants in which the department participates.
- In the event a second reserve liquor license is sold, \$10,000 will be made available to the Police Department for Bicycle and Pedestrian safety enforcement.
- Over the past several years, the County has undergone a transition away from an analog radio system to an all-digital system. Departmentally, we have concluded the switch and all officers and squads are equipped with digital-compliant radios. Essentially, we now have two generations of digital radios; the most recent being the approximately 100 radios that replaced our analog supply. A challenge recently arose when the manufacturer and support provider of ALL our radios informed us that our ‘older’ generation of digital radios went out of ‘support’ in 2020.

The “old” radios still work, but they no longer receive updates/upgrades (as has happened over the past two years) and parts are no longer available. Our supply of these ‘older’ generation radios tallies to 68 hand-held radios that will need to be replaced. (Approx. \$4300 each)

Working with the Finance Department, we identified a potential source to begin funding this replacement project. Beginning with BY2020, in any year in which more than \$105,000 is collected for alarm registration and false alarm fees, the additional dollars will be transferred at year-end and carried over for the specific purpose of purchasing replacement hand-held radios. However, alarm fee revenue in 2019 decreased due in part to changes made to our false alarm fee schedule in previous budget. Year to date false alarm occurrences in 2020 appear to continue this trend. Additionally, COVID-19 “stay-at-home” mandates reduced the number of false alarm activations. Going forward an alternate revenue source will need to be identified for replacement of the 68 radios.

2020-2021 EQUITY AND INCLUSION MEASURES

- Beginning in June of 2020, the Wauwatosa Police Department undertook a major project to increase transparency with the public, elected officials, and other stakeholders. A complete set of current Wauwatosa Police Department rules, policies, and operating procedures was uploaded to the city's webpage for anyone to review. The department updated its major policies, including the use of force policy, to showcase the fact that this agency has already instituted many of the reforms being called for in 2020. Updated the Citizen Complaint / Commendation policy which presents a number of ways to initiate complaints and / or commendations.
- Over the course of seven months, the hiring process for the police department was statistically analyzed. Two sworn employees, both trained researchers pursuing doctoral degrees, examined data from a seven-year period in an effort to identify weaknesses and biases in the current hiring process. A comprehensive report was compiled and presented to command staff. The results of the study show that the current hiring process is statistically valid, unbiased, and working. The results of the study spurred changes in the overall hiring process, including the drive to hire candidates with higher levels of education and more law enforcement experience. The project has been submitted for publication in an international periodical and is currently undergoing the peer-review process.

Based on the results of our study, we continue to seek to increase the diversity in our hiring processes. We have assigned a full-time police officer, one of the prime researchers of this original study, to identify means to increase a diverse candidate pool of applicants. The police department is currently one of the most diverse quadrants in the city and we remain committed to improving our diversity standing.

October 2019 Ethnicity Stats (provided by the Human Resources Department):

Department	Asian %	Black / African American %	Caucasian %	Hispanic %	Multi-Race %
Fire	0%	0%	97%	3%	0%
DPW	0%	3%	92%	3%	1%
City Hall	1%	5%	90%	3%	1%
Police	2%	6%	87%	5%	0%

- As a result of the hiring process examination, the recruitment process has been re-vamped. Under the direction of the Director of Personnel and Training, a new recruiting philosophy was born. A recruitment team was built of members spanning all divisions and a brand-new recruiting webpage was built. With the assistance of the communications specialist and a professional photographer, a world class recruitment webpage was constructed. The page informs potential candidates, provides them multiple ways to apply, and facilitates their communication with the recruitment team, all to help bring the very best candidates to the department.

<https://www.wauwatosa.net/government/departments/police/recruitment>

- The Wauwatosa Police Department currently has a limited number of body worn cameras for deployment, but have deployed squad dash cameras in all of our front line squads for the last 25 years. In the interest of transparency, public safety, and good governance, the police department began an intensive evaluation of available options in June of 2020. Early in the process it was determined that combining our current digital video recording systems, such as the in-squad cameras, booking and interview room cameras, with the new body worn cameras would be critical to records management. Multiple options were considered and three separate bids were evaluated.

Once testing and evaluation began of the different products, one company rose to the top. Axon Enterprise, Inc. offered the city a complete video recording package via a five-year contract. The proposed contract would provide a body worn camera for each officer, removing the potential for a sworn-officer to go without one, along with in-car camera systems, police department and Mayfair Mall booking room cameras, and cameras for the police department interview rooms. The contract provides for an integration of all of these video feeds with the current Phoenix Computer Aided Dispatch (CAD) system. This feature ensures that video is accurately cataloged with call number and type of call, both of which are critical for video retention and distribution. By bringing all available video streams into one secure cloud-based server, video management, redaction, and distribution, can be handled by existing personnel.

Axon Enterprise, Inc is the industry leader in body worn technology. They are utilized by a number of other agencies in southeastern Wisconsin, including the City of Milwaukee, City of West Allis, and City of Brookfield. The company has partnered with the Milwaukee County District Attorney's Office, allowing the DA's office to expeditiously receive recordings. Those agencies were polled and provided both feedback and policy support. A committee of stakeholders, including patrol officers, supervisors, administrators, and representatives of the WPOA, was formed and a draft policy was written. That policy received conditional approval by the Chief of Police and is under evaluation during a trial period. Axon Enterprise, Inc, provided the Wauwatosa Police Department six body-worn cameras as a trial and officers have been using them with success.

- Continue to enroll sworn officers in Crisis Intervention Team (CIT) training. We have had 13 sworn officers attend this week-long, intensive, hands-on training that presents techniques for officers to implement in response to calls for service that necessitate crisis intervention. With continued enrollment in this training program for all new hires, the long-term goal is to have all sworn officers trained in CIT techniques by 2025. Our aim is to host a number of these training programs for our officers and our local law enforcement partners.

Due to our dedication toward total community service, we realize that our civilians (dispatchers, clerks, CSO's, Interns) often encounter citizens in crisis similar to our sworn officers. Moving forward, we will provide our civilians the training which will allow for increased positive interactions with the public. All of our civilian employees will receive crisis intervention training through the Crisis Intervention Partners (CIP) training program, an abbreviated 2-3-day class geared for civilians on methods to deal with persons in crisis.

In addition, more than half of the full-time department emergency dispatchers have attended or received crisis intervention training related to their positions within the last five years. The dispatch center supervisor has made it a priority to regularly send dispatchers to this type of training.

In the most basic characterization, *crisis* is indicative of a person that is not of rational mind or thought: this may range from prolonged mental health concerns (i.e., dementia, schizophrenia – includes a plethora of debilitating mental health diseases) to more often dealt with acute mental health crisis's that may involve alcohol and / or drugs, victims of traumatic events (not necessarily

criminal in nature – i.e., the death of a loved one) or those that consider suicide as the only escape from the reality they believe they are experiencing.

- An anticipated benefit from our growing partnership with the MRMC campus is that officers will be introduced to medical and mental health practitioners and professionals. By developing these professional relationships, the expectation is that additional on-the-job training in crisis intervention will occur.
- The Police Department will be actively engaged in understanding the concepts of Bias (implicit and explicit) through internal training programs, coupled with the City's Implicit Bias training program.
- We continue to make our Community Engagement Initiative (Community Policing) a top priority. Our Community Engagement Initiative encourages our patrol officers to get out of their squads while patrolling. Examples of CEI's currently in place are:
 - Business checks
 - School checks
 - Neighborhood foot patrols
 - Business district foot patrols
 - Special event visits by Officers
- Citizen Police Academy: In 1998, the department instituted the Citizen Police Academy program. Due to funding restrictions, the Citizens Police Academy was disbanded in the early 2000's. This highly successful program was designed to promote citizen-police interaction and cooperation.

Beginning in 2021, with the focus on community engagement and inclusion priorities, the revised course, which will be offered to those living or working in Wauwatosa, will be a comprehensive 10-week program offering an in-depth view into the various areas of law enforcement. Requirements will include that candidates be 21 years of age, have no felony convictions, have no misdemeanor convictions that question the moral character of the candidate, will submit to a general background check, and have a willingness to commit to attending the weekly 3-hour class.

Topics covered during the class, much of which is hands-on, will include police patrol procedures, use of force, community policing, drug interdiction, special response operations, police recruitment and training, crash investigation, high and low risk traffic stops, 911 communications, witness identification, emergency vehicle operation, and firearms familiarization. These topics are taught by sworn officers from the department and Police Reserve Officers.

In addition to the normal class time, candidates will be scheduled separately for actual squad riding. Due to the expected intense interest, two Citizen Police Academies are anticipated to be scheduled: one in the spring and one in the fall of each year.

2020 BUDGETARY CHANGES

PARKING CITATION REVENUE

DECREASE \$240,000

Revenue Decrease (deterrence-generated): There were a few unanticipated causes of the projected decrease in parking revenue: 1) The COVID-19 pandemic resulted in more residents working from home and the police department eased overnight parking limitations for residents faced with difficult financial burdens, 2) the loss of two Parking Specialists (one retired / one resigned); these positions were not filled due to current budget directives and, to a lesser extent, 3) the 90-day over-night parking trial.

TRAFFIC AND NON-TRAFFIC CITATION REVENUE

DECREASE \$243,000

Revenue Decrease: With the on-set of COVID-19 and the stay-at-home mandates earlier in the year, the number of citations issued has decreased significantly. This revenue is largely budgeted in Municipal Court.

DEPARTMENT FEES FOR SERVICE REVENUE

DECREASE \$30,000

Revenue Decrease: The bulk of these fees are generated via citation issuance. With the on-set of COVID-19 and the stay-at-home mandates earlier in the year, the number of citations issued has decreased significantly.

SCHOOL RESOURCE OFFICER FEE REVENUE

DECREASE \$68,152

Revenue Decrease: With the on-set of COVID-19 and the suspension of in-person school functions, the second quarter School Resource Officer fees billed to the schools were waived.

2021 BUDGETARY CHANGES

PARKING CITATION REVENUE

DECREASE \$72,500

Revenue Decrease: As noted above, projected deterrence-generated revenue from Parking Enforcement has required recalculation. Anticipated hiring and training of two new Parking Specialists in late 2020 is expected to increase the level of enforcement in 2021 compared to the revised 2020 budget expectations noted above.

Additionally, in an effort to be accurate, the assumption has been made that the “90-day” parking permission trial will be extended permanently.

OFFICE ASSISTANT VACANCIES

DECREASE \$64,698

Budget Decrease: Two Office Assistant position vacancies (one full-time and one part-time) occurred in BY2020. The part-time position will be eliminated beginning in BY2021. The full-time position may not be a permanent position reduction. The need to fill the full-time position during BY2022 will be evaluated as part of the BY2022 budget process.

FIXED ASSET

INCREASE \$80,609

Budget Increase: These funds were contractually approved and are to be used for the installation of an additional dispatch console within the emergency communications center (dispatch center) in response to the expanding policing of the MRMC campus. Per the agreement with MRMC, an additional 1.28 FTE dispatcher positions will be created beginning in 2021 to accommodate staffing three on-duty dispatchers. Because of this, an additional physical dispatch position will be added to the dispatch center. The cost of the dispatch consoles will be partially offset by the Office Assistant wage expense reduction described above.

ASSET-FORFEITURE EXPENDITURES

NO BUDGET IMPACT

Budget Neutral: Asset/Forfeiture expenditures run under very strict guidelines from both State and Federal authorities. Most important among these is that these expenditures cannot be used to supplant funding that would otherwise be in the department’s budget. Bearing that in mind, we look to identify areas/items

that we likely would not/could not otherwise request within our department budget, but that would add to the quality, efficiency, and function of the department. An example would be in 2020, we continued the build-out and updating of the electronic forensics lab, including training hardware.

For BY2021, we intend to use funds to create pro-active recruitment videos to augment recruiting through the new Wauwatosa Police Department Recruitment webpage.

CITIZEN POLICE ACADEMY

INCREASE \$10,000

Expenditure Increase: During BY2021, and for following years, the department would seek an additional \$10,000 per year to pay for the Citizen Police Academy. The increased dollar request pays for two officers on overtime to teach the class (three hours each week for ten weeks) and supplies for candidates (shirts, equipment, certificates, etc.). This dollar amount accounts for two Citizen Police Academies per year; one in spring and one in fall. These funds were not included in the 2021 budget but opportunities for a fund transfer will be reviewed.

BODY WORN CAMERA EXPENDITURE

INCREASE \$130,132

Expenditure Increase: Year two contract payment to AXON Inc. for Body Worn Camera system purchase.

CRISIS INTERVENTION TEAM TRAINING

BUDGET NEUTRAL

Budget Neutral: There is no cost associated with the department providing this training to sworn and non-sworn members.

BIKE/PED ENFORCEMENT / RESERVE LIQUOR LICENSE

BUDGET NEUTRAL

Budget Neutral: In the event a second reserve liquor license is sold, \$10,000 will be made available to the Police Department for Bicycle and Pedestrian safety enforcement.

MPMC POLICING

As part of the new contract for provision of police services to the regional medical center campus, a portion of current Police Department and supporting departments' overhead will be covered as part of the contract payment. This will result in a transfer of expenses from the General Fund to the new Hospital Policing Fund. Based on the approved contract with the MPMC only, one 24-hour patrol assignment will be provided to the campus during 2021. An additional 24-hour patrol assignment will be provided in 2023. At this time, contracts for providing emergency room posts are still pending and not included in this budget.

The 2021 budget includes 8.28 additional full-time equivalents which include 1 Captain, 1 Sergeant, 5 Patrol Officers and 1.28 Dispatchers reflecting the anticipated phasing in of the contract. There is almost no FTE change from 2020 but the 2021 Budget does include fewer actual positions than originally planned for in the 2020 budget due to the extension of the phase in time through 2023. The original plan, adopted prior to the contract being finalized, assumed two 24-hour patrol assignments being phased in by the end of 2021 as opposed to one 24-hour patrol assignment that was ultimately agreed upon.

The expense and revenues associated with the hospital policing are included in a separate fund, Fund 37, which is exclusive to these services.

\$1,347,003 of expense and \$1,347,003 of revenue are budgeted in Fund 37 for 2021. Revenue from the MRMC Hospital contract will offset \$149,895 of administrative fixed costs that would have otherwise been paid for with property taxes.

PERFORMANCE INDICATORS

	2016	2017	2018	2019
Emergency 911 Calls	9,528	9,387	9,505	9,700
Calls for Service	37,711	34,123	32,515	32,224*
Crimes Aga. Person Clearance Rate	69%	66%	72%	66%
Crimes Aga. Prop. & Society Clearance Rate	39%	42%	41%	49%
Stolen Property (Value)	\$2,547,783	\$3,353,832	\$4,844,432	\$3,051,833
Stolen Property Recovered (Value)	\$1,492,741	\$2,470,296	\$2,631,987	\$1,457,200
Adult Arrests	2,619	2,433	2,174	2,279
Juvenile Arrests	337	375	255	367
Traffic Citations	8,454	7,316	7,386	7,780
Parking Citations	14,046	13,154	13,565	14,533
Response Time	3:56	4:15	3:57	5:56

* In addition to Police calls for service, Dispatchers also dispatched 7074 Fire and EMS calls for service

DEPARTMENT GENERATED REVENUE

POLICE GENERATED REVENUE	2016	2017	2018	2019	2020*
Parking Violations	482,732	524,774	557,028	578,539	375,000
Municipal & Traffic Violations	515,038	413,066	496,834	509,164	307,000
Alarm Fees	83,850	122,345	135,600	92,206	105,000
Fingerprinting	4,498	4,155	5,187	5,884	3,000
Direct Sellers	3,030	2,070	1,730	1,810	1,500
Total	1,089,148	1,066,410	1,196,379	1,187,603	791,500

*2020 Budget Estimate

BUDGET SUMMARY TABLE

Police Dept #210					
Expenditures					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
9,099,046	9,157,293	9,157,293	Wages	9,389,406	2.5%
774,221	795,127	795,127	Overtime	809,913	1.9%
4,951,204	5,133,125	5,133,125	Benefits	5,107,228	-0.5%
70,677	68,500	68,500	Other Compensation	66,900	-2.3%
302,469	331,049	346,436	Operating Expenses	330,048	-0.3%
101,086	99,400	99,400	Services	99,400	0.0%
87,508	100,424	100,424	Utilities	104,672	4.2%
1,432,025	1,433,020	1,433,020	Internal Charges	1,264,029	-11.8%
60,182	36,740	36,740	Other Expenses	163,024	343.7%
10,375	14,310	14,310	Capital Outlay	80,609	463.3%
16,888,792	17,168,988	17,184,375	TOTAL	17,415,229	1.4%
Revenues					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
29,545	23,960	23,960	InterGov Revenues	52,640	119.7%
23,544	30,000	30,000	Licenses and Permits	20,000	-33.3%
676,629	725,000	725,000	Fines and Penalties	652,500	-10.0%
517,956	537,693	537,693	Public Charges	533,523	-0.8%
82,165	91,350	91,350	Miscellaneous	91,350	0.0%
1,329,839	1,408,003	1,408,003	TOTAL	1,350,013	-4.1%
Net Cost					
15,558,953	15,760,985	15,776,372	TOTAL	16,065,216	1.9%

Police Reserves Dept #212					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
12,298	9,762	9,762	Operating Expenditures	9,262	-5.1%
-	100	100	Services	100	0.0%
12,298	9,862	9,862	TOTAL	9,362	-5.1%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	TOTAL	-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
12,298	9,862	9,862	TOTAL	9,362	-5.1%

Hospital Policing Fund #37					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	Operating Expenses	88,836	0.0%
-	-	-	Internal Charges	1,233,167	0.0%
-	-	-	Capital Outlay	25,000	0.0%
-	-	-	TOTAL	1,347,003	0.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	Public Charges	1,347,003	0.0%
-	-	-	TOTAL	1,347,003	0.0%
Net Cost					
-	-	-	TOTAL	-	0.0%

PERSONNEL SCHEDULE

Police				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Accident Investigator	5.00	5	5.00	-
Administrative Support Special	5.00	6	5.00	-
Chief of Police	1.00	1	1.00	-
Crime Analyst	1.00	1	1.00	-
Community Support Patrol Spec II	1.00	1	1.00	-
CSO-Support Positions Temp	0.95	10	0.95	-
Detective	13.00	13	13.00	-
Detective Technician	2.00	2	2.00	-
Dispatcher	9.70	14	9.70	(0.00)
Dispatch Supervisor	1.00	1	1.00	-
Equipment Officer	0.40	1	0.40	-
Office Assistant	8.14	9	8.14	(0.00)
Parking Specialist	2.00	4	2.00	-
Police Captain	2.00	2	2.00	-
Police Lieutenant	6.00	6	6.00	-
Police Officer	48.00	48	48.00	-
Police Sergeant	10.00	10	10.00	-
School Resource Officer	4.00	4	4.00	-
Hospital Policing				
Captain	1.00	1	1.00	-
Sergeant	1.00	1	1.00	-
Police Officer	5.33		5.00	(0.33)
Dispatcher	1.00	1	1.28	0.28
TOTAL	128.52	141.00	128.47	(0.05)

POLICE COMPLEX

PURPOSE

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

PROGRAMS/SERVICE LINES

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

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$283,946	\$309,099	\$ 25,153
Rev	\$ -	\$ -	\$ -
Net Cost	\$283,946	\$309,099	\$ 25,153
FTE's			-

MAJOR CHANGES

- A remodel of a portion of the lower level of the Police Department is planned in order to allow for expansion of facilities needed for additional staff due to the MRMC contract.

2020 ACHIEVEMENTS

- All of the overhead, exterior doors and bollards have been painted
- Major rebuild of the parking lot adding storm water retention is nearly complete
- Security fencing and automated gates have been added and are also nearly complete
- Access controls program has been upgraded and implemented
- Utilities are on Par with 2019 levels. Major improvements are becoming harder to find
- The conversion of 23 VAV boxes from pneumatic to digital controls has been completed

2021 BUDGET

The overall Police Complex budget has remained very similar to 2019. In 2019 Building repairs and Improvement funds were increased while utilities have been substantially decreased. Those levels of funding are expected to remain in the future. We hope to continue to find areas to improve energy efficiencies to offset future increases in utility rates. So far 2020 utilities have very closely matched the 2019 levels. Projects planned for 2021 include upgrading the heating boilers to high efficiency boilers, upgrading the AC units for the server room and dispatch areas to add some level of redundancy, and a significant remodel due to the planned expansion caused by the MRMC contract – all budgeted in the Capital Budget. The Police Station capital outlay includes a \$20,000 remodel of the kitchenette.

BUDGET SUMMARY TABLE

Police Station Dept #350					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
54,381	55,494	55,494	Wages	55,775	0.5%
870	-	-	Overtime	-	0.0%
26,279	28,654	28,654	Benefits	28,468	-0.6%
106	106	106	Other Compensation	106	0.0%
2,858	3,000	3,000	Operating Expenses	3,500	16.7%
73	500	500	Commodities	500	0.0%
66,654	98,000	116,000	Services	101,650	3.7%
78,640	83,300	83,300	Utilities	83,300	0.0%
4,923	5,199	5,199	Fixed Charges	6,486	24.8%
3,082	2,693	2,693	Internal Charges	2,314	-14.1%
21,410	7,000	56,690	Capital Outlay	27,000	285.7%
259,277	283,946	351,636	TOTAL	309,099	8.9%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
259,277	283,946	351,636	TOTAL	309,099	8.9%

PERSONNEL SCHEDULE

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

FIRE DEPARTMENT

PURPOSE

The Wauwatosa Fire Department is dedicated to protecting lives and property through excellence in fire protection, emergency medical services, rescue, education, disaster management, and treating customers with compassion and respect.

PROGRAMS/SERVICE LINES

FIRE/TECHNICAL RESCUE

This program provides a wide variety of emergency response services including but not limited to: fire suppression (*vehicle accidents, vehicle extrication, vehicles fires, structure fires, natural gas line leaks, carbon monoxide leaks, odors, alarms sounding in commercial/residential buildings*) and specialized rescue (*swift water and rope rescue*). The department has an ISO Class 1 rating (Scale of 1-10), which is a reflection of the high quality of fire protection provided.

EMERGENCY MEDICAL SERVICES

This program provides high-quality Emergency Medical Service at the Paramedic level. 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 respond quickly and efficiently to all types of emergencies throughout the city and county providing the highest level of care. Paramedics are assigned to paramedic ambulances and additional paramedics are assigned to fire engines/ladder trucks in order to provide early ALS care if a paramedic unit is delayed.

A Heart Safe Tosa initiative was started in summer of 2016. This program aims to increase the survival rate of those who suffer sudden cardiac arrest. This will be accomplished through education, CPR training, AED placement, and the use of the PulsePoint smartphone app.

COMMUNITY RISK REDUCTION

The Bureau of Community Risk Reduction is charged with the overall responsibility of creating a safe community 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.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 14,498,253	\$ 14,544,724	\$ 46,471
Rev	\$ 3,271,817	\$ 3,327,848	\$ 56,031
Net Cost	\$ 11,226,436	\$ 11,216,876	\$ (9,560)
FTE's	102.57	102.56	(0.01)

MAJOR CHANGES

- Replacement of two fire engines (capital budget)
- Increase in overtime based on prior year actuals

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 Tosa's Night Out. They also provide presentations for community groups and local businesses to spread the fire safety message.

DISASTER PREPAREDNESS

The Chief of the department is designated as the Emergency Response Coordinator for city-wide disaster preparedness. This includes oversight of the Emergency Operations Center, development of community resiliency plans, and assisting community partners with general emergency management operations.

2020 ACHIEVEMENTS

- Continued expansion of shared services program with a focus on dispatch, wellness, and joint apparatus design/purchasing
- Researched feasibility of single-role EMS personnel, determined to not be cost-effective
- Regional planning for Fire/EMS aspects of the Democratic National Convention
- Hired first employees from our Intern program

2021 GOALS

- Replacement of two fire engines
- Reclassification of Office Manager position to a more strategic role
- Continue succession planning for officer and management positions
- Determine feasibility of new hiring protocols for untrained applicants
- Expand diversity and cultural awareness training within the department

PERFORMANCE INDICATORS 2015-2019



2020 BUDGETARY CHANGES

OVERTIME BUDGET – EXPENSE INCREASE

\$90,000

We are requesting an additional \$90,000 from salary savings for overtime as part of the 2020 re-estimate. Due to vacancies, FMLA leaves, worker compensation injuries, and COVID we have utilized overtime at a higher rate than budgeted. We believe some of the overtime expenses related to COVID will be reimbursable as part of the FEMA Public Assistance Program. This request will also require a level three fund transfer to be approved as part of the budget.

2021 BUDGETARY CHANGES

PAY DIFFERENTIAL SAVINGS

\$-204,000

Due to large number of retirements and new firefighters (11 in 2020), we will have a significant amount of salary savings. This is the pay differential between the budgeted top pay firefighters versus the lower pay steps of the new hires. These are diminishing savings as the employees progress through the pay steps. This reduction offsets a contractual cost of living increase provided to represented employees so that wages increase a total of \$36,972 or 0.4%.

REDUCE OUT OF CLASS PAY (EXPENDITURE REDUCTION)

\$-6,000

Reduction in Out of Class pay based on the elimination of Acting Captain Pay.

MILWAUKEE COUNTY FIRE CONTRACT (REVENUE INCREASE)

\$66,000

Based on prior year actuals, we are estimating a \$66,000 increase in revenues.

INCREASE OVERTIME BUDGET (EXPENDITURE INCREASE)

\$70,000

Increase overtime budget from 2020 budgeted \$245,000 to \$315,000 for 2021 based on past year actuals. Since this account also funds mandated FLSA payments of approximately \$75,000 annually, this increase will allow more funding for staffing of apparatus to minimum daily staffing levels.

DECREASE IN OPERATING EXPENDITURES (EXPENDITURE DECREASE)

\$50,150

Operating expenditures decrease \$50,150 primarily because the 2020 budget included a \$50,000 one-time expense for turnout gear.

BUDGET SUMMARY TABLE

Fire Dept #220					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
8,659,577	8,947,628	8,947,628	Wages	8,984,600	0.4%
456,691	245,000	245,000	Overtime	315,000	28.6%
3,977,613	4,231,376	4,231,376	Benefits	4,228,614	-0.1%
9,450	6,250	6,250	Other Compensation	6,250	0.0%
317,722	278,224	282,775	Operating Expenses	228,074	-18.0%
8,543	7,000	7,000	Commodities	7,000	0.0%
222,424	216,005	237,005	Services	202,005	-6.5%
179,921	167,400	167,400	Utilities	167,400	0.0%
23,963	23,144	23,144	Fixed Charges	26,979	16.6%
323,380	376,226	376,226	Internal Charges	378,802	0.7%
6,819	-	-	Other Expenses	-	0.0%
45,466	-	94,674	Capital Outlay	-	0.0%
14,231,569	14,498,253	14,618,478	TOTAL	14,544,724	0.3%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
8,163	10,000	10,000	InterGov Revenue	10,000	0.00%
161,536	160,350	160,350	Licenses and Permits	160,350	0.00%
1,549,560	1,490,000	1,490,000	Public Charges	1,480,000	-0.70%
1,533,180	1,578,193	1,578,193	InterGov Charges	1,644,224	4.20%
58,361	33,274	33,274	Miscellaneous	33,274	0.0%
3,310,799	3,271,817	3,271,817	TOTAL	3,327,848	1.7%
Net Cost					
10,920,770	11,226,436	11,346,661	TOTAL	11,216,876	-0.1%

PERSONNEL SCHEDULE

Fire				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Administrative Support Special	1.00	1	1.00	-
Assistant Chief	2.00	2	2.00	-
Battalion Chief	1.00	1	1.00	-
Code Specialist	2.57	3	2.58	0.01
Deputy Chief	3.00	3	3.00	-
Fire Captain	7.00	7	7.00	(0.00)
Fire Chief	1.00	1	1.00	-
Fire Lieutenant	12.00	12	12.00	(0.00)
Fire Mechanic	1.00	1	1.00	-
Firefighter	56.00	56	56.00	-
Motor Pump Operator	15.00	15	15.00	(0.00)
Office Assistant	1.00	1	1.00	-
TOTAL	102.57	103.00	102.56	(0.01)

CROSSING GUARD

PURPOSE

This fund provides crossing guard services to school children attending public and private schools.

PROGRAMS/SERVICE LINES

The program includes crossing guard services through a private contract during the school year for the morning and afternoon times at locations across the city.

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

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 249,900	\$ 259,900	\$ 10,000
Rev	\$ -	\$ -	\$ -
Net Cost	\$ 249,900	\$ 259,900	\$ 10,000
FTE's	-	-	-

MAJOR CHANGES

2020 ACHIEVEMENTS

In 2020, we experienced the closing of our schools mid-year due to COVID-19. At that time, our contractor terminated their employees. We have been able to re-hire a number of guards for 2020. As of this writing, private schools are in session in-person five days a week and public schools have in-person students four days a week.

2021 GOALS

- Maintain full employment and reserve guards to effectively staff all crossing guard locations.

2021 BUDGETARY CHANGES

The budget for 2021 is increased based on a contractual rate increase with the crossing guard company.

BUDGET SUMMARY TABLE

Crossing Guard Dept #230					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
34,466	-	-	Wages	-	-
1,874	-	-	Overtime	-	-
3,049	-	-	Benefits	-	-
893	-	-	Operating Expenses	14,000	-
139,592	235,900	235,900	Services	245,900	4.2%
-	14,000	14,000	Other Expenses	-	-100.0%
179,875	249,900	249,900	TOTAL	259,900	4.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
-	-	-			0.0%
-	-	-	TOTAL	-	
Net Cost					
179,875	249,900	249,900	TOTAL	259,900	4.0%

PUBLIC WORKS

PURPOSE

TRAFFIC (10-320)

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 (10-310)

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

ROADWAY MAINTENANCE (10-315)

The Roadway Maintenance budget provides for the clearing, maintenance and pavement repairs of the approximately 200 miles of City streets and alleys, 10 parking lots, 12 bridges and various walks and drives. It also encompasses winter roadway maintenance, which includes anti-icing and pre-wetting operations.

ELECTRICAL SERVICES (10-325)

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.

SOLID WASTE MANAGEMENT (10-330)

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 (10-340)

This department provides complete care, maintenance, and replacement of all trees on City properties and rights-of-way; and complete landscape maintenance services of City properties, rights-of-way, parks, and green spaces.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$8,534,147	\$8,468,337	\$ (65,810)
Rev	\$2,911,229	\$3,020,588	\$ 109,359
Net Cost	\$5,622,918	\$5,447,749	\$ (175,169)
FTE's	66.07	68.51	2.44

MAJOR CHANGES

- As planned, street lighting electricity expenses have been drastically reduced due to the LED conversion program, which will translate to a \$110,000 reduction in expenses in 2021 (levy reduction for 2021 budget).
- Direct hauling of refuse will begin in 2021, which will allow for demolition of the incinerator/transfer station in 2022. An additional refuse truck and staff member is included in this year's budget.
- Drop-Off Center expenses will increase due to the demolition of the transfer station. User fees will increase for some users to offset this increase.
- Forestry will be adding one additional staff member in order to increase the number of trees pruned annually and complete additional landscape maintenance tasks.

PROGRAMS/SERVICE LINES

TRAFFIC CONTROL (10-320)

- Traffic Signals
- Signing
- Pavement Marking
- Radar and Rapid Flashing Beacon signs
- Continued diagnostic inspections and maintenance of all signalized intersections and flashers

PUBLIC WORKS OPERATIONS (10-310)

- Safety Training – meet annual requirements, reduce injuries
- Supervision and monitoring of the 8 divisions within Operations
- Development of business and site plans
- Budget development and financial oversight of Operation's budgets

ROADWAY MAINTENANCE (10-315)

- Winter roadway maintenance
- Pavement and roadway repairs
- Maintenance of City owned parking lots, bridges (including guard rails) and walks

ELECTRICAL SERVICES (10-325)

- 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 250 street lighting circuits to limit the number of outages
- Quality electrical maintenance repairs to other City departments
- Continued diagnostic inspections and maintenance of all signalized intersections and flashers
- Maintenance of 51 primary/secondary powered street lighting distribution cabinets

SOLID WASTE MANAGEMENT (10-330)

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

FORESTRY (10-340)

- Tree Maintenance: 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. The Emerald Ash Borer (EAB) treatment program was initiated in 2014 to retard the spread of the insect and retain tree canopy.
- 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.
- Landscaping: Includes complete landscape maintenance of City properties, parks, and green spaces including mowing, flower/shrub planting, weed control, mulching, grading, etc.
- 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 and snow removal.

2020 ACHIEVEMENTS

TRAFFIC CONTROL

- Planning, ordering and installation of eight Rapid Flashing solar powered beacons for crosswalk at Hillcrest Dr., Stickney Ave., and Garfield Ave.
- Planning, ordering and installation of four Rapid Flashing solar powered beacons for crosswalk at 120th & North Ave.
- Continued restrictive/permissive “Parking Sign” replacement phase in order to comply with MUTCD requirements
- Continued updating of WE Energies and billing database of new traffic control electrical services to reflect new account and metering numbers associated with all City and DOT projects. City was just reimbursed \$3592.63 for billing of a cabinet that was no longer in service but was still being charged for.
- Burleigh corridor from Mayfair Rd. to 124th St. is currently running as traffic responsive with Hwy 45 and is set up to run adaptive when/if that becomes necessary for the North Leg construction project. For many years, this project has been a work in progress combining the efforts of both Wauwatosa and WisDOT. The goal achieved was to have WisDOT’s Hwy 45 and Mayfair Rd. signals interconnected with Wauwatosa’s Burleigh corridor in order to communicate and operate in unison to maintain smooth progression.
- Currently working with WisDOT to implement a wirelessly connected detour route along N. 124th St. and also along Watertown Plank Rd. due to North leg construction.
- Worked with WisDOT to update all of the signal timing along the Watertown Plank Rd. corridor from N. 87th St. to Mayfair Rd. at no cost to the City.

PUBLIC WORKS OPERATIONS

- Implemented new dedicated part time Safety Coordinator position by realigning duties within the business office. The position provides oversight of safety within the DPW and facilitates the safety committee with representation from each division within the DPW.
- Developed action plans for modified refuse and recycling collection in-house by transitioning to direct hauling. Hauling recyclable materials to the materials recovery facility (MRF) began January 2020 and refuse materials will be hauled to the Orchard Ridge landfill in early 2021. This transition will reduce costs to the curbside collection program.
- Developed preliminary plans for running the drop off center after the transfer station closes and direct hauling of refuse is implemented.
- Addition of GIS intern to assist with completion of address and parcel updates and general utility maintenance for the new ERP system.
- Increased P-Card usage for purchases making DPW the largest user in the City.
- Successfully continued to provide essential City services while operating a modified staffing schedule in an effort to increase safety to our staff during the Safer at Home order.

ROADWAY MAINTENANCE

- Operations continued the pavement repair portion of the public works levy reduction program in 2020. This program, along with landscape work on capital projects, is designed to achieve an annual levy reduction of \$100,000. In the face of Covid-19 and the staffing issues that resulted from this, the program will still meet its goal for the levy reduction fund.
- The Departmental goal for 2020 was to continue to maximize the efficiencies and reduction in salt usage as part of the winter roadway maintenance program. Ongoing training of personnel, calibration of equipment, and stressing the “Sensible Salting” initiative are crucial to achieving further efficiencies. Through the increased effectiveness of the brine, and by not salting the entire block except in extreme icing events, we should continue to see our per event usage remain steady. The 2019-20 snow season started much earlier than an average year, however, the salt budget was enough to complete the season’s needs due to a reduced frequency of storms later in the season.

ELECTRICAL SERVICES

- 5100 LED street lights installed or 85% of our overall system (5993 lights)
- 400 LED corn cob lamps and surge arrestors installed in all older decorative street lighting units city wide. New LED lamps use 36 Watts as opposed to the 100 Watts used by the older High Pressure sodium lamps that were removed. We are currently seeing an energy reduction on substations HH (North Ave.) and SS (State St.) up to and above 60%.
- Assist electrical contractor to install 1671 Leotek Comfort View and Beta-Cree LED fixtures citywide.
- Training for the new Electrical Technician on street lighting, traffic signal and other City electrical infrastructure.
- Designed new street lighting along Portland Ave. & Gridley Ave. to accommodate the new Wilson School drop off lanes and currently working with electrical contractor on installation.
- Designed new street lighting along 89th St. & 90th St. to accommodate the new McKinley School drop off lanes and will be working with electrical contractor for installation.
- Updated WE Energies and billing database of new street lighting electrical services to reflect new account and metering numbers. Police WE Energies for removal or reimbursement of discontinued street lighting meters/services in Village, Swan Blvd.
- Installed decorative light poles at Hart Park and the Rotary Stage to accommodate new fiber ducts and future video surveillance cameras.
- Working with WisDOT Engineering consultants to relocate the street lighting substation at 113th & Meinecke along with rerouting multiple branch circuits due to conflicts with the new Highway 45 exit ramp to North Avenue.
- Working with fiber installers to connect city electrical infrastructure (street lighting and traffic signal cabinets) to the city network.
- Have addressed the majority of the Engineering list of missing or damaged light pole hand-hole covers and should this work completed by the end of the year.

SOLID WASTE MANAGEMENT

- Successful implementation and utilization of the GIS system for refuse/recycling collections and exploration of new features and options for future use.
- Began implementation of direct hauling recyclable materials in January and planning for direct hauling of refuse in 2021.

- Established a \$25 return trip fee for a more convenient and economical way for residents to have their garbage and recycling picked up if they were not able to have it collected as scheduled.

FORESTRY

Tree Maintenance:

- Currently 2,131 trees have been pruned in the sectional pruning program towards our goal of 2,500 trees. 2,500 trees pruned annually equates to a 10-year pruning cycle.
- 572 3-4 year old trees were structurally pruned as of August 20th.
- Responded to 495 maintenance requests as of August 20th.

Planting:

- Crews planted 453 City Trees with an additional 25 trees scheduled to be planted with phase 2 of the police department parking lot construction.

Miscellaneous Assignments:

- Provided Election Custodians for City Clerk.
- Assisted Streets with snow removal.
- Performed winter maintenance on City sidewalks and facilities.
- Cleared log jam from Harwood pedestrian bridge.

Removal:

- 491 trees have been removed through August 20th with 77 additional removals scheduled for 2020.

Emerald Ash Borer Treatment Program:

- Identified 929 ash trees to be treated; 929 ash trees treated as of August 20th.

Landscape Services:

- Installed and maintained annual flowers at City properties.
- Completed landscape improvement projects at Hart Park, police department, and stocked flower beds around the city, including the installation of 922 perennial flowers and shrubs.
- Scheduled to install the landscaping for phase 2 of the police department in September including an additional 25 trees and 587 shrubs and perennials.

Administration:

- Successfully incorporated capital project work into the department, contributing \$33,273 towards the DPW's levy reduction goal as of August 20th.
- Continued working with GIS manager to create database for forestry and landscape asset management.

2021 GOALS

TRAFFIC CONTROL

- Continue to incorporate new signal timing plans into Siemens Tactics software database and create PDF electronic copies of same while also moving these files to a newer version of this software - Tactics 3.57.
- Continue updating all Parking signs as part of last phase to comply with FHA/MUTCD retro-reflectivity requirements, this is a multi-year project as it has the most signs involved.
- Work with GIS manager to incorporate sign data into system and update accordingly
- Install new Police Department Neighborhood Watch signs citywide

- Update the traffic signal timing plans for the 124th St. Corridor from Watertown Plank Rd. to Lisbon Ave.

PUBLIC WORKS OPERATIONS

- Implement new method of operations at the Drop-Off Center when transfer station is no longer in operation.
- Put in place plans for modified refuse and recycling collection in-house by transitioning to direct hauling to a landfill and materials recovery facility (MRF) for implementation early 2021.
- Continue cross training employees over the entire Operations department to broaden staff knowledge and increase efficiencies.
- Improve safety and training opportunities in conjunction with the public works safety coordinator.
- Research and develop a plan for demolition of the transfer station in 2022 including an improved layout of the drop-off center.
- Begin the planning and implementation stages of the Enterprise Asset Management (EAM) module in Tyler Munis.
- Analyze the Drop Off Center expenses and revenues to determine continued methods of operation and refuse collection with using a 3rd party contractor.
- Assist in the dissemination of information on updated garbage and recycling collection routes to residents.

ROADWAY MAINTENANCE

- Continue to improve efficiencies in the pavement program to replace deteriorated concrete street slabs and road repairs to achieve levy reductions.
- Train additional employees in roadway maintenance and develop cross training program to expand the skills of the entire DPW workforce.
- Research cost and feasibility of utilizing GIS for route mapping, planning and optimization. Explore use of electronic tablets by operators for route maps and tracking.

ELECTRICAL SERVICES

- Continue work on creating a street lighting spec book for residential street lighting upgrades and “small cell” projects. This has been sidetracked while I work with Engineering and pole manufacturers to come up with a new suitable aluminum light pole for Small Cell that resembles a concrete pole.
- Provide Engineering with updated information for GIS mapping of new Village lighting systems, new road construction projects and school upgrade projects.
- Continue to incorporate additional Village electrical systems into lighting preventative maintenance program.
- Work with GIS manager on work order system that ties into GIS/Tyler for repairs made to the lighting system
- Assist Engineering in creating a replacement plan to address the list of deteriorated light poles citywide.
- Work on a plan to have the remaining fifteen high voltage street lighting cabinets converted to secondary 240/480 Volt control cabinets.
- Assist WisDOT with the North Leg project regarding conflicts with City electrical infrastructure and Hwy. 45 improvements. The majority of which will occur at overpasses and where on/off ramp are being reconfigured.
- Redesign Burleigh Rd. street lighting and traffic signal systems where JC Penny’s site is being converted into an Amazon shipping hub.

SOLID WASTE MANAGEMENT

- Further utilization of the GIS for collections and route planning.
- Transition to hauling of dumpsters from the Drop-Off Center when transfer station is no longer in operation.
- Restructure Drop-Off fees to equitably disperse costs based on volume and type of waste being disposed of by residents.
- Implementation and conversion to modified refuse collection in-house by transitioning to direct hauling to a landfill or other facility.
- Continue hauling of recycling directly to materials recovery facility (MRF) in Milwaukee.
- Evaluate a yard waste cart program and the feasibility of picking up yard waste with rear loader or automated collection trucks to reduce injuries and costs.

FORESTRY

Tree Maintenance:

- Continue to work with the GIS manager to create a GIS based tree inventory system to include location, species, tree health, and maintenance. An ideal system would allow arborists in the field to update the inventory in real time.
- The sectional pruning program will continue with the goal of pruning 2,500 trees, which puts the department on pace for a City-wide pruning cycle of 10 years. The department will continue to rent additional bucket trucks and utilize labor from other departments within the DPW in an effort to maximize efficiency.
- Structural pruning of young trees will continue. This practice establishes good form and growth habits in young trees, reducing the overall need for maintenance over the life of the tree.

Planting:

- Plant new trees at a 1:1 ratio to City trees removed in order to preserve urban forest and canopy coverage.
- Continue to replant all trees within 18 months of removal.
- Continue to focus on increasing diversity within the urban forest with the ultimate goal of no single genus representing more than 7% of the overall population.

Emerald Ash Borer Treatment Program

- The estimated treatment of ash trees would be 1,200 ash trees in 2020 with the 3 year injection cycle.

Removal:

- Emphasize expeditious removal to control disease, pest infestations, and hazards to the public.
- EAB infestations of non-treated trees will increase the number of removals performed by the department. Forestry will continue to pursue aggressive sanitation and treatment procedures for EAB.

Landscape Services:

- Work with GIS manager to create an inventory of properties to be maintained and work necessary at each property.
- Continue implementing the landscape plan for Hart Park.
- Continue to develop and implement landscape plan for City Hall.
- Continue completing landscaping plans for City projects for levy reduction purposes.
- Continue in-house mowing program at City owned properties.

Administration:

- Manage operation within budgetary constraints.

- Reduce pruning cycle by maximizing efficiency in equipment and labor application and utilizing the additional staff member discussed in the 2021 budgetary changes section.
- Provide improved landscape services to City properties through the re-organization of departmental resources and the additional staff member discussed in the 2021 budgetary changes section.

Miscellaneous Assignments:

- Continue to support other departments as needed with labor and equipment.
- Continue to provide river clean up at the Harwood pedestrian bridge and storm grate at Washington Highlands.
- Explore options to form partnerships for boulevard and bed maintenance.

2020 BUDGETARY CHANGES

SOLID WASTE MANAGEMENT

- As was discussed during the planning process for the 2020 budget the cost of recycling processing increased sharply in 2020 and the costs associated with this increase were largely paid for utilizing reserve funds. It was originally estimated that the cost increase for this program would be \$305,000, however, better than expected recycling commodity values have helped reduce the expected increase to only \$225,000.
- We have also experienced an increase in volume of refuse disposed of due to COVID-19. We estimate that refuse disposal costs will be approximately \$60,000 higher this year than an average year.

2021 BUDGETARY CHANGE

TRAFFIC CONTROL

- The Engineering Department is requesting \$77,000 for pavement marking in 2021. The 2021 budget increase of \$2,000 for services reflects that requested amount.

ROADWAY MAINTENANCE

- Per the Wisconsin DOT salt contract, salt costs have increased \$0.73 (1%) per ton. Based on this increase and usage based on a 5 year average, the budget for salt will remain at \$287,000 for 2021.
- Preventative maintenance of streets through crack-filling of concrete streets and seal-coating of asphalt streets is increased by \$30,000 to \$486,000 based on assuming a 10-year cycle which is deemed necessary to ensure that the streets last their full useful life. The additional funding is due to rising prices.

ELECTRICAL SERVICES

- The Electrical Services “Electricity” budget was reduced from \$340,000 in 2020 to \$230,000 in 2021. Due to the many LED upgrades that occurred in 2020, electrical energy usage has seen a significant decrease as was planned. This reduction in energy costs was able to cover the entire \$110,000 Levy reduction for the Department of Public Works in 2021.

- Due to the increase in the volume of Digger’s Hotline locates combined with USIC’s increased locating fees, the Services budget was increased by \$7,425.00 for 2021 to cover this trending increase. This will increase or decrease as the number of locates across the City increase or decrease.

SOLID WASTE MANAGEMENT

- In order to account for the increased costs of recycling processing along with the reduced value of commodities the recycling budget has been increased to \$295,000. It appears that the value of recycling commodities will not rebound to pre-2019 levels anytime soon so we are recommending budgeting for 2021 utilizing 2020 as benchmark. We received very good commodity values in 2020 compared to other options so we are planning to extend the contract with the current vendor.
- Public Works will begin direct hauling refuse to a landfill in 2021 which will lead to the demolition of the old incinerator/transfer station in 2022. A full analysis was completed (and presented to the Finance Committee in 2019) which showed that hiring an additional staff member and purchasing an additional refuse truck would be more cost effective than reconstructing the transfer station. Therefore, an additional staff member is included in the 2021 budget as well as additional fuel and vehicle maintenance expenses. These expenses are offset by the reduction in the per ton fee we will now be paying for direct hauling refuse to the landfill as well as the elimination of the cost to operate the transfer station.
- The Drop-Off Center’s expenses and revenues are being adjusted to align with the increased costs of operating the Drop-Off Center due to the transfer station being demolished. The Drop-Off Center will now utilize services from a vendor to provide and haul dumpsters to a landfill instead of dumping dumpsters into the transfer station. The number of dumpster hauling trips that will be needed is difficult to determine, therefore, calculations for 2021 costs are based on some assumptions. Based on the assumptions in costs related to tonnage and volume we have increased the expenses for the Drop-Off Center and increased the user fees to offset the increased costs. The fee structure will now charge for refuse based on the volume of waste being brought into the drop-off center. The proposed fees are included in the fee schedule and are as follows:
 - Single Yard Waste or Recycling Pass, \$5.00 (no change)
 - Annual Yard Waste Pass, \$20.00 (no change)
 - Appliance, \$30.00 (no change)
 - TV, \$35-45.00 (no change)
 - Tire, \$5.00 (no change)
 - Refuse/Construction Debris
 - One Cubic Yard or Less, \$8.00 (\$3 increase)
 - 1-3 Cubic Yards, \$20.00 (\$15 increase)
 - 3-6 Cubic Yards, \$30.00 (\$20 increase)
 - 6-10 Cubic Yards, \$50.00 (\$35 increase)
 - 10-18 Cubic Yards, \$90.00 (\$75 increase)

FORESTRY

- In order to continue to provide high quality tree care and landscape management the Forestry Division is adding an additional Arborist in 2021. Because tree and landscape care are integral components of the City’s storm water management initiatives it is critical that we continue to

improve upon the successes that we have had to date. In 2020 ownership of the MRMC campus transitioned from public ownership to private ownership which means that additional storm water utility funds are available to fund this position instead of utilizing general funds. The following information outlines additional responsibilities and projects that the Forestry Division has taken on in recent years as well as additional work that would be possible given expanded staffing levels:

In 2017 the forestry department was tasked with maintaining and improving the city's green spaces. Since that time the department has successfully implemented a turf maintenance program including the mowing of approximately 100 acres of city property, broadleaf weed control in street medians and at select city properties such as the Police Department, City Hall, & Hart Park, and aeration and fertilizer inputs to key pieces of turf like the seating bowl at the Rotary Stage in Hart Park. Forestry staff has also begun renovating and rehabilitating existing planting beds around the city adding 2,546 shrubs and perennials across 42,135 square feet of planting bed. In addition, the department has begun maintaining landscaped areas added through capital projects.



Over the past few years the CIP has added 5,896 shrubs and perennials across 19,244 square feet of planting bed. All told this is 61,379 square feet of planting bed (1.06 football fields) containing over 8,000 shrubs and perennials all of which require annual maintenance including fall and spring clean-up, mulching, weeding, fertilizing, and re-stocking of plants.

Looking forward, substantial growth to the landscape program is expected over the next 3 to 5 years. Projects outlined in the CIP will add an estimated 20,000 square feet of planting bed. In addition, the city's landscape architect, along with forestry staff, has identified 28,351 square feet of existing planting bed in need of renovation and rehabilitation. This represents a 78% increase in planting beds and the maintenance that goes with them.

In 2017 the Active Tosa Plan gave Hart Park a score of 66 out of 100 for passive greenspace and in 2019 the resident survey found that only 69% of residents are satisfied with the quality of the city's tree trimming and mowing. While the department has worked hard to restructure and incorporate the city's landscape into its workload there is much that remains to be done. The department will require additional staff if it is to continue to make improvements to the existing landscape as well as maintain the growth being spurred through the CIP. Additional staff will also be utilized in the winter months as front-line snow plow drivers and on the forestry pruning crews helping to increase DPW responsiveness in these areas of service.



Areas of Renovated Perennial Beds by Forestry Staff (past few years)

- DPW – 3 trees, 20 shrubs, 300 perennials; 850 SF of planting bed established
- Millennium Garden – 6 trees, 12 shrubs, 5,248 SF of planting bed renovated

- Milwaukee & Harwood – 10 trees, 50 perennials, 6,033 SF of planting bed renovated
- Welcome Signs – 2 signs completed to date adding 66 perennials per sign (3 signs left for improvement)
- City Hall – 16,020 SF of Planting Bed renovated, 575 perennials/shrubs
- Hart Park – 121 trees, 902 perennials/shrubs, 5,140 SF of planting bed renovated
- WTP Medians – 555 perennials, 8,844 SF of planting bed renovated



Areas of Perennial Beds Added Through CIP (past few years)

- 69th Street Plaza – 14 trees, 27 shrubs, 950 perennials; 2,675 SF of planting bed established
- Swan/Discovery Circle – 5,024 SF of planting bed established, 242 perennials/shrubs
- Root Common Park – 2,255 SF of planting bed area established
- Pocket Park – 2,265 SF of planting bed established
- War Memorial – 1,415 SF of planting bed area established; 4 trees, 33 shrubs, 340 perennials
- Village Plants – Phase 3 – Includes Root Common, Pocket Park, and some streetscape on Harwood 90 trees, 246 shrubs, 2,486 perennials, 438 bulbs
- Village Plants – Ph. 1 and 2 – State Street west, Underwood streetscape and some Harwood Street, Bernie Grimm Garden 2 trees, 3 shrubs, 457 perennials; 750 SF of planting bed established
- Village Plants – Ph. 4 – State St. east and south pedestrian bridge 4,860 SF of planting bed established, 109 shrubs, 1,003 perennials



Future CIP Growth

- PD Parking Lot – Adding +/- 60 trees, 400 shrubs, 300 perennials; 12,400 SF of new planting bed
- 9001 : 2021-2022 East Tosa Improvements – North Ave Plan, Scope of this is not determined, but will include streetscape planters, bio filtration bump-outs and annuals
- 9009 : 2022 Mid-Town Master Plan Implementation - Scope of this is not determined, but will include streetscape planters, bio filtration bump-outs and annuals – smaller budget (possibly 2 block section at Sendiks)
- 2500 : 2022-2023 Alice Street Stair Replacement
- 8023 : 2023 Hart Park playground surface replacement

Potential Areas of Landscape Improvement

Schoonmaker Reef

- Improve weed management and maintain clear area adjacent to the path. Clear the rock face of vegetation.

Hart Park

- Additional planting bed area +/- 8,000 SF
- Remove asphalt (2,000 sf) and convert to lawn and planting
- Remove asphalt (3,500 sf) near tennis courts and convert to planting
- Do vegetation clean-up and maintenance along river to feature tiered stone area
- Maintain invasive species in natural areas along the river
- Native seeding in select areas to reduce lawn and increase habitat
- Continue to implement and maintain past Hart Park plans and the design intent that was laid out in past masterplans
- 2017 Active Tosa Plan gave Hart Park a score of 66 out of 100 for passive green space

City Hall

- Additional 8,340 SF planting bed

Webster Park or Hart Park

- Develop children's garden with community involvement

WTP Medians

- Continue to re-stock the remaining 3,672 SF of planting bed with perennials

HWY 100 Gardens

- The gardens at the major intersections along HWY 100 are badly in need of renovation and re-stocking. 2,839 SF of planting bed.

General Maintenance

- Use of more annuals in key location throughout the city
- More time for holiday and seasonal displays
- Volunteer engagement throughout park spaces
- More time for weed control
- More time for fertilizer inputs to annual/perennial plantings
- Weed control of green alley pavers and concrete medians of main roads
- Inventory and re-stock existing flower beds



BUDGET SUMMARY TABLE

Public Works Ops Dept #310					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
83,415	80,564	80,564	Wages	82,279	2.10%
2,802	12,000	12,000	Overtime	12,000	0.00%
67,476	41,350	41,350	Benefits	36,887	-10.80%
3,756	841	841	Other Compensation	913	8.60%
30,344	33,380	50,825	Operating Expenses	33,180	-0.60%
5,971	7,500	7,500	Services	8,000	6.70%
1,523	1,632	1,632	Utilities	1,632	0.00%
5,674	5,958	5,958	Fixed Charges	6,587	10.60%
53,438	49,972	49,972	Internal Charges	49,107	-1.70%
149	-	-	Capital Outlay	-	0.00%
254,546	233,197	250,642	TOTAL	230,585	-1.1%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised		2021 Budget	% of Change
-	-	-			0.0%
-	-	-	TOTAL	-	
Net Cost					
254,546	233,197	250,642	TOTAL	230,585	-1.1%

Roadway Maintenance Dept #315

Expenditures

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
600,930	594,269	594,269	Wages	586,814	-1.3%
85,959	90,000	90,000	Overtime	90,000	0.0%
466,603	377,352	377,352	Benefits	373,410	-1.0%
1,880	660	660	Other Compensation	570	-13.6%
36,128	20,700	20,700	Operating Expenses	20,700	0.0%
370,317	317,000	317,000	Commodities	317,000	0.0%
410,879	459,000	484,271	Services	489,000	6.5%
9,125	8,672	8,672	Utilities	8,672	0.0%
151	159	159	Fixed Charges	193	21.4%
700,164	673,236	673,236	Internal Charges	666,843	-0.9%
-	-	-	Other Expenses	3,000	0.0%
45	1,000	1,000	Capital Outlay	1,000	0.0%
2,682,181	2,542,048	2,567,319	TOTAL	2,557,202	0.6%

Revenues

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
11,635	2,000	2,000	Property Assessments	2,000	0.0%
2,299,657	2,515,129	2,515,129	InterGov Revenues	2,464,288	-2.0%
600	300	300	Licenses and Permits	-	-100.0%
45,230	26,000	26,000	Public Charges	26,000	0.0%
2,357,122	2,543,429	2,543,429	TOTAL	2,492,288	-2.0%

Net Cost

325,059	(1,381)	23,890	TOTAL	64,914	-4800.5%
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Traffic Control Dept #320

Expenditures

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
189,803	225,859	225,859	Wages	277,134	22.7%
2,752	3,000	3,000	Overtime	3,000	0.0%
93,034	110,839	110,839	Benefits	117,084	5.6%
360	360	360	Other Compensation	408	13.3%
23,727	32,754	33,754	Operating Expenses	32,754	0.0%
13,925	16,100	21,326	Commodities	16,100	0.0%
78,818	89,610	95,811	Services	91,610	2.2%
47,426	51,268	51,268	Utilities	51,268	0.0%
5,974	6,272	6,272	Fixed Charges	7,622	21.5%
29,499	26,446	26,446	Internal Charges	27,724	4.8%
485,317	562,508	574,935	TOTAL	624,704	11.1%

Revenues

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
7,401	-	-	Licenses and Permits	-	0.0%
85,993	65,000	70,806	Public Charges	25,000	-61.5%
9	-	-	Miscellaneous	-	0.0%
93,404	65,000	70,806	TOTAL	25,000	-61.5%

Net Cost

391,914	497,508	504,129	TOTAL	599,704	20.5%
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Electrical Services Dept #325

Expenditures

	2020			2021	% of
2019	Adopted	2020	Name	Budget	Change
Actual	Budget	Revised			
250,483	313,278	313,278	Wages	302,698	-3.4%
6,773	6,000	6,000	Overtime	6,000	0.0%
141,030	147,311	147,311	Benefits	156,005	5.9%
330	330	330	Other Compensation	354	7.3%
17,326	34,113	38,919	Operating Expenses	34,117	0.0%
19,477	8,100	9,600	Commodities	8,000	-1.2%
69,087	59,155	59,155	Services	66,580	12.6%
314,660	342,360	342,360	Utilities	232,456	-32.1%
35,515	30,000	30,000	Fixed Charges	30,000	0.0%
93,032	93,085	93,085	Internal Charges	105,812	13.7%
947,712	1,033,732	1,040,038	TOTAL	942,022	-8.9%

Revenues

	2020			2021	% of
2019	Adopted	2020	Name	Budget	Change
Actual	Budget	Revised			
-	-	-	Public Charges	40,000	0.0%
-	-	-	TOTAL	40,000	0.0%

Net Cost

947,712	1,033,732	1,040,038	TOTAL	902,022	-12.7%
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Solid Waste Management Dept #330

Expenditures

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
498,788	483,162	483,162	Wages	517,752	7.2%
20,158	22,000	22,000	Overtime	22,000	0.0%
236,262	307,300	307,300	Benefits	306,200	-0.4%
30	450	450	Other Compensation	369	-18.0%
5,427	28,350	28,350	Operating Expenses	28,350	0.0%
851,832	1,072,400	1,074,392	Services	1,034,900	-3.5%
6,941	7,088	7,088	Utilities	7,088	0.0%
655,169	728,886	728,886	Internal Charges	689,953	-5.3%
2,274,607	2,649,636	2,651,628	TOTAL	2,606,612	-1.6%

Revenues

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
185,814	185,000	185,000	InterGov Revenues	185,000	0.0%
4,000	-	-	Licenses and Permits	-	0.0%
152,397	112,800	112,800	Public Charges	273,300	142.3%
342,211	297,800	297,800	TOTAL	458,300	53.9%

Net Cost

1,932,396	2,351,836	2,353,828	TOTAL	2,148,312	-8.7%
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**Forestry
Dept #340**

Expenditures

	2020			2021	% of
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
672,572	689,379	689,379	Wages	736,809	6.9%
18,508	10,000	10,000	Overtime	10,000	0.0%
328,953	340,801	340,801	Benefits	376,852	10.6%
600	600	600	Other Compensation	624	4.0%
39,173	31,686	31,686	Operating Expenses	31,686	0.0%
97,020	107,430	109,830	Commodities	28,700	-73.3%
66,221	66,000	66,000	Services	66,000	0.0%
5,024	3,432	3,432	Utilities	3,432	0.0%
165,166	263,698	263,698	Internal Charges	253,109	-4.0%
-	-	11,430	Capital Outlay	-	0.0%
1,393,237	1,513,026	1,526,856	TOTAL	1,507,212	-0.4%

Revenues

	2020			2021	% of
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
4,423	-	-	Property Assessments	-	0.0%
14,265	-	-	InterGov Revenues	-	0.0%
4,938	5,000	5,000	Public Charges	5,000	0.0%
7,800	-	-	Miscellaneous	-	0.0%
31,426	5,000	5,000	TOTAL	5,000	0.0%

Net Cost

1,361,812	1,508,026	1,521,856	TOTAL	1,502,212	-0.4%
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PERSONNEL SCHEDULE

Public Works Operations				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Administrative Support Specialist	1.00	1	1.00	(0.00)
Arborist	9.00	10	10.00	1.00
Director of Public Works	1.00	1	1.00	-
DPW Business Manager	1.00	1	1.00	(0.00)
DPW Field Supervisor	4.00	4	4.00	-
DPW Maintenance Worker	31.00	32	32.00	1.00
DPW Safety Coordinator	-	1	0.50	0.50
GIS Manager	1.00	1	1.00	-
GIS Intern	-	1	0.50	0.50
Management Analyst	0.50	0	-	(0.50)
Office Assistant ¹	1.50	2	1.50	-
Operations Superintendent	1.00	1	1.00	-
Seasonal Parks	2.18		2.15	(0.03)
Seasonal Streets	2.45		2.44	(0.01)
Seasonals Forestry	3.16		3.15	(0.01)
Urban Forestry and Grounds Supervisor	1.00	1	1.00	-
TOTAL	59.79	56.00	62.23	2.44

Traffic and Electric Maintenance				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Electrical Technician	4.00	4	4.00	-
Laborer Seasonal	0.28	1	0.28	0.00
Sign Technician	1.00	1	1.00	-
Traffic&Electric Superintendant	1.00	1	1.00	-
TOTAL	6.28	7.00	6.28	0.00

FLEET MAINTENANCE RESERVE

MISSION

To provide safe, reliable, and well- maintained vehicles/equipment to various city departments to assist them in accomplishing their goals. While utilizing 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 1 Garage Attendant. 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. Fleet provides service for over 360 various types of vehicles and equipment. Some examples are passenger cars including electric and hybrids, front end loaders, automated refuse trucks, aerial lift trucks, back hoes, asphalt rollers, Bobcat with attachments, snow plow trucks and smaller equipment like snow blowers, chainsaws, lawnmowers, ATV's, concrete saws, salt spreaders, brine making equipment, etc. In addition, Fleet provides repairs to equipment within departments and at remote sites throughout the City, in the past we have made repairs to the Police department's shooting range, prisoner beds, welded/repared tables for City Hall, welded/repared bridge decks and railings, repaired parking bollards and welded benches in the Village, rebuilt the fire escape at Public Works, welded/repared sign sockets, designed and fabricated tools/equipment, etc. We are also entering into the fourth year of maintaining/ repairing 5 new zero turn mowers, 4 push mowers, 2 UTV'S, and multiple trimmers and blowers for the city facilities mowing project. Fleet's staff is extremely versatile and can perform multiple tasks with quality results. This department also provides support services for all major Public Works operations such as refuse collection, fall leaf collection, snow and ice control operations, brine production on site including maintaining all anti-icing and pre-wetting tanks and vehicles, and flood and wind damage cleanup operations; as well as purchasing, distributing fuel and maintaining the fuel management system. Fleet also provides the maintenance and repair for the School District's vehicles and equipment with all costs being billed to the School District.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$3,400,603	\$3,299,922	\$(100,681)
Rev	\$3,396,280	\$3,294,244	\$(102,036)
Net Cost	\$ 4,323	\$ 5,678	\$ 1,355
FTE's	10.00	10.00	-

*Does not include Fund #23

MAJOR CHANGES

- Purchased (4) new Peterbilt 520 tandem automated refuse trucks with 33 yard Labrie bodies in 2020.
- Purchased (1) Trackless vehicle with attachments snow removal and mowing in 2020.
- Purchased (6) new Ford Explorer Utility squads including (1) Hybrid Explorer utility in 2020.

2020 CHALLENGES/ACHIEVEMENTS

- This year Fleet was very fortunate to navigate through the beginning and current stages of the Covid-19 pandemic without delay as essential workers, keeping our Police department and DPW

vehicles online to meet their needs during these challenging times. This is only due to the dedication and professionalism of your entire fleet family working together to make this happen.

The Coronavirus has also brought many unforeseen challenges outside of our control related to new vehicle/equipment and vehicle replacement parts manufacturing. This forced most if not all vendors to close their doors for months delaying all new 2020 vehicle/equipment orders across the country. Since June most vehicle manufacturers have partially reopened with production only running at 50-70% of their normal capacities. These challenges have spilled over into the repair parts side as well, forcing us to anticipate priority parts order needs and increase specific inventory to ensure we have the parts we need in stock. This has helped keep essential equipment on the road and prevent costly equipment down times.

Keeping this year in perspective, our 2020 vehicle budget Fleet ordered (7) squads and (4) Labrie refuse trucks in December of 2019, and we have only received (1) of the six squads and none of the Labrie refuse trucks to date. We may not see current orders until next year, so with that in mind we requested approval to order all 2021 budgeted vehicles as soon as possible to get our orders/builds in the que for 2021. The Common Council approved this request so all vehicles will be ordered as soon as possible. These unforeseen delays could continue late into next year, forcing 2021 budget vehicle deliveries well into 2022.

- Fleet purchased, and mechanic Patrick Sweeney installed, the new 2020 Ford F550 4x4 mini dump truck body, hydraulics, lights and wiring. Fleet mechanic Jason Skoug also designed and fabricated a custom dual hose reel with a 400 gallon tank irrigation system, for watering new trees and landscaping. Both were designed to meet the growing green space landscape needs of our Forestry department and plowing needs of our DPW operations.



- Purchased a new 2020 Trackless tractor with attachments with TIF district funding 75% of the purchase costs. This tractor will be used for both snow removal and the grass mowing needs in these growing districts that have added new sidewalks, roundabouts, and boulevards in the city.



2020 ACHIEVEMENTS CONTINUED

- Purchased (4) new Peterbilt 520 tandem refuse trucks with 33 yard Labire bodies. To date none have been delivered due to Covid-19 which forced factories to shut down this year. We hope to have our (4) 2020 refuse trucks in service by mid-January 2021 which will allow DPW to begin direct hauling refuse to the landfill.
- Purchased (6) new 2020 Ford Explorer Police interceptor Utilities and (1) Hybrid Ford Explorer Police Utility vehicle. To date we only received one of the seven squads ordered (the Hybrid) due to factory closings from Covid-19. We hope to have the (1) front line Hybrid in service by September 1st.
- Purchased and received a new 2020 Ford Escape Ecoboot with engine start-stop technology. This works similar to Hybrid vehicles where the gas engine stops when idling to save on fuel usage.
- Purchased and received (1) 2020 Ford F250 4x4 pickup truck with plow for our Water Utility.
- Spec, Bid, purchased and received (1) 2020 freightliner SD114 tandem Dump truck with a 16' Brandon dump body currently being installed by Olson truck of Green bay.
- Purchased and received (1) 2020 Ford F550 4X4 mini dump truck with front Western plow for our Forestry division.
- Purchased and received (1) 2020 Trackless tractor with snow removal and grass mowing attachments through TIF funding from 3 districts (#7, #8, and #11), funding 75% of the costs.
- Collaborated with other communities, West Allis and Elm Grove, on the sale of Brine for anti-icing, pre-wetting systems as they expand winter roadway maintenance programs.
- Disposal of surplus vehicles and equipment in a manner most advantageous to the City. Due to major vehicle delivery delays from the Pandemic, most 2020 surplus vehicles and equipment will be auctioned/sold in 2021.
- Train operators and mechanics on the operation and maintenance of new vehicles and equipment. This included sending (4) Mechanics to a 2 night ATA school "Can network" and diagnostic's training seminar, located at MATC Oak Creek campus. This turned into a virtual two night online course due to the virus and was partially funded through "Invest in People".
- Fleet was also fortunate to fully fund through "Invest in People funding" and send (4) Mechanics on a two day Ford authorized Hybrid squad training seminar in Brookfield, Wisconsin.
- Implement and train employees on the safety committee discussions, monthly meetings and weekly Tool box talks and Neogov smart goal pay for performance programs.
- Specification and procurement of all new and replacement equipment.

2021 GOALS

- Purchase (2) 2021 Peterbilt 520 single axle chassis with 24 yard Labrie automated refuse truck bodies. This chassis/body package has been proven reliable and also helps reduce our fleet parts inventory. Both Peterbilt and Labrie vendors are local, offer parts support and pick-up/deliver vehicles for warranty repairs if needed. This replacement plan coincides with the 2020 Curbside Refuse and Recycling collection analysis for DPW's (7) year equipment plan going forward.
- Purchase (1) Ford F750 chassis with a Versalift Derrick truck body for our Electrical department to use for Light/electrical pole knock-downs and replacements.
- Purchase (8) 2021 Ford Explorer Utility squads, (1) will be fully funded through MRMC funds in 2021.

- Fleet requested approval to pre-order all 2021 vehicles including adding (1) squad fully funded through the MRMC contract. The entire 2021 equipment budget pre-ordering was approved with the Financial Affairs Committee and Common Council on 9/1/2020.
- Proper utilization of all surplus City vehicles and equipment city-wide prior to selling at auction. Continuing to research the feasibility of re-purposing surplus Fire department vehicles in other departments of the City where needed to extend their useful life. To provide better vehicles for City crews/seasonal positions that work mainly in rough service areas and construction zones.
- Specification and procurement of all new and replacement equipment.
- Train operators and mechanics on the operation and maintenance of new vehicles.
- Continue to expand training for Fleet employees on the latest technology training webinars and computer software updates related to new vehicle and equipment repairs.

2021 BUDGETARY CHANGES

FLEET LABOR RATE

The shop labor rate will be \$80.00 per hour.

NEW EQUIPMENT PURCHASE LIST FOR 2021

1,236,000.

Acquisition of new equipment and vehicles with funds from 23-634 (Tyler #7001)- General Purpose Equipment. The following is a list of the 2020 equipment purchases:

- 8- Ford Police vehicles- 8 Ford Explorer Police Utility Interceptors. This also includes funding for new light bars, cages, push bars, and necessary up fitting equipment needed ensuring our squads have the latest safety technology. One squad will be funded through MRMC contract funds.
- 1 – Ford F750 chassis with a Versalift Digger Derrick body installed for our Electrical department.
- 2- Peterbilt 520 single axle Automated Labrie refuse trucks.

FUEL

\$398, 767.10

The budget amount for fuel was based on the EIA projected prices for 2021 of:

- Diesel - \$ 2.28 Gal.
- Unleaded - \$1.82 Gal.

This represents a 9.8% reduction of \$43,383 from 2020.

CAPITOL REQUESTS

\$17,200.

Update diagnostic equipment and software for existing diagnostic tools and equipment, Tech II, Alldata, IDS Ford, Cummins Insite, Pro-Link, Cat E-Tech, Navistar, Etc. \$13,000.

This also includes replacing our 1960's metal cutting horizontal band saw with an Ellis 1600 Mitre band saw with table attachments. \$4,200.

This represents a \$40,800 decrease from 2020.

BUDGET SUMMARY

Fleet Fund #20					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
660,731	691,436	691,436	Wages	704,745	1.9%
22,141	13,500	13,500	Overtime	13,500	0.0%
327,312	355,896	355,896	Benefits	373,926	5.1%
9,783	660	660	Other Compensation	654	-0.9%
511,103	467,019	423,273	Operating Expenses	444,763	-4.8%
394,574	442,150	485,896	Commodities	398,767	-9.8%
22,590	30,662	30,662	Services	29,884	-2.5%
977,832	1,027,112	1,027,112	Fixed Charges	967,172	-5.8%
334,763	314,168	314,168	Internal Charges	349,311	11.2%
6,814	58,000	58,000	Capital Outlay	17,200	-70.3%
3,267,642	3,400,603	3,400,603	TOTAL	3,299,922	-3.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
3,211,198	3,331,780	3,341,780	InterGov Charges	3,271,844	-1.8%
1,182	1,000	1,000	Miscellaneous	1,000	0.0%
54,865	63,500	63,500	Other Sources	21,400	-66.3%
3,267,244	3,396,280	3,406,280	TOTAL	3,294,244	-3.0%
Net Cost					
398	4,323	(5,677)	TOTAL	5,678	31.3%

Fleet Capital Fund #21					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	26,000	26,000	Passenger - Engineering	-	-100.0%
240,122	301,000	350,730	Public Safety - Police	371,000	23.3%
580,902	1,320,000	1,320,000	PW - Roadway Maint.	865,000	-34.5%
-	238,500	238,500	Water Utility	-	-100.0%
55,188	78,938	78,938	Transfer to Debt Service	77,438	-1.9%
876,211	1,964,438	2,014,168	TOTAL	1,313,438	-33.1%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
18,182	-	-	Miscellaneous	-	0.0%
887,790	972,996	972,996	Other Sources	879,351	-9.6%
905,972	972,996	972,996	TOTAL	879,351	-9.6%
Net Cost					
(29,761)	991,442	1,041,172	TOTAL	434,087	-56.2%

PERSONNEL SCHEDULE

Fleet Maintenance				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Fleet Superintendent	1.00	1	1.00	-
Fleet Garage Attendant	1.00	1	1.00	-
Lead Mechanic/Stock Clerk	1.00	1	1.00	-
Mechanic	7.00	7	7.00	-
TOTAL	10.00	10.00	10.00	-

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 and Preventive Maintenance
- Contractual Services Management
- Capital Improvements
- Service and Work Order Requests

2020 ACHIEVEMENTS

- LED Conversion of Municipal and Civic areas complete
- Library LED conversion complete
- Library roof and skylight replacement is underway. To be completed by October 15th
- Exterior cladding is contracted and will be completed after roofing is completed
- Access control system in contracted ready to begin following completion of the Police station access controls upgrade. All facilities will be on common platform when projects are complete
- Library children's restroom design is complete. Bidding to begin soon.
- Automatic entrances are being upgraded at main exterior and main interior Library entrance
- Much of the public space has been painted. We will continue to refresh the spaces as time permits

2021 GOALS

- Complete the rest of the public entry door upgrades
- Continue to update the Public restrooms throughout the complex
- Update the ADA entrances on South side of building
- Add redundancy to the City Hall Server room AC system
- Add solar to the Municipal Complex
- Complete a building utilization study to guide us in short and long term improvement decisions
- Add a condensing boiler

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 1,740,548	\$ 911,776	\$ (828,772)
Rev	\$ 873,012	\$ 908,186	\$ 35,174
Net Cost	\$ 867,536	\$ 3,590	\$ (793,598)
FTE's	4.00	4.00	-

MAJOR CHANGES

- A solar photovoltaic system is planned to be installed on the City Hall & Library Roof in 2021. The system will be similar to the system installed on the roof of the City Garage which has performed very well to date.
- Space study planned in partnership with Library Board.
- High efficiency boiler installation

- Continue to modernize the Building Automation Controls
- Continue to make cosmetic improvements as time and budget allow

2021 BUDGETARY CHANGES

BUILDING REPAIRS

Over the past several years, by reducing the utilities budgets by improving efficiencies, we have increased the Building Repairs budget to \$80,000 as our base budget. We anticipate keeping this account at that level for normal repairs and adding to that for special projects. For 2021 we are budgeting for installing a high efficiency boiler, completing a space utilization study in partnership with the Library Board who is providing \$60,000 towards the \$150,000 contract and adding solar at the Municipal Complex (capital budget)

CONTRACTUAL SERVICES

With the change in our cleaning contractor, we have seen an increase in our contracted services expenses. Added to this is the added cleaning and supplies required due to the Covid-19, this area of the budget has seen a significant increase.

UTILITIES

Many of the energy efficiency fixes have been implemented over the past few years. We have begun to see the utility costs leveling out and for year-to-date 2020 are running very close to 2019 costs. To achieve more savings in utilities, investments in bigger projects will be required such as replacing older equipment with more efficient equipment or changing designs of some systems, such as eliminating the supply plenum heating and cooling throughout much of the building. Those changes might be best suited to upgrades in conjunction with substantial remodeling of the spaces. However, in order to make progress in reducing our utility expenses and our carbon footprint, in 2021 we are requesting funding for adding solar to the Municipal Complex roof. With the success of the system installed at DPW, we feel we can reduce our electrical consumption significantly.

BUDGET SUMMARY TABLE

Municipal Complex Fund #22					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
127,339	128,391	128,391	Wages	129,124	0.6%
1,444	2,500	2,500	Overtime	2,500	0.0%
68,063	68,803	68,803	Benefits	71,330	3.7%
1,690	240	240	Other Compensation	240	0.0%
20,511	24,000	24,000	Operating Expenses	27,000	12.5%
702	4,532	8,362	Operating Exp - EOC	2,500	-44.8%
3,719	1,200	1,200	Commodities	1,200	0.0%
161,981	256,197	348,067	Services	309,050	20.6%
209,555	229,900	229,900	Utilities	235,000	2.2%
18,145	16,507	16,507	Fixed Charges	23,898	44.8%
18,717	18,278	18,278	Internal Charges	19,934	9.1%
21,260	990,000	990,000	Capital Outlay	90,000	-90.9%
653,127	1,740,548	1,836,248	TOTAL	911,776	-47.6%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
1,591	700	700	Public Charges	-	-100.0%
860,246	872,312	872,312	InterGov Charges	908,186	4.1%
861,837	873,012	873,012	TOTAL	908,186	4.0%
Net Cost					
(208,711)	867,536	963,236	TOTAL	3,590	-99.6%

PERSONNEL SCHEDULE

Physical Plant Operations				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Building Maintenance Lead	-	0	-	-
Custodial Worker	1.00	1	1.00	-
Facilities Manager	1.00	1	1.00	-
HVAC Technician	2.00	2	2.00	-
TOTAL	4.00	4.00	4.00	-

PUBLIC WORKS BUILDING

PURPOSE

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

PROGRAMS/SERVICE LINES

The PWB houses approximately 20 seasonal and 75 full-time personnel. This includes offices, storage, and vehicle parking/maintenance. Necessary support and supervisory activities round out the remainder of this budget.

2020 ACHIEVEMENTS

- Six exterior egress doors replaced
- All other exterior egress doors and interior doors scheduled for painting
- Scoping of the under floor drain system

2021 GOALS

- Replace under floor drain system
- Update Fleet overhead crane controls
- Create plan for removal of incinerator building

2021 BUDGETARY CHANGES

- 26360000 7001 \$60,000 toward the floor drain project (\$200,000 budgeted in capital budget)
- 26360000 6203 \$10,000 for Incinerator planning
- 26360000 6205 \$15,000 for Fleet crane upgrade

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$458,953	\$517,373	\$58,420
Rev	\$461,917	\$516,283	\$54,366
Net Cost	\$ (2,964)	\$ 1,090	\$ 4,054
FTE's			-

MAJOR CHANGES

- Addition of janitorial contract
- \$10,000 for incinerator demolition planning
- Fleet crane controls replacement
- Replacement of floor drains

BUDGET SUMMARY TABLE

Public Works Building Fund #26					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
88,981	108,464	108,464	Wages	105,914	-2.4%
726	5,000	5,000	Overtime	5,000	0.0%
61,143	59,787	59,787	Benefits	67,517	12.9%
65	65	65	Other Compensation	110	69.2%
6,649	9,000	9,000	Operating Expenses	9,000	0.0%
-	500	500	Commodities	500	0.0%
51,645	56,326	72,767	Services	88,936	57.9%
156,795	108,500	108,500	Utilities	109,000	0.5%
68,751	95,334	95,334	Fixed Charges	115,786	21.5%
16,587	15,977	15,977	Internal Charges	15,610	-2.3%
1,960	-	-	Capital Outlay	-	0.0%
453,301	458,953	475,394	TOTAL	517,373	12.7%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
47,556	47,549	47,549	Public Charges	47,549	0.0%
451,268	414,368	414,368	InterGov Charges	468,734	13.1%
1,202,949	-	-	Other Sources	-	0.0%
1,701,773	461,917	461,917	TOTAL	516,283	11.8%
Net Cost					
(1,248,472)	(2,964)	13,477	TOTAL	1,090	-136.8%

Public Works Building Capital Fund #27					
Expenditures					
	2020				
2019	Adopted	2020	Name	2021	% of
Actual	Budget	Revised		Budget	Change
-	-	-	Capital Outlay	60,000	0.0%
-	-	-	TOTAL	60,000	0.0%
Revenues					
	2020				
2019	Adopted	2020	Name	2021	% of
Actual	Budget	Revised		Budget	Change
17,113	83,500	83,500	Other Sources	95,321	14.2%
17,113	83,500	83,500	TOTAL	95,321	14.2%
Net Cost					
(17,113)	(83,500)	(83,500)	TOTAL	(35,321)	-57.7%

PARKS RESERVE

PURPOSE

This department provides for the operation and maintenance of all parks' facilities and programs.

PROGRAMS/SERVICE LINES

Hall rentals, maintenance of athletic fields and general park maintenance, fall within the purview of Parks.

- Halls are cleaned and prepared for each rental.
- Athletic fields are maintained all year and prepared for each game, practice and/or camps.
- General park maintenance at Hartung Park, 69th Street Plaza, Root Common, Pocket Park, Webster Park, and Hart Park; includes 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 for the senior center, curling club, and other rental groups.
- Administration includes the necessary clerical support and supervision for this section as well as for concessions, and curling club contracts.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 1,895,017	\$ 1,549,149	\$ (345,868)
Rev	\$ 1,325,070	\$ 1,549,149	\$ 224,079
Net Cost	\$ 569,947	\$ -	\$ (569,947)
FTE's			-

MAJOR CHANGES

- Substantially reduced revenue from facility and field rentals due to COVID-19.
- Artificial turf was replaced at the Hart Park Stadium utilizing the Park Reserve (funded through rental revenues).
- Skate park was expanded utilizing donated funds.
- Resurfaced all twelve tennis courts and added pickleball striping to four

2020 ACHIEVEMENTS

- Replacement of the artificial turf in stadium was completed. A natural and sustainable infill product was utilized which will allow for reduced solar heat gain as well as help meet the sustainability goals of Wauwatosa. The product utilized a shockpad below the surface which allows for a uniformly safe surface for all users.
- Repairs to running track were made which will help extend the life of the track's surface.
- All twelve tennis courts were resurfaced with pickleball being added to four of the courts.
- The skate park was expanded utilizing 100% private funds. The project was a great success and is already be enjoyed by many users.
- Exterior security cameras are scheduled to be installed in the fall of 2020 to help curb vandalism at Hart Park.
- Bidding for the remodel of the restrooms that are part of the locker facility will begin shortly so that work can be completed in the off season.

Hart Park Rentals, January through July

	YTD '20	YTD '19
Muellner Building		
No. of rentals	83	210
Revenue	\$14,755	\$72,285
Stadium		
No. of rentals	37	266
Rental hours	136	789
Revenue	\$9,924	\$47,048

2021 GOALS

- Complete some small repairs and renovations to the Muellner Building which would have otherwise been completed as part of the larger renovation as part of the Curling Club project that is now delayed due to a lack of Tourism Funds.
- Begin design of a new comfort station near the softball field to replace the existing one.
- Explore options to increase Park utilization and revenue while keeping users safe during the COVID-19 pandemic.
- Cross training flex shift employees to better utilize staff and improve customer service for all DPW Operations.

2020 BUDGET CHANGES

PARK RENTAL REVENUE

\$225,000 DECREASE

- Due to the COVID-19 Pandemic rental facilities were closed for several months and unavailable for rental. Due to the closure and now the current limitations on capacity sizes in the rental facilities, the rental revenue has decreased sharply with an estimated loss in revenue of approximately \$225,000. This revenue loss will not be able to be funded by expense savings in the Parks Reserve budget.

2021 BUDGETARY CHANGES

PARK RENTAL REVENUE

DECREASE

- Due to the COVID-19 Pandemic likely continuing into the beginning of 2021 we have decreased anticipated rental revenue 5% for outdoor rentals and 10% for indoor rentals. Because the timeline to have a readily available vaccine changes so often it is very difficult to predict this number.

BUILDING IMPROVEMENTS

- The planned renovation of a portion of the Muellner Building has been delayed due to the lack of Tourism Funding. Because of this, certain projects that would have been part of that project, yet funded by the City, will still continue. This work includes painting of the exterior wooden surfaces (or cladding where possible), reconstruction of the exterior balcony, replacement of some exterior doors and windows, replacement of the garage roof and fascia, refresh of the public restrooms.

The budget for this work is \$340,000. \$126,027 is budgeted in the Parks Reserve with the remainder budgeted in the Capital Projects Fund.

- Design will begin to replace the aging restrooms near the softball field that are located in the floodplain. A portion of the reconstruction expense will be funded by the MMSD.

DEBT SERVICE

- The transfer to the debt service fund increases \$51,638 to \$300,480 based on the existing debt schedule.

BUDGET SUMMARY TABLE

Parks Fund #34						
Expenditures						
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change	
297,016	363,444	363,444	Wages	408,006	12.3%	
17,884	15,000	15,000	Overtime	15,000	0.0%	
186,035	193,637	193,637	Benefits	219,965	13.6%	
780	730	730	Other Compensation	1,048	43.6%	
24,309	28,082	30,432	Operating Expenses	28,082	0.0%	
1,617	3,450	3,450	Commodities	3,450	0.0%	
123,614	104,500	133,014	Services	61,000	-41.6%	
138,475	143,160	143,160	Utilities	145,660	1.7%	
57,689	60,603	60,603	Fixed Charges	62,869	3.7%	
74,864	83,569	83,569	Internal Charges	77,562	-7.2%	
-	100,000	100,000	Other Expenses	100,000	0.0%	
75,737	550,000	650,000	Capital Outlay	126,027	-77.1%	
284,094	248,842	248,842	Transfers	300,480	20.8%	
1,282,114	1,895,017	2,025,881	TOTAL	1,549,149	-18.3%	
Revenues						
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change	
299,110	300,000	300,000	Public Charges	276,000	-8.0%	
44,117	44,061	44,061	Miscellaneous	43,361	-1.6%	
1,021,487	981,009	981,009	Other Sources	1,229,788	25.4%	
1,364,714	1,325,070	1,325,070	TOTAL	1,549,149	16.9%	
Net Cost						
(82,600)	569,947	700,811	TOTAL	-	-100.0%	

WATER

PURPOSE

The Water Budget involves the inspecting and repairing of over 203 miles of water main; 5,580 gate valves; 2,235 fire hydrants; and 15,500 standard and Orion water meters. It also involves responding to service calls (2,500 - including service leaks, high consumption, hit hydrants, etc), water main breaks, and other emergencies as needed.

PROGRAMS/SERVICE LINES

BUDGET SNAPSHOT

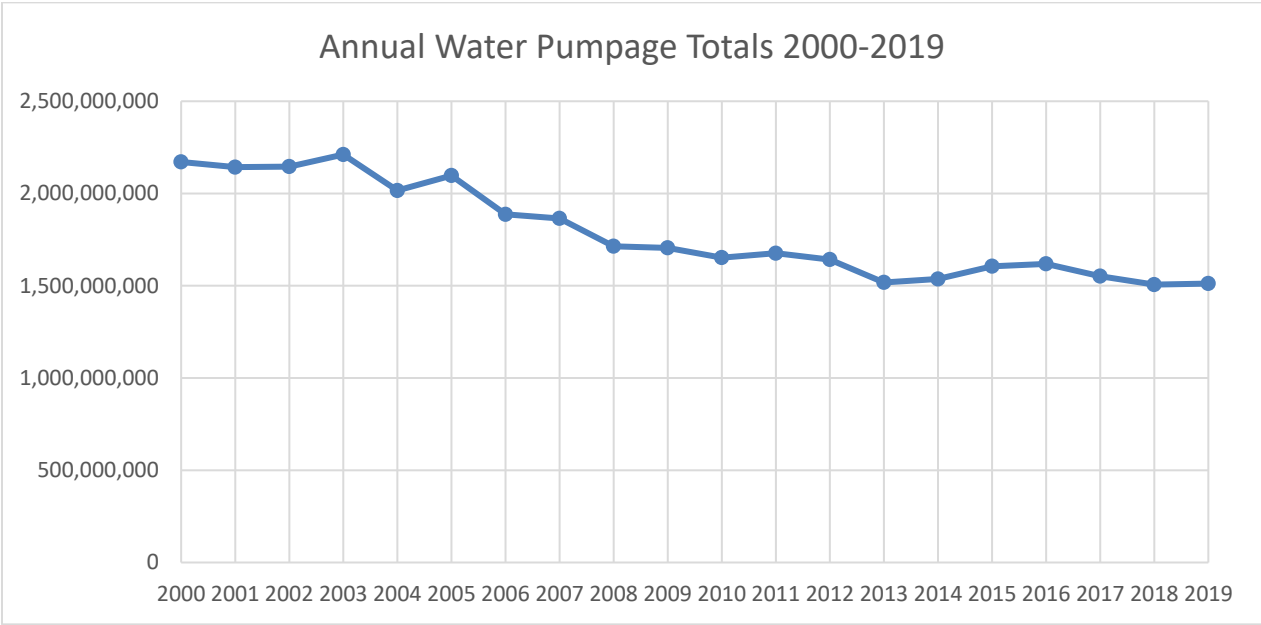
	2020	2021	Change
Exp	\$9,644,985	\$9,527,217	\$ (117,768)
Rev	\$9,467,147	\$9,304,143	\$ (163,004)
Net Cost	\$ 177,838	\$ 223,074	\$ 45,236
FTE's	19.38	19.38	-

MAJOR CHANGES

- 3% rate increase in 2021

PUMPING

Develop water pumping schemes, maintain surplus capacities and select the most cost efficient ways to distribute water throughout the entire city twenty-four hours a day, seven days a week to meet the demands of customers. Also, to maintain attractive and structurally sound water facilities and grounds. The city currently operates four water pumping stations and four elevated water towers throughout the City in order to distribute drinking water at appropriate pressures throughout the City.



WATER TREATMENT AND TESTING

Remain in compliance with the rules and regulations as established by the United States Environmental Protection Agency (EPA) and the Wisconsin Department of Natural Resources.

TRANSMISSION AND DISTRIBUTION

Supply customers with an adequate volume of high quality water. Ensure water quality is safe for consumption. Repair and maintain the utility's water distribution system and water storage facilities with minimal interruption of services. Accurately meter and document water usage by customer in accordance with the Public Service Commission guidelines. The program includes preventative maintenance prior to paving, repair broken water mains, gate valve maintenance, repair service laterals and curb stops, meter services, meter testing and repair, distribution system records, water storage facilities maintenance, conduct hydrant inspections, repair or replace defective fire hydrants, hydrant painting, seasonal hydrant flushing, leak survey and other construction related activities.

CUSTOMER ACCOUNTS

Accurately read all water meters and complete readings to enable timely billing to customers. Submit accurate records for mailing of water billing statements to our customers in a timely manner.

ADMINISTRATIVE AND GENERAL

Properly account for all administrative functions of the Water Utility and efficiently manage the resources of the Utility.

2020 ACHIEVEMENTS

- Upgraded bill system Harris GEM's to Tyler Munis, deployed 1 new gateway and replaced 2 malfunctioning gateways.
- Received 10 results from the water sampling initiative ran in conjunction with the Health Department, offered at no charge to homes with children under the age of 5 or expectant mothers.
- Repaired 42 water main breaks to date.
- Continued work on Potter Road pump station upgrade with completion scheduled for late 2020.
- Painted the interior and exterior of the Potter Road reservoir.
- Term sheet with the Milwaukee Regional Medical College (MRMC) was approved by the City and MRMC as we work toward a three party agreement for the transition of a portion of the North Avenue main to the City.
- Began utilizing GIS for tracking of all valve and hydrant maintenance activities.
- Transitioned to USIC completing all Digger's Hotline marking in order to allow more staff time for maintenance activities.

2021 GOALS

- Deploy 1 new gateway.
- Roll out customer portal for Eye On Water to all customers to view usage online and roll out Munis customer portal for history, usage and payment capabilities.
- Continue to utilize GIS for tracking assets and complete a system analysis for configuring new asset management system within Tyler Munis.
- Continue lead water sampling initiative in conjunction with the Health Department.
- Finalize an agreement with the MRMC and Milwaukee County for full transition of the Milwaukee County Water System. Apply for and receive approval from the Public Service Commission.

- Prepare for 2022 conventional rate increase to include a cash-financing expense.
- Complete rehabilitation of the 64th Street Pumping Station and begin rehabilitation of the Blanchard Pumping Station.

2020 BUDGETARY CHANGES

REVENUES

DECREASE \$16,500

Revenues are forecasted to decrease due to a combinations of factors related to COVID. The increase in meter sales was mostly in Metered Residential sales (\$282,000 increase); Metered Commercial sales (\$134,000 decrease); Metered Industrial sales (\$58,000 decrease) and Metered Public Authority sales (\$21,000 decrease) which amounted to a net \$65,000 increase. The Metered sales increase offsets the Penalty decrease of \$65,000. Investment income is expected to decrease \$30,000 due to COVID. Amortization of Bond Premium, increased \$69,500 due to debt refunding in 2019.

DEBT SERVICE INTEREST EXPENSE

DECREASE \$100,800

Received a favorable interest rate from the debt refunding in 2019.

DEPRECIATION

INCREASE \$72,600

Adjustment of anticipated completion of capital projects between fiscal years.

2021 BUDGETARY CHANGES

METER SALES

DECREASE \$163,000

The 2021 Budget assumes a 3% increase in water rates, starting mid-year, in order to fund capital improvements that address deferred maintenance as well as water main breaks. There is an anticipated 4% decrease in consumption due to water conservation, which amounts to a \$163,000 decrease in revenue overall. The table below shows the impact of this rate increase on a quarterly residential bill and future planned rate increases. Due to COVID the 3% increase did not occur in 2020.

Projected Water Rate Increases								
	2017	2018	2019	2020A	2021F	2022F	2023F	2024F
Rate Increase	19%	0%	3%	0%	3%	24%	0%	3%
Quarterly Residential Bill Est.	\$ 122	\$ 122	\$ 125	\$ 125	\$ 129	\$ 160	\$ 160	\$ 165

Effect on average quarterly residential water bill:

- July 2019 Wauwatosa simplified rate case of 3% (Milwaukee put in for a 3% simplified rate increase as of September 2019, but no longer able to do pass through)
- November 2016 Wauwatosa conventional rate increase of 19.4%
- June 2015 Wauwatosa simplified rate increase of 2.9%
- November 2014 Pass through Milwaukee conventional rate increase of 2.8%
- June 2014 Pass through Milwaukee simplified rate increase of 0.8%

- June 2013 Pass through Milwaukee simplified rate increase of 0.9%
- March 2013 Wauwatosa conventional rate increase of 19.7%

FEES OUTSIDE SERVICES

INCREASE \$34,000

\$14,000 has also been added for use of an outside contractor to assist with leak detection. \$20,000 has been added for assistance with completing the DNR Risk Resilience Reassessment.

CAPITAL OUTLAY

As an enterprise fund, capital outlay is depreciated, not expensed so it does not appear in the budget summary. However, \$111,400 is included but offset with a contra expense. This includes \$100,000 for replacing public lead service laterals when a homeowner replaces their lateral. It also includes \$11,400 for the replacement of two cellular gateways to assist with automated meter reading.

RATE OF RETURN & COVER RATIOS

Rate of return is calculated by dividing net operating income over the value of the Water Utility assets. Coverage ratio is a measure of the Water Utilities ability to pay its debt and met its financial obligations and it is calculating by taking net revenue and dividing by debt service payments. Both numbers changed due to an increase of increased debt payments and overall decrease of net income.

	2018 Actual	2019 Actual	2020 Adopted Budget	2021 Executive Budget
Rate of return	4.20%	3.62%	1.91%	NA
Coverage ratio	2.38	1.82	1.55	NA

BUDGET SUMMARY TABLE

As part of the 2020 Financial System conversion, significant changes were made to the accounting structure for the Water Utility to make it more uniform with the City. As a result, expenditures prior to 2021 will be categorized differently than the 2021 Budget.

Water Fund #50					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
1,226,528	1,315,749	1,315,749	Wages	1,310,485	-0.4%
68,228	81,300	89,800	Overtime	81,000	-0.4%
612,342	625,976	625,976	Benefits	730,605	16.7%
4,420	4,470	4,470	Other Compensation	4,584	2.6%
500,539	895,035	491,244	Operating Expenses	332,455	-62.9%
523	1,000	111,400	Commodities	106,400	10540.0%
61,251	126,298	477,964	Services	501,100	296.8%
2,808,126	3,046,027	3,057,089	Utilities	3,012,737	-1.1%
1,892,999	2,270,775	2,242,550	Fixed Charges	2,258,491	-0.5%
157,444	78,692	89,395	Internal Charges	8,560	-89.1%
-	-	100,000	Capital Outlay	-	0.0%
1,181,799	1,199,663	1,229,478	Transfers	1,180,800	-1.6%
8,514,199	9,644,985	9,835,114	TOTAL	9,527,217	-1.2%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
98,811	87,000	22,000	Fines and Penalties	40,000	-54.0%
8,478,371	8,777,000	8,821,400	Public Charges	8,602,200	-2.0%
536,942	449,411	416,911	Miscellaneous	440,794	-1.9%
149,697	153,736	223,311	Other Sources	221,149	43.8%
9,263,821	9,467,147	9,483,622	TOTAL	9,304,143	-14.1%
Net Cost					
(749,621)	177,838	351,493	TOTAL	223,074	25.4%

PERSONNEL SCHEDULE

Water				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Meter Service Person	-	0	-	-
Office Assistant ²	2.00	3	2.00	(0.00)
Operator Technician	1.00	0	-	(1.00)
Seasonal Laborer	0.38		0.38	0.00
Utility Account Business Manager	1.00	1	1.00	-
Utility Systems Analyst	1.00	1	1.00	-
Water Maintenance Worker	8.00	0	-	(8.00)
Water Maintenance Worker II	2.00	0	-	(2.00)
Water Superintendent	1.00	1	1.00	-
Water Supervisor	3.00	3	3.00	-
Water Technician	-	11	11.00	11.00
TOTAL	19.38		19.38	0.00

SANITARY SEWER RESERVE

PURPOSE

The sanitary sewer budget funds inspections, cleaning, and repair of the City's sanitary sewers.

PROGRAMS/SERVICE LINES

The sanitary sewer cleaning program covers over 800,000 lineal feet of sanitary sewer on an approximately three year cycle; troubled areas are inspected more often. Sanitary sewers are inspected ahead of road projects and also routinely inspected to determine necessary repairs. The sanitary sewer repair program is necessary to keep the system in good condition. Most repairs are done in conjunction with planned street improvement projects.

2020 ACHIEVEMENTS

- As of August 20th, 209,605 feet of sanitary sewer lines have been cleaned, averaging 3,225 feet daily.
- As of August 20th, Operations responded to 69 sanitary sewer calls.

2021 GOALS

- Continue with the successful sanitary lateral grouting program making use of MMSD's PPII funding.
- In 2021, the DOJ Mandated Sanitary Sewer manhole repair program will continue.
- \$50,000 of operating revenue is to be set aside for further TV inspections, rainfall simulation testing, and flow monitoring of sanitary sewer systems outside of paving projects.
- Utilize the GIS system to locate areas that have been relined, cleaned or repaired to aid in the efficiency of the sanitary sewer cleaning program.
- Staff will be rightsizing the cleaning schedule to reflect priority areas requiring more frequent cleaning, reducing cleaning where the frequency was perhaps too great, better targeting areas where problems have occurred, and re-programming labor into other pressing areas.
- Explore the future use of the GIS system for tracking maintenance and repairs.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 9,223,206	\$ 8,193,428	\$(1,029,778)
Rev	\$ 11,015,953	\$ 10,513,110	\$ (502,843)
Net Cost	\$ (1,792,747)	\$ (2,319,682)	\$ (526,935)
FTE's			

MAJOR CHANGES

- 3% RATE INCREASE RESULTING IN 2% ESTIMATED BILL INCREASE
- REVENUE DECREASES \$752,843 OFFSET BY \$750,000 REDUCTION IN PRIVATE LATERAL LINING. PROGRAM WILL CONTINUE USING UNSPENT PRIOR YEAR FUNDS.
- ADDITIONAL \$750,000 FOR CASH FINANCING IN LIEU OF DEBT

2020 BUDGETARY CHANGES

LOCAL CHARGES REVENUE

DECREASE \$803,122

Local charge revenue is decreased 12.3% by \$803,122 to \$5,745,185. This is a combined result of raising rates 3% in 2020 as compared to the 8% assumed in the budget as well as an approximately 8% decrease in consumption. This decision was made due to MMSD's larger than expected rate increase.

MMSD SEWER FLOW AND CONNECTION CHARGES REVENUE

DECREASE \$174,080

The Sewer Connection and Flow Charge are based on rates set by the Milwaukee Metropolitan Sewerage District. At the time of Budget Adoption, the rate for calculating this revenue is an estimate. Even though the final rate increased nearly 10% compared to the budgeted 3% increase, total revenue decreases 4.2% to \$3,965,741 due to an approximate 8% decrease in consumption. Correspondingly, the charge from MMSD to the City will decrease as well.

INTEREST EARNINGS

DECREASE \$125,000

Due to the drastic drop in short-term interest rates, interest earnings are expected to decrease 63% to \$75,000.

MMSD PASS THROUGH CHARGE

DECREASE \$174,080

The amount paid to MMSD is increased to reflect the revised revenues discussed above.

CARRYOVERS

The re-estimated budget reflects the already approved carryovers for the Lateral Program (\$1,915,486) and the DOJ Mandated Manhole rehabilitation project (\$453,040) and sewer televising (\$59,988).

2021 BUDGETARY CHANGES

REVENUE

DECREASE \$752,843

The 2021 budget assumes a 3% rate increase to the sanitary sewer local charge. This is less than the 7% originally forecasted for 2021; however, given the continued negative economic impact of COVID 19 on households, a minimal rate increase is proposed. Due to the change in the 2020 actual rate compared to budget as described above, this actually results in a decrease of local charge revenue of \$630,766. Since the 2020 and 2021 rates will be less than forecasted, it is likely that future rate increases will be higher than forecasted and/or less will be available for cash financing. However, expense adjustments are made as described below to mitigate the impact.

MMSD related revenue is anticipated to increase 1.5% or \$62,923 although this is an estimate at this time as their final rate is not available.

Interest revenue is also expected to decrease 92.5% from \$200,000 to \$15,000 due to the reduction of short term interest rates to near 0.

The chart below displays forecasted rate increases to maintain the long-term plan that has been in place since 2013 to address deferred maintenance and basement back-ups during heavy rains. The 2021 rate increases should be considered an estimate at this time as the 2020 debt has not yet been issued, therefore principal and interest amounts are estimates. Additionally, the 2021-2025 Capital Budget has not been finalized, which will also have an impact.

Projected Sanitary Sewer Rate Increases								
	2017	2018	2019	2020A	2021F	2022F	2023F	2024F
Rate Increase	8%	4%	8%	3%	3%	6%	6%	6%
Projected Bill increase	6%	7%	5%	6%	2%	5%	4%	5%
Quarterly Residential Bill Est.	\$ 113	\$ 120	\$ 126	\$ 134	\$ 137	\$ 143	\$ 149	\$ 156

MMSD CHARGES

INCREASE \$62,923

The fees paid to MMSD, which equal the rate revenue collected on its behalf, increased for reasons as described above.

OPERATING AND SERVICES

INCREASE \$73,966

As a result of the new chart of accounts, significant categorization changes were made between operating and service objects. Taking them together, they increase \$73,966. This is made up nearly entirely of the MMSD charges described above as those are considered services.

INTEREST EXPENSE

DECREASE \$34,634

As the 2020 debt has not yet been issued, interest expense is estimated to decrease \$34,634 due to the cash financing that took place in 2019 and planned for 2020.

PRIVATE LATERAL LINING

DECREASE \$750,000

Due to prior year carryovers there is currently \$1.4 million available for this program as of 10/2020. Given this, it is recommended to decrease this budget \$750,000 in 2020 to \$0 as a way to provide expenditure relief to offset lower revenues. The Engineering department believes the funds currently available will be sufficient to accomplish their 2021 goals. This line item will be reconsidered in 2022.

CASH FINANCING CAPITAL

DECREASE \$250,000

Due to lower than forecasted revenues, the amount available to cash finance capital projects decreases from \$1,000,000 to \$750,000. This will be revisited when actual rates are known in January and again as part of the 2022 budget. The goal will be to increase it over time to \$1,000,000.

BUDGET SUMMARY TABLE

Sanitary Fund #51					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
223,687	252,758	252,758	Wages	257,323	1.8%
3,408	14,000	14,000	Overtime	14,000	0.0%
123,456	141,347	141,347	Benefits	151,323	7.1%
70	270	270	Other Compensation	288	6.7%
38,566	119,200	25,200	Operating Expenses	21,200	-82.2%
925	10,000	10,000	Commodities	10,000	0.0%
4,107,384	4,492,646	5,099,674	Services	4,664,612	3.8%
6,522	9,448	9,448	Utilities	9,448	0.0%
1,752,735	1,768,666	1,768,666	Fixed Charges	1,725,557	-2.4%
565,032	664,871	664,871	Internal Charges	589,677	-11.3%
474,297	1,750,000	3,665,487	Capital Outlay	750,000	-57.1%
7,296,082	9,223,206	11,651,721	TOTAL	8,193,428	-11.2%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
-	-	-	InterGov Revenues	250,000	0.0%
99,802	83,000	83,000	Fines and Penalties	83,000	0.0%
9,945,699	10,688,118	10,688,118	Public Charges	10,120,275	-5.3%
301,450	200,000	200,000	Miscellaneous	15,000	-92.5%
47,690	44,835	44,835	Other Sources	44,835	0.0%
10,394,641	11,015,953	11,015,953	TOTAL	10,513,110	-4.6%
Net Cost					
(3,098,560)	(1,792,747)	635,768	TOTAL	(2,319,682)	29.4%

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, the cleaning, and the repairing of over 103 miles of storm sewers and 7,247 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 in 2000.

PROGRAMS/SERVICE LINES

STORM SEWER CLEANING PROGRAM

Covers inspecting of over 7,247 storm inlets over 10 years with annual inlet and catch basin cleaning generating about 75 tons of material for disposal. Wisconsin Chapter NR 216 has increased the cleaning effort which is generally completed with treating basins for West Nile. 600 basins should be cleaned annually to remain in compliance with DNR requirements.

STORM SEWER REPAIRS PROGRAM

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

LEAF COLLECTION PROGRAM

The program attends to fall leaf pick-up and sweeping of leaves in the streets, as well as recovery of those leaves. Approximately 4,000 tons of leaves are collected annually.

STREET CLEANING PROGRAM

Performs a minimum of six complete cycles of sweeping of all City streets and alleys as well as hand sweeping areas on medians, difficult-to-sweep parking lots, and islands.

GREEN ALLEY MAINTENANCE PROGRAM

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 2,896,276	\$ 3,609,258	\$ 712,982
Rev	\$ 6,173,274	\$ 6,063,744	\$ (109,530)
Net Cost	\$ (3,276,998)	\$ (2,454,486)	\$ 822,512
FTE's			

MAJOR CHANGES

- 0% rate increase in 2020
- Additional customers increasing revenue
- \$125,000 included for storm water management plan
- Tree planting expense transferred from General Fund
- \$500,000 included for cash financing

Green alleys reduce rainfall runoff, help clean and recharge groundwater and alleviates flooding concerns. Green alleys present certain unconventional maintenance responsibilities which include vacuum and mechanical sweeping, weed control in pavers, debris removal and replacement of the stone between the porous pavers after each cleaning to prevent clogging.

TREE PLANTING PROGRAM

Planting of approximately 400 to 500 trees to reduce the potential negative impacts of surface water runoff by intercepting and holding large volumes of precipitation on surface areas (i.e. leaves, branches and trunks) while reducing soil erosion by slowing the speed of runoff on the ground. Trees extensive roots systems increase the infiltration and storage of storm water in the soil.

EAB TREATMENT PROGRAM

In recognition of the contribution trees make towards reducing the amount of storm water runoff, the City is funding a portion of the Emerald Ash Borer (EAB) treatment program using storm water utility funds.

2020 ACHIEVEMENTS

- To be in compliance with the City's NR 216 permit, approximately 600 basins in the City must be cleaned annually. As of August 12, crews had removed 33 tons of debris from 221 City catch basins. These numbers will increase throughout fall season. Currently, the Department is on a two year cleaning cycle for the City's catch basins.
- As of August 21st, our street sweeping program has removed 663 tons of debris from city streets.
- All of the storm sewers and catch basins were inspected, tuck pointed or rebuilt in the 2020 sealcoat area.
- Developed and began maintenance program for green alleys.

2021 GOALS

- Improve green alley maintenance program efficiencies.
- Develop and implement maintenance program for police department porous pavement parking lot.
- Continue inlet cleaning program and programmed inspections and repairs of inlets in conjunction with the seal coating program.
- Explore the future use of the GIS for tracking maintenance and repairs.
- Begin update of Stormwater Management Plan

2020 BUDGETARY CHANGES

No significant changes

2021 BUDGETARY CHANGES

STORM WATER FEES

INCREASE \$163,044

The 2021 Budget assumes a 0% rate increase as compared to the originally forecasted 5% increase. The revenue increases despite the 0% rate increase due to the increase number of customers charged including the Milwaukee Regional Medical Campus. This results in an increase in storm water fees of \$163,044 to \$5,814,481. Historical rate increases have been necessary to fund capital improvements that address deferred maintenance as well as street and basement back-ups during heavy rain events. The table below shows the impact of this rate increase on different types of customers and future planned rate increases. It should be emphasized that 2021 rate is an estimate and may be impacted by final figures associated with the 2020 debt issuance and the finalization of the 2021-2025 Capital Improvement Plan.

Projected Storm Sewer Rate Increases								
	2017	2018	2019	2020A	2021F	2022F	2023F	2024F
Rate Increase	10%	6%	5%	5%	0%	3%	0%	3%
Quarterly Residential Bill Est.	\$ 27.92	\$ 29.60	\$ 31.08	\$ 32.63	\$ 32.63	\$ 33.61	\$ 33.61	\$ 34.62

ADDITIONAL STAFF

One additional Arborist is proposed to be added in the 2021 budget. Explanation of how this staff member will be utilized and how it will be funded is included in the Public Works and Forestry section of this document.

COMMODITIES

INCREASE \$80,000

Commodities increase entirely due to the transition of tree planting expenses from the general fund to offset the expense of the additional arborist described above.

CONTRACTUAL SERVICES

INCREASE \$112,765

Contractual services increase \$112,765 to \$326,997 due to the addition of \$125,000 in consulting services for the update of the stormwater management plan. This will be a 2-year project with \$125,000 expected to be included in the 2022 budget. It potentially will be offset by a grant (not budgeted) and by an increase in the stormwater charges that could result (not budgeted).

FIXED CHARGES

INCREASE \$1,232

Interest expense on debt decreased \$46,272 to \$480,573 based on the debt schedules for outstanding debt and the assumed 2020 debt issuance as well as the cash financing included in 2020. This is offset by a \$48,514 increase in depreciation.

CASH FINANCING

INCREASE \$500,000

\$500,000 is included to cash finance capital projects in order to reduce overall debt and interest expense.

BUDGET SUMMARY TABLE

Storm Sewer Fund #52					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
340,563	359,215	359,215	Wages	344,959	-4.0%
29,959	15,000	15,000	Overtime	15,000	0.0%
207,790	206,833	206,833	Benefits	212,809	2.9%
80	480	480	Other Compensation	447	-6.9%
26,884	13,825	32,325	Operating Expenses	21,425	55.0%
21,623	38,350	38,350	Commodities	118,350	208.6%
111,807	214,232	214,232	Services	326,997	52.6%
1,767	4,848	4,848	Utilities	4,848	0.0%
1,448,553	1,422,681	1,422,681	Fixed Charges	1,422,850	0.0%
473,721	460,244	460,244	Internal Charges	480,573	4.4%
142,285	160,568	160,568	Other Expenses	161,000	0.3%
-	-	-	Capital Outlay	500,000	0.0%
2,805,031	2,896,276	2,914,776	TOTAL	3,609,258	24.6%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	396,230	396,230	InterGov Revenues	149,900	-62.2%
42,158	34,000	34,000	Fines and Penalties	40,000	17.6%
5,376,008	5,651,437	5,651,437	Public Charges	5,814,481	2.9%
87,042	50,000	50,000	Miscellaneous	2,000	-96.0%
93,332	41,607	41,607	Other Sources	57,363	37.9%
5,598,540	6,173,274	6,173,274	TOTAL	6,063,744	-1.8%
Net Cost					
(2,793,509)	(3,276,998)	(3,258,498)	TOTAL	(2,454,486)	-25.1%

PERSONNEL SCHEDULE

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

PUBLIC HEALTH

PURPOSE

Public health focuses on community-based efforts to prevent disease, promote health, and prolong life among the population as a whole.

Our Vision:

Healthy Community; Value to You; Nationally Recognized; Wauwatosa Health Department

Our Mission:

To protect, promote and assure conditions for the health and safety of all residents and visitors of Wauwatosa through the assessment of needs, assisting in the development of public health policies, and the provision of accessible, quality services.

Did You Know? Americans live shorter lives and suffer more health problems than peers in other high-income countries. Americans believe they are the healthiest nation in the world, however, rank 34th in life expectancy. Americans perform poorly on most measures of health, from infant death, to obesity and chronic disease. In fact, one in three US children and adolescents and two in three adults are overweight or obese. Although Wauwatosa is a community of means with many strengths and assets, there is room for improvement when it comes to health and quality of life. In 2018, 65% of Wauwatosa adult survey respondents reported themselves as overweight or obese (Aurora Community Health Survey).



The Wauwatosa Health Department achieved national accreditation status in 2015. Accreditation is the measurement of health department performance against a set of nationally recognized, practice-focused and evidenced-based standards, the issuance of recognition of achievement of accreditation by a nationally recognized entity, and the continual development, revision, and distribution of public health standards. The goal of the voluntary national accreditation program is to improve and protect the health of the public by advancing the quality and performance of local public health departments.

How healthy is your community? In 2019, nurses investigated 618 communicable disease reports, which was a 15% increase from 2018 and 50% increase from 2017. So far in 2020, nurses have investigated over 1,800 communicable disease reports due to COVID-19. This is a 190% increase over 2019 and continues to grow. All other staff have also been dedicated to COVID-19 response. Because of this, the health department does not currently have the capacity to engage in standard work responsibilities or follow through on previous grant requirements.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 1,504,952	\$ 2,477,787	\$ 972,835
Rev	\$ 259,114	\$ 1,203,680	\$ 944,566
Net Cost	\$ 1,245,838	\$ 1,274,107	\$ 28,269
FTE's	12.80	12.80	-

MAJOR CHANGES

- Grants remain uncertain
- \$948,454 in grant funding for contact tracing to allow 75% of Health Dept staff to return to normal duties



Local health departments (LHD) provide programs related to communicable disease, immunizations, maternal child health, environmental health; community data collection, trending, and surveillance; health assessment, planning, quality improvement, and health education programs; chronic disease prevention; emergency preparedness; and regulation, inspection and licensing.

The majority of the Public Health budget is comprised of personnel who provide excellent customer service. The Wauwatosa Health Department Annual Report details health programs and outcomes and is found at <http://www.wauwatosa.net/healthdata>. Our community-based programs include:

Communicable/infectious disease prevention, investigation, control, reporting, enforcement, and surveillance: all reportable diseases; food-borne illness; rabies exposure and prophylaxis; tuberculosis (TB) screening and treatment; emerging disease monitoring surveillance and response to sentinel events in schools, health care facilities, businesses, long-term care facilities, and child care facilities; inspection, regulation and licensing of food establishments for disease prevention.

Immunization Services for Infants, Children and Adults: included back-to-school immunizations and state reporting of all school and day care immunization rates; City of Wauwatosa Invest In Wellness employees (fire, police, public works); flu clinics throughout the community and for City employees; and tuberculosis skin testing.

Healthy Behaviors/Chronic Disease Prevention: health behaviors focusing on nutrition, physical activity, chronic disease, injury/violence, substance abuse (ATODA); reproductive health, mental health, and healthy growth and development. Health education and awareness on multiple topics/community-based events.

Healthy Growth & Development/Maternal Child Health: includes infant assessment; home safety visits; monitoring of birth certificates for high-risk families and case management; Women, Infants, and Children Clinic (WIC), health education; new baby packet mailing; and reproductive health education.

Emergency Preparedness planning and response: member of the Region 7 Healthcare Emergency Response Coalition, which coordinates how public health, healthcare institutions, and first responder agencies, such as police, fire and emergency medical services (EMS), will manage efforts to enact a uniform and unified response to an emergency. Staff training and competency assessment; planned and participated in functional and full-scale exercises and drills for the City and the southeast region; and education.

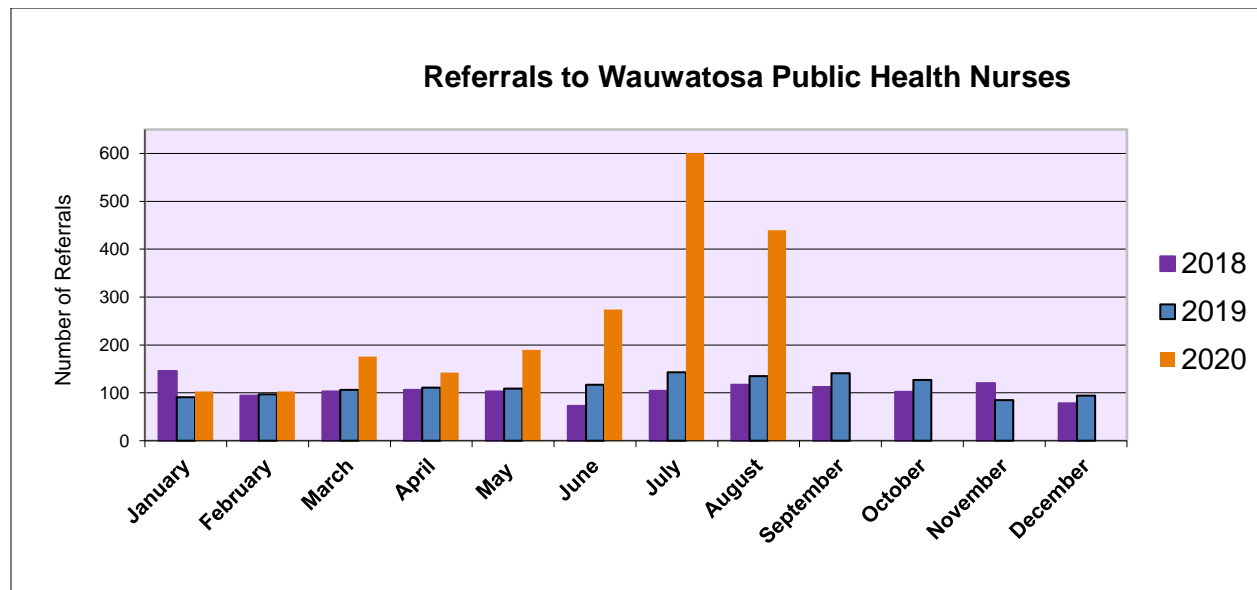
Assessment, planning, and quality improvement: includes conducting City of Wauwatosa Community Health Assessment and Health Improvement Plans; hospital health improvement planning process participation; strategic planning at city and department level; performance management, ongoing quality improvement initiatives; advocacy; surveys; national accreditation; public policy activities: provided input into City ordinance creation; and participated in local and state organizations, committees, and initiatives. Participated in community-based partnerships to improve the health of the community. We work with health care organizations (Milwaukee Regional Medical Center, clinics), City departments, City staff, and over 80 community partners to address health priorities and community initiatives.

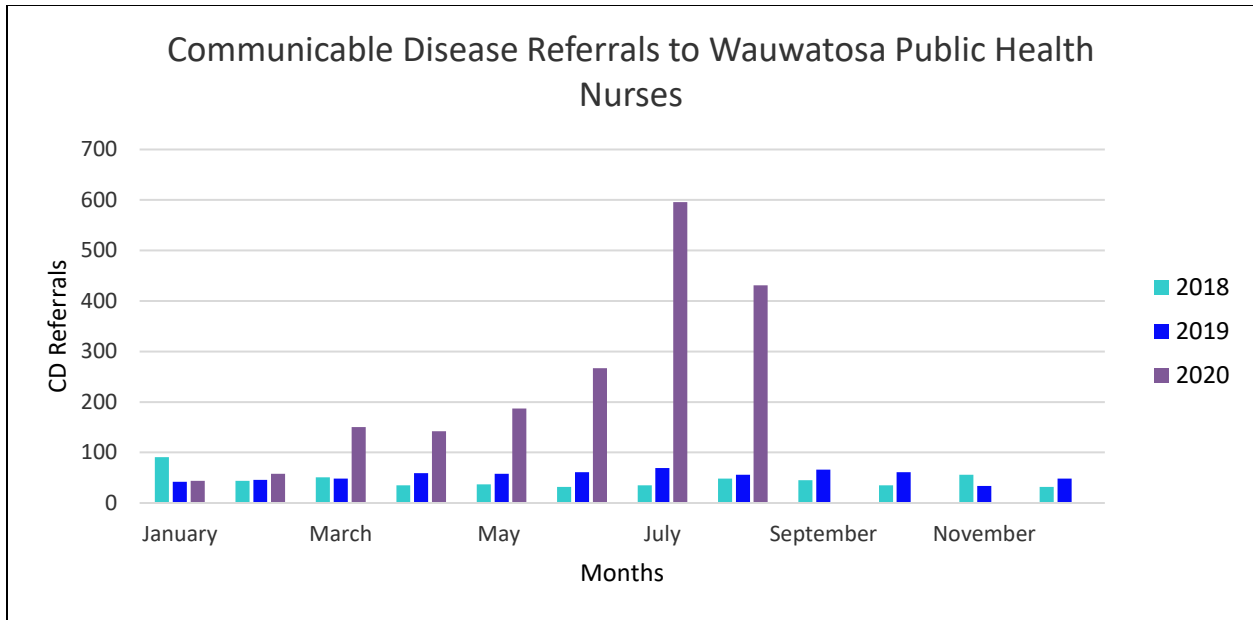
Epidemiology and surveillance: collection, analysis, trending, and dissemination of community data; diseases, injury, birth and death certificates including death reviews of infants/youth with the Milwaukee County medical examiner; surveillance of health information and ongoing reporting and annual reports to the community on all programs and services with trended outcomes.

Code Enforcement, Regulation, Inspection, and Licensing: emerging and routine disease investigation and containment (isolation/quarantine/guards), TB treatment (daily-observed therapy); day care and school immunization compliance; food-vector-water borne illness; dangerous/vicious dogs and animal quarantine; and rabies exposure follow up; State Agent Inspection Contract with the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) for food, public pools, hotels, vending, school cafeterias; childhood lead poisoning and abatement; human health hazard abatement; issue orders and citations for the above as necessary; food safety education, vector control, water/air quality and protection; nuisance inspections; human health hazard abatement; lead poisoning assessment and abatement, control of animals; regulation, inspection and licensing of all food, public pool and hotel establishments; and educational awareness of radon and kits. Education on multiple topics.

COVID-19

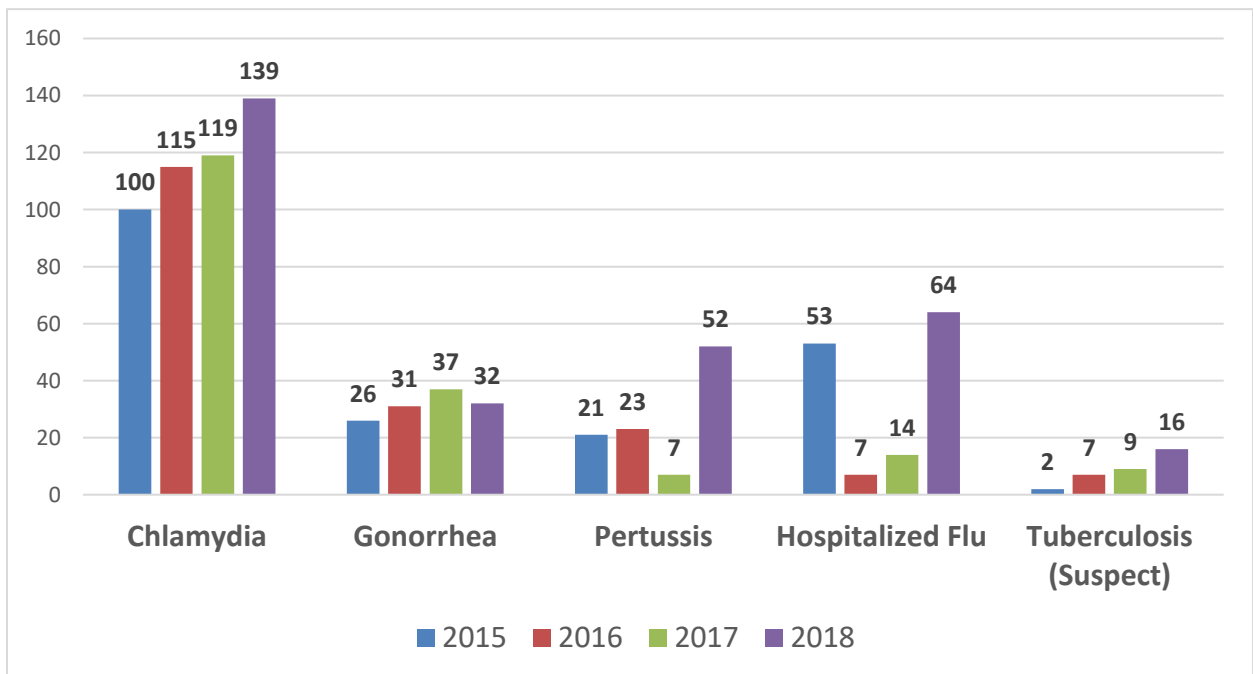
In 2019, nurses investigated 618 communicable disease reports, which was a 15% increase from 2018 and 50% increase from 2017. So far in 2020, nurses have investigated over 1,800 communicable disease reports due to COVID-19. This is a 190% increase over 2019 and continues to grow. This includes 198 facility follow-ups due to COVID-19 exposures. All other staff have also been dedicated to COVID-19 response. This includes assisting with contact investigations and facility outbreaks/exposures. Because of this, the health department does not currently have the capacity to engage in standard work responsibilities or follow through on previous grant requirements.

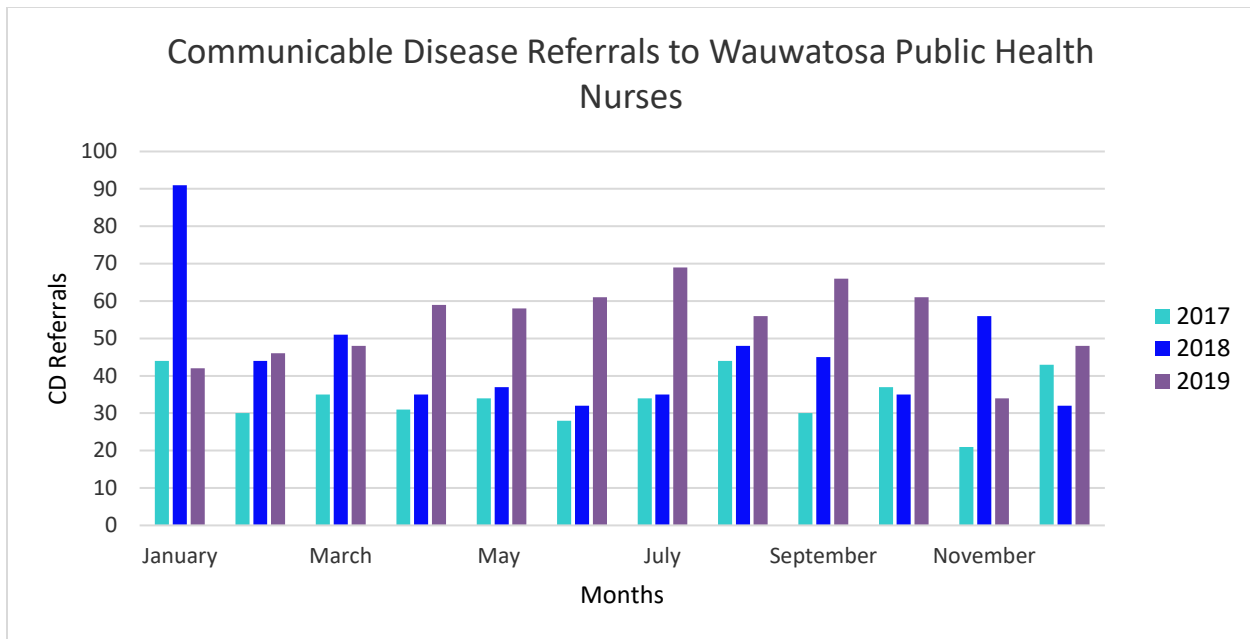




Below are examples of programs and activities based on the 2019 Wauwatosa Health Department Annual Report to the Community.

COMMUNICABLE DISEASES AND IMMUNIZATIONS





We investigate all potential and actual communicable disease (CD) reports, including vaccine and non-vaccine preventable CDs, food-water-vector-borne diseases, sexually transmitted diseases and infections (STD/STI), outbreaks, and epidemics. We continue to monitor and evaluate the burden and impact of CDs within Wauwatosa by identifying data for continuous monitoring, obtaining and analyzing the identified data, and comparing the Wauwatosa data to national and state statistics. We conducted the following disease and immunization program/service activities in 2019:

- Processed 276 calls regarding immunizations through the Wauwatosa Health Department Information & Referral Nurse Line.
- Investigated 618 diseases for follow up, case management, and reporting to the state.
- Administered 439 vaccines to 402 clients at immunization clinics.
- Administered 95 TB skin tests.
- Partnered with the Wauwatosa School District, private schools, day cares, and long-term-care facilities to address school absenteeism rates greater than 10% daily, and cluster of illnesses, or unexplained death.
- Monitored student immunization rates and provided summaries to the state.
- Provided technical assistance for a new business related to immunization needs of students through multiple meetings.
- Conducted handwashing presentations to second grade classrooms in Wauwatosa School District.

FOOD INSPECTION PROGRAM

The Wisconsin Department of Health Services (DHS) and Department of Agriculture, Trade, and Consumer Protection (DATCP) inspection programs aim to prevent the transmission of infectious diseases by food and other venues from licensed establishments. During inspections, violations may be identified for onsite education and correction. Some of the more serious violations include unsafe food sources, improper food temperatures, cross contamination, and personal hygiene. Inspections are

conducted to protect the public from food-borne illness caused by disease. We continue to monitor and evaluate the burden of disease through the following activities:

- Investigated 13 food-borne illness complaints.
- Conducted 302 inspections for licensed establishments including restaurants, retail food establishments, city food establishments, vending machines and temporary restaurants/food events and kitchen inspections for 18 public and private schools.
- Processed 68 restaurant and food-related inquiries.
- Inspected hotels and public pools/whirlpools.
- Managed the DHS, DATCP, and City food licensing and field inspection process using an electronic, relational database.

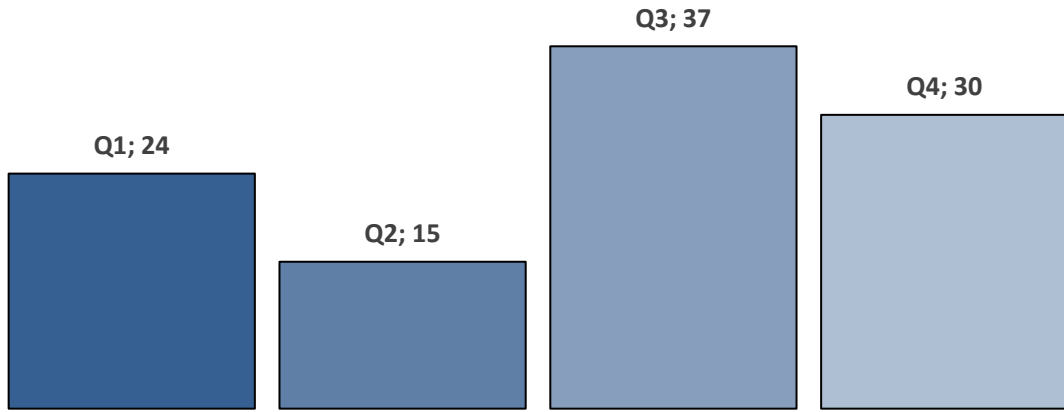
ENVIRONMENTAL HEALTH

Sanitation and environmental hazards include all nuisances and human health hazards (HHH). According to the City of Wauwatosa HHH Ordinance, a *nuisance* is “whatever is dangerous, unsanitary, or unwholesome to human life or health; and whatever renders the land water, air, or articles of food or drink impure or unwholesome.” Nuisances range from rodent and wildlife harborage to garbage and dog dirt complaints. A HHH is defined as “substance, activity, or condition that is known to have potential to cause acute or chronic illness or death; to endanger life, to generate or spread infectious diseases, or otherwise injuriously affect the health of the public if exposure to the substance, activity, or condition is not abated.” The following activities were conducted by us:

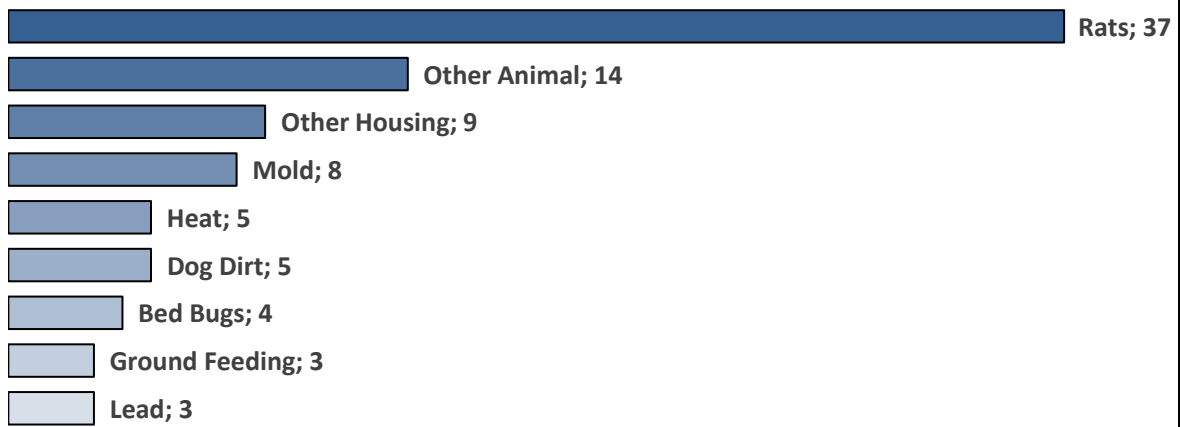
- Documented 106 nuisance complaints.
- Conducted 4 inspections/follow up inspections for human health hazard (HHH) complaints.
- Collaborated with other city departments, businesses, and residents to manage complaints.
- Provided radon awareness education and encouraged residents to test their homes. Radon has been found in all Wauwatosa zip codes.
- Investigated 54 animal bite reports (including wildlife, domestic and strays); issued 40 domestic animal quarantine orders; issued and upheld 5 dangerous dog declarations.

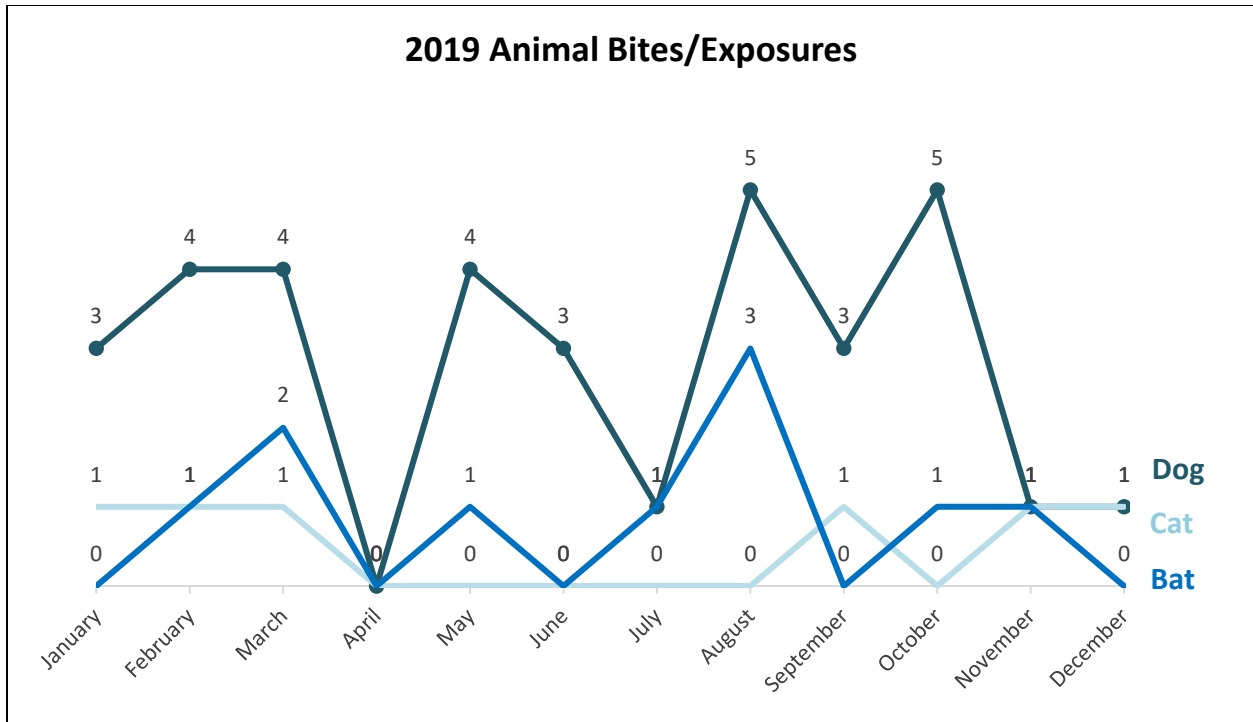
Overview of EH Activities					
2019	Q1	Q2	Q3	Q4	Total
Animal Bite Reports	19	8	15	12	54
Nuisances	24	15	37	30	106
Human Health Hazards	1	0	1	1	4
Inspections	44	132	90	36	302
Restaurant Questions/Complaints	21	15	11	21	68

2019 Nuisance Complaints



2019 Total Nuisances





HEALTHY GROWTH AND DEVELOPMENT/MATERNAL CHILD HEALTH

One of the CDC's health protection goals is Healthy People in Every Stage of Life. Access to primary and preventive health care services is vital to achieving the 2020 healthy growth and development goals. Other healthy growth and development issues include socioeconomic factors related to education, housing, and employment status; insurance coverage; having a consistent provider for ongoing medical and dental care; and obtaining age-appropriate preventive health screenings. We continued to monitor and evaluate the burden and impact of healthy growth and development and access to primary and preventive care by identifying data for continuous monitoring, obtaining and analyzing the identified data, and comparing the Wauwatosa data to national and state statistics. We performed the following activities addressing healthy growth and development for all life stages:

- Assessed and evaluated 1,356 referrals for nursing case management services.
- Assessed 194 individuals on access to care and chronic disease through our Adult Health program.
- Maintained an active partnership with and provided technical assistance to the Wauwatosa Senior Commission on issues affecting the older adults in Wauwatosa.
- Provided health promotion and education on various topics at the following community events: Wisconsin Lutheran College Fair, Wauwatosa Library Children's programming, Luther Manor Health Fair, Farmer's Market, Wauwatosa Library Summer Kick Off, Wauwatosa Library Rhyme Time, Wauwatosa Library Summer Program, Briggs and Stratton Wellness Fair, and Wauwatosa Night Out.
- Conducted 2019 Youth Risk Behavior Survey (YRBS), in partnership with Wauwatosa School District. Over 1,600 high school students completed the survey. Data was analyzed in Q3 and Q4 of 2019 and released in 2020.

- Healthy behaviors play a major role in health outcomes (illness/death). Prevention of the risk factors responsible for poor health outcomes and quality of life is a focus of public health. Chronic diseases and conditions are the leading causes of death and disability in the US. Diseases such as heart disease, stroke, cancer, diabetes, obesity, and arthritis—are among the most common, costly, and preventable of all health problems.

Nutrition and Physical Activity

Nutrition refers to the overall eating habits that promote good growth and health. Physical activity consists of athletic, recreational, or occupational activities that require physical skills and utilize strength, power, endurance, speed, flexibility, range of motion, or agility. We engaged in the following activities:

- Provided technical assistance in Wauwatosa School District Wellness in Wauwatosa Schools Committee initiatives and policy review.
- Assessed healthy eating and physical activity related issues at 194 interactions through the Wauwatosa Health Department’s Adult Health program (health clinic program rotates through 3 community sites).
- Participated in Wauwatosa Bicycle & Pedestrian Facilities Plan Committee.
- Participated in education programming at the Tosa Farmers Market.
- Continued Harvest of the Month program to educate on nutrition and encourage health eating habits.

Tobacco Use and Exposure

Tobacco use and exposure is the single most preventable cause of death and disease. Tobacco use is known to be influenced by social factors, physiological addiction, and the marketing and promotion of tobacco products. Our programming aims to prevent and reduce tobacco use and exposure through education, advocacy, policy, and treatment efforts aimed at reducing youth initiation, promoting cessation, and eliminating environmental tobacco smoke and electronic device vapor exposure. Our activities included:

- Completed tobacco compliance checks. We secured grant monies to pay for the police overtime and student training. 100% of the tobacco retailers did not sell to minors.
- Maintained an active partnership with Wauwatosa School District Tosa United, a community cooperative that seeks to promote positive tobacco, drug, and alcohol-free behaviors among adolescents.
- Assessed, counseled, and referred parents of 572 newborns on tobacco use and smoke-free homes.
- Assessed, counseled, and referred 194 adults and seniors on tobacco use and smoke-free homes.
- Provided information to the City Plan Commission and the Development Committee/Council on the harmful effects of electronic smoking devices and lack of regulation during ordinance creation.

Alcohol and Other Substances

The inappropriate use and abuse of alcohol and other drugs (including pain killers, tranquilizers, sedatives, stimulants, hallucinogens, and inhalants) is a significant health, social, public safety, and economic problem. Substance use and abuse costs society in the form of substance-abuse-related illness, premature death, lost productivity, and the use of the criminal justice system. According to the National Institute on Drug Abuse, for every dollar spent on substance abuse *prevention*, the community’s

return on investment ranges from \$4 to \$10 dollars in cost savings for treatment and counseling. We continue to monitor and evaluate the burden and impact of alcohol and other drug use in Wauwatosa. We performed the following activities addressing alcohol/substance use/abuse:

- Maintained an active partnership with and provided technical assistance to Wauwatosa School District Tosa United.
- Researched and updated continuous prescription pill drop-off sites and sharps disposal sites.
- Assessed 194 individuals on alcohol use and illegal/inappropriate drug use.
- Planned, advertised, and implemented Tosa United's prescription drug collection day held in September at the city hall parking lot.
- Administered the Wauwatosa Youth Risk Behavior Survey (YRBS) in partnership with the WSD. The YRBS is questionnaire that assesses the behaviors and perceptions of youth in areas such as alcohol, marijuana, cocaine, and inhalants.

Reproductive and Sexual Health

Reproductive and sexual health (RSH) addresses multiple facets and family issues as well as high-risk behavior that may lead to unintended pregnancy and/or STDs. Over 80% of Milwaukee County disease reports are STDs. We continued to monitor and evaluate the burden and impact of outcomes associated with RSH behaviors by identifying data for continuous monitoring and analysis. We performed the following activities addressing RSH issues:

- Assessed 194 individuals on RSH-related issues through the department's Adult Health Clinic program.
- Investigated 188 STDs/STIs for source identification, treatment, and prevention.
- Assessed 572 birth records for high-risk maternal health issues.

Mental Health

Mental health is closely associated with physical health and is considered indispensable to personal well-being, family and interpersonal relationships, and the ability to make meaningful contributions to community and society. Efforts are made to monitor, evaluate, and mediate the impact and burden of mental health issues in Wauwatosa, which include access to mental health services, diagnosed mental health disorders, harassment and bullying in the schools, stress, depression, and proneness for suicide. We performed the following activities addressing mental health issues:

- Assessed 194 individuals on mental health-related issues through our Adult Health Clinic program.
- Researched and revised listing of available mental health resources in the community; disseminated resources throughout the community.
- Conducted the 2019 Youth Risk Behavior Survey (YRBS) which asks high school students about their experiences with alcohol, marijuana, cocaine, inhalants, sexual activity, nutrition, physical activity, bullying, and violence. Data analysis is ongoing and will be released when completed.

Injury and Violence

An injury is harm caused to one's body and encompasses unintentional injuries, such as falls, motor vehicle accidents, drowning, and poisonings, as well as intentional infliction including assaults, homicides, suicides, abuse, and neglect. According to the CDC, the economic costs of injuries include the costs associated with medical treatment as well as lost productivity. We continued to monitor and evaluate the

burden and impact of intentional and unintentional injuries including violence issues in Wauwatosa by identifying data for continuous monitoring and analysis while comparing the Wauwatosa data to national and state statistics.

We performed the following activities addressing injury and violence prevention:

- Maintained an active partnership with and provided technical assistance to WSD Tosa United on issues surrounding injuries and violence and promoted and distributed the cyber-bullying program.
- Assessed 194 individuals on injury prevention behaviors including personal safety, risk for falls, abuse/neglect by others, self-neglect, motor vehicle safety, use of sun screen, and installation of home smoke/carbon monoxide detectors through the department's Adult Health Clinic program.
- Continued active partnership with the Safe Kids Coalition and Children's Health Alliance.
- Continued participation in the regional Child Death Review process with the Infant Death Center.
- Completed training for the Remembering When fire protection/home safety program in partnership with the Wauwatosa Fire Department.
- Continued participation in the Citizens with Disabilities Coalition to make Wauwatosa a safer community for residents with disabilities.

EMERGENCY PREPAREDNESS

In the wake unpredictable weather events, acts of terrorism, and Ebola and other disease outbreaks around the world, the possibility of public health emergencies arising in the US is of great concern to many Americans. Preparedness consists of those activities, programs, and systems that exist *before* an emergency and that are used to support and enhance responses to an emergency or disaster. Being prepared can save lives and protect the health and safety of the public and emergency responders during disasters. Emergency preparedness is an ongoing community effort. Our staff collaborates with state, regional and local partners to continually plan and train for emergency incidents with a focus on all-hazard planning. We conducted the following activities:

- Continued as member of the Healthcare Emergency Response Coalition (HERC) that includes health care system, public health, and emergency response on a regional level. The Milwaukee/Waukesha County Consortium for Public Health Preparedness, which has existed since 2003, is now the Region 7 Public Health Caucus within the HERC organization.
- Participated in local and regional preparedness exercises involving rapid dissemination of public information, incident management, and mass fatality.
- Participated as member of the Tosa Area Preparedness Partners, a public/private collaboration of preparedness efforts throughout Wauwatosa initiated by the Wauwatosa Fire Department.
- Participated as member of the South East Wisconsin Incident Management Team. This is a team of trained professionals that can assist local governments in SE Wisconsin during an emergency incident by advising and assisting with logistical, planning financial and operational aspects of an incident.
- Monitored grant programs for Public Health Emergency Preparedness and Cities Readiness Initiative.

(Source: 2019 City of Wauwatosa Health Department Annual Report. Follow the link for more detailed information on our services and programs and how the City of Wauwatosa compares to the state and the nation. <http://www.wauwatosa.net/healthdata>)

2020 WAUWATOSA HEALTH DEPARTMENT ACHIEVEMENTS

- **COVID-19 Response:**
- **National Association of City and County Health Officials (NACCHO) Strong Systems, Stronger Communities equity project:** Wauwatosa Health Department was one of 7 projects nationwide to be accepted. Our project is focused on improving mental health outcomes for LGBTQ+ youth in Wauwatosa. This project is currently on hold due to COVID-19.
- **2020 Quality Improvement Initiatives:** A focus of national accreditation is to engage in quality improvement (QI) activities within the department and the community. These projects are currently on hold due to COVID-19.
 - New Establishment Inquiries
 - Food Licensing
 - Improving Two-Year-Old Immunization Rates by using the VAKS Program
 - Outreach Mailing for Ages 1-2
 - Reduce Incidence of Communicable Disease in Wauwatosa
 - Dual Therapy Gonorrhea Treatment
 - Time Tracker
- **Volunteer Registry:** There are now 257 registered volunteers for Wauwatosa in the WI Emergency Assistance Volunteer Registry. These volunteers are utilized for vaccination clinics and other health department events.
- Continued work on the **Wauwatosa Health Department Strategic Plan (2018-2022)**. The Wauwatosa Health Department Strategic Plan links to the City's Strategic Plan "Healthy Community" Priority through the Healthy Wauwatosa Initiative. This is currently on hold due to COVID-19. <http://www.wauwatosa.net/healthdata>
- Completed the **2018-2022 Community Health Improvement Plan (CHIP)**. Wauwatosa's CHIP guides the Healthy Wauwatosa Initiative; The Community Health Improvement Plan links to the City's Strategic Plan "Health Community" Priority through the Healthy Wauwatosa Initiative. Updates on the priority teams' activities are highlighted in the pictures below. This is currently on hold due to COVID-19. <http://www.wauwatosa.net/healthdata>
- Conducted the **2019 Youth Risk Behavior Survey (YRBS)** with the Wauwatosa School District (WSD), which provides insight into the health practices of high school youth and a basis for future programming. Data analysis of survey results was released in early 2020. The survey is administered every two years. <https://www.wauwatosa.net/home/showdocument?id=2602>

2021 GOALS

- Due to COVID-19, the health department goals for 2021 remain uncertain. Staff remain fully occupied with COVID-19 response and do not have the capacity to complete standard job responsibilities and grant requirements. Guidance from the WI Department of Health Services has not yet been provided for 2021 grant requirements and funding.

2021 BUDGETARY CHANGES

- Our state and federal grant funds and requirements remain uncertain for the 2020-2021 grant year due to COVID-19 response.

- General Services is increased \$948,454 for COVID-19 contact tracing. The Health Department will utilize 25% of the health department staff (4.0 FTE) in COVID-19 response and hire 13 contract workers (40 hours/week) from Ajilon. This will allow WHD to enact some of our larger programs and services, including our inspection and licensing program, immunizations, communicable disease follow-up, community health assessment and improvement, and any other activities as time and resources allow. The contract with Ajilon was approved with the budget. This contract will be funded with a \$380,000 grant from the Wisconsin Department of Health through the Epidemiology and Laboratory Capacity (ELC) Enhancing Detection cooperative agreement. The balance of \$568,454 is funded through assumed future federal funding.

BUDGET SUMMARY

Public Health Dept #410					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
818,774	872,825	872,825	Wages	893,126	2.3%
-	-	-	Overtime	-	0.0%
367,660	382,787	382,787	Benefits	390,344	2.0%
6,135	5,560	5,560	Other Compensation	5,560	0.0%
32,923	32,300	32,990	Operating Expenses	32,300	0.0%
-	10,000	25,000	Services	11,000	2010.0%
3,689	2,300	2,300	Utilities	2,300	0.0%
139,133	139,574	139,574	Internal Charges	151,803	8.8%
61,733	59,606	204,606	Other Expenses	991,354	-28.0%
1,430,047	1,504,952	1,665,642	TOTAL	2,477,787	64.6%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
124,521	93,884	238,884	InterGovernment	1,043,625	1.4%
143,627	145,500	145,500	Licenses and Permits	145,000	-0.3%
27,332	19,730	19,730	Public Charges	13,055	-33.8%
3,000	-	-	Miscellaneous	2,000	0.0%
298,480	259,114	404,114	TOTAL	1,203,680	364.5%
Net Cost					
1,131,567	1,245,838	1,261,528	TOTAL	1,274,107	2.3%

PERSONNEL SCHEDULE

Health				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Administrative Support Specialist	1.00	1	1.00	-
Administrative Support Specialist 2 (grant)	0.80	1	0.80	-
Health Officer	1.00	1	1.00	-
Nurse Supervisor	-	0	-	-
Nursing Manager	1.00	1	1.00	-
Public Health Manager/Epidemiologist	1.00	1	1.00	-
Public Health Nurse	4.50	5	4.50	(0.00)
Public Health Specialist	1.50	2	1.50	-
Sanitarian	2.00	2	2.00	-
TOTAL	12.80	14.00	12.80	(0.00)

TOURISM COMMISSION

PURPOSE

To coordinate tourism promotion and tourism development for the City of Wauwatosa as permitted under Section 66.0615 of the Wisconsin Statutes.

PROGRAMS/SERVICE LINES

Wisconsin law requires that certain percentages of room tax revenues must be spent on tourism promotion and tourism development. "Tourism promotion and tourism development" is defined to mean any of the following: if significantly used by transient tourists and reasonably likely to generate paid overnight stays in multiple establishments within a municipality: (1) marketing projects (2) transient tourist informational services and (3) tangible municipal development, including a convention center. The City of Wauwatosa imposes a 7.0% room tax of gross receipts and the Tourism Commission administers these funds in accordance with state statutes on the following programs:

- Tourism promotion through a tourism entity, destination marketing organization, or tourism marketing promotion through a private firm
- Marketing projects and transient tourism informational services
- Civic Celebration 4th of July festivities
- Support of tangible municipal development that will increase visitors to Wauwatosa

2020 ACHIEVEMENTS

- Hired a Tourism Specialist to manage programs and market the City of Wauwatosa as a tourism destination.
- Creation of Discover Wauwatosa brand.
- Launched of new website focused on Wauwatosa tourism.
- Development of social media channels.
- Creation of hotel leisure packages for Wauwatosa hotels.
- Development of equitable and inclusive business initiative.

2021 GOALS

- Continue to build upon newly created assets and focus on Wauwatosa-specific marketing with Streetsense to increase travelers to our community post-COVID-19.
- Continue to partner with VISIT Milwaukee to promote regional tourism and work towards rebuilding a strong tourism economy.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 977,423	\$ 732,911	\$ (244,512)
Rev	\$ 1,202,500	\$ 732,911	\$ (469,589)
Net Cost	\$ (225,077)	\$ -	\$ 225,077
FTE's	1.00	1.00	-

MAJOR CHANGES

- COVID-19 health crisis significant impact on hotel/motel tax revenue results in variety of programs and initiatives put on hold

- Retain full-time staff member to coordinate tourism work.
- Execute on a new event called ART64 in partnership with NEWaukee. This multi-day art competition will bring artists to Wauwatosa to compete by painting canvases. Tournaments will be hosted by different businesses around Wauwatosa. Tourists will visit Wauwatosa to watch the creations unfold and will be able to select the winning art by vote in a custom mobile application or website.
- Create a Discover Wauwatosa video.

2021 BUDGETARY CHANGES

- Due to the significant impacts of COVID-19 to projected hotel/motel tax revenue in 2020, the Tourism Commission approved to fund the operating budget with monies available in capital reserves. Due to this, the capital reserves fund will be significantly less in 2021 than 2020.
- The COVID-19 health crisis has impacted projected hotel/motel tax revenue for 2021 and a variety of programs and initiatives have been put on hold due to available funding. These include the following: shipping container mural project, sponsorship programs, BublR Bike operations, and contributions to capital reserves.

BUDGET SUMMARY TABLE

Tourism Fund #32					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
32,804	84,794	84,794	Wages	86,751	2.3%
9,010	40,295	40,295	Benefits	40,772	1.2%
-	119	119	Other Compensation	359	201.7%
67,233	132,275	132,275	Operating Expenses	41,325	-68.8%
514,296	605,400	631,150	Services	498,039	-17.7%
-	5,000	5,000	Utilities	5,000	0.0%
-	50,990	50,990	Internal Charges	7,553	-85.2%
6,506	3,550	3,550	Op Exp - Civic Cele	1,950	-45.1%
54,433	55,000	55,000	Services - Civic Cele	51,162	-7.0%
684,282	977,423	1,003,173	TOTAL	732,911	-25.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
3,791	-	-	Miscellaneous-Tourism	-	0.0%
-	250,000	250,000	Taxes	-	-100.0%
1,021,406	930,500	930,500	Other Sources	707,911	-2390.0%
24,870	22,000	22,000	Misc-Civic Celebration	25,000	13.6%
1,050,067	1,202,500	1,202,500	TOTAL	732,911	-39.1%
Net Cost					
(365,785)	(225,077)	(199,327)	TOTAL	-	-100.0%

PERSONNEL SCHEDULE

Tourism Commission				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Tourism Specialist	1.00	1	1.00	-
TOTAL	1.00	1.00	1.00	-

LIBRARY

PURPOSE

Our Mission:

The mission of the Wauwatosa Public Library is to strengthen our community and enrich lives by providing equitable access to information, encouraging reading and lifelong discovery, and providing welcoming spaces to connect and create.

Our values:

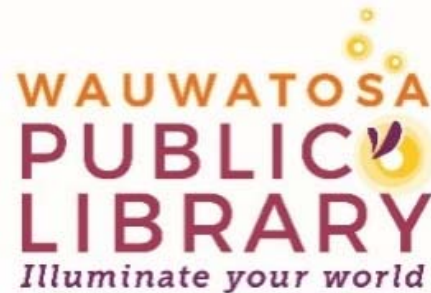
- Literacy and Learning
- User Experience
- Innovation
- Collaboration
- Exploration
- Intellectual Freedom

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 3,040,684	\$ 3,083,566	\$ 42,882
Rev	\$ 3,040,684	\$ 3,083,566	\$ 42,882
Net Cost	\$ -	\$ -	\$ -
FTE's	26.58	26.58	-

MAJOR CHANGES


- Increased professional development opportunities for library staff
- Updating workspaces for children's librarians, administrative assistant, and circulation staff




Did you know?

A Gallup poll reported that in 2019, US adults reported taking an average of 10.5 trips to the library, a frequency that exceeded their participation in eight other common leisure activities. Public libraries are attracting a cross-section of visitors, including adults in low-income households and young people. For example, US adults aged 18-29 visit the library much more than older age groups.

The Wauwatosa Public Library follows national library trends. Over 360,000 people visited the library in 2019 and patrons checked out over 800,000 items. The library's public computers were used over 30,000 times and its wireless internet saw more than 30,000 connections. 25,000 people attended 500 library programs.

 103,922 reference questions asked in 2019

 67,228 ebooks, audiobooks, and video downloaded

500 total library programs
25,331 participants



31,620 wifi connections



859,963 items checked out in 2019



equals 57,300 checkouts

PROGRAMS/SERVICE

**BECAUSE LIBRARIANS
HAVE EXPERT
RECOMMENDATIONS
FOR LEARNERS OF ALL
AGES.**

LIBRARIES
TRANSFORM
#LibrariesTransform

ALA | librariestransform.org

Providing Books and Other Items for Checkout: The library has a variety of books, movies, music, audiobooks, magazines and more for the public to borrow in physical and digital formats. Patrons checked nearly 860,000 items in 2019.

Providing Programs and Events for Children and Adults: The library provides programming for all ages, including storytimes for children, author visits, performers, school class visits, lectures, activities, and movies. 25,000 people attended a library program in 2019.

**BECAUSE LIBRARIES
TAKE YOU OUTSIDE
YOUR BUBBLE.**

LIBRARIES
TRANSFORM
#LibrariesTransform

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**BECAUSE LIBRARIES
CAN HELP TAKE YOUR
RESEARCH TO THE
NEXT LEVEL.**

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#LibrariesTransform

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Providing Research and Information Services: Our professional librarians answer patron's questions, provide reader's advisory to recommend books, and refer patrons to the resources they need. The library provides a diverse array of health literacy and awareness services for the community. The library offers material on healthy lifestyles, cookbooks that address medical dietary needs, information for physical exercise instruction, and self-help mental health material.

Connecting the Community to Technology: The library offers technology to meet patrons' needs including public computers, tablets, scanners, copiers, printers, wireless internet access and more. The library offers digital job training, through which patrons can learn resume development and job searching, and gain new skills to aid in career development.



Providing Spaces for the Community to Connect and Create: The library provides a variety of spaces for patrons to work independently and collaboratively through individual worktables, cubicles, group work areas such as the Student Commons, and study rooms. The library's meeting and conference rooms help meet the community's need for access to meeting space. The library also provides welcoming places for patrons to read, relax, and contemplate.

2020 ACHIEVEMENTS

- The Library Board and staff took steps to reduce barriers and decrease the impact of fines. The Library eliminated overdue fines on Children's Library materials in 2020 as a way to make the library more accessible to the community. This decision follows other recent steps, including eliminating fines and fees as a barrier to accessing library computers and databases.
- Library staff implemented a curbside pickup program as a service for patrons who are not able to come into the library.
- Circulation staff adapted the hold shelf classification standards to protect patron privacy.
- Circulation staff developed an online library card renewal form, increasing patron convenience and staff efficiencies.
- Technical Services staff continued to expand the Young Adult collection through reclassification of relevant fiction titles.
- Technical Services staff continued to reclassify sections of the Adult Non-Fiction collection to meet current Dewey Decimal Classification standards.
- Children's Library staff began circulating learning tools to aid in children's engagement outside the formal classroom. The collection includes microscopes, balance and weight scales, magnetic sets, and Ozbots.
- Children's Library staff developed a wide range of virtual and at-home programming which allows families to remain engaged with reading while at home.
- The Children's Library Supervisor's office furniture was updated to create an efficient workspace.
- The Technical Services Librarians' staff office furniture was updated to create an efficient layout that accommodates their workflows.
- Adult Library staff added a new Audiobook section to better highlight recent audiobook additions.
- City IT staff completed the transition of library staff computers to the City staff network to increase efficiencies.
- City IT staff facilitated the transition of library staff email accounts to the City network.

2021 GOALS

- Children’s Library staff will continue to research and communicate with patrons and the school district to understand how they can best build new collections and programs in order to meet the new learning demands of home and hybrid learning.
- Library staff will work with City IT staff to plan for transitioning the library’s security camera system to the City’s system.
- The library will improve its wireless internet service through the installation of two additional access points.
- Technical Services staff will begin reclassifying the Library’s movie collections so that they are sorted by genres such as comedy, drama, etc.
- Adult Library staff will continue to improve the user experience through the addition of Wauwatosa Public Library Foundation-supported seating and through the evaluation of the layout of tables and chairs.
- Adult Library staff will provide laptops for use in the library through the support of the Wauwatosa Public Library Foundation with the addition of a laptop vending kiosk.
- Continue to update staff office furniture to create efficient working environments.

2020 BUDGETARY CHANGES

The library was closed to public visitors for three months from March until June, until it reopened with limited services. The changes in visitor patterns has had an impact in 2020 revenues. Accounts with significant impacts include:

- Late Fees (overdue fines) was originally projected at \$36,000 in 2020 and is projected to be \$20,000 to \$22,000.
- Other Public Charges (printing fees) was originally projected at \$19,000 and is projected to be \$10,000.
- Sale of City Property (used book sales) was originally projected at \$12,000. Used books sales remain suspended, and revenues may not exceed \$2,000.

2021 BUDGETARY CHANGES

- The Library Board’s budget request includes \$14,000 to update staff office furniture. This is the third year of a multi-year project to provide staff workspaces designed for modern needs and requirements.

BUDGET SUMMARY TABLE

Library Fund #35					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
1,346,711	1,382,873	1,382,873	Wages	1,394,463	0.8%
59	-	-	Overtime	-	0.0%
404,974	426,893	426,893	Benefits	435,388	2.0%
409,224	401,400	404,729	Operating Expenses	399,500	-0.5%
91,604	101,005	99,605	Services	99,994	-1.0%
675	-	-	Utilities	675	0.0%
-	-	1,400	Fixed Charges	7,700	0.0%
707,991	728,513	728,513	Internal Charges	745,846	2.4%
2,961,239	3,040,684	3,044,013	TOTAL	3,083,566	1.4%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
75,086	36,000	36,000	Fines and Penalties	33,000	-8.3%
28,083	25,700	25,700	Public Charges	24,000	-6.6%
236,645	238,000	238,000	InterGov Charges	241,500	1.5%
13,647	12,000	15,329	Miscellaneous	8,000	-33.3%
2,618,740	2,728,984	2,728,984	Other Sources	2,777,066	1.8%
2,972,200	3,040,684	3,044,013	TOTAL	3,083,566	1.4%
Net Cost					
(10,962)	-	-	TOTAL	-	0.0%

PERSONNEL SCHEDULE

Library				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Adult Library - Sunday	0.05		0.05	-
Adult Librarian	3.30	5	3.30	-
Adult Library Supervisor	1.00	1	1.00	-
After School Library Monitor	-	2	0.58	0.58
Assistant Library Director	1.00	1	1.00	-
Book Drop Off- Closed Days	0.03		0.03	0.00
Children's Librarian	2.90	4	2.90	-
Children's Librarian - Sunday	0.05		0.05	-
Children's Library Supervisor	1.00	1	1.00	-
Circulation Attendant	4.90	9	4.90	0.00
Circulation Attendant - Sunday	0.14		0.14	0.00
Circulation Supervisor	1.00	1	1.00	-
Library Director	1.00	1	1.00	-
Library Shelves	6.95		6.95	-
Library Shelves - Sunday	0.08		0.08	0.00
Office Assistant	0.70	1	0.70	-
Security Guard 1	0.58	0	-	(0.58)
Tech Services Aide	0.50	1	0.50	-
Technical Services Librarian	1.40	2	1.40	-
TOTAL	26.58	29.00	26.58	0.00

DEVELOPMENT DEPARTMENT

PURPOSE

HISTORIC PRESERVATION (10-114)

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 to protect and maintain historic buildings and sites.

PLANNING & ZONING (10-610)

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

ENGINEERING SERVICES (10-625)

Infrastructure planning, design, construction, and inspection; including but not limited to streets, alleys, bridges, sidewalk and bicycle facilities, sanitary and storm sewers, flood mitigation, traffic signals, street lighting, fiber optic conduits, parking lots, water, and special projects.

ECONOMIC DEVELOPMENT (10-615)

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 REG. & CODE ENFORCEMENT (10-620)

To protect the health, safety, and welfare of the general public as well as maintaining property values by providing routine inspection and testing of devices and packaging used in retail trade as well as the uniform enforcement of minimum code standards.

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.

Budget Snapshot

	2020	2021	Change
Exp	\$ 3,730,335	\$ 3,891,803	\$ 161,468
Rev	\$ 2,202,800	\$ 2,308,150	\$ 105,350
Net Cost	\$ 1,527,535	\$ 1,583,653	\$ 56,118
FTE's	35.74	35.74	-

Major Changes

- Implementation an administrative fee of \$100.00 for forced property maintenance compliance. The fee is intended to offset costs associated with contractor management and invoicing.

COMMUNITY DEVELOPMENT AUTHORITY

The Community Development Authority (CDA) is a separate body politic for the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects, and housing projects.

PROGRAMS/SERVICE LINES

PLANNING & ZONING (INCLUDING HISTORIC PRESERVATION COMMISSION)

Daily administration of the zoning code, including processing and reviewing zoning applications, zoning enforcement, and coordination of pre-development application meetings, administration of Housing and Urban Development (HUD) and Community Development Block Grant (CDBG) funds, development and review of master plans, review of building and floodplain development permits, staff support to the Plan Commission, Board of Zoning Appeals, Historic Preservation Commission, CDBG Committee, and Bike/Ped Committee.

PLANNING & ZONING (COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM)

As an entitlement community, the City of Wauwatosa receives annual funding and determines its own programs and priorities. Grantees must give maximum priority to activities which benefit low- and moderate-income persons. The City may also carry out activities that aid in the prevention or elimination of slums, 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 that do not meet these national objectives.

Funds must be expended in a manner that will produce the greatest measurable impact in the community.

ENGINEERING SERVICES

The majority of our efforts are expended working on Capital Projects. These projects account for approximately 80% of our workload covering five programs/service lines. Time is allocated to each infrastructure project. The field engineering technicians provide field survey information used by the engineers for the infrastructure design. Projects are designed by the engineers and drafted by the engineering technicians, and publicly bid if required. Once a contractor is selected, the construction manager, our engineering technicians, and contracted inspectors observe construction. A final inspection is performed and warranty is generally in place for one year from the time final payment is made. Sewer and water projects may be stand-alone projects or coordinated with paving projects.

The next largest program is development review. This program involves over 75% of the Engineering

staff throughout the process. Staff works with developers, their architects/engineers/contractors, and other City staff on the initial concept planning, design and construction plan review, crafting development agreements, permit issuance, construction oversight, and final project acceptance and dedication of public infrastructure to the City.

In addition to our in-house engineering duties, the division manages consultants to ensure that consultant-generated public works projects are undertaken with the City's interests in mind. Consultants are charged with planning, design, construction engineering, and inspection of some of the projects that the City has committed to build. This includes coordinating consultants' efforts with private developers, utility companies, other public agencies such as the Department of Transportation, Department of Natural Resources, Milwaukee County, City of Milwaukee, Milwaukee Metropolitan Sewerage District, etc.

Engineering Services also coordinates with the Wisconsin Department of Transportation (DOT) on DOT projects impacting Wauwatosa. Staff oversees granting of work permits in the public right-of-way and the planning and design for public works projects. The division is 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.

ECONOMIC DEVELOPMENT

This program consists of daily economic development activities to attract, retain, and expand businesses. Activities include site selection assistance, business start-up resources, financial resource assistance, working closing with neighborhood & business associations and groups, coordination between City departments to foster development, business retention & expansion efforts, marketing, and more.

Economic development staff provides assistance to the Community Development Authority, Wauwatosa Revolving Loan Fund Corporation, and the Tax Incremental Finance District Joint Review Board.

COMMUNITY DEVELOPMENT AUTHORITY

The Community Development Authority utilizes various funding sources and legal authorities to further redevelopment within Wauwatosa by acting as a development agent on behalf of the city for matters related to redevelopment and housing. The Authority has control over Community Development Block Grant (CDBG) funds allocated to it, as well as the CDBG revolving loan fund formerly administered by the Wauwatosa Revolving Loan Fund Corporation (WRLFC) and non-federal funds for façade improvements, code updates, and signage.

BUILDING REG & CODE ENFORCEMENT (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 fields. Many inspectors are multi-disciplined and are able to inspect in many areas. 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 continue at all times. This division is a designated state agent for review of plans and performance 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 REG & CODE ENFORCEMENT (WEIGHTS & MEASURES PROGRAM)

This program provides four key service categories: Consumer Complaints; Investigations; Routine Inspections, and Enforcement. This program is managed by the Development Department, but is a contracted service with the State Department of Agriculture, Trade and Consumer Protection (DATCP). The contract provides 30 contract days at \$400 per day each year for an annual cost of \$12,000. This provides inspections at approximately 80 business sites that use bar code scanners, scales, meters, and product labeling. Typical examples include grocery stores and gasoline stations. Consumer complaints are directed to DATCP who investigate and insure corrective action when necessary.

BUILDING REG & CODE ENFORCEMENT (PROPERTY MAINTENANCE)

This service 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.

2020 ACHIEVEMENTS

PLANNING & ZONING

- Coordination of, and communication about, the Tosa Restarts Temporary Regulatory Relief Program.
- Assisted Clerk's office with 2020 elections.
- Attended many Wildfire (financial system) training sessions.
- Coordination of Development Department Board of Public Works applications.
- Development of Greenway Plan with Bicycle-Pedestrian Facilities Committee.
- While not a surprise, zoning applications decreased but there was a dramatic increase in the number of phone calls and emails with the COVID-19 circumstances.
- Coordination of and participation in the City's 2020 Census activities.
- Continued communication with the GIS Manager for planning-related GIS functionality.
- Public Works landscaping projects including Muellner Building, Police Department parking lot, Skate Park restoration, and annual plantings.
- UWM Innovation Campus bio-infiltration basins maintenance oversight.
- From August 2019 through July 2020, Planning Division staff (Principal Planner, Assistant Planner, and Landscape Architect) attended over 450 meetings that occurred during and after the work day.
- From August 2019 through July 2020, 45 zoning applications have been submitted for review by staff, the Plan Commission, Community Affairs Committee, Common Council, and/or Board of

Zoning Appeals.

- Members of the Planning Division staff attended, or will attend, the following conferences/training: virtual American Planning Association (APA), American Society of Landscape Architects (ASLA) and virtual Congress for New Urbanism.
- Implementation of applicable recommendations from the Mid-Town Master Plan, Life Sciences District Master Plan, Active Tosa: Park and Open Space Plan, Housing Policy, Bicycle & Pedestrian Facilities Plan and Tosa Streets ordinance.
- Two Planning Division staff members were selected as City Hall Wellness Champions, which involves monthly meeting attendance and publicity of wellness efforts/programs.

PLANNING & ZONING (HISTORIC PRESERVATION COMMISSION)

- Completed phase three of a City-wide historic property intensive survey.
- Awarded Certified Local Government (CLG) subgrant to complete the last phase of a City-wide historic property intensive survey, with expected completion in early 2021.
- Recommended local historic designation of three properties in late 2019. Approved by the Common Council in early 2020.
- Conducted one Design Review to date.

PLANNING & ZONING (COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM)

- Staff held a focus group meeting with stakeholders for the Analysis of Impediments (AI) and the 5-year Consolidated Plan.
- Staff attended the virtual National Community Development Association annual conference.
- Staff completed two subrecipient monitoring visits to date.
- Staff amended the Annual Plan to include CARES Act COVID-19 funding.

2020 Projects & Funding Levels: Total Grant \$ 1,010,178

Administration & Planning - \$202,036 Maximum

Administration/Planning:	\$ 100,000
Metro Fair Housing:	\$ 37,800
Total:	\$ 137,800

Public Services & Community Programs - \$151,527 Maximum

Senior Center:	\$ 83,000
Elena's House:	\$ 15,000
Life Navigators	\$ 17,400
Greater Tosa Outreach:	\$ 24,127
Tosa Food Pantry:	\$ 6,000
Tosa Cares	\$ 6,000
Total:	\$151,527

Public Facilities, Economic Development & Rehabilitation

WWBIC:	\$ 30,000
Horizon	\$ 22,844
Community First	\$ 354,251
Luther Manor:	\$ 180,178
Lutheran Home:	\$ 133,578
Total:	\$ 720,851

ENGINEERING SERVICES

- Another contract was executed to convert HPS street lights to energy-saving LED fixtures in various locations. Approximately 1,859 LED fixtures were installed in 2020.
- Engineering provides ongoing support to the Bicycle and Pedestrian Facilities Committee. In 2020, the Committee will see the adoption of the Neighborhood Greenways Plan. The Committee has advised staff regarding the implementation of the Complete Streets Ordinance, on an on-going basis, as it pertains to the 2021 roadway improvement projects in the Capital Improvement Program.
- Neighborhood Traffic Calming Program is up to date on the applications.
- The City secured over \$1 million in grant money for the reconstruction of the Police Station green parking lot. Construction of the new lot was completed this year. The green lot design provides detention for storm water and improved security for staff at the facility.
- The City secured \$7.2 Million in STP-U funding for the reconstruction of North Ave. from Mayfair Rd. to Menomonee River Parkway.
- Reconstruction of the pedestrian crossing at 120th and North to provide a two-stage crossing and Rectangular Rapid Flashing Beacons.
- The City secured \$550,000 in grant money for the construction of 5 new green alleys in the East Tosa neighborhood in 2020. Construction of the 5 new green alleys was completed this year.
- Sanitary lateral grouting in the Sheraton Lawns, Mayfair Park and Currie Park Estates neighborhoods was completed in 2020.
- A sump pump collector plan was designed to address chronic nuisance sump discharge from homes not currently served by a storm sewer. Construction is to be completed in fall 2020.
- The first phase of the City-Wide Fiber Optic Program has been completed. The fiber network links the Police Station, Public Works, City Hall, Fire Station No. 51, and Hart Park facilities. Available connection locations have been provided for schools along the route.
- Swan Park neighborhood utility and street improvements were designed completely in-house using Civil 3-D to model pipe networks and roadway surfaces. Construction is planned to be completed for the 2020 work in late fall of this year.
- Many annual programs that focus on maintaining infrastructure were completed on schedule such as pavement repair, sealcoating, crack filling, and pavement markings.
- Engineering staff continues to administer the private development review process as a “one stop shop.” Of note in 2020 is the staff’s construction administration and oversight duties related to multiple projects approved in 2019 at the MRMC, the Mayfair Collection development, the St. Camillus Tower, the Lutheran Home Memory Care facility, and a multi-story redevelopment on Wauwatosa Avenue.
- Engineering staff was integral in the planning, coordination, and construction review efforts between the City and the School District on the fast-tracked Lincoln and Underwood Elementary Schools.
- Implementation of an Engineering Development Review Escrow process for any private development that occurs within the City. This process allows Engineering staff to charge their time spent on development review to private development applicants.
- Staff continues coordination with MRMC on their ongoing expansions, 87th Street realignment, traffic studies, and bike ped improvements.
- The Engineering Services Division continues to implement the recommendations from an Organizational Assessment study to improve workflow and efficiencies within the division.

ECONOMIC DEVELOPMENT

- The City's Strategic Plan set a property value measure of \$81 million per year in net new construction. The increase in net new construction (equalized value) in 2019 (as of 1/1/20) was \$71,443,100. Wauwatosa had the fourth highest value increase in Milwaukee County.
- With the Wauwatosa Revolving Loan Fund Corporation (WRLFC) and Community Development Authority (CDA), we assisted six small businesses through their traditional financial assistance to facilitate redevelopment and business expansions.
- In response to the impacts of COVID-19, these two bodies approved over \$1,000,000 in financial assistance programs to assist small business, and working with staff provided funds to over 100 small businesses.
- Continued to promote all of Wauwatosa, including specific identified priority areas.
- Continued to promote CDA and WRLFC loans through the web, other partners, and one-on-one meetings and joint marketing materials.
- Created a new informational guide for businesses opening or expanding in the City.
- Continued to improve online economic development assistance information.
- Continued implementation of a three-year USEPA Hazardous Assessment Brownfield Grant.
- Began implementation of the strategic master plan for MidTown Tosa through the adoption of the MidTown Zoning Ordinance.
- Continued implementing the Wauwatosa Housing Policy through the Economic Development Investment Policy and available financial resources.
- Created TID #13 to facilitate the Walnut Glen affordable housing development.

COMMUNITY DEVELOPMENT AUTHORITY

- The CDA approved one façade, two sign and two code compliance forgivable loans, approved one CDBG revolving loan and continued monitoring three (3) CDBG forgivable loans to ensure compliance with program requirements and job creation efforts.
- Continue to oversee the redevelopment of 6330 W North Avenue, the East Tosa Walkup development.
- Continue to evaluate redevelopment proposals for the CDA owned former landfill parcel.
- Approved the reallocation of CDBG funds to support the Walnut Glen affordable housing development in addition to the creation TID #13 to facilitate this development.
- Assumed the duties outlined in the Economic Development Advisory Committee Ordinance upon the sun setting of the EDAC.
- Approved \$450,000 for the small business COVID-19 forgivable loan program to provide up to \$7,500 of assistance to small business.
- Approved \$305,000 in matching CDBG COVID-19 forgivable loan funds to support the successful opening and operation of Renaissance Hotel.
- Continued to support COVID-19 assistance efforts through the Tosa Restarts Program.

BUILDING REG & CODE ENFORCEMENT (BUILDING REGULATIONS)

4-YEAR RESULTS:

PERMITS	2016	2017	2018	2019
BUILDING	936	885	926	811
Residential	718	725	740	656
Commercial	218	160	186	155
MECHANICAL	824	814	901	862
ELECTRICAL	1751	1751	1785	1696
PLUMBING	1145	1052	1035	997
OCCUPANCY	133	120	110	170
TOTAL PERMITS	5254	5033	5151	4913
TOTAL REVENUES	\$1,672,995	\$1,392,659	\$1,062,791	\$1,428,639
INSPECTIONS	10,076	9,003	8,677	8,838

BUILDING REG & CODE ENFORCEMENT (WEIGHTS & MEASURES)

	2016	2017	2018	2019
Permit Revenue	\$11,724	\$10,840	\$12,060	\$10,670

BUILDING REG & CODE ENFORCEMENT (PROPERTY MAINTENANCE)

	2016	2017	2018	2019
Inspections	914	734	800	890
Violations	475	474	369	566
Enforcement Cases	314	321	333	388
Citations/Court	5	21	14	0

- The division successfully achieved significant property maintenance compliance at two parcels: Turner Heat Treating on Mayfair Road and a Micro Center owned site on Burleigh Street.

2021 GOALS

PLANNING & ZONING

- Continue coordination of, and communication about, the Tosa Restarts Temporary Regulatory Relief Program for duration of Program.
- Implementation of applicable recommendations from the Mid-Town Master Plan, Life Sciences

District Master Plan, Active Tosa: Park and Open Space Plan, Housing Policy, Bicycle & Pedestrian Facilities Plan and Tosa Streets ordinance.

- Coordinate with Department of Public Works to introduce a tree ordinance.
- Amend the City's Comprehensive Plan and continue zoning code updates – all with an equity lens.
- Continue to work with the GIS Manager to improve planning and zoning information and functionality.
- Staff will continue to work on the Strategic Plan goals, as applicable, particularly:
 - Property Value: Increase the City's property tax base in a balanced and strategic manner.
 - Public Spaces: Strengthen the connection among people and the places we share.
 - Transportation - Cars, Buses, Bikes and Feet: City collaboratively works to improve its transportation options to support the varied choices of residents, visitors and businesses.
 - Well Maintained Infrastructure: Repair and replace the City's infrastructure at a pace that will ensure our infrastructure is in good repair within financial restraints of budgeting for generations.

PLANNING & ZONING (HISTORIC PRESERVATION COMMISSION)

- Complete the final phase of a City-wide historic property intensive survey.
- Add panels to historic property display wall in City Hall.
- Continue Preservation of Properties Award program.
- Continue design review of designated properties.
- Continue public education.
- Continue to assist with plans for City-owned parcel.

PLANNING & ZONING (COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM)

- Give maximum priority to activities which benefit low- and moderate-income persons.
- Carry out activities that aid in the prevention or elimination of slums, blight, and/or 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.
- Work with neighboring entitlement communities to develop a regional analysis of impediments.
- Work with Milwaukee County to submit the 5-year Consolidated Plan update for the consortium.
- Continue to expend CDBG-CV funds.

ENGINEERING SERVICES

- Review streets identified for 2022 construction in accordance with the Complete Streets Ordinance to ensure all modes of transportation are being evaluated during design and budgeting.
- Continue to work with the Safe Routes to School program and the Bicycle and Pedestrian Facilities Committee to implement safer pedestrian crossings in and around schools.
- Begin design on STP-U North Ave. Project.
- Continued design and construction of improvements included in the pedestrian safety program.
- Identify strategies to plan efficient transportation systems.
- Continue to work with Public Works to optimize opportunities to use City crews for pavement repairs independent of the capital paving projects.
- Begin implementing new policies and operational procedures related to the City's Municipal Separate Storm Sewer System permit issued by the Wisconsin Department of Natural

Resources. The effort will also include the development of a city-wide stormwater management plan as well as updating the stormwater utility.

- Expand the fiber optic infrastructure installed throughout the City in 2020 to the northern and southern City limits and extend to the schools in 2021 as part of a collaborative effort with the School District.
- Develop design plans for the implementation of sidewalk and streetscaping improvements on North Avenue between 60th Street and 76th Street as identified in the East Tosa Master Plan as well as between 80th Street and 86th Street as identified in the Mid-Town Master Plan.
- Explore future capital project opportunities with the increased funding available through the Milwaukee Metropolitan Sewerage District's Green Solutions funding program.
- Develop city staff recommendations and begin the stakeholder involvement process to select an alternative and develop budget forecasts for the Schoonmaker Creek East Tosa Flood Relief project.
- Continue to work with the School District on the construction of the McKinley and Wilson elementary schools and other 2020 School District Capitol projects.
- Undertake the design process to replace the Wisconsin Avenue Bridge over the Honey Creek Parkway. This effort will include public meetings, coordination with many regulatory agencies, and work with the Wisconsin Department of Transportation on what the ultimate design of the bridge will be.
- Continue monthly coordination meetings with the Wisconsin Department of Transportation regarding the Zoo Interchange – North Leg construction project planned for 2021-2023.
- Work with all divisions of the Development Department on a code modernization effort.

ECONOMIC DEVELOPMENT

- Work with Community Development Authority (CDA) to redevelop priority properties as identified by the CDA through their criteria-based selection process and develop priorities for use of affordable housing redevelopment funds.
- Implement the Brownfield Hazardous Substances Assessment grant to focus on properties with maximum redevelopment potential and pursue additional funding opportunities.
- Continue implementation of the MidTown Tosa, East Tosa and Village Master Plans.
- As identified in the Strategic Plan, continue to identify sources and strategies for the expansion of Bublr Bike Share station.
- Continue to improve online economic development assistance information.
- As directed by both the WRLFC and CDA, continue to promote WRLFC loans, CDA forgivable loans, and City code compliance, signage, and façade forgivable loans through a unified marketing effort to help meet the City's Strategic Plan goal to foster business development through proactive strategies.
- Update the City's 2016 Housing Study with an equity lens.
- As identified in the Strategic Plan, staff will work to increase City's property tax base in a balanced and strategic manner through:
 - Increasing business recruitment and retention efforts.
 - Assessing the impact proposed developments have on neighborhoods.
 - Implement the adopted Housing Policy based on city-wide housing study recommendations that are periodically updated.

COMMUNITY DEVELOPMENT AUTHORITY

- Continue implementation of recommendations in Redevelopment District No. 1 Project Plan.
- Oversee completion of the mixed-use East Tosa Walkup development at 6330 W North Avenue.

- Acquisition of blighted properties and/or catalytic sites utilizing redevelopment reserve funds.
- Oversee redevelopment of former landfill site and negotiate a development agreement / land transfer.
- Develop priorities and criteria for use of affordable housing redevelopment funds.

BUILDING REG & CODE ENFORCEMENT (BUILDING REGULATIONS)

- Obtain field mobility functionality as part of ERP implementation.
- 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 REG & CODE ENFORCEMENT (WEIGHTS & MEASURES)

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

BUILDING REG & CODE ENFORCEMENT (PROPERTY MAINTENANCE)

- 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.
- As identified in the Strategic Plan, evaluate property maintenance program, including staffing, functions, and priorities.

2021 BUDGETARY CHANGES

PLANNING & ZONING

- \$12,000 in general transportation aides and the sale of a \$10,000 liquor license was added to the Bike/Ped budget to fund BuBlr operations. This offsets the \$12,000 that was previously funded by Tourism, funds that are no longer available due to the impacts of COVID-19 on hotel/motel taxes collected.

ECONOMIC DEVELOPMENT

ENGINEERING SERVICES

BUILDING AND SAFETY

PROPERTY MAINTENANCE

- Implementation an administrative fee of \$100.00 for forced compliance. The fee is intended to offset costs associated with contractor management and invoicing.

BUDGET SUMMARY TABLE

Historical Preservation Dept. #114					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
764	2,500	2,500	Operating Expenses	2,500	0.0%
4,273	10,000	10,000	Other Expenses	15,000	0.0%
5,037	12,500	12,500	TOTAL	17,500	40.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
4,273	10,000	10,000	InterGov Revenues	15,000	50.0%
4,273	10,000	10,000	TOTAL	15,000	50.0%
Net Cost					
764	2,500	2,500	TOTAL	2,500	0.0%

**Planning and Zoning
Dept #610**

Expenditures

2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
253,587	237,832	237,832	Wages	271,397	14.1%
415	-	-	Overtime	-	0.0%
97,486	100,368	100,368	Benefits	102,397	2.0%
782	782	782	Other Compensation	782	0.0%
14,663	18,026	18,706	Operating Expenses	18,026	0.0%
6,000	13,500	21,287	Services	13,500	0.0%
22,362	22,746	22,746	Internal Charges	24,793	9.0%
9,524	-	-	Other Expenses	-	0.0%
404,820	393,254	401,721	TOTAL	430,895	9.6%

Revenues

2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
26,590	20,800	20,800	Public Charges	19,000	-8.7%
26,590	20,800	20,800	TOTAL	19,000	-8.7%

Net Cost

378,230	372,454	380,921	TOTAL	411,895	10.6%
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**Economic Development
Dept #615**

Expenditures					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
135,368	126,071	126,071	Wages	127,992	1.5%
49,033	50,686	50,686	Benefits	49,402	-2.5%
1,352	1,252	1,252	Other Compensation	1,252	0.0%
12,300	14,436	14,436	Operating Expenses	14,436	0.0%
16,909	22,000	22,000	Services	22,000	0.0%
-	-	-	Utilities	100	0.0%
23,376	23,462	23,462	Internal Charges	25,465	8.5%
100,213	20,000	20,000	Other Expenses	100,000	400.0%
338,550	257,907	257,907	TOTAL	340,647	32.1%
Revenues					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
25,202	-	-	Intergov Revenues	80,000	0.00%
25,202	-	-	TOTAL	80,000	0.0%
Net Cost					
313,348	257,907	257,907	TOTAL	260,647	1.1%

Building Reg & Code Enforcement Dept #620

Expenditures

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
552,198	555,638	574,138	Wages	574,960	3.5%
40	-	-	Overtime	-	0.0%
255,427	263,529	263,529	Benefits	268,284	1.8%
4,168	4,320	4,320	Other Compensation	3,521	-18.5%
10,259	20,325	20,356	Operating Expenses	20,325	0.0%
13,970	17,240	17,240	Services	17,240	0.0%
544	600	600	Utilities	-	-100.0%
113,708	114,464	114,464	Internal Charges	122,462	7.0%
950,315	976,116	994,647	TOTAL	1,006,792	3.1%

Revenues

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
1,890	5,000	5,000	Property Assessments	5,000	0.00%
1,414,115	960,360	960,360	Licenses & Permits	959,910	0.00%
68,600	42,240	42,240	Public Charges	42,240	0.00%
1,484,605	1,007,600	1,007,600	TOTAL	1,007,150	0.0%

Net Cost

(534,290)	(31,484)	(12,953)	TOTAL	(358)	-98.9%
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Engineering Dept #625

Expenditures

	2020			2021	% of
2019	Adopted	2020	Name	Budget	Change
Actual	Budget	Revised			
1,350,622	1,612,372	1,587,472	Wages	1,587,784	-1.5%
38,140	35,000	59,900	Overtime	35,000	0.0%
608,664	709,081	709,081	Benefits	684,881	-3.4%
1,002	714	714	Other Compensation	1,052	47.3%
25,487	27,090	134,518	Operating Expenses	27,090	0.0%
86,629	55,000	149,996	Services	82,000	49.1%
2,466	3,300	5,400	Utilities	3,300	0.0%
(1,041,393)	(1,390,454)	(1,390,454)	Internal Charges	(1,372,684)	-1.3%
1,071,618	1,052,103	1,256,627	TOTAL	1,048,423	-0.3%

Revenues

	2020			2021	% of
2019	Adopted	2020	Name	Budget	Change
Actual	Budget	Revised			
86,397	52,400	77,400	Licenses & Permits	52,000	-0.8%
-	135,000	135,000	Public Charges	125,000	-7.4%
86,397	187,400	212,400	TOTAL	177,000	-5.5%

Net Cost

985,221	864,703	1,044,227	TOTAL	871,423	0.8%
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Community Dev Block Grant Fund #13

Expenditures					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
41,363	56,859	56,859	Wages	74,275	2.2%
18,417	23,331	23,331	Benefits	25,595	9.7%
30	130	130	Other Compensation	130	0.0%
1,262,241	896,680	896,680	Other Expenses	900,000	-100.0%
1,322,051	977,000	977,000	TOTAL	1,000,000	2.4%
Revenues					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
1,309,059	977,000	977,000	InterGov Revenues	1,000,000	2.4%
100	-	-	Miscellaneous	-	0.0%
1,309,159	977,000	977,000	TOTAL	1,000,000	2.4%
Net Cost					
12,893	-	-	TOTAL	-	0.0%

Redevelopment Fund #30

Expenditures					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
32,000	-	-	Operating Expenses	-	0.0%
130,535	-	1,773	Services	-	0.0%
162,535	-	1,773	TOTAL	-	0.0%
Revenues					
	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
162,535	-	1,773	TOTAL	-	0.0%

**Community Development Authority
Fund #31**

Expenditures

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
1,660	-	-	Operating Expenses	-	0.0%
24,269	25,000	28,272	Services	-	-100.0%
7,097	6,455	6,455	Internal Charges	5,546	-14.1%
-	-	450,000	Operating Expenses	-	0.0%
200,000	-	-	Capital Outlay	-	0.0%
233,027	31,455	484,727	TOTAL	5,546	-82.4%

Revenues

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
30,152	-	-	Miscellaneous	-	0.0%
1	-	-	Other Sources	-	0.0%
30,153	-	-	TOTAL	-	0.0%

Net Cost

202,874	31,455	484,727	TOTAL	5,546	-82.4%
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**Bike / Ped
Dept. #635**

Expenditures

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
18,315	30,000	30,000	Operating Expenses	42,000	40.0%
18,315	30,000	30,000	TOTAL	42,000	40.0%

Revenues

	2020				
2019	Adopted	2020		2021	% of
Actual	Budget	Revised	Name	Budget	Change
-	-	-	Licenses & Permits	10,000	0.0%
-	-	-	TOTAL	10,000	0.0%

Net Cost

18,315	30,000	30,000	TOTAL	32,000	6.7%
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PERSONNEL SCHEDULE

Planning / Economic Development / Building				
Position Description	2020 FTE	2021 Base Positions	2021 FTE	2020-21 Change
Administrative Support Special	2.00	2	2.00	-
Assistant City Engineer	1.00	1	1.00	-
Assistant Planner	1.00	1	1.00	-
Building & Safety Manager	1.00	1	1.00	-
Building Inspector	2.00	2	2.00	-
City Engineer	1.00	1	1.00	-
Civil Engineer	3.00	3	3.00	-
Code Enforcement Officer	1.00	1	1.00	-
Construction Manager	1.00	1	1.00	-
Development Director	1.00	1	1.00	-
Economic Development Manager	1.00	1	1.00	-
Electrical Inspector	2.00	2	2.00	-
Engineering Coop	1.00		1.00	-
Engineering Technician	6.00	7	7.00	1.00
Landscape Architect	1.00	1	1.00	-
Office Assistant	-	0	-	-
Plumbing Inspector	1.00	1	1.00	-
Principal Planner	1.00	1	1.00	-
Seasonal Techs/interns	0.74	2	0.74	0.00
Senior Civil Engineer	4.00	4	4.00	-
Senior Engineering Technician	4.00	3	3.00	(1.00)
Student Clerk/GIS Intern	-	1	-	-
TOTAL	35.74	37.00	35.74	0.00

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 2021 all employees enrolled in the Wisconsin Retirement System will contribute 6.75% of salary towards their pensions. The table below provides a break-out of rates by employee groups for 2021.

2021	Empl- oyee	Empl- oyer	Total
General	6.75%	6.75%	13.50%
Electeds	6.75%	6.75%	13.50%
Police	6.75%	11.92%	18.67%
Fire	6.75%	16.52%	23.27%

2020	EE Change	ER Change	Change
13.50%	0.00%	0.00%	0.00%
13.50%	0.00%	0.00%	0.00%
18.57%	0.00%	0.10%	0.10%
23.17%	0.00%	0.10%	0.10%

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.

Beginning in 2018, alder persons elected after July 1, 2011 are not eligible for a pension unless they held a prior position in a WRS participating government.

For the 2021 Budget, \$3,704,905 is included for the employer pension contribution (all funds). This represents an increase of \$249,721 (7.2%) from the 2020 Adopted Budget due to a small increase in the employer rate for police and fire and an increase in total wages. In addition, the increase is also impacted by adding 8.0 FTE associated with the hospital policing contract but this amount is offset by the fee charged to the hospitals.

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 2020 is \$137,700

For the 2021 Budget \$2,048,527 is budgeted for all funds, including Social Security and Medicare employer contributions, as compared to \$2,035,210 in the 2020 Budget. The \$13,217 increase is due to the increase in total wages.

HEALTH/LIFE FUND

PURPOSE

This fund exists to 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:
 - FT Employees contribute 15% of premium if participating in the wellness program. FT employees who opt out of the wellness program pay 27% of the premium.
 - 98% of FT employees participate in the wellness program.
 - PT Employees regularly scheduled for 20 or more hours per week are eligible to participate in the health plan (single coverage only) at their own cost.
 - ACA eligible FT employees (average of 30 or more hours per week) are eligible to participate in the health plan (single or family coverage) at their own cost.
 - Eligible pre-65 retirees:

	2020	2021	Change
Exp	\$ 10,710,420	\$ 11,072,123	\$ 361,703
Rev	\$ 10,685,180	\$ 11,033,585	\$ 348,405
Net Cost	\$ 25,240	\$ 38,538	\$ 13,298
FTE's	-	-	-

Employment Group	Hire Date	City Contribution to Health Insurance
Police Union (WPOA) & Police Supervisors (WPSA)	Prior to 1/1/92	110%
	After 1/1/92, but prior to 1/1/08	95%
	After 1/1/08, but prior to 8/7/19	50%
	After 8/7/19	\$700 monthly discount
Fire Union (FIRE)	Prior to 1/1/92	110%
	After 1/1/92, but prior to 1/1/08	95%
	After 1/1/08	50%
Fire Supervisors (FACS)	Prior to 9/1/91	110%
	After 9/1/91, but prior to 1/1/08	95%
	After 1/1/08	50%
Non-Rep	Prior to 9/1/91	110%
	After 9/1/91, but prior to 1/1/08	95%
	On or after 1/1/08, but prior to 1/1/15	15%-50% based on years of service*
	On or after 1/1/15	No benefit

- Major Health Insurances Changes for 2021:
 - Implement the following health insurance plan design changes:
 - Medical Necessity Rx Program
 - Variable Copay Program on Optum Dispensed Specialty Medications
 - Increase ER copay to \$150.00
 - Premium equivalent rate increase from 2020 to 2021 = 3.59%
 - Projected medical/RX claims increase = 8.67%. A portion of the increase to the projected claims is due to the anticipated increase in headcount for Police and the change in the specific stop loss deductible from \$75,000 to \$100,000.
 - Specific stop loss decrease from 2020 to 2021 = -12.96% on a 15-month contract, which includes an increase to deductible.

WORKPLACE CLINIC

- The City's Workplace Clinic opened in June 2016.
- The Workplace Clinic is operated by Froedtert Workforce Health and is open 20 hours per week.
- The Workplace Clinic is available to all employees, retirees, spouses and dependent children (ages & 2 up) who are on the City's health insurance plan.

VISION INSURANCE

- Fully insured benefit
- Eligibility:
 - FT employees. The vision premium is built into the health insurance premium.
 - PT employees regularly scheduled for 20 or more hours per week can participate in the plan at their own expense.

LIFE INSURANCE

- Active Employee Eligibility:
 - Fully-insured benefit for full-time active employees up to amount of 1x annual base salary.
 - Fully-insured dependent life benefit for full-time active employees up to \$1,500 for spouse and \$750 for dependent children.
 - Fire union employees have the option to take either a benefit up to an amount of 1.2x annual base salary or a benefit of up to an amount of 1x annual base salary with dependent life coverage of \$3,000 for spouse and \$1,500 for dependent children.
- Retiree Eligibility:
 - Fully-insured benefit up to amount of 1x annual base salary at time of retirement. Retiree pays the cost of premium and this benefit ends at age 65.
 - Self-insured benefit for retirees up to \$3,500 (different calculation for those hired prior to 1974).

RETIREMENT HEALTH SAVINGS ACCOUNT

- City sponsored health savings plan
- Funding is done through:
 - Annual sick leave conversion
 - One-time lump sum payment by the City
 - Sick leave conversion at retirement (for employees hired after 1/1/2008 and before 1/1/2015, with the exception of Police & Fire Supervisors and Union employees)
- Eligibility:

- FT active employees are eligible to participate following 1 year of service with the City

WELLNESS PROGRAM

- The City cares about the health and well-being of its employees, and in that spirit we feel that helping employees understand their health risks is critical. Our annual Invest in Wellness program is designed to give employees a snapshot of their overall health, help them keep up to date with age appropriate cancer screenings and provide employees with access to wellness coaches who can assist with interpreting lab results and setting personal wellness goals.
- Participation in the wellness program is voluntary. However, it does come with an incentive; employees who satisfy the Core Wellness Steps are eligible to receive substantial discounts on the cost of the health insurance. Employees who participate in wellness pay a 15% premium, employees who opt out pay a 27% premium.
- The Core Wellness Steps are:
 - Online Health Questionnaire
 - Biometric and Health Education Appointment
 - Compliance with Age Appropriate Cancer Screenings
- The City has an outcomes-based program under which the amount of City contribution that an employee receives for their health insurance is based on the employees' wellness score (Personal Health Risk Score).
 - The PHRS is a tool used to determine whether an employee's current health status poses any health risks either now or further down the road. The PHRS is based solely on lab and biometric results.
 - The PHRS is based on the following measures: Blood Pressure, Total Cholesterol, HDL Cholesterol, Triglycerides, LDL Cholesterol, Non-HDL Cholesterol, Blood Glucose, Waist Circumference, Body Mass Index (BMI), and Nicotine Use.
 - The PHRS ranges from 0-100 points and services as an indicator of overall health status. The higher the PHRS, the better.
 - To qualify for the highest City contribution for health insurance and employee must either score 75 points or higher on their PHRS or complete the Reasonable Alternative Standard process
 - Those employees that do not meet the above requirement but do complete the remainder of the core wellness steps will pay an additional \$600 (annually) on top of their 15% premium contribution.
- In 2019, the average PHRS was 80.54.
- 95% of participating employees qualified for the highest City contribution for health insurance for the 2020 plan year.
- In addition to the Core Wellness Steps, the Wellness Program also offers a variety of wellness resources to employees to assist them with wellness goals. The workplace can often get in the way of wellness and the wellness program mission is to create a workplace that fosters wellness rather than acts as a barrier to wellness. It is our goal to make wellness as accessible as possible to employees, and we have designed our wellness resources with that goal in mind. Some examples of these resources include: Onsite Wellness Coaching, Nutrition Support, Behavioral Health benefits, Onsite Physical Activity opportunities and a Fitness Center Reimbursement Program.

2020 ACHIEVEMENTS

Strategic Plan Area of Focus: Compensation system, pay for performance and performance evaluation programs. The following directly contribute to the City's compensation system.

- Maintained and promoted robust benefits and wellness programs, resulting in increased utilization of workplace clinic and wellness offerings; responded to COVID-19 with useful employee solutions: workplace testing and virtual visits and mental health resources.
 - Continued growth and utilization of the Workplace Clinic.
 - In 2019, there were a total of 1,072 visits at the Workplace Clinic
 - The clinic was most frequently used for: blood pressure checks, medication refills, immunizations, upper respiratory infections, acute sinusitis, coughs and sore throats.
 - Virtual Visits were added to the Workplace Clinic services in Spring 2020
 - Expanded Optional Coaching Program to include a visit to the Workplace Clinic
 - Offered pop-up clinic event at Police
 - Offering an Injury Prevention Screening program in October 2020
 - Expanded flu shot services to have the Workplace Clinic providers handle flu shot clinics at the remote locations (DPW, Fire and Police)
 - Pivoted wellness programming in light of COVID-19 and shifted most programming to a virtual or telephonic format
 - Offered 2 wellness challenges: Relax & Revive, Hydrate for Life and a Gratitude Challenge is scheduled for November 2020
 - Offered the following presentations: Preventing Burnout (supervisor training), Dinner Tonight, Virtual Book Club and Preparing for Your Health Appraisal
 - Sponsored a 3-week Road to Resiliency Program and will be offering a 3-week Miracle of Sleep Program in October 2020
- Successfully completed the City's required ACA 1094/1095C reporting

2021 GOALS

Strategic Plan Areas of Focus: Compensation system, pay for performance and performance evaluation programs:

- Partner with Workplace Clinic provider on continued utilization strategies for the clinic
- Establish strategic plan for cost constraint while continuing to preserve an attractive benefits package for retention and recruitment purposes
- Reduce employee health risk through outcomes-based wellness program
- Increase communication and marketing of City benefits and wellness programming
- Focus will continue to be on creating a culture of wellness. This will involve working with department directors and other supervisors to create strategies unique to their operational areas.

2021 BUDGETARY CHANGES

BUDGET SUMMARY TABLE

Health/Life Insurance Fund #16					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
125,428	126,807	126,807	Wages	120,955	-4.6%
66	-	-	Overtime	-	0.0%
(877,524)	652,491	652,491	Benefits	223,342	-65.8%
552	552	552	Other Compensation	552	0.0%
29,033	40,570	40,570	Operating Expenses	33,040	-18.6%
2,329,727	2,800,423	2,800,423	Services	2,584,688	-7.7%
7,211,092	7,087,041	7,087,041	Fixed Charges	8,106,905	14.4%
2,501	2,536	2,536	Internal Charges	2,641	4.1%
47,236	-	-	Capital Outlay	-	0.0%
8,868,112	10,710,420	10,710,420	TOTAL	11,072,123	3.4%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
1,570,700	1,455,647	1,455,647	Miscellaneous	1,584,422	8.8%
8,869,808	9,229,533	9,229,533	Other Sources	9,449,163	2.4%
10,440,507	10,685,180	10,685,180	TOTAL	11,033,585	3.3%
Net Cost					
(1,572,396)	25,240	25,240	TOTAL	38,538	52.7%

PERSONNEL SCHEDULE

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

DENTAL INSURANCE RESERVE FUND

PURPOSE

This fund provides dental insurance to eligible employees.

- Two plan options available for employees:
 - Self-insured PPO plan
 - Fully-insured HMO plan

- Eligibility for 2020:
 - Full-time City employees
 - Contribute 30% of the premium
 - Part-time City employees regularly scheduled to work 20 or more hours per week
 - Contribute 30% of the premium

	2020	2021	Change
Exp	\$400,242	\$401,691	\$ 1,449
Rev	\$400,249	\$401,919	\$ 1,670
Net Cost	\$ (7)	\$ (228)	\$ (221)
FTE's			-

2020 BUDGETARY CHANGES

N/A

2021 BUDGETARY CHANGES

No significant budget changes.

BUDGET SUMMARY

Dental Insurance Fund #17					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
221	221	221	Operating Expenses	-	-100.0%
12,012	12,086	12,086	Services	11,255	-6.9%
365,913	387,935	387,935	Fixed Charges	390,436	0.6%
378,146	400,242	400,242	TOTAL	401,691	0.4%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
120,113	122,274	122,274	Miscellaneous	124,084	1.5%
267,848	277,975	277,975	Other Sources	277,835	-0.1%
387,961	400,249	400,249	TOTAL	401,919	0.4%
Net Cost					
(9,815)	(7)	(7)	TOTAL	(228)	3157.1%

WORKERS COMPENSATION

PURPOSE

This fund mitigates the City's safety and workers compensation risk.

PROGRAMS/SERVICE LINES

EMPLOYEE SAFETY SERVICES

- Manage the City's safety in the workplace initiatives.
- Facilitate DPW 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.
- 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 Aegis on matters of employee safety.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$809,319	\$817,868	\$ 8,549
Rev	\$808,338	\$817,567	\$ 9,229
Net Cost	\$ 981	\$ 301	\$ 680
FTE's	-	-	-

MAJOR CHANGES

- No increase in claims expense
- 7.5% increase in insurance premiums

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 Third Party Billing agency on matters of workers compensation.

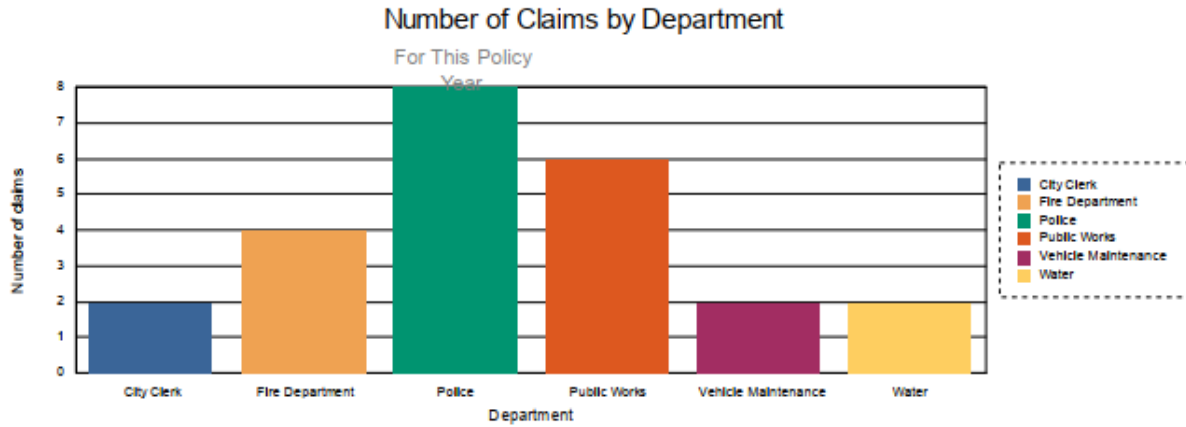
2021 GOALS

- Transition from contracted safety services to in-house staffing

2020 BUDGETARY CHANGES

- While no changes were made to the 2020 budget, the City has incurred 24 claims through the end of August for an estimated cost of \$360,553 as compared to 39 claims for an estimated cost of \$417,557 during this same period the previous year. Annualized, the City would end the year with 36 total claims \$540,830. This is below the five-year annual average number of claims (47) and the total average cost of claims of \$564,456 (adjusted for inflation). While \$620,000 was budgeted for claims, given the volatile nature of workers compensation, no adjustment has been

made to the budget. The table below depicts the claims to date by department. The tables below show the claims distribution by department for 2020.



Departmental Share of Total Incurred (%)
For This Policy Year



2021 BUDGETARY CHANGES

- No change is made in the claims budget which remains at \$620,000. The five-year average adjusted for medical inflation is \$564,456 although \$850,268 was incurred in 2020 so there is volatility. The claims budget is allocated among departments based on their 3-year average of total claims. Thus the distribution of this total between departments shifts as shown in the table below.

	2020	2021	Change	%
General Government	23,000	12,000	-11,000	-48%
Fire Department	80,000	136,000	56,000	70%
Police Department	396,000	332,000	-64,000	-16%
Public Works Department	112,000	128,000	16,000	14%
Water Utility	9,000	12,000	3,000	33%
Total	620,000	620,000	0	0%

- Premiums for stop-loss insurance increased 7.5% to \$72,917 based on estimates provided by the City's insurance carrier, Cities and Villages Mutual Insurance Cooperative.

- Due to changes in the three-year departmental claims averages described above, there are shifts in the transfers that fund the Worker Compensation program. The transfer from the General Fund decreases 1.4% to \$722,900 while the transfer from the water utility decreases 36.0% to \$16,000 and the transfer from internal service funds increases 56% to \$78,667.

BUDGET SUMMARY TABLE

Workers Compensation Fund #19					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
37,471	39,495	39,495	Wages	42,435	7.4%
16,789	18,625	18,625	Benefits	19,180	3.0%
144	144	144	Other Compensation	144	0.0%
437	5,937	5,937	Operating Expenses	-	-100.0%
56,484	57,295	57,295	Services	57,692	0.7%
930,819	687,823	687,823	Fixed Charges	698,417	150.0%
1,042,144	809,319	809,319	TOTAL	817,868	1.1%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
802,251	808,338	808,338	Other Sources	817,567	1.1%
802,251	808,338	808,338	TOTAL	817,567	1.1%
Net Cost					
239,893	981	981	TOTAL	301	-69.3%

INTERNAL GRANTING

PURPOSE

This fund invests in 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 that increase revenues, decrease expenditures or increase efficiency. A cross-functional team of City employees review and rank applications that are then recommended to the City Administrator for final approval. In 2016, \$7,000 became available from the City’s insurance provider, the Cities and Villages Mutual Insurance Company as matching funds for risk mitigation projects.

	2020	2021	Change
Exp	\$ 251,000	\$ 76,500	\$ (174,500)
Rev	\$ -	\$ -	\$ -
Net Change	\$ 251,000	\$ 76,500	\$ (174,500)
FTE's	-	-	-

2020 ACHIEVEMENTS

- \$7,000 in City funds was matched by a CVMIC Risk Reduction grant to fund the replacement of an emergency generator at the Fire Station 53, which had come in over budget. These funds will allow us to complete the project in 2020.
- A City team selected Tyler MUNIS and began implementation in August 2020. Known as “Wildfire” this project is anticipated to continue through July 2022. Internal granting funds are being utilized for funding a System Analyst position dedicated to the project, for back-filling current positions to free City staff up to perform implementation duties and for professional services associated with the implementation. The Financials modules was successfully implemented in July 2020. The Utility Billing module is expected to go-live in November, 2020 which will include a citizen portal.

2021 GOALS

- The program was significantly reduced for 2021 due to budget constraints and on-going support needed for the Wildfire project.

2020 BUDGETARY CHANGES

- No changes

2021 BUDGETARY CHANGES

FINANCIAL AND PAYROLL SYSTEM IMPLEMENTATION SUPPORT

\$101,900

The current financial and payroll system was installed in 1998 and is reaching the end of its useful life as the software company has transitioned to a newer platform. While support and enhancements are still available, there are fewer programmers and support staff available for this system, and it lacks modern features such as the ability to easily integrate online customer transactions. City staff utilize this system for the most critical administrative tasks such as accounting, developing the budget, paying bills, receipting revenue, processing payroll, producing water bills, and managing water meters. This system does not include functionality related to licensing, permitting or asset management.

A City team selected Tyler MUNIS and began implementation in August 2020. This project is anticipated to continue through July 2022. Internal granting funds are being utilized for back-filling current positions to free City staff up to perform implementation duties and for professional services associated with the implementation. In 2020, the internal granting program funded a System Analyst position dedicated to the project. For 2021, funds for that position were transferred from internal granting to the Information Systems department. This will be a permanent reduction in funding for the program; however, that position is instrumental in maximizing efficiencies gained from the new system so it is a trade-off that is beneficial to the City.

CVMIC RISK REDUCTION \$7,000

Funding is set-aside as matching funds for the 2021 Cities and Villages Mutual Insurance Company Risk Mitigation Granting Program.

UNALLOCATED GRANT FUNDS \$11,000

BUDGET SUMMARY TABLE

Internal Granting Dept #902					
Expenditures					
	2020				
2019 Actual	Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
201,336	251,000	251,000	Internal Granting	76,500	-69.5%
201,336	251,000	251,000	TOTAL	76,500	-69.5%
Revenues					
	2020				
2019 Actual	Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
201,336	251,000	251,000	TOTAL	76,500	-69.5%

NON-DEPARTMENTAL EXPENSES AND 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 offset General Fund department net cost. Also included in this narrative are non-departmental expenses including transfers.

DESCRIPTION

REVENUES

PRIOR YEARS OMITTED TAXES

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

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. Municipal amounts are not available until September 15th.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 12,187,387	\$ 13,309,350	\$ 1,121,963
Rev	\$ 51,490,209	\$ 52,941,165	\$ 1,450,956
Net Cost	\$ (39,302,822)	\$ (39,631,815)	\$ (328,993)
FTE's	-	-	-

MAJOR CHANGES

- 3.0% increase in the Property Tax Levy
- \$155,012 decrease in General Transportation Aids in capital budget
- Hotel/motel revenue decreases \$553,000
- Additional state aid in-lieu of 0.5% Franchise fee
- Franchise fees decrease 16% due to required rate reduction and reduced gross revenues

EXPENDITURE RESTRAINT PROGRAM

The State shares revenue with municipalities that adopt a budget within imposed limitations. The 2021 revenue is a result of the 2020 budget complying with those limits. Municipal amounts are not available until September 15th.

COMPUTER EXEMPTION

The State reimburses municipalities based on the value of computer-related equipment within their boundaries. Computers are exempt from property taxation. Municipal amounts are not available until September 15th. This amount was transitioned to a fixed amount.

PERSONAL PROPERTY AID

Beginning in 2019, the State eliminated personal property taxes on machinery equipment. A state aid was created to offset the lost tax revenue.

TV FRANCHISE FEES

The City receives 4.0% of the gross revenues received by Time Warner Cable and AT&T that were generated within the City. Until 2020, this had been 5.0% but was reduced by 0.5% as of 01/01/2020 and an additional 0.5% as of 01/01/2021 as mandated by the State of Wisconsin. This 1.0% decrease was replaced with a state shared revenue.

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.

OTHER LOCAL DEPARTMENTS

This refers to 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 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 or can also represent the use of designated fund balance reserves.

HOTEL MOTEL TAX

A municipality may impose a “room tax” on entities such as hotels, motels, and other establishments that rent short-term lodging. State law controls municipal room tax collection as well as the use of room tax revenues. 2015 Wisconsin Act 55 (Act 55), the 2015-17 Biennial Budget, modified state law regarding the collection and use of a municipal room tax. Wisconsin law requires that certain percentages of room tax revenues must be spent on “tourism promotion and tourism development”, which is defined to mean any of the following if significantly used by transient tourists and reasonably likely to generate paid overnight stays in multiple establishments within a municipality: (1) marketing projects; (2) “transient tourist informational services;” and (3) “tangible municipal development, including a convention center.” The City of Wauwatosa imposes a 7.0% room tax of gross receipts.

EXPENSES

COLLECTION WRITE-OFF

An annual appropriation is included here to be used to write-off uncollectable fees and fines owed to the City.

TRANSFER TO THE AMORTIZATION FUND

Typically this equals the amount of interest earnings, interest on taxes and interest on special assessments. The Amortization then makes a transfer to the Debt Service Fund. The Amortization Fund is a separate component of the City’s unrestricted fund balance intended to be used to insure the City has funds on hand to pay debt service. It has also been used to cash finance projects when it is appropriately funded.

TRANSFER TO DEBT SERVICE

This represents the amount of property tax levy needed to fund the City's annual debt service payments. See the Debt Service narrative for more information.

TRANSFER TO CAPITAL PROJECTS

This represents the amount of property tax levy to be used to cash finance capital projects in the Capital Projects Fund. It occasionally is used to preserve expenditure capacity for the Expenditure Restraint Aid program.

TRANSFER TO GENERAL LIABILITY

The amount of property tax levy needed to support the General Liability Fund after charges to departments are calculated. Please see the General Liability narrative for more information.

TRANSFER TO TOURISM

The amount of hotel/motel revenue that is transferred per state statute to the Tourism Commission. Please see the Tourism narrative for more information.

TRANSFER TO PARKS

The amount of property tax levy required to support the net cost of the Parks Fund after direct revenues such as room and stadium rentals offset expenditures. See the Parks narrative for more information.

TRANSFER TO LIBRARY

The amount of property tax levy required to support the net cost of the Library Fund after direct revenues such as reciprocal borrowing aid and book fines offset expenditures. See the Library narrative for more information.

2020 BUDGETARY CHANGES

HOTEL/MOTEL ROOM TAX

DECREASE \$1,080,000

Due to the COVID-19 pandemic hotel/motel taxes are projected to be \$1,080,000 under the original budget of \$1,800,000. \$1,550,000 of that total had been budgeted in the general fund so the general fund decrease is expected to be \$550,000 for a total of \$720,000. The impact of this reduction is entirely in the Tourism Commission as the General Fund will collect the first \$619,500.

FRANCHISE FEES

INCREASE \$10,000

Based on the first six months of actual payments, this revenue is forecasted to be \$485,000 which represents a \$10,000 increase from the original budget. This is due to a higher level of gross sales by the cable television operators in the City.

PAYMENT IN LIEU OF TAXES**DECREASE \$85,000**

Payment in-lieu of taxes is estimated to be \$85,000 below the original budget of \$505,000 due to delayed implementation in the revised payment formula.

INTEREST ON PROPERTY TAXES**INCREASE \$50,000**

Interest on delinquent property taxes is estimated to be \$50,000 above the original budget of \$75,000 despite the City working with the County to provide an extension to the due-date.

CHARGEBACKS**INCREASE \$352,000**

The City expects to receive \$352,000 due to the settled property tax appeal of the Milwaukee County Research Park that will be charged back to the other taxing jurisdictions.

2021 BUDGETARY CHANGES**PROPERTY TAXES****INCREASE \$1,324,129**

The property tax levy is increased \$1,324,129 to \$45,461,749. This represents a 3.0% increase which is comprised of a 2.0% increase for operating expenditures and a 1.0% increase for debt service.

The maximum levy increase allowed by state statute is 3.59% resulting in a carryover of 0.59% or \$259,282.

STATE SHARED TAXES- FRANCHISE FEE REPLACEMENT**INCREASE \$58,000**

The State of Wisconsin budget included a provision requiring the City to reduce its franchise fee by 0.5% as of 1/1/2020 and an additional 0.5% as of 1/1/2021. This revenue increase offsets the 2021 reduction in the franchise fee.

FRANCHISE FEES**DECREASE \$75,000**

Franchise fee revenue is decreased to \$400,000. Of this 16% decrease, approximately three-quarters is due to the mandated rate reduction. The remainder is due to decreased gross cable revenue.

HOTEL MOTEL**DECREASE \$553,000**

The hotel motel revenue is estimated to decrease \$553,000 to \$1,247,000. The amount of the decrease in the general fund is \$303,000. This assumes that hotel revenue on a per room basis is 65% of what was earned in 2019. As of August, that revenue was approximately 35% of where it had been in 2019.

Most of this impact is offset by a decrease in the transfer to tourism although the amount the General Fund is allowed to retain decreases \$76,429.

	Total Revenue	Allowable Retained Amount	Total Tourism Spend	Total spend as % of Revenue
2017	1,205,791	623,137	582,654	48%
2018	1,512,408	610,212	902,196	60%
2019	1,607,813	586,407	1,021,406	64%
2020E	720,000	619,500	100,500	14%
2021B	1,247,000	543,070	703,930	56%

GENERAL TRANSPORTATION AID

DECREASE \$155,012

While General Transportation Aids is budgeted in the public works and capital budgets, it is noted here that it decreased by \$155,012 to a total of \$2,493,046 This revenue is based on a six-year average of road maintenance costs and decreases in 2020 due to a slight decrease in the City's six-year average spend combined with a decrease of the City's share of the state-wide amount.

The entire decrease is reflected in the Capital Fund bringing the total available for cash financing roadway improvements to \$167,180.

APPROPRIATED SURPLUS APPLIED

DECREASE \$299,892

Due to an unanticipated increase in recycling process fees the 2020 Budget includes the assumed use of \$299,892 of fund balance. This was addressed in 2021 in the Solid Waste budget so that no fund balance is required.

BUDGET SUMMARY TABLE

Non-Departmental Dept #902					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
9,112	20,000	20,000	Other Expenses	20,000	0.0%
2,519,152	1,892,000	1,892,000	Transfer to Amort Fund	1,213,000	-35.9%
4,483,384	4,811,475	4,811,475	Transfer to Debt Service	5,736,683	19.2%
568,419	788,419	788,419	Transfer to Capital Projects	1,490,000	89.0%
(2,112)	55,000	55,000	Transfer to General Liability	134,902	145.3%
1,021,406	930,500	930,500	Transfer to Tourism	707,911	-23.9%
1,021,487	981,009	981,009	Transfer to Parks	1,229,788	25.4%
2,618,740	2,728,984	2,728,984	Transfer to Library	2,777,066	1.8%
12,230,475	12,187,387	12,187,387	TOTAL	13,309,350	9.2%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
45,071,681	46,267,620	46,556,640	Taxes	47,303,749	2.2%
(550)	-	-	Property Assessments	-	0.0%
3,077,735	3,123,148	3,123,148	InterGovernment Revenues	3,207,619	2.7%
557,948	475,000	475,000	Public Charges	400,000	-15.8%
159,649	149,616	149,616	InterGovernment Charges	156,997	4.9%
85,633	12,000	12,000	Miscellaneous	12,000	0.0%
1,126,228	1,127,933	1,127,933	Transfer from Water Utility	1,180,800	4.7%
29,578	35,000	35,000	Transfer from TIF	30,000	-14.3%
-	-	-	Transfer from Amort	650,000	0.0%
130,662	299,892	1,124,932	Appropriated Surplus Applied	-	-100.0%
50,238,564	51,490,209	52,604,269	TOTAL	52,941,165	-115.6%
Net Cost					
(38,008,089)	(39,302,822)	(40,416,882)	TOTAL	(39,631,815)	0.8%

REMISSION OF TAXES

PURPOSE

Remission of Taxes is used to pay successful property tax appeals. Typically, these appeals are for prior year valuations that are challenged in court and either litigated or mediated.

When the City must refund a property taxpayer due to a change in their prior year property value, typically due to a court challenge, Wisconsin statutes allow the City to charge the other taxing jurisdictions their share of the refund. That revenue, representing approximately 70% of the total cost of the refund, is known as a chargeback. Chargebacks are typically not budgeted for because property tax appeals are not known at the time the budget is adopted.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ -	\$ -	\$ -
Rev	\$ -	\$ -	\$ -
Net Cost	\$ -	\$ -	\$ -
FTE's	-	-	-

2020 BUDGETARY CHANGES

The 2020 Budget is re-estimated to include \$501,942 in property tax appeals. Approximately 30% will be recovered as chargeback revenue from the other taxing jurisdictions. This revenue should be received in 2021 but is attributable to 2020. The largest appeal was a court-decided case in which an office building at the Milwaukee Regional Medical Campus was declared to be tax-exempt.

2021 BUDGETARY CHANGES

There are no changes to this budget as there are no anticipated property tax refunds at this time.

BUDGET SUMMARY TABLE

Remission of Taxes Dept #154					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
124,132	-	493,476	Operating Expenses	-	0.0%
124,132	-	493,476	TOTAL	-	0.0%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	0.0%
Net Cost					
124,132	-	493,476	TOTAL	-	0.0%

DEBT SERVICE FUND

PURPOSE

This fund exists 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 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 1/1/21 by issuance totaling \$137,910,000 of which \$124,330,000 is General Obligation debt which is backed by the property tax base and \$13,580,000 are Water Revenue Bonds which are backed by water rates.

BUDGET SNAPSHOT

	2020	2021	Change
Exp	\$ 10,316,586	\$ 10,554,071	\$ 237,485
Rev	\$ 10,266,586	\$ 10,504,070	\$ 237,484
Net Cost	\$ 50,000	\$ 50,001	\$ 1
FTE's	-	-	-

MAJOR CHANGES

- DEBT SERVICE INCREASES 2.5%
- TRANSFER FROM GENERAL FUND INCREASES 19%
- TRANSFER FROM TIF DECREASES 4%
- AMORTIZATION FUND TRANSFER DECREASES 33%

Debt Issue (as of 01/01/21)	Outstanding Principal
General Obligation	
2010 A Taxable GO Refunding Bonds	\$2,955,000
2011 GO Prom Notes	\$2,100,000
2012 GO Prom Notes	\$3,150,000
2013 GO Bonds	\$8,025,000
2013 GO Prom Notes	\$1,550,000
2014 A GO Prom Notes	\$8,950,000
2014 B Taxable GO Prom Notes	\$2,725,000
2015 A GO Bonds	\$5,475,000
2015 B GO Bonds	\$16,475,000
2015 C GO Taxable Bonds	\$5,050,000
2016 GO Bonds	\$12,295,000
2017 GO Bonds	\$11,290,000
2018 A GO Bonds Taxable	\$3,340,000
2018 B GO Bonds	\$8,520,000
2018 C GO Prom Notes	\$5,550,000
2019 GO Prom Notes	\$11,755,000
2019 B GO Bonds Taxable	\$1,190,000
2020 GO Prom Notes	\$8,600,000
2020 GO Bonds	\$5,335,000
Subtotal	\$124,330,000
Water Revenue	
2010 Water Revenue	
2011 Water Revenue Refunded	\$ 575,000
2013 Water Revenue	\$ 3,450,000
2016 Water Revenue	\$ 3,475,000
2017 Water Revenue	\$ 2,800,000
2018 Water Revenue	\$ 3,280,000
Subtotal	\$13,580,000
Grand Total	\$ 137,910,000

The table below organizes that debt by funding source.

Funding Source	2020	2021	Change
GO Debt - Levy	\$ 46,949,969	\$ 47,874,228	\$ 924,259
GO Debt - Parks	\$ 825,456	\$ 596,997	\$ (228,459)
GO Debt - TIF	\$ 27,910,451	\$ 25,690,841	\$ (2,219,610)
GO Debt - Sanitary	\$ 19,818,185	\$ 19,023,938	\$ (794,248)
GO Debt - Storm	\$ 18,967,199	\$ 18,527,977	\$ (439,222)
GO Debt - Water	\$ 7,378,739	\$ 10,891,019	\$ 3,512,280
GO Debt - MADACC	\$ 1,775,000	\$ 1,725,000	\$ (50,000)
Water Revenue	\$ 14,705,000	\$ 13,580,000	\$ (1,125,000)
TOTAL	138,330,000	137,910,000	-420,000

It is important to consider the debt capacity of an organization as it compares to stated policy and that of comparable peers. The table below provides this comparison. The Wauwatosa figures are based on debt issued through 1/1/2021. The National Medians are based on 2017 figures reported by Moody's in March 2020.

Debt Profile	Tosa 2019	Tosa 2020	Tosa 2021 Forecast	Debt Policy	National Medians Aaa
Total Debt	\$ 123,455,000	\$ 123,625,000	\$ 124,330,000	NA	NA
Total Net Debt	\$ 47,178,784	\$ 47,775,426	\$ 48,471,225	NA	\$ 56,167,000
Total Debt as % of Full Value	1.95%	1.89%	1.82%	4.00%	NA
Direct Net Levy Debt as % of Full Value	0.74%	0.73%	0.71%	NA	0.70%
Debt Burden (All taxing bodies - % of value)	4.34%	5.79%	5.54%	NA	NA
Debt Service (Net) as a % of Expenditures	10.69%	11.08%	11.42%	15.00%	NA
Total Debt per capita	\$2,605	\$2,559	\$2,573	NA	NA
Net Debt per capita	\$996	\$989	\$1,003	NA	\$1,531

2020 BUDGETARY CHANGES

- None

2021 BUDGETARY CHANGES

- Principal payments increase \$479,838, while interest payments decrease \$227,353. This is largely due to the increases in the enhanced capital program and variances in the actual 2019 debt schedules compared to the estimates used for budgeting. This is an estimate as the 2020 debt has not yet been issued. Within these totals, the levy paid debt service increases \$436,346 to \$7,332,601.
- Due to lower than budgeted TIF borrowing in 2019, the transfer from the TIF fund decreases \$131,862 from the original budget to \$3,120,938.
- The transfer from the general fund increase of \$925,208 to \$5,736,683 is due to increased debt service as well as a reduction of interest earnings which causes the Amortization Fund transfer to decrease \$604,000 to \$1,213,000.

BUDGET SUMMARY TABLE

Debt Service Fund #11					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
49,903	60,000	60,000	Services	45,000	-25.0%
9,527,689	10,256,586	10,256,586	Fixed Charges	10,509,071	2.5%
9,577,592	10,316,586	10,316,586	TOTAL	10,554,071	2.3%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
9,535,963	10,266,586	10,266,586	Other Sources	10,504,070	2.3%
9,535,963	10,266,586	10,266,586	TOTAL	10,504,070	2.3%
Net Cost					
41,629	50,000	50,000	TOTAL	50,001	0.0%

GENERAL LIABILITY

PURPOSE

This fund provides 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.

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, \$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 2013, the City also began purchasing insurance to cover its volunteers. In 2015, CVMIC added Cyber Liability insurance and the City began purchasing pollution coverage in 2019.

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 2019 payable in 2021 will be \$33,691 a decrease of \$291 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 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.

The City also maintains property insurance for approximately \$136,000,000 of value in buildings, property in the open and non-motorized vehicles. Currently the deductible is \$5,000. Since 2016, the newly formed Municipal Property Insurance Corporation provides this coverage.

BUDGET SNAPSHOT

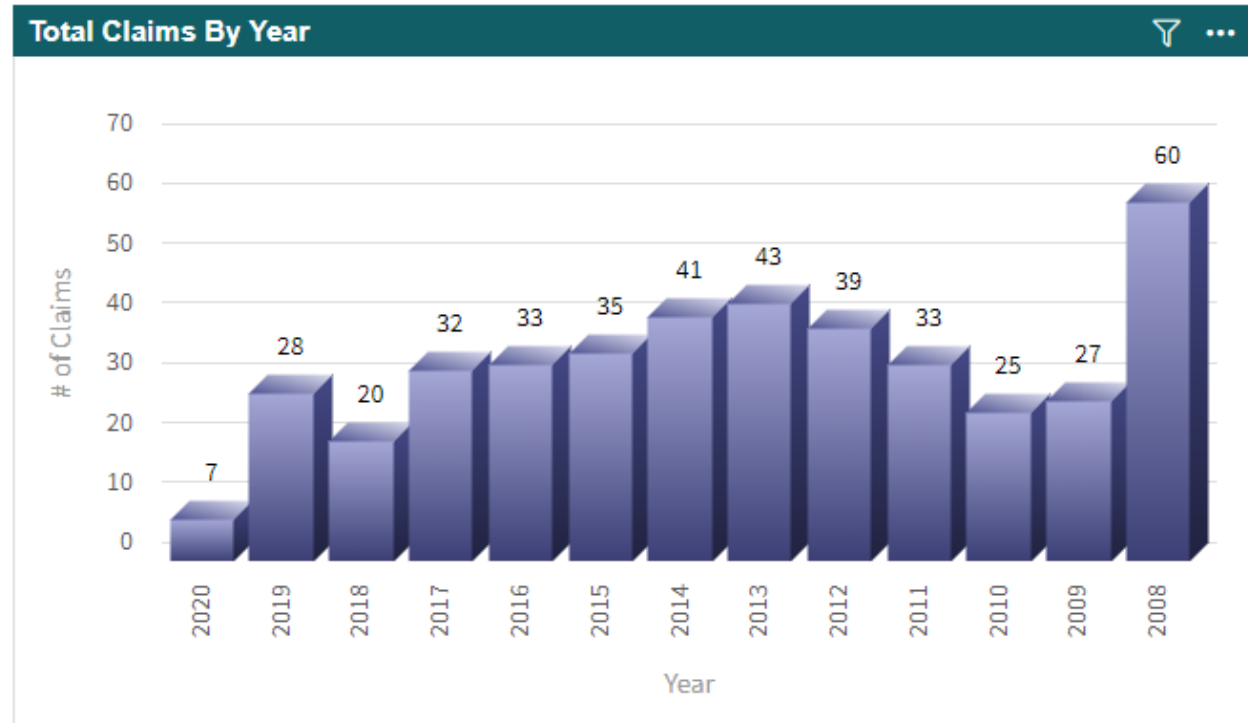
	2020	2021	Change
Exp	\$ 320,428	\$ 328,831	\$ 8,403
Rev	\$ 691,752	\$ 673,429	\$ (18,323)
Net Cost	\$ (371,324)	\$ (344,598)	\$ 26,726
FTE's	-	-	-

2021 GOALS

- **Mitigate risk of general liability claims** through training, prevention and awareness

2020 BUDGETARY CHANGES

- As of September 30, 2020, 7 General Liability claims had been reported to CVMIC with \$2,202 incurred. While very encouraging, no change is recommended to the adopted budget due to the unpredictable nature of claims.



2021 BUDGETARY CHANGES

- Insurance premiums are expected to increase \$5,879, approximately 6% as final amounts are not yet available.
- Based on historical actuals, claims expenditures are increased \$10,000 to \$170,000
- This does not include flood insurance, which is budgeted directly in the Parks Department budget, or Property insurance which is budgeted directly in departmental budgets. Flood insurance is expected to increase nearly 34% to \$51,014.
- Departments are charged for the claims incurred from July 1, 2019 through June 30, 2020. This is a reimbursement to the general liability fund. In 2021, this amount decreased by \$101,954 as shown in the table below. (The table includes non-general fund amounts as well).

Department	2020	2021	Change
Engineering		-	-
Fire	3,035	3,025	(9)
Forestry	1,226	5,357	4,131
Library			-
Litigation Reserve	375,000	375,000	-
Parks			-
Police	121,753	34,762	(86,991)
Roadway Maintenance	39,132	10,078	(29,054)
Solid Waste	895	9,395	8,501
Sanitary	15,633	19,104	3,471
Storm	2,157	-	(2,157)
Water		154	154
Grand Total	558,830	456,875	-101,954

BUDGET SUMMARY TABLE

General Liability Fund #18						
Expenditures						
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change	
21,209	29,995	29,995	Wages	27,553	-8.1%	
2,545	9,047	9,047	Benefits	4,013	-55.6%	
72	72	72	Operating Expenses	-	-100.0%	
-	-	-	Services	72	0.0%	
284,162	281,314	281,314	Fixed Charges	297,193	5.6%	
307,988	320,428	320,428	TOTAL	328,831	2.6%	
Revenues						
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change	
34,589	33,400	33,400	Miscellaneous	33,691	0.9%	
639,409	658,352	658,352	Other Sources	639,738	-2.8%	
673,998	691,752	691,752	TOTAL	673,429	-2.6%	
Net Cost						
(366,009)	(371,324)	(371,324)	TOTAL	(344,598)	-7.2%	

TAX INCREMENT DISTRICTS

PURPOSE

Tax Increment Districts (TID) 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 continue 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 becoming the basis of taxes paid again to all overlaying taxing jurisdictions.

BUDGET SNAPSHOT			
	2020	2021	Change
Exp	\$ 11,189,984	\$ 8,219,979	\$ (2,970,005)
Rev	\$ 11,367,563	\$ 8,444,328	\$ (2,923,235)
Net Cost	\$ 177,579	\$ 224,349	\$ 46,770
FTE's	-	-	-

MAJOR CHANGES

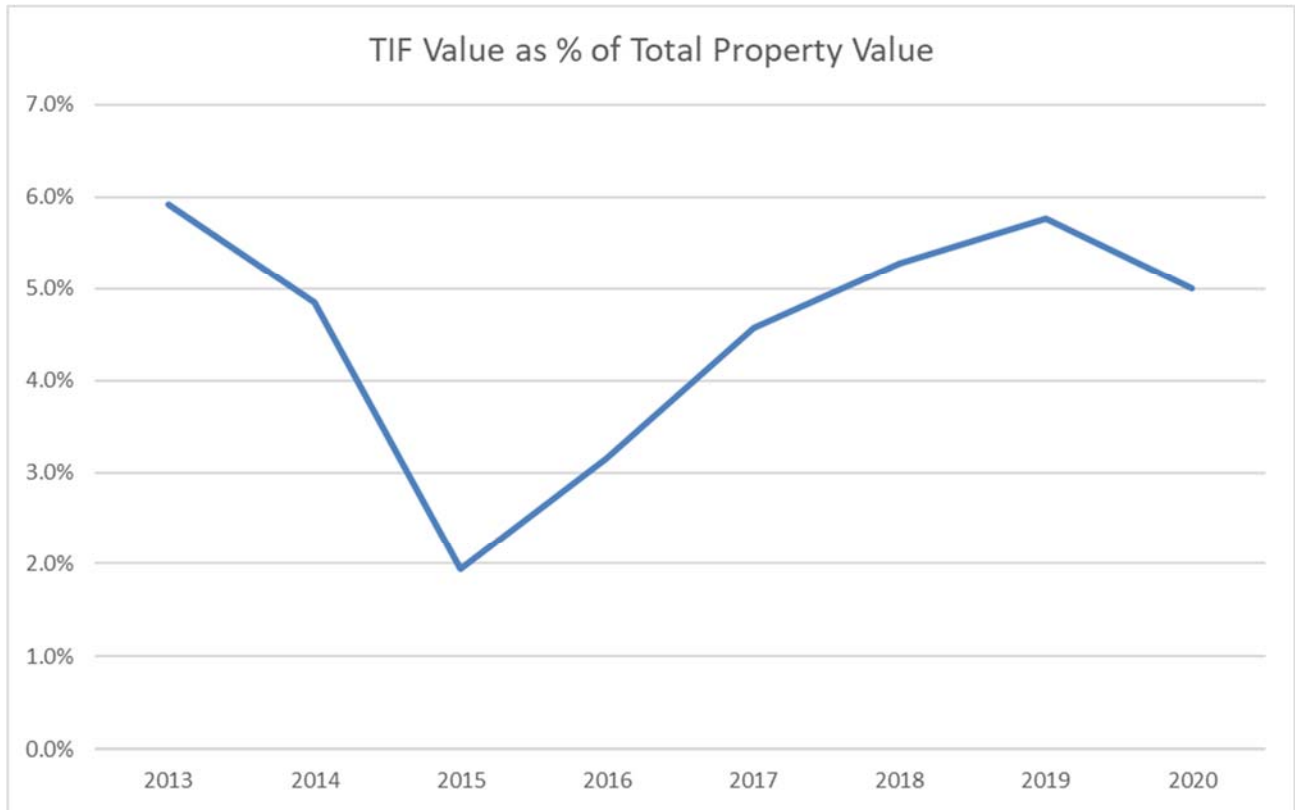
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Under state law, at the time a district closes half the value impact of the district can be used to increase the levy of the municipality for general purposes including operations or debt service. The other half of the value functionally decreases the property tax burden of all other property tax payers. As an example, the incremental value of TIF #2 represented 3.73 percent of the property value of the City. When it closed, half that value (1.86%) was used to increase the city levy above the otherwise mandated 0% plus net new construction. In current value this would represent approximately \$725,000, or approximately 1.4% of total general fund expenditures. The other 1.86 percent reduced 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 TID increments located within the City cannot exceed twelve percent of the equalized value of the City. The calculation of this limitation is as follows:

	2019	2020	Change
Equalized Value of the City	\$ 6,543,192,600	\$ 6,863,838,600	\$ 320,646,000
Maximum Allowable TID Value	\$ 785,183,112	\$ 823,660,632	\$ 38,477,520
Current TID Increment Value	\$ 377,025,100	\$ 343,580,300	\$ (33,444,800)
Unused TID Value Capacity	\$ 408,158,012	\$ 480,080,332	\$ 71,922,320
TID Increment as % of Total Equalized Property Value	5.8%	5.0%	0.5%
Statewide Average		9.4%	

\$343,580,300 of TIF increment represents 5.0% of equalized value compared to 12% allowable under state statute compared to the statewide average of 9.4%. The table below shows that since 2015, the City has never exceed 6%.



The following table provides a summary of the changes in TID value by TID from 2019 through 2020. 2020 values are used to determine the increment for the 2021 budget.

	TIF 6 Innovation Campus	TIF 7 Burleigh Triangle	TIF 8 East State Street	TIF 9 2100 Mayfair
Incremental Value	\$ 114,465,800	\$ 128,636,900	\$ 27,961,900	\$ 10,550,600
% of Equalized Value	1.67%	1.87%	0.41%	0.15%
Change in Value from 2019	\$ 10,075,700	\$ (20,030,800)	\$ (1,312,800)	\$ (905,900)
% Change in Value	8%	-12%	-3%	-5%
Annual Property Tax Increment	\$ 2,760,183.32	\$ 3,101,899.65	\$ 674,262.27	\$ 254,413.02
12/31/21 Fund Balance	\$ 3,023,225	\$ (275,033)	\$ 1,337,935	\$ 1,946

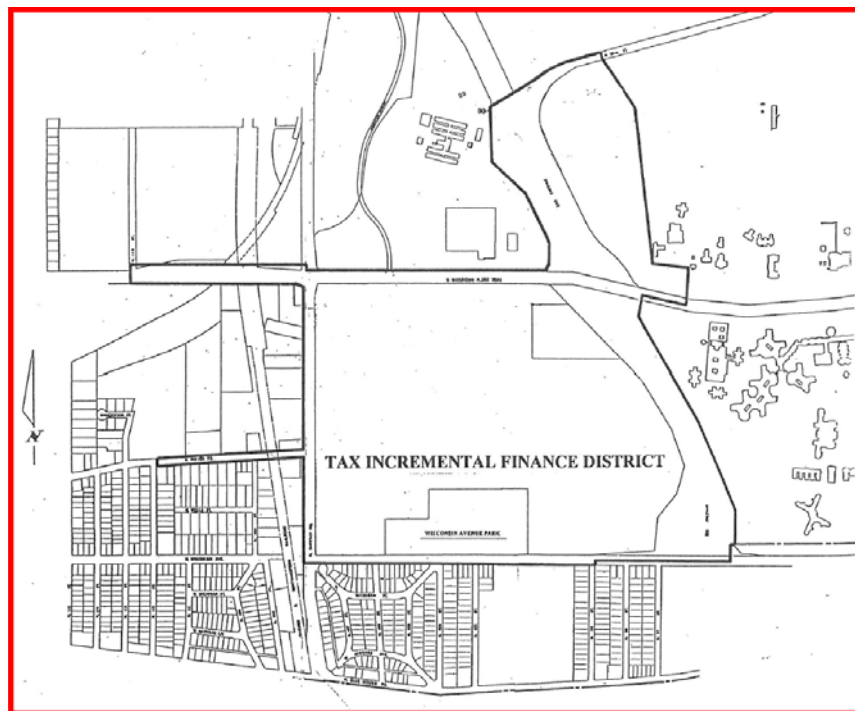
	TIF 10 Mayfair Reserve	TIF 11 Tosa Village	TIF 12 Mayfair Hotel	TIF 13 Walnut Rd Redev	Total
Incremental Value	\$ 16,284,000	\$ 33,241,800	\$ 12,439,300	\$ -	\$ 343,580,300
% of Equalized Value	0.24%	0.48%	0.18%	0.00%	5.01%
Change in Value from 2019	\$ (40,114,300)	\$ 6,913,700	\$ 11,929,600	\$ -	\$ (33,444,800)
% Change in Value	-66%	18%	33%	0%	37.65%
Annual Property Tax Increment	\$ 392,665.98	\$ 801,579.70	\$ 299,956.39	\$ -	\$ 7,927,363.70
12/31/21 Fund Balance	\$ 263,383	\$ 111,654	\$ (389,876)	\$ (20,500)	\$ 4,073,234

DESCRIPTION

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

OVERVIEW

TIF 2 was closed in 2015 with a final tax incremental value (total current value less base value) of \$199,356,100. This represented 3.73% of the equalized value of the city and resulted in approximately \$4.8 million in additional tax revenue for all of the overlying taxing jurisdictions, of which the City accounts for approximately 30%. This was a major reason for the reduction in the 2016 municipal tax rate.



TIF DISTRICT #5 (MAYFAIR MEDICAL) CREATED 2007

OVERVIEW

The Mayfair Medical building was a pay-as-you-go district wherein the developer financed a parking structure in order to construct a larger and denser facility and is reimbursed those costs out of the tax payment received each year. This district had a base value of \$2,401,800 and closed in 2018 with an incremental of \$14,101,600.

This reflected 0.23% of the City's equalized value so that the City could increase the levy 0.115% and the municipal tax rate would be 0.115% less than it otherwise would.



TIF DISTRICT #6 (UWM INNOVATION CAMPUS)

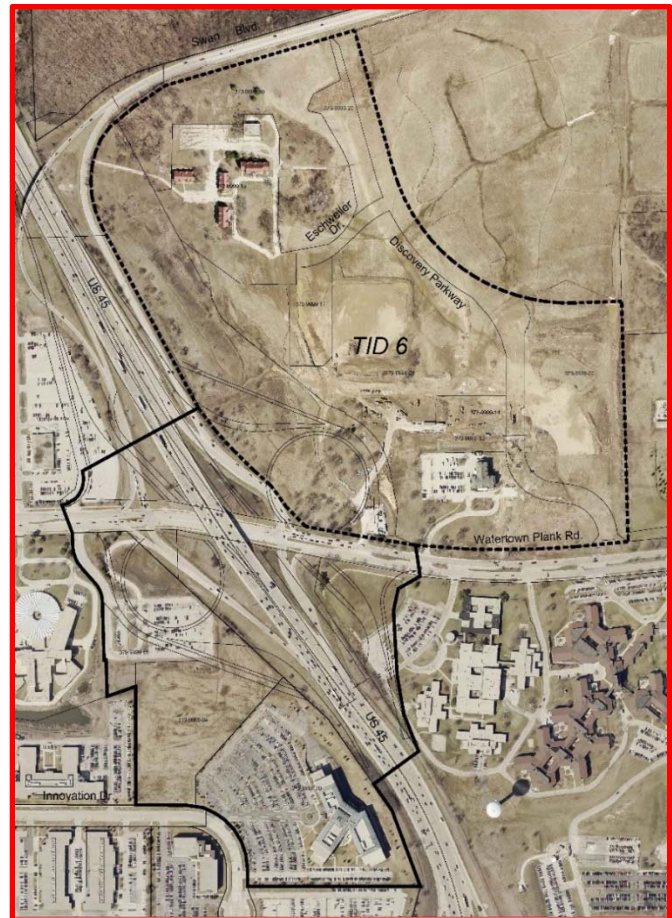
SUMMARY

The City of Wauwatosa created Tax Incremental Finance District Number 6 in 2010 to facilitate the creation of UWM Innovation Campus that will ultimately include an advanced degree engineering school for the University of Wisconsin-Milwaukee. The location is on the former Milwaukee County Grounds that had historically been used for a variety of Milwaukee County Institutional functions for over 150 years. The existing infrastructure was deteriorating and insufficient to meet the needs of the proposed re-use of the site. UWM Innovation Campus is a mixed-use project that currently houses UWM's Accelerator Building (a project that focuses on the development of new manufacturing processes that support existing businesses and create new businesses and jobs), ABB, the Echelon multi-family housing project, and the Marriott Residence Inn.

The district was amended in 2014 to include structured parking as an eligible activity within the campus. The district was also amended in 2015 to add territory and amend the project plan to allow for assistance related to a 155,000 square foot office building with structured parking in the Research Park which is located south of Innovation Campus.

Future project costs beyond 2021 include future parking structures to facilitate additional commercial development.

The incremental value of the district increased \$10,075,700 in 2020 to \$114,465,800. The 12/31/2021 fund balance is estimated to be \$3,023,225.



2020 CHANGES

- Revenues increase \$102,626. This is largely due to property tax increment being higher than budgeted as the actual tax rate was higher than assumed.
- Fixed charges decreased \$61,766 as the Municipal Revenue Obligation paid to the Meadowlands project was lower than budgeted.
- Transfers were \$163,506 less than budgeted as it was decided to cash finance the Swan roundabout after the debt service had already been assumed.

2021 CHANGES

- Revenues increase 13% to \$2,769,280 due to an increase in tax incremental value. This increase was offset by decreased interest earnings.
- Expenditures decrease \$215,213 due to a decrease in the Municipal Revenue Obligation and debt service as described above

TIF #06					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
13,858	150	150	Operating Expenses	150	0.0%
10,297	6,675	6,675	Services	53,675	704.1%
543,937	560,000	560,000	Fixed Charges	449,940	-19.7%
3,188,993	1,104,121	1,104,121	Transfers	951,968	-13.8%
3,757,084	1,670,946	1,670,946	TOTAL	1,455,733	-12.9%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
2,473,368	2,366,748	2,366,748	Taxes	2,760,183	16.6%
18,330	4,097	4,097	InterGov Revenues	4,097	0.0%
78,109	75,847	75,847	Miscellaneous	5,000	-93.4%
2,569,806	2,446,692	2,446,692	TOTAL	2,769,280	13.2%
Net Cost					
1,187,278	(775,746)	(775,746)	TOTAL	(1,313,547)	69.3%

TIF DISTRICT #7 (BURLEIGH TRIANGLE)

SUMMARY

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 known as Mayfair Collection. The Common Council approved a term sheet for phase 2 of the project on October 6, 2015 which will add additional retail, a grocery store, a hotel, four restaurants, and a parking structure to support phases one and two. A third phase will include additional

retail as well as more than 1,000 apartments. Terms for the first 260 apartments and 50,000 sq. ft. of retail were approved on August 2, 2016. Demolition of the Schoenick warehouse took place in 2020 as well as the completion of internal roadways and utilities.

As of January 1, 2020, the incremental value of the district decreased \$20,030,800, a 12% decrease to \$128,636,900. This decrease is due to an overstatement of equalized value as established by the State in 2019. The value will stabilize in 2022. The fund balance as of 12/31/21 is estimated to be -\$275,033. This due to the timing of the state adjustment and the completion of 112th and 113th streets. It is expected to turn positive again in 2022.



2020 CHANGES

REVENUES DECREASE \$2,794,999

- This revenue is primarily due to the assumed borrowing of \$2,500,000 which did not occur. Due to the COVID-19 pandemic and its uncertain impact on retail a decision was made to phase the roadway work over several years. Demolition of the Schoenick warehouse took place in 2019 and 2020 while extensions to 112th and 113th street will be completed in 2021. These projects were cash financed. The underpass to connect the triangle to Wirth Avenue will be a future phase dependent on available increment.

EXPENDITURES DECREASE \$1,708,119

- As described above, this decrease is largely due to a decrease in capital outlay due to deferral of the Wirth underpass.
- Services decreased \$179,900 as costs for construction management were included in the capital outlay.

2021 CHANGES

REVENUES DECREASE \$2,794,999

- As described above, \$2,500,000 was budgeted in 2020 that is not budgeted in 2021.
- Increment revenue decrease \$268,717 due to the state correction to equalized value. This is a one-year adjustment.

EXPENDITURES DECREASE \$3,765,411

- As described above, this decrease is primarily due to the deferral of the Wirth underpass. The \$800,000 in capital outlay budgeted in 2021 is for the completion of the 112th and 113th Street extensions
- Services decrease \$171,600 as construction management services are budgeted in capital outlay

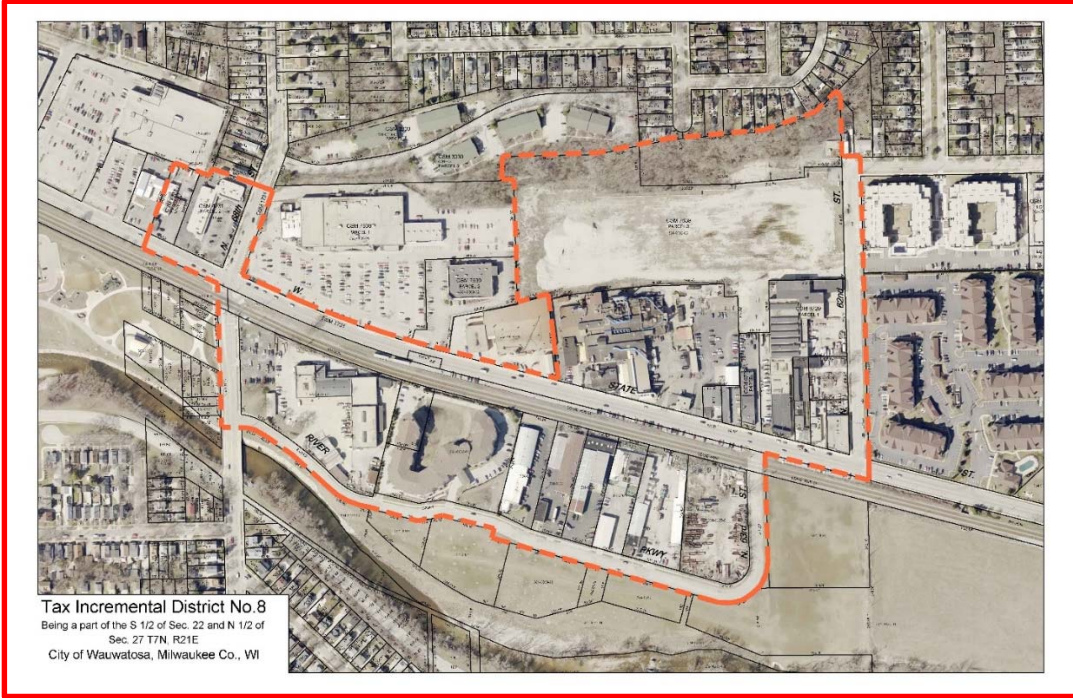
TIF #07					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
23,934	150	150	Operating Expenses	150	0.0%
10,423	203,675	203,675	Services	32,075	-84.3%
343,559	708,000	708,000	Fixed Charges	746,000	5.4%
4,172,288	4,466,600	4,466,600	Capital Outlay	800,000	-82.1%
1,866,804	1,958,906	1,958,906	Transfers	1,993,695	1.8%
6,417,007	7,337,331	7,337,331	TOTAL	3,571,920	-51.3%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted Budget	Revised	Name	Budget	Change
3,016,542	3,370,617	3,370,617	Taxes	3,101,900	-8.0%
28,027	81,378	81,378	InterGov Revenues	117,726	44.7%
116,489	66,230	66,230	Miscellaneous	3,600	-94.6%
1,283,225	2,500,000	2,500,000	Other Sources	-	-100.0%
4,444,284	6,018,225	6,018,225	TOTAL	3,223,226	-46.4%
Net Cost					
1,972,723	1,319,106	1,319,106	TOTAL	348,694	-73.6%

TIF DISTRICT #8 (STATE STREET OVERLAY)

SUMMARY

Created in 2014, this overlay district allowed for the closure of TIF 3 while keeping in place a mechanism to continue to facilitate redevelopment along State Street. The initial project included in this TIF is the Tosa Reef Apartments developed by Wangard. The terms with Wangard include funds for environmental remediation as well as a \$1,500,000 Municipal Revenue Obligation equal to 70% of the increment generated by the project. In 2019 a term sheet was completed for the development of phase one of 136-unit rental multi-family apartment and townhomes, the majority of which will be affordable.

The incremental value decreased to \$1,312,800 in 2020 representing a 3% decrease. This was also due to a correction made by the State. The fund balance as of 12/31/21 is estimated to be \$1,337,935.



2020 CHANGES

- No significant changes

2021 CHANGES

EXPENDITURES INCREASE \$603,100

- Municipal Revenue Obligation owed to the Developer of the Reef Apartments decreases \$168,000 as the final payment is anticipated to be made. The Council will have the opportunity to make a decision in 2021 on whether to keep this property within the district.
- \$756,000 is budgeted as a development incentive as agreed with the developer of the River Parkway apartments.

TIF #08					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	150	150	Operating Expenses	150	0.0%
13,400	6,675	6,675	Services	18,775	181.3%
-	-	-	Other Expenses	756,000	-47.5%
343,874	354,000	354,000	Fixed Charges	186,000	0.0%
291,130	2,000	2,000	Transfers	5,000	0.0%
648,405	362,825	362,825	TOTAL	965,925	166.2%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
537,849	663,720	663,720	Taxes	674,262	1.6%
4,684	6,606	6,606	InterGov Revenues	8,528	29.1%
28,845	-	-	Public Charges	-	0.0%
36,064	44,750	44,750	Miscellaneous	2,600	-94.2%
607,442	715,076	715,076	TOTAL	685,390	-4.2%
Net Cost					
40,963	(352,251)	(352,251)	TOTAL	280,535	-179.6%

TIF DISTRICT #9 (THE 2100)

SUMMARY

The purpose of Tax Incremental Finance District Number 9 is redevelopment of the area included within the district on Mayfair Road North. As part of the redevelopment plan, the 30,000 square foot office building located at 2100 North Mayfair Road was demolished and the parcel was combined with the neighboring located at 2050 North Mayfair Road. The development will consist of the subsequent new construction of an approximate 96 unit multifamily apartment. In addition, additional redevelopment activities are contemplated on the remaining properties within the District.

The objective of the District creation is to facilitate the redevelopment of certain properties within the proposed District as identified from both the private developer and City. The redevelopment is anticipated to create a total



of \$10,986,420 in incremental value. The economic feasibility projections are based on the utilization of approximately 11-12 years of the maximum allowed tax increment collection period of 27 years, which is the maximum for blight and rehabilitation TIDs.

The value of the district is \$10,550,600 as of 1/1/2020 exceeding the initial projections. This is a \$905,900 decrease due to a one-year adjustment by the State. The fund balance as of 12/31/21 is estimated to be \$1,946.

2020 CHANGES

- No significant changes

2021 CHANGES

- No significant changes

TIF #09					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	150	150	Operating Expenses	150	0.0%
3,352	3,175	3,175	Services	3,175	0.0%
181,196	205,000	205,000	Fixed Charges	192,000	-6.3%
61,063	60,063	60,063	Transfers	60,563	0.8%
245,611	268,388	268,388	TOTAL	255,888	-4.7%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
274,489	259,744	259,744	Taxes	254,413	-2.1%
249	249	249	InterGov Revenues	249	0.0%
2,314	2,618	2,618	Miscellaneous	300	-88.5%
277,052	262,611	262,611	TOTAL	254,962	-2.9%
Net Cost					
(31,441)	5,777	5,777	TOTAL	926	-84.0%

TIF DISTRICT #10 (THE RESERVE AT MAYFAIR)

SUMMARY

Tax Incremental Finance District Number 10 involves the redevelopment and rehabilitation of a site that was formerly occupied by a car dealership and was no longer in use or viable for such. The buildings were obsolete and are not consistent with City's desire to maintain and improve its tax base and provide housing opportunities for employees and workers within the immediate community and greater Milwaukee area. The buildings were demolished and the site environmentally restored.

236 market rate apartment units were developed with 4 stories of apartments surrounding a 5 level concrete parking structure situated on a 4.97 acre site. The site offers frontage on North Avenue just down the street from Mayfair Mall with easy access to employment bases in the greater Milwaukee area.

As a result of the creation of this District, the City projects that additional land and improvements value of approximately \$27,000,000 will be created as a result of new development, redevelopment, and appreciation in the value of existing properties. The City anticipates making total project expenditures of approximately \$4,900,000 to undertake the projects listed in this Project Plan. This includes a Municipal Revenue Obligation of \$4,500,000 as well as \$400,000 for potential public capital improvements.

Based on the Economic Feasibility Study, this District would be expected to generate sufficient tax increments to recover all project costs by the year 2025; 17 years earlier than the 27 year maximum life of this District.

The 2020 value decreased 66% to \$16,284,000. However, this is due to a one-time adjustment made by the State for an over-estimate of value in 2019. The 12/31/21 fund balance is estimated to be \$263,383.



2020 CHANGES

REVENUES INCREASE \$65,797

- Increment revenue increases \$81,295, as the actual tax rate was higher than the assumed tax rate. This is offset by a decrease in interest income.

EXPENDITURES INCREASE \$305

- The assumed work on North Avenue at Mayfair Road was delayed due to the timing of the Zoo Interchange. As a result, capital outlay is decreased \$154,500 This offset

almost exactly by an increase in the Municipal Revenue Obligation owed to the developer based on the assessed value of the building

2021 CHANGES

REVENUES DECREASE \$910,303

- Tax increment decreases 886,005 due to a one-year adjustment as described above. The remaining revenue decrease is due to interest earnings.

TIF #10					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	150	150	Operating Expenses	150	0.0%
4,900	3,175	3,175	Services	3,175	0.0%
627,902	647,000	647,000	Fixed Charges	684,000	5.7%
-	154,500	154,500	Capital Outlay	154,500	0.0%
1,000	1,000	1,000	Transfers	2,500	150.0%
633,802	805,825	805,825	TOTAL	844,325	4.8%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
752,044	1,278,671	1,278,671	Taxes	392,666	-69.3%
2,770	-	-	InterGov Revenues	-	0.0%
9,719	25,498	25,498	Miscellaneous	1,200	-95.3%
764,533	1,304,169	1,304,169	TOTAL	393,866	-69.8%
Net Cost					
(130,731)	(498,344)	(498,344)	TOTAL	450,459	-190.4%

TIF DISTRICT #11 (THE VILLAGE)

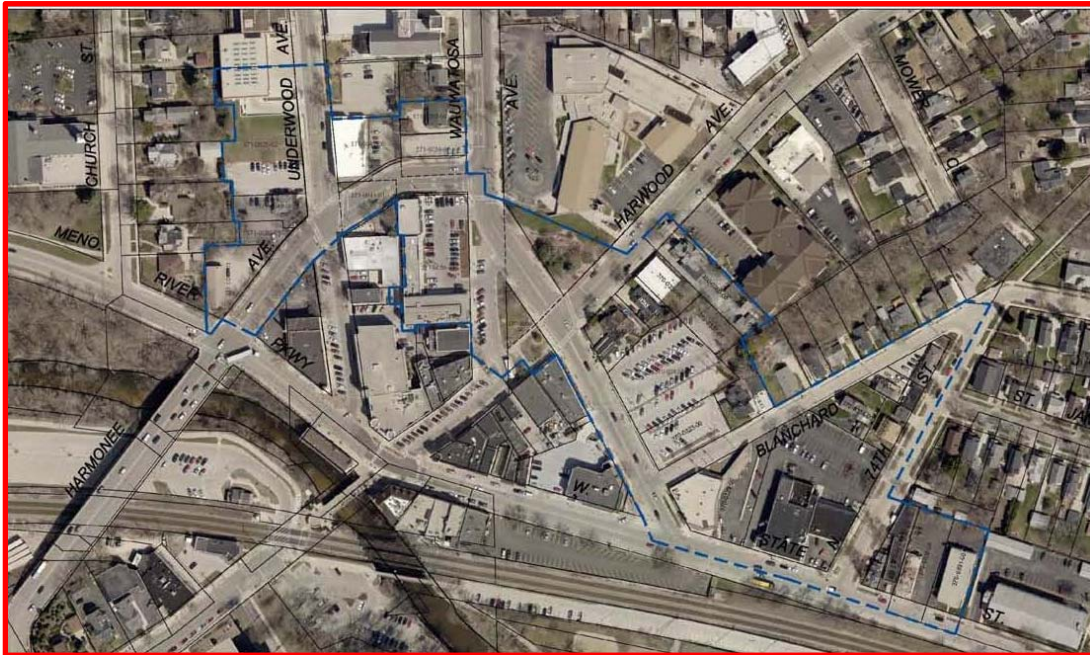
SUMMARY

Tax Incremental District Number 11 is a rehabilitation - conservation, district. The City anticipates making total project expenditures of approximately \$14,789,500 to undertake the projects listed in the Project Plan. The City anticipates completing the projects in five phases. The expenditures include a \$3,926,500 Municipal Revenue Obligation to the developer of the State Street Station project as well as \$2,875,000 in public capital construction costs associated with the State Street Reconstruction project.

As a result of the creation of this district, the City projects that additional land and improvements value of approximately \$27,250,000 will be created as a result of new development, redevelopment, and appreciation in the value of existing properties. This additional value will be a result of the improvements made and projects undertaken within the District.

Based on the Economic Feasibility Study, this district would be expected to generate sufficient tax increments to recover project costs for phases I-IV by the year 2034; 8 years earlier than the 27 year maximum life of this District. Costs for Phase V would require the district to remain open for the full 27 Years.

Incremental value increased 18% to \$33,241,800 as the full value of State Street Station is now included. The 12/31/2021 fund balance is estimated to be \$111,654 – the first year of positive fund balance.



2020 CHANGES

REVENUES INCREASE \$162,244

- Increment increases 6% due to the actual tax rate being higher than the assumed tax rate.

- A one-time payment of \$132,230 from the developer of State Street Station for private improvements made as part of the City's capital project is recognized.

2021 CHANGES

REVENUES INCREASE \$208,214

- Property tax increment increases \$204,665 to \$801,580 based on actual property value and an estimated tax rate.

TIF #11					
Expenditures					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
-	-	-	Operating Expenses	150	0.0%
4,216	4,628	4,628	Services	26,675	476.4%
296,270	435,000	435,000	Fixed Charges	426,000	-2.1%
183,781	136,713	136,713	Transfers	132,213	-3.3%
484,266	576,341	576,341	TOTAL	585,038	1.5%
Revenues					
2019 Actual	2020 Adopted Budget	2020 Revised	Name	2021 Budget	% of Change
530,526	596,915	596,915	Taxes	801,580	34.3%
4,132	9,600	9,600	InterGov Revenues	15,068	57.0%
1,909	2,719	2,719	Miscellaneous	800	-70.6%
536,567	609,234	609,234	TOTAL	817,448	34.2%
Net Cost					
(52,301)	(32,893)	(32,893)	TOTAL	(232,410)	606.6%

TIF DISTRICT #12 – MAYFAIR HOTEL

The District is created as a “Rehabilitation - conservation District”. The City anticipates making total project expenditures of approximately \$19,700,000 to undertake the projects listed in this Project Plan.

As a result of the creation of this District, the City projects that additional land and improvements value of approximately \$53,000,000 will be created as a result of new development, redevelopment, and

appreciation in the value of existing properties. This additional value will be a result of the improvements made and projects undertaken within the District.

The primary development at this time is the rehabilitation of the former 12-story US Bank building into a 196 room Renaissance Hotel with an estimated value of \$31,175,000. The City provided a Municipal Revenue Obligation totaling \$13,843,674 (approximately \$8.8 million present value) towards this project.

This District would be expected to generate sufficient tax increments to recover all project costs by the year 2040; 7 years earlier than the 27 year maximum life of this District.

The 2020 incremental value increased 33% to \$12,439,300. The 12/31/21 fund balance is estimated to be negative \$389,876 due to the cash financing of a portion of the North Avenue reconstruction project which will be earned back over time.



2020 CHANGES

EXPENSES DECREASE \$150,803

- The main cause of this decrease is the delay of North Avenue improvements at Mayfair Road as part of the final phase of the Zoo interchange work.

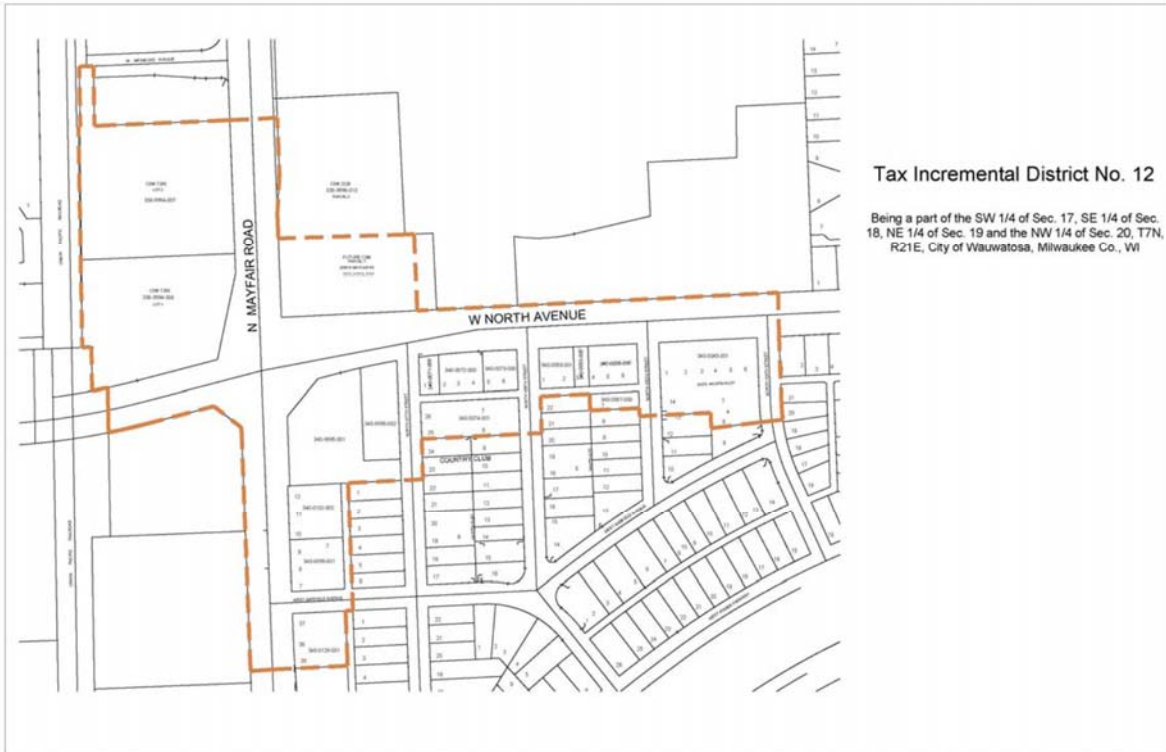
2021 CHANGES

EXPENSES INCREASE \$370,997

- The first payment of \$378,000 for the Municipal Revenue Obligation will be owed the developer.

REVENUES INCREASE \$288,600

- Increment increases from 11,556 to \$299,956 represents the increase in incremental value.



TIF #12					
Expenditures					
2019	2020	2020		2021	% of
Actual	Adopted	Revised	Name	Budget	Change
-	150	150	Operating Expenses	150	0.0%
7,877	9,178	9,178	Services	1,675	-81.7%
-	-	-	Fixed Charges	378,000	0.0%
96,172	154,000	154,000	Capital Outlay	154,500	0.3%
10,665	5,000	5,000	Transfers	5,000	0.0%
114,714	168,328	168,328	TOTAL	539,325	220.4%
Revenues					
2019	2020	2020		2021	% of
Actual	Adopted	Revised	Name	Budget	Change
-	11,556	11,556	Taxes	299,956	2495.7%
-	-	-	Miscellaneous	200	0.0%
-	11,556	11,556	TOTAL	300,156	2497.4%
Net Cost					
114,714	156,772	156,772	TOTAL	239,169	52.6%

TIF DISTRICT #13 – WALNUT ROAD REDEVELOPMENT DISTRICT

Tax Incremental District No. 13 was created in September 2020 comprising approximately 34 acres located between N. Mayfair Road, N. 116th Street and W. Walnut Road. The District will be created to pay the costs of infrastructure and developer incentives needed for development. That development initially will include two parcels by Horizon Development Group. In addition to the incremental property value that will be created, the City expects this project will create affordable and workforce housing within the area. This development will contain 71 senior apartments with a mix of 1- and 2-bedroom units renting to residents earning between 30% to 60% of County Median Income (CMI), and an additional 16 apartments will be rented at market rates. Another 14 townhouse-style residences will be developed in separate building as 3 bedroom units catering to the 50% CMI level. This project is estimated to generate \$6.2 million of incremental value.

Future phases are intended to include light manufacturing uses.

The City anticipates the total expenditures required for the entire area to develop are approximately \$40 million which includes costs for soil stabilization and remediation on a former landfill site and railroad underpass. These projects would only be undertaken if future development occurs. The City will expend

approximately \$1.9 million for the Walnut Glen development incentive. The District is anticipated to remain open the full 27 years.



2020 CHANGES

EXPENSES INCREASE \$18,675

- Professional services for the creation of the TID district and analysis of the first project are estimated to cost \$18,675

2021 CHANGES

EXPENSES INCREASE \$1,825

- Audit and construction inspection costs are anticipated in 2021.

TIF #13

Expenditures

	2020				
2019	Adopted	2020	Name	2021	% of
Actual	Budget	Revised		Budget	Change
-	-	-	Operating Expenses	150	0.0%
-	-	-	Services	1,675	0.0%
-	-	-	TOTAL	1,825	0.0%

Revenues

	2020				
2019	Adopted	2020	Name	2021	% of
Actual	Budget	Revised		Budget	Change
-	-	-		-	0.0%
-	-	-	TOTAL	-	0.0%

Net Cost

-	-	-	TOTAL	1,825	0.0%

2021 CONSOLIDATED FEE SCHEDULE **LIST OF UPDATES**

Building & Safety Division		Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Prop. Maint. & Sign Permit Fees											
Miscellaneous Fees											
Admin Charge - Property Maintenance										\$100.00	2021
Engineering Services											
Title		Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Site Plan Construction Administration			Hourly fee for time related to ensuring compliance with approved site and landscaping plans prior to final occupancy							\$90/Hour	2021
Site-Plan-Review**			Up to 2 acres (\$10 each additional acre) plus \$50/hour engineering review fee						\$75.00	\$75.00	2020
Parks - Facilities Rental											
Title		Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Root Commons		R2.97.60	Hourly rate, Resident & Non Resident							\$10.00	2021
Tennis Reservation Fee - Residents & Non Residents -Singles		R2.97.60	Per hour/per court - rate before tax	\$5.00	\$5.00	\$6.00	\$6.00	\$6.00	\$6.00	\$8.00	2021
Public Works Department											
Title		Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Curbside collection, up to four (4) bulky household items		8.24	Does NOT include TV's or appliances							\$75.00	2021
Curbside collection, appliance or TV only			First Item							\$75.00	2021
Curbside collection, additional appliance or TV			Each additional							\$30.00	2021
Curbside collection, extra bags or boxes			Every 5 bags or boxes = one (1) bulky item								
Curbside collection, rolled carpeting			Each 4' length of carpet, rolled and tied = one (1) bulky item								
Drop off center and curbside collection / recycling fee - large televisions			Projection and wood cabinet televisions				\$30.00	\$30.00	\$30.00	\$45.00	2021
Refuse/Construction Debris Drop-Off Fee											
• 1 Cubic Yard or Less										\$8.00	2021
• 1-3 Cubic Yards										\$20.00	2021
• 3-6 Cubic Yards										\$30.00	2021
• 6-10 Cubic Yards										\$50.00	2021
• 10-18 Cubic Yards										\$90.00	2021
One-time dump permit - recycling or yard waste		8.25.250	Drop off Center Fee per vehicle	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	2015
Pickup of two garbage carts at one residence			per year					\$100.00	\$100.00	\$100.00	2019
Return Trip - Garbage or Recycle			Late set out or inaccessible cart							\$25.00	2021
Replacement Cart - Garbage or Recycle			Amount is before tax							\$55.00	2021
Additional Recycle Cart at residence			One time fee for second recycle cart - before tax							\$55.00	2021
Curbside collection, trip charge			Wednesday-pick-ups					\$60.00	\$60.00	\$60.00	2019
One-time dump permit			With trailer/per axle		\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	2016

2021 CONSOLIDATED FEE SCHEDULE

Administration										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Room Rentals										
Upper Civic Center, Full Day (Monday-Friday)	R 95-261	Room Rental (8:30 a.m. - 4:30 p.m.)			\$310.00	\$310.00	\$310.00	\$310.00	\$310.00	2017
Upper Civic Center, Partial Day (Monday-Friday)	R 95-261	Room Rental (4 hour rental time)			\$185.00	\$185.00	\$185.00	\$185.00	\$185.00	2017
Lower Civic Center, Full Day (Monday-Friday)	R 95-261	Room Rental (8:30 a.m. - 4:30 p.m.)			\$400.00	\$400.00	\$400.00	\$400.00	\$400.00	2017
Lower Civic Partial Day (Monday - Friday)	R 95-261	Room Rental (4 hour rental time)	\$158.00	\$158.00	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00	2017
Upper and Lower Civic Center, Full Day (Monday-Friday)	R 95-261	Room Rental (8:30 a.m. - 4:30 p.m.)			\$550.00	\$550.00	\$550.00	\$550.00	\$550.00	2017
Upper and Lower Civic Center, Partial Day (Monday-Friday)	R 95-261	Room Rental (4 hour rental time)			\$330.00	\$330.00	\$330.00	\$330.00	\$330.00	2017
Full Closet Storage Area	R 95-252	Annually	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1995
One Shelf Storage Area	R 95-252	Annually	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	1995
Recreation	R95-279	Annually	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	1995
Cable										
Common Council Tape	Unknown	Per Tape	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2002
Committee of the Whole Tape	Unknown	Per Tape	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2002
Administrations - Deletions										
Club Room #1 - or #2 Full Day (Monday - Friday)	R-95-264	Room rental (8:00 A.M. - 6:00 P.M.)	\$84.00	\$84.00						1999
Club Room #1 - or #2 Partial Day (Monday - Friday)	R-95-264	Room rental (8:00 - 5:00)	\$66.00	\$66.00						1999
2 Club Rooms & Lower Auditorium Partial Day (Monday - Friday)	R-95-264	Room rental (8:00 - 5:00)	\$248.00	\$248.00						1999
Room Rentals-Reduced- Club Room #1 or #2 (Monday - Friday)	R-95-252	Full Day - Reduced rate is for civic groups	\$34.00	\$34.00						1995
Room Rentals-Reduced- Lower Auditorium (Monday - Friday)	R-95-252	Full Day - Reduced rate is for civic groups	\$84.00	\$84.00						1995
Room Rentals-Reduced- 2 Club Rooms & Lower Auditorium (M-F)	R-95-252	Full Day - Reduced rate is for civic groups	\$141.00	\$141.00						1995
Assessors										
Assessors - Deletions										
Vision Property Data (via electronic media)										
Property data (via electronic media)		Entire Property database	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$75.00	\$75.00	2020
Property data (via electronic media)		Standardized Reports						\$25.00	\$25.00	2020
Property data (via electronic media)		Customized Report (query set-up fee)						\$75.00	\$75.00	2020
Property data (via electronic media)		Customized Report						\$25.00	\$25.00	2020
Assessors - Deletions										
Vision Property Data (via electronic media)										
Vision Property Data (via electronic media)		Property addresses plus other data requested by customer								
Vision Property Data (via electronic media)		Minimum Charge	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2014
Vision Property Data (via electronic media)		Commercial only	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2014
Vision Property Data (via electronic media)		Multi-Family	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2014
Vision Property Data (via electronic media)		Residential Only	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2014
Building & Safety Division										
Application Fee										
Application Fee	15.02.150	All Permit Applications Without Plan Review	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	2012

2021 CONSOLIDATED FEE SCHEDULE

Building & Safety Division		2015	2016	2017	2018	2019	2020	2021	Last Update	
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Building Plan Examination & Inspection Fees										
Plan Examination Fees										
Commercial - Addition	15.02.150	Per Plan Set	\$200.00 12% of review fee	\$200.00 12% of review fee	\$200.00 12% of review fee	\$200.00 12% of review fee	\$200.00 12% of review fee	\$200.00 12% of review fee	\$200.00 12% of review fee	2008
Commercial - Administrative Fee (Agent Municipality)	15.02.150	Wis. Stats. Sec. 101.12 (am)	\$500.00 12% of review fee	\$500.00 12% of review fee	\$500.00 12% of review fee	\$500.00 12% of review fee	\$500.00 12% of review fee	\$500.00 12% of review fee	\$500.00 12% of review fee	2009
Commercial - New	15.02.150	Per Plan Set	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	2008
All commercial plan examination as an "Agent Municipality" - Wis. Stats. Sec. 101.12(am)*										
Commercial Alteration	15.02.150	Per Plan Set	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2008
Garages - Commercial	15.02.150	Per Plan Set	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2008
Garages - Residential	15.02.150	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Minimum Examination Fee	15.02.150	Per Plan Set Not Listed Below	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Multi-Family & Condominiums	15.02.150	Minimum Charge Plus Per Unit	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2008
Multi-Family & Condominiums	15.02.150	Per Unit	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2008
One & Two Family-Dwellings - Additions & Alterations	15.02.150	Per Plan Set	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	1997
One & Two-Family Dwellings - New	15.02.150	Per Plan Set	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2008
Building Inspection Fees										
Minimum Inspection Fee	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Commercial - New & Additions	15.02.150	Per Square Foot	\$0.28	\$0.28	\$0.28	\$0.28	\$0.28	\$0.28	\$0.28	2008
Commercial (Manufacturing or Industrial Buildings)	15.02.150	Per Square Foot	\$0.24	\$0.24	\$0.24	\$0.24	\$0.24	\$0.24	\$0.24	2008
Commercial Alterations	15.02.150	Per \$1,000 Estimated Const.Cost	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008
Decks	15.02.150	Flat Rate	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	2008
Early Start - Footings and Foundations	15.02.150	Residential - Flat Rate	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	2008
Early Start - Footings and Foundations	15.02.150	Commercial - Flat Rate	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	2008
Garages - Commercial	15.02.150	Per Square Foot (minimum \$250)	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	2008
Garages - Residential	15.02.150	Per Square Foot	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	2008
Moving Buildings	15.02.150	Minimum Charge Plus Square Footage	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	2008
Moving Buildings	15.02.150	Per Square Foot	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	2008
Multi-Family & Condominiums	15.02.150	Per Square Foot	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	2008
One & Two-Family Dwellings	15.02.150	Per Square Foot	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	2008
Other Alterations & Repairs	15.02.150	Per \$1,000 Estimated Const.Cost	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008
Razing Buildings	15.02.150	Minimum Charge (\$1,200 max.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Razing Buildings	15.02.150	Per Square Foot	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	\$0.06	2008
Residential Alterations	15.02.150	Per \$1,000 Estimated Const.Cost	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008
Residing, Reroofing, Fences & Pools	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Storage Sheds & Accessory Buildings > 120 sq. ft.	15.02.150	Flat Rate	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	2008
Miscellaneous Fees										
Appeal to Board of Building and Fire Code Appeals	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
Beef/Chicken Keeping Fee	9.04.050	Per household fee (one time fee)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2016
Beef/Chicken Keeping Renewal	9.04.050	Annual Renewal fee	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2016
Code Compliance Inspection	15.02.150	Per Category	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	1998
File Reports	15.02.150	Flat Rate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Inspections - Non Business Hours	15.02.150	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Land Conservation Fund Fee	24.25.040	Per Square Foot	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	2005
Mileage Fee	15.02.150	Flat Rate per IRS Mileage Allowance								2011
No Call For Final Inspection - 15 Days of Completion	15.02.150	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008

2021 CONSOLIDATED FEE SCHEDULE

Building & Safety Division										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Reinspection Fee-Code Corrections	15.02.150	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1997
State Seal 1 & 2 Family Dwellings	15.02.150	Flat Rate	Cost + \$10	Cost + \$10	Cost + \$10	Cost + \$10	Cost + \$10	Cost + \$10	Cost + \$10	2008
Electrical Plan Examination & Inspection Fees										
Plan Examination Fees										
Minimum Examination Fee	15.02.150	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Commercial - New	15.02.150	Per Plan Set	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2008
Commercial Additions & Alterations	15.02.150	Per Plan Set	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Electrical Inspection Fees										
Minimum Inspection Fee	15.02.150	Flat Rate	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013
Appliances - Direct Wired	15.02.150	Per Appliance	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008
Devices (Switches, receptacles, sensors, etc.)	15.02.150	Each	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2008
Feeders - 30 amps or larger	15.02.150	Each	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2013
Fuel Dispensing Pumps	15.02.150	Each	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	2008
Generators - 1 & 2 Family Residence	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Generators - Commercial	15.02.150	Per Kilowatt	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2013
Low Voltage Devices	15.02.150	Per Unit	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2013
Luminaires - Direct Wired	15.02.150	Per Fixture	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	2008
Mechanical - 1 & 2 Family Heating & Cooling Systems	15.02.150	Each	\$70.00	\$70.00	\$70.00	\$35.00	\$35.00	\$35.00	\$35.00	2018
Mechanical - Commercial Heating & Cooling Systems	15.02.150	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Motors - Each up to 1 Horsepower	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Motors - Over 1 Horsepower	15.02.150	Per Horsepower	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	2008
Outlets	15.02.150	Each	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2008
Services - 0 through 200 amps	15.02.150	Each	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013
Services - 201 through 1000 amps	15.02.150	Each	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2013
Services - Each additional 1000 amps	15.02.150	Per 1000 Amps	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2008
Signal or Communications Devices	15.02.150	Per Unit	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2013
Signs	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Single Install of a 1&2 Family Appliance or Sump Pump	15.02.150	Flat Rate	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2013
Swimming Pools, Hot Tubs, Spas & Whirlpools	15.02.150	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Temporary Services	15.02.150	Each	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013
Trac Lighting, Plug-In Strip, Wireways, Busways, etc.	15.02.150	Per Foot	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2013
Transformer, Rectifier, Reactor, Capacitor	15.02.150	\$1.00 per kilowatt (\$300.00 maximum)	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2015
Utilization Equipment - Direct Wired	15.02.150	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Miscellaneous Fees										
Appeal to Board of Examiners	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
File Reports	15.02.150	Flat Rate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Inspections-Non Business Hours	15.02.150	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
License - New	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
License - Renewal	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
Maintenance License Examination	15.02.150	Per Exam	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
No Call For Final Inspection - 15 Days of Completion	15.02.150	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Reinspection Fee-Code Corrections	15.02.150	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2011

2021 CONSOLIDATED FEE SCHEDULE

Building & Safety Division		2015	2016	2017	2018	2019	2020	2021	Last Update	
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Erosion Plan Examination & Inspection Fees										
Plan Examination Fees										
Commercial - New	15.02.120	Per Plan Set	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2008
Commercial Additions & Alterations	15.02.120	Per Plan Set	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2008
Disturbing Unimproved Land	15.02.120	Per Plan Set	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2008
Minimum Examination Fee	15.02.150	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Multi-Family & Condominiums	15.02.120	Per Plan Set	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	2008
One & Two Family-Dwellings - Additions & Alterations	15.02.120	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
One & Two Family Dwellings - New	15.02.120	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Erosion Inspection Fees										
Commercial - New	15.02.120	Per 1000 sq. ft. of disturbed area	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	2008
Commercial Additions & Alterations	15.02.120	Per 1000 sq. ft. of disturbed area	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	2008
Disturbing Unimproved Land	15.02.120	Per 1000 sq. ft. of disturbed area	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	2008
Maximum Inspection Fee	15.02.120		\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	2008
Minimum Inspection Fee	15.02.120	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Multi-Family & Condominiums	15.02.120	Per 1000 sq. ft. of disturbed area	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	2008
One & Two Family-Dwellings - Additions & Alterations	15.02.120	Per Lot	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	2008
One & Two Family Dwellings - New	15.02.120	Per Lot	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	1998
Miscellaneous Fees										
Appeal to Board of Public Works	15.02.120	Flat Rate	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2008
File Reports	15.02.120	Flat Rate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Inspections - Non Business Hours	15.02.120	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
No Call For Final Inspection - 15 Days of Completion	15.02.120	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Reinspection Fee-Code Corrections	15.02.120	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1997
Mechanical Plan Examination & Inspection Fees										
Plan Examination Fees										
Commercial - New	15.02.120	Per Plan Set	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Commercial Additions & Alterations	15.02.120	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Garages - Commercial	15.02.120	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Minimum Examination Fee	15.02.120	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
One & two family	15.02.120	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Mechanical Inspection Fees										
Commercial & Ind. Exh. Hoods and Exh. Systems	15.02.120	Per Unit	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	2008
Cooling Systems	15.02.120	Minimum Per Unit (36,000 BTU Max.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Cooling Systems > 36,000 BTU (3 Tons)	15.02.120	Per 12,000 BTUs (\$1,000 Max.)	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	2008
Ductwork and Distributions systems	15.02.120	Minimum Charge first 4,000 square ft.	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Ductwork and Distributions systems	15.02.120	Per 100 square feet	\$1.70	\$1.70	\$1.70	\$1.70	\$1.70	\$1.70	\$1.70	2008
Heating Systems	15.02.120	Minimum Per Unit (150,000 BTU Max.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Heating Systems > 150,000 BTU	15.02.120	Per 50,000 BTUs (\$1,000 Max.)	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	2008
Minimum Inspection Fee	15.02.120	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Wood Burning Appliances and Fireplaces	15.02.120	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Miscellaneous Fees										
Appeal to Board of Building and Fire Code Appeals	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008

2021 CONSOLIDATED FEE SCHEDULE

Appeal to BPW for A/C condenser Location	15.02.120	Flat Rate	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2008
Building & Safety Division													
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	2021 Update	Last Update		
File Reports	15.02.150	Flat Rate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Inspections - Non Business Hours	15.02.150	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
No Call For Final Inspection - 15 Days of Completion	15.02.150	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Reinspection Fee-Code Corrections	15.02.150	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1997
Occupancy Inspection & Permit Fees													
Apartment & Hotels	15.02.150	Per Unit	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Business & Office	15.02.150	Flat Rate	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2008
Manufacturing	15.02.150	Flat Rate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Residences	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Temporary Certificate	15.02.150	Flat Rate	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	2008
Miscellaneous Fees													
Appeal to Board of Examiners	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
File Reports	15.02.150	Flat Rate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Inspections - Non Business Hours	15.02.150	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
No Call For Final Inspection - 15 Days of Completion	15.02.150	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Reinspection Fee-Code Corrections	15.02.150	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1997
Plumbing Plan Review & Inspection Fees													
Plan Examination Fees													
Commercial	15.02.150	Per Plan Set	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2008
Minimum Examination Fee	15.02.150	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
One & Two-Family Dwellings	15.02.150	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Plumbing Inspection Fees													
Capping or Sealing Water or Sewer Laterals or Outlets	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Failure to obtain well or well pump permit	15.02.150	Double the fees set forth											2008
Fire Protection Supply	15.02.150	Flat Rate (First 100 ft.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Fire Protection Supply > 100 ft.	15.02.150	Per Foot	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	2008
Fixtures	15.02.150	Each	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008
Gas Piping New & Extensions	15.02.150	\$10.00/outlet	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2017
Inspection of Meter Pit	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Lawn Sprinkler Systems	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Minimum Inspection Fee	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
New Sewer Connection (Storm or Sanitary)	15.02.150	Each Connection	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Repairs to any Storm, Sanitary or Water Lateral	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Sanitary or Storm Sewer from Curb to Building	15.02.150	Flat Rate (First 100 ft.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Sanitary or Storm Sewer from Curb to Building > 100 ft.	15.02.150	Per Foot	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	2008
Sanitary or Storm Sewer from Main to Curb	15.02.150	Flat Rate (First 100 ft.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Sanitary or Storm Sewer from Main to Curb > 100 ft.	15.02.150	Per Foot	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	2008
Single Install of a 1&2 Family Fixture or Sump Pump	15.02.150	Flat Rate	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2008
Water Distribution System New or Replacement	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Water Supply from Curb or Lot Line to Building	15.02.150	Flat Rate (First 100 ft.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Water Supply from Curb or Lot Line to Building > 100 ft.	15.02.150	Per Foot Over 100	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	2008
Water Supply from Main to Curb or Lot Line	15.02.150	Flat Rate (First 100 ft.)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008

2021 CONSOLIDATED FEE SCHEDULE

Water Supply from Main to Curb or Lot Line > 100 ft.		Per Foot	2015	2016	2017	2018	2019	2020	2021	Last Update
Building & Safety Division										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Water-Cooled Air Conditioning Unit	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Well Abandonment	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Well Operation	15.02.150	Yearly User's Fee	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1995
Well or Well Pump	15.02.150	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Miscellaneous Fees										
Appeal to Board of Public Works	15.02.150	Flat Rate	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	1998
File Reports	15.02.150	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
Inspections-Non Business Hours	15.02.150	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
No Call For Final Inspection - 15 Days of Completion	15.02.150	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Reinspection Fee-Code Corrections	15.02.150	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1997
Prop. Maint. & Sign Permit Fees										
Plan Examination Fees										
Face Change	15.14.110	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Minimum Examination Fee	15.14.110	Per Plan Set	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Permanent Signs	15.14.110	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Sandwich Boards	15.14.110	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Temporary Signs	15.14.110	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Inspection Fees										
Billboards (Conditional Use)	15.14.110	Each	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	2015
Face Change	15.14.110	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Minimum Inspection Fee	15.14.110	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Overhanging Signs	15.14.110	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Permanent Signs	15.14.110	Each	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
Sandwich Boards	15.14.110	Each	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
Temporary Signs	15.14.110	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008
Miscellaneous Fees										
Admin Charge - Property Maintenance										
Appeal to Sign Appeals Board	15.14.110	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
File Reports	15.14.110	Flat Rate	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	2008
Inspections-Non Business Hours	15.14.110	Per Hour	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2008
Property Maintenance- Reinspection Fee (1st)	15.32.70	Each	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2013
Property Maintenance- Reinspection Fee (2nd)			\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2015
Property Maintenance- Reinspection Fee (3rd)			\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2013
Property Maintenance- Reinspection fee (4th & all subsequent)			\$400.00	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00	2015
Reinspection Fee-Code Corrections	15.14.110	Each	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1998
Weights and Measures Fees										
Liquid Measure Device	15.00	Per port or meter	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2008
Scales	15.00	Each	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2008
Scanner	15.00	Each	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2008
Building & Safety - Deletions										
Gas Piping - New & Extensions	45.02.150	Flat Rate (First 100-ft.)	\$50.00	\$50.00						2012

2021 CONSOLIDATED FEE SCHEDULE

City Clerks Office										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Photo Copies	Unknown	Per Sheet	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	<1992
Pinball Machine	Fee Res.	Per Machine	\$35.00	\$38.00	\$38.00	\$38.00	\$38.00	\$45.00	\$45.00	2020
Pool Table	Fee Res.	Each Table	\$22.00	\$25.00	\$25.00	\$25.00	\$25.00	\$40.00	\$40.00	2020
Precious Metal and Gem Dealer	134.71		\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	2004
Publication Fee - Original	Fee Res.	Class "B" liquor & Pharmacist Applicants Only	\$12.00	\$24.00	\$24.00	\$8.00	\$8.00	\$8.00	\$8.00	2018
Publication Fee - Renewal	Fee Res.	Class "B" liquor & Pharmacist Applicants Only	\$7.00	\$12.00	\$12.00	\$8.00	\$8.00	\$8.00	\$8.00	2018
Request for temporary extension of licensed premises, per request	Fee Res.	Licensed premises extension	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00	2020
Rush processing fee		Submission of temporary beer/wine or temporary operator licenses fewer than 3 full business days prior to an event, excluding the event day	\$10.00	\$10.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	2017
Second Hand Dealer	134.71		\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50	2004
Second Hand Dealer - Mall	134.71		\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	2003
Service Station	Fee Res.		\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$75.00	\$75.00	2020
Service Station new/remodel			\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2008
Service Station Pre-inspection fee			\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2008
Service Station transfer of owner			\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2008
Sidewalk Café Permits	Chapter 6.38 Renewal Fees	New application fee				\$100.00	\$100.00	\$125.00	\$125.00	2020
Sidewalk Café Permits		Class 1 0-100 total area (sq. ft)				\$25.00	\$25.00	\$25.00	\$25.00	2018
Sidewalk Café Permits		Class 2: 101-200 total area (sq ft)				\$50.00	\$50.00	\$50.00	\$50.00	2018
Sidewalk Café Permits		Class 3: 201-300 total area (sq ft)				\$75.00	\$75.00	\$75.00	\$75.00	2018
Sidewalk Café Permits		Class 4: 301-400 total area (sq ft)				\$100.00	\$100.00	\$100.00	\$100.00	2018
Sidewalk Café Permits		Class 5: 401-500 total area (sq ft)				\$150.00	\$150.00	\$150.00	\$150.00	2018
Sidewalk Café Permits		Class 6: 501-or greater total area (sq ft)				\$225.00	\$225.00	\$225.00	\$225.00	2018
Sidewalk Sale	Fee Sch.		\$25.00	\$40.00	\$40.00	\$40.00	\$40.00	\$50.00	\$50.00	2020
Special Event Permit Application Fee						\$125.00	\$125.00	\$150.00	\$150.00	2020
Street Vendor License Fee	Section 6.50 of City Code	Per location or vehicle	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	2009
Street Vendor License Fee	Section 6.50 of City Code	Per additional location or vehicle	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	2009
Successor Agent	State Law		\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	<1992
Tax Exemption Report	70.337		\$30.00	\$30.00	\$30.00	\$30.00	\$35.00	\$35.00	\$35.00	2019
Theater	Fee Res.	Each Seat (\$75.00 minimum)	\$0.45	\$0.45	\$0.45	\$0.45	\$0.45	\$0.55	\$0.55	2020
Tobacco Products	134.65		\$100.00	\$100.00	\$100.00	\$100.00				1999
Transient Dealer Prec-Stones/Metals	6.54		\$350.00	\$350.00	\$350.00	\$350.00	\$375.00	\$375.00	\$375.00	2019
Used Car Dealer	Fee Res.	Each Lot	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$150.00	\$150.00	2020
Vending Machine (City)			\$15.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2016
Vending Machine (City)			\$15.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2016
Vending Machine (State)			\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$25.00	\$25.00	2020
Vending Machine commissary (State)			\$280.00	\$280.00	\$280.00	\$280.00	\$280.00	\$280.00	\$280.00	2011
Wholesaler license	State Law		\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	<1992

2021 CONSOLIDATED FEE SCHEDULE

City Clerks Office											
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update	
Bed and Breakfast Local Fee (moved to Health in 2018)	Fee Res.		\$120.00	\$120.00	\$120.00	\$225.00					2018
SVRS Reports	WI Stats. Section 6.38(6)	Variety of SVRS reports - \$25 base cost + additional \$5/pep + 1,000 water names	\$25.00 minimum	\$25.00 minimum	\$25.00						2017
Late Filing fee - Other license applicants	Fee Res.		\$25.00 min + 10% of each license held	\$30.00 min + 10% of each license held	\$30.00 min + 10% of each license held	\$30.00 min + 10% of each license held					2016
Late Filing fee - Operator applicants	Fee Res.	must be received in office or postmarked by May-31	\$10	\$10	\$10	\$10					2015
Soda Water	State Law	must be received in office or postmarked by May-31									2013
Statement of Real Property Status	Unknown	Statement of real property status w/ copy of tax bill	\$40.25	\$40.25	\$40.25	moved to Finance					2018
Walk-Through of Statement of Real Property Status	Unknown		\$75.00	\$75.00	\$75.00	moved to Finance					2018
Street Festival	Fee Res.		\$125.00	\$125.00	\$125.00	*/A					2011
Engineering Services											
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update	
Bicycle Rack Permit	12.04.062	by ordinance in 2018				\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2018
Contractors License	12.20.030	Contractors license	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2008
Encroachments	12.42.020	Encroachment into right-of-way	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
House Numbers	12.38.010	House numbers	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	1995
Number Racks	12.38.010	Racks for house numbers	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	1995
Plans	12.04.015	Copies of Plans & Specifications	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2008
Site Plan Construction Administration		Hourly fee for time related to ensuring compliance with approved site and landscaping plans prior to final occupancy								\$90/Hour	2021
Street Occupancy - Inspection		Inspection fee charged for field inspections	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2008
Street Occupancy - Sidewalk replacement		Three stones or less (Includes Inspection)	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	<2004
Street Occupancy - Sidewalk replacement / Drive Approach		Four stones or more (Includes Inspection)	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2012
Street Occupancy - Small Excavations (Plumbers cut)			\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	<2004
Street Occupancy - Utility project (Variable - based on size of project and amt of inspection required)	12.04.060										
Street Occupancy Permit	12.04.060	Permit for construction or excavation	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	1999
Street Occupancy Permit- Dumpster (if obtained after placement)	12.04.060	Permit for storage of dumpster in the street	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	<2004
Street Occupancy Permit-Dumpster (if obtained prior to placement)	12.04.060	Permit for storage of dumpster in the street	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2002
Engineering - Deletions											
New Construction		Up to two acres (\$10.00 for each additional acre)	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2012
Reconstruction		Up to 2 acres (\$10 each additional acre) plus \$90/hour engineering review fee	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2004
Site Plan Review									\$75.00	\$75.00	2020

2021 CONSOLIDATED FEE SCHEDULE

		<i>Formerly known as Comptroller/Treasurer's Office</i>											
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update			
Damage Repairs		20% administrative fee on invoices for damage repairs	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	2014	
Equipment Use for damage repairs		Wisconsin Department of Transportation Cost Invoicing Classified										2014	
GCS Tax roll data (via electronic media)		GCS Tax Roll data	\$75.00	\$75.00	\$75.00	NA	NA	NA	NA	NA	NA	2016	
Pre-collection Tax Roll Data				\$225.00	\$225.00	NA	NA	NA	NA	NA	NA	2018	
Statement of Real Property Status-Individual	Unknown	Statement of real property status w/copy of tax bill				\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	2018	
Statement of Real Property Status-Subscription		per search				\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	2018	
Statement of Real Property Status-Subscription		per 25 searches				\$1000.00	\$1000.00	\$1000.00	\$1000.00	\$1000.00	\$1000.00	2018	
Tax Amount Requests (Individual Parcels) Electronic Media		0-100 parcels	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2014	
Tax Amount Requests (Individual Parcels) Electronic Media		each additional 100 parcels	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2014	
Tax Data-Customized Reports		Flat fee is in addition to data acquisition charges				\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2018	
Tax Data-GCS Generic Data Dump - Priority		within 10 days of finalization of tax roll				\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2018	
Tax Data-Standard GCS Reports						\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2018	
Walk-Through of Statement of Real Property Status	Unknown					\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	2018	
Dog and Cat Licenses													
March 31 or less than 6 months old or within 30 days of Tosa residency	Fee Res.	Male/Female - Unaltered	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00	2009	
March 31 or less than 6 months old or within 30 days of Tosa residency	Fee Res.	Male/Female - Altered	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	2009	
If 5 months of age after July 1st of license year and unaltered	Fee Res.	Male/Female - Unaltered	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	2009	
If 5 months of age after July 1st of license year and altered	Fee Res.	Male/Female - altered	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	2009	
Late fee for unaltered	Fee Res.		\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	2009	
Late fee for altered	Fee Res.		\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	2009	
Replace lost tag	Fee Res.		\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	2001	
Fire Department													
Fire Department													
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update			
Annual Fire Inspection Fee	14.28.080	Residential (Living unit) 3-4 Family	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	2009	
Annual Fire Inspection Fee		Residential (Living unit) >5 Family	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2009	
Annual Fire Inspection Fee	14.28.080	Hotels & Motels - per room	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2009	
Annual Fire Inspection Fee		Commercial & Industrial - Under 1,000 sq. ft.	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	2009	
Annual Fire Inspection Fee		Commercial & Industrial - 1,001 to 5,000 sq. ft.	\$37.50	\$37.50	\$37.50	\$37.50	\$37.50	\$37.50	\$37.50	\$37.50	\$37.50	2009	
Annual Fire Inspection Fee		Commercial & Industrial - 5,001 to 25,000 sq. ft.	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	2009	
Annual Fire Inspection Fee		Commercial & Industrial - 25,001 to 100,000 sq. ft.	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	2009	
Annual Fire Inspection Fee		Commercial & Industrial - 100,001 to 500,000 sq. ft.	\$312.50	\$312.50	\$312.50	\$312.50	\$312.50	\$312.50	\$312.50	\$312.50	\$312.50	2009	
Annual Fire Inspection Fee		Commercial & Industrial - 500,000 to 1,000,000 sq. ft.	\$562.50	\$562.50	\$562.50	\$562.50	\$562.50	\$562.50	\$562.50	\$562.50	\$562.50	2009	
Annual Fire Inspection Fee		Commercial & Industrial - Over 1,000,000 sq. ft.	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	2009	
Annual Fire Inspection Fee		Tax Exempt Place of Assembly - 0 to 50 capacity	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	2009	
Annual Fire Inspection Fee		Tax Exempt Place of Assembly - 51 to 100 capacity	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	2009	
Annual Fire Inspection Fee		Tax Exempt Place of Assembly - 101 and over capacity	\$137.50	\$137.50	\$137.50	\$137.50	\$137.50	\$137.50	\$137.50	\$137.50	\$137.50	2009	
Annual Fire Inspection Fee		Day Care Facilities - 0 to 20 capacity	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	\$31.25	2009	
Annual Fire Inspection Fee		Day Care Facilities - 21 to 40 capacity	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	\$62.50	2009	
Annual Fire Inspection Fee		Day Care Facilities - Over 41 capacity	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2009	
Annual Fire Inspection Fee	14.28.080	Health Care Facilities per inpatient occupancy - based on max	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2009	

2021 CONSOLIDATED FEE SCHEDULE

Fire Department											
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update	
Annual Fire Inspection Fee	14.28.080	Schools - per school	\$145.00	\$145.00	\$145.00	\$145.00	\$145.00	\$145.00	\$145.00	1999	
Annual Fire Inspection Fee	14.28.080	Community based residential care facilities, rooming houses and monasteries - per unit	\$6.25	\$6.25	\$6.25	\$6.25	\$6.25	\$6.25	\$6.25	2009	
Blasting Permit	14.28.080	Fee for bonfires	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	2013	
Bonfires, outside burning	14.24.070	Temporary use of L.P. or acetylene products for cutting or welding (1 day)	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013	
Cutting & Welding	14.28.080	7 days	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2013	
Cutting & Welding		30 days	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013	
Cutting & Welding		Monthly renewal fee per month	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013	
Cutting & Welding		Renewal per month, max 6 months	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008	
Explosive Transportation Permit	14.28.080	To transport explosives or blasting agents	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013	
Fire Alarm Permit	14.28.080	Dwelling	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013	
Fire Department Service Fee - Special Events (Fire Engine)		Apparatus-per hour				\$91.00	\$91.00	\$91.00	\$91.00	2018	
Fire Department Service Fee - Special Events (Fire Engine)		Crew-per hour				\$93.00	\$93.00	\$93.00	\$93.00	2018	
Fire Department Service Fee - Special Events (Paramedic Unit)		Apparatus-per hour				\$41.50	\$41.50	\$41.50	\$41.50	2018	
Fire Department Service Fee - Special Events (Paramedic Unit)		Crew-per hour				\$62.43	\$62.43	\$62.43	\$62.43	2018	
Fire Department Service Fee - Special Events (Single Paramedic)		Apparatus-per hour				\$14.30	\$14.30	\$14.30	\$14.30	2018	
Fire Department Service Fee - Special Events (Single Paramedic)		Crew-per hour				\$31.21	\$31.21	\$31.21	\$31.21	2018	
Fire System Installation	14.28.080	For installation of detection and suppression systems other than automatic sprinkler systems, first 10 fixtures	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013	
Fire System Installation		Each additional fixture	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50	2008	
Fireworks Permit	14.28.080	Fees for the installation of new standpipe system, First six (6) connections	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	\$110.00	2013	
First aid hose stations & standpipe connections	14.28.080	Per additional connection	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013	
First aid hose stations & standpipe connections		Standpipe system flow test per hour or fraction thereof	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008	
First aid hose stations & standpipe connections		Propane or other gaseous storage site fee	\$85 per hour	\$85 per hour	\$85 per hour	\$85 per hour	\$85 per hour	\$85 per hour	\$85 per hour	2013	
Gaseous Storage Permit	14.28.080	<100 gallons no fee	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1997	
Gaseous Storage Permit		100 - 1,000 gallons	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	<1992	
Gaseous Storage Permit		Per each 1,000 gallons	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	2008	
Gaseous Storage Permit		First three vehicles	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	<1992	
Motor Vehicle Exhibition	14.28.080	Every Additional vehicle	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	2013	
Motor Vehicle Exhibition		Fire permit application prior to permit issuance	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	2008	
Permit Fee Application	14.28.080	Storage, handling or use of flammable & combustible liquids	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2013	
Permit for storage & handling of flammable / combustible fluids	14.28.080	Fee for re-inspection - administrative	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013	
Permit Re-Inspection Fee	14.28.080	Hot Roofing	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2008	
Roofing Activities Using Hot Tar	14.28.080	7 days	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2013	
Roofing Activities Using Hot Tar		30 days	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2013	
Roofing Activities Using Hot Tar		Monthly renewal fee per month (max 6 months)	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013	
Roofing Activities Using Hot Tar		Fees for the installation of new sprinkler system & for additions and alterations. For the first 250 heads.	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2008	
Sprinkler System Fee	14.28.080	For each additional 100 or fraction thereof	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013	
Sprinkler System Fee		Modification of any flammable or combustible tank system - per system	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2008	
Tank Modification Permit (City)	14.28.080		\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013	

2021 CONSOLIDATED FEE SCHEDULE

Tank Modification Permit (State)	14.28.080	State Fee +< 1,100 gallons	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00	2013
Tank Modification Permit (State)	14.28.080	State Fee 1,101-48,000	\$410.00	\$410.00	\$410.00	\$410.00	\$410.00	\$410.00	\$410.00	\$410.00	2013
Tank Modification Permit (State)	14.28.080	State Fee 48,001-80,000	\$485.00	\$485.00	\$485.00	\$485.00	\$485.00	\$485.00	\$485.00	\$485.00	2013
Fire Department											
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update	
Tank Modification Permit (State)	14.28.080	State Fee 80,001-120,000	\$665.00	\$665.00	\$665.00	\$665.00	\$665.00	\$665.00	\$665.00	\$665.00	2013
Tank Modification Permit (State)	14.28.020	State Fee > 120,000 gallons	\$995.00	\$995.00	\$995.00	\$995.00	\$995.00	\$995.00	\$995.00	\$995.00	2013
Tank Removal Permit	14.28.080	Tank removal or abandonment - per tank	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	\$135.00	2013
Tent Permit		400 sq ft or greater				\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2018
Tent Permit		after hours inspection/testing				\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2018
Tent Permit		re-inspection fee				\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2018
Tent Permit	14.28.080	Required for tents in excess of 400 sq. ft. per tent	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2008
Variance/Waiver Fee	14.28.080	Fee for variance, waiver or position statement	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2013
Paramedic/Rescue Squad Fees											
Adenosine			\$93.29	\$93.29	\$99.63	\$99.63	\$99.63	\$99.63	\$99.63	\$99.63	2017
Alarm Fee for response to false alarm	14.28.120	(1-2 responses)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	2012
Alarm Fee for response to false alarm	14.28.120	(3-4 responses)	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2013
Alarm Fee for response to false alarm	14.28.120	(5+ responses)	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	2013
ALS supplies			\$83.15	\$83.15	\$88.80	\$88.80	\$88.80	\$88.80	\$88.80	\$88.80	2017
Basic supplies (various)			\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2009
Cervical immobilization		Includes collar, head bed, backboard	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	2012
Combi-Tube			\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	1999
CPAP masks			\$46.64	\$46.64	\$49.81	\$49.81	\$49.81	\$49.81	\$49.81	\$49.81	2017
CPR Training Fee		per student training fee	\$20.00	\$20.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00	2017
Cyano-kits			\$936.94	\$936.94	\$1000.61	\$1000.61	\$1000.61	\$1000.61	\$1000.61	\$1000.61	2017
Defibrillation			\$104.44	\$104.44	\$111.54	\$111.54	\$111.54	\$111.54	\$111.54	\$111.54	2017
D-Fibrillator Pads			\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	2006
Disposable Bag Valve Masks			\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	1999
Drugs Group - 3		Morphine, Narcan, Normal Saline	\$49.69	\$49.69	\$53.06	\$53.06	\$53.06	\$53.06	\$53.06	\$53.06	2017
Drugs, Group - 1		Albuterol, Amitodone (80 Mg), Atropine, Benadryl, Heparin Sodium by IV, Lasix, Lidocaine, Ativan, Versed, Sodium Chloride, Solumedrol (up to 40 Mg), Terbutaline, Diazepam, Dextrose 50%, Nitro Spray SL, Normal Saline (capped), D50, D5W	\$33.46	\$33.46	\$35.74	\$35.74	\$35.74	\$35.74	\$35.74	\$35.74	2017
Drugs, Group-2		Calcium Chloride, Epinephrine, (IM or IV, not by Epi- Pen), Dopamine, Lidocaine, Sodium, Bicarbonate	\$38.53	\$38.53	\$41.15	\$41.15	\$41.15	\$41.15	\$41.15	\$41.15	2017
EKG			\$104.44	\$104.44	\$111.54	\$111.54	\$111.54	\$111.54	\$111.54	\$111.54	2017
EMS Supplies (BLS)		Fee for supplies used by providing rescue squad services									
Epinephrine by EPI-PEN			\$99.37	\$99.37	\$106.13	\$106.13	\$106.13	\$106.13	\$106.13	\$106.13	2017
E-Z IO			\$124.72	\$124.72	\$133.10	\$133.10	\$133.10	\$133.10	\$133.10	\$133.10	2017
Fire Extinguisher training		per person training fee	\$10.00	\$10.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2017
Glucagon, up to 1 Mg			\$93.29	\$93.29	\$99.63	\$99.63	\$99.63	\$99.63	\$99.63	\$99.63	2017
Intubation			\$78.08	\$78.08	\$83.38	\$83.38	\$83.38	\$83.38	\$83.38	\$83.38	2017
IV and supplies			\$62.87	\$62.87	\$67.14	\$67.14	\$67.14	\$67.14	\$67.14	\$67.14	2017
Lift Assist Fee		Per lift assist at senior living facility					\$250.00	\$250.00	\$250.00	\$250.00	2019
Mileage (per mile)	R-03-151	Per mile charge	\$15.21	\$15.21	\$17.02	\$17.02	\$17.02	\$17.02	\$17.02	\$17.02	2017
Oxygen and supplies			\$78.08	\$78.08	\$83.38	\$83.38	\$83.38	\$83.38	\$83.38	\$83.38	2017

2021 CONSOLIDATED FEE SCHEDULE

Vaccine - Annual Flu (some grant restrictions on vaccine charges)		Flu vaccination	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	2015	
restrictions on vaccine charges		Worksites with 10+ employees	visit	visit	visit	visit	visit	visit	2016	
Vaccine - State provided (some grant restrictions on vaccine charges)		Residents who meet criteria (Appendix B)	Free	Free	Free	Free	Free	Free	2016	
Vaccine - State provided (some grant restrictions on vaccine charges)		Non-residents who meet criteria (Appendix B)	\$20 / vaccine	\$20 / vaccine	\$20 / vaccine	\$20 / vaccine	\$20 / vaccine	\$20 / vaccine	2016	
Health Department										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Food and Lodging										
Bed and Breakfast Local Fee	Fee Res.	Temporary restaurant licenses that allows for multiple (including non-consecutive) days of operations	\$120.00	\$120.00	\$120.00	\$225.00	\$225.00	\$235.00	\$235.00	2020
Food, Temporary Event - Restaurant and Retail Food		Temporary retail food establishment licenses that allows for multiple (including non-consecutive) days of operations	\$170.00	\$175.00	\$175.00	\$175.00	\$175.00	\$185.00	\$185.00	2020
Food, Temporary Event - Wauwatosa processing retail		Additional Area	\$170.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	2016
Food/Retail - Additional Area		High Complexity Food Services	\$141.75	\$200.00	\$200.00	\$200.00	\$210.00	\$220.00	\$220.00	2020
Food/Retail - High Complexity		Low Complexity Food Services	\$666.25	\$675.00	\$680.00	\$690.00	\$700.00	\$710.00	\$710.00	2020
Food/Retail - Low Complexity		Moderate Complexity Food Services	\$341.25	\$355.00	\$360.00	\$370.00	\$380.00	\$390.00	\$390.00	2020
Food/Retail - Moderate Complexity		Prepackaged Food Services	\$498.75	\$515.00	\$520.00	\$530.00	\$540.00	\$550.00	\$550.00	2020
Food/Retail - Prepackaged		Potentially hazardous food processing, Annual Sales > \$1,000,000	\$183.75	\$195.00	\$200.00	\$210.00	\$220.00	\$230.00	\$230.00	2020
Food/Retail/DATCP (R-11)		Potentially hazardous food processing, Annual Sales between \$25,000 and \$1,000,000	\$719.25	\$740.00	\$745.00	\$755.00	\$765.00	\$775.00	\$775.00	2020
Food/Retail/DATCP (R-322)		Non-potentially hazardous food processing, Annual Sales >\$25,000	\$393.75	\$410.00	\$415.00	\$425.00	\$435.00	\$445.00	\$445.00	2020
Food/Retail/DATCP (R-33)		Non-potentially hazardous food processing, Annual Sales >\$25,000	\$288.75	\$300.00	\$305.00	\$315.00	\$320.00	\$330.00	\$330.00	2020
Food/Retail/DATCP (R-44)		Non-potentially hazardous food processing, Annual Sales \$25,000+	\$167.50	\$165.00	\$170.00	\$180.00	\$190.00	\$200.00	\$200.00	2020
Food/Retail/DATCP (R-55)		No Food Processing, sells potentially hazardous food.	\$131.25	\$135.00	\$140.00	\$150.00	\$160.00	\$170.00	\$170.00	2020
Hotel/Motel - Local - (City fee)	Fee Res.	Per Room	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$9.00	\$9.00	2020
Hotel/Motel - State (100 - 199 Rooms)	Fee Res.	Per Sleeping Room	\$372.75	\$385.00	\$385.00	\$350.00	\$360.00	\$370.00	\$370.00	2020
Hotel/Motel - State (1-30 rooms)	Fee Res.	Per Sleeping Room	\$215.25	\$225.00	\$225.00	\$225.00	\$235.00	\$245.00	\$245.00	2020
Hotel/Motel - State (200+ Rooms)	Fee Res.	Per Sleeping Room	\$514.50	\$550.00	\$550.00	\$550.00	\$560.00	\$570.00	\$570.00	2020
Hotel/Motel - State (31 - 99 Rooms)	Fee Res.	Per Sleeping Room	\$294.00	\$305.00	\$305.00	\$305.00	\$315.00	\$325.00	\$325.00	2020
Micro Market (2 or more)	State Law	Must be in the same building				\$60.00	\$60.00			2018
Micro Market (one)	State Law					\$40.00	\$40.00			2018
Mobile Restaurant License								\$175.00	\$175.00	2020
Rooming House License	Fee Res.		\$100.00	\$105.00	\$105.00	\$105.00	\$115.00	\$125.00	\$125.00	2020
Other										
Per Waterslide or pool slide in excess of 2 per basin		Permit Fee-Annual			\$150.00	\$150.00	\$155.00	\$165.00	\$165.00	2020
Per Waterslide or pool slide in excess of 2 per basin		Pre-Inspection Fee (once - first time applicants only)			\$150.00	\$150.00	\$155.00	\$165.00	\$165.00	2020
Rooming House License	Fee Res.	Permit Fee-Annual	\$100.00	\$105.00	\$105.00	\$105.00	\$115.00	\$125.00	\$125.00	2020
Swimming Pool (per pool)		Pre-Inspection Fee (once - first time applicants only)			\$150.00	\$150.00	\$155.00	\$165.00	\$165.00	2020
Swimming Pool (per pool)		Permit Fee (Annual)			\$175.00	\$175.00	\$180.00	\$190.00	\$190.00	2020
Water Attraction (Per attraction)		Pre-Inspection Fee (once - first time applicants only)			\$175.00	\$175.00	\$180.00	\$190.00	\$190.00	2020
Water Attraction (Per attraction)		Permit Fee-Annual			\$250.00	\$250.00	\$255.00	\$265.00	\$265.00	2020
Water Attraction with up to 2 pool slides/waterslides per basin		Pre-Inspection Fee (once - first time applicants only)			\$250.00	\$250.00	\$255.00	\$265.00	\$265.00	2020

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		2015	2016	2017	2018	2019	2020	2021	2016	
Health-New/Remodel		\$220.00							2016	
Health-Transfer-of-Owner		\$220.00							2016	
Food/City Food										
Less than \$20,000	Fee Res.	\$52.50	\$55.00	\$60.00	\$60.00	\$60.00	\$60.00		2017	
\$20,001 - \$30,000	Fee Res.	\$105.00	\$110.00	\$115.00	\$115.00	\$115.00	\$115.00		2017	
\$30,001 - \$100,000	Fee Res.	\$141.75	\$145.00	\$150.00	\$150.00	\$150.00	\$150.00		2017	
Health Department										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
\$1,000,001 - \$200,000	Fee Res.	No-Food Processing-Sells-Non-potentially-hazardous-food-Annual-Sales-\$200,000	\$204.75	\$210.00	\$215.00	\$215.00	\$215.00	\$215.00		2017
\$200,001 - \$1,000,000	Fee Res.	No-Food Processing-Sells-Non-potentially-hazardous-food-Annual-Sales-\$200,001-\$1,000,000	\$267.75	\$275.00	\$280.00	\$280.00	\$280.00	\$280.00		2017
More than \$1,000,000	Fee Res.	No-Food Processing-Sells-Non-potentially-hazardous-food-Annual-Sales-\$1,000,000	\$304.50	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00		2016
Soda Water	State Law		\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00		2013
Per-pool/whirlpool			\$240.00	\$245.00						2017
Inflated WHD bags (includes tax)			\$5.00							2014
Library										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Art Rental	State Statute	Cost per piece for a 6-week period	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	1982
Computer Printers	State Statute	Per black and white copy	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	1982
Computer Printers	State Statute	Per color copy	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	2006
Fax (Each Additional Page)*								\$1.00	\$1.00	<2014
Fax (First Page)*								\$1.75	\$1.75	<2014
Non-county Resident Access Card	State Statute	Access Card for non-county residents	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$25.00	\$25.00	2019
Overdue DVD Fees		Per day per item	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2013
Overdue Fees	State Statute	Per day per item - \$5.00 ceiling	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	2013
Photocopies	State Statute	per black and white copy	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	1982
Photocopies	State Statute	per color copy					\$0.25	\$0.25	\$0.25	2019
Replacement Item Fee	State Statute	Actual cost of item	\$2.50	\$2.50	\$2.50	\$2.50	Item Cost	Item Cost	Item Cost	2019
Replacement Library Card*							\$0.25	\$0.25	\$0.25	2018
Sale Bags*							\$0.75	\$0.75	\$0.75	<2014
Sale Books	State Statute	Per book (hard cover)	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$1.00	\$1.00	2020
Sale Books	State Statute	Per book (soft cover)	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.50	\$0.50	2020
Sale Earphones*							\$2.00	\$2.00	\$2.00	<2014
Sale USB Drive*							\$6.00	\$6.00	\$6.00	<2014
*Not included in versions of fee schedule prior to 2020										
Library Deletions										

2021 CONSOLIDATED FEE SCHEDULE

Reserve-Books	State Statute	Charge-to-reserve-a-book	\$0.50	\$0.50	\$0.50	2015	2016	2017	2018	2019	2020	2021	Last Update
Municipal Court													
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	2021	2021	2021	Last Update
Audio Recording of court session			\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	<2014
Certified copy of disposition			\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	2014
Municipal Court													
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	2021	2021	2021	Last Update
Copies		Black and White Copies		\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.02	\$0.02	2020
Copies		Color Copies									\$0.05	\$0.05	2020
Record Requests - Bulk		\$35 plus \$5 per 1,000 records	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2015
Municipal Court Deletions													
Certified copy of disposition			\$1.00										2014
Parks - Facilities Rental													
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	2021	2021	2021	Last Update
HALL RENTALS													
* Half rate rentals allowed to Wauwatosa Civic Groups (including Boy and Girl Scouts, Civic Alliance, etc.)													
Entire building (excluding non-rental areas)	R2 97-60	Full day - Resident & Non-Resident	\$1,900.00	\$1,900.00	\$2,300.00	\$2,300.00	\$2,450.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	2020
Firefly Room	R2 97-60	Hourly rate, 4 hour minimum, Resident & Non Resident	\$150.00	\$150.00	\$150.00	\$150.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	2019
Firefly Room	R2 97-60	Full day - Resident & non-resident	\$250.00	\$250.00	\$300.00	\$300.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	2019
Firefly Room and Kitchen	R2 97-60	Hourly rate, 4 hour minimum, Resident & Non Resident	\$225.00	\$225.00	\$300.00	\$300.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	2019
Firefly Room and Kitchen	R2 97-60	Full day - Resident & non-resident	\$350.00	\$350.00	\$450.00	\$450.00	\$455.00	\$455.00	\$455.00	\$455.00	\$455.00	\$455.00	2019
Garden Room	R2 97-60	Hourly rate, 4 hour minimum, Resident & Non Resident					\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	2019
Garden Room	R2 97-60	Full day - Resident & non-resident	\$250.00	\$250.00	\$300.00	\$300.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	\$315.00	2019
Park View Room (meetings only, no food allowed)	R2 97-60	Hourly rate, 4 hour minimum, Resident & Non Resident	\$75.00	\$75.00	\$75.00	\$75.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	2019
Park View Room (meetings only, no food allowed)	R2 97-60	Full day - Resident & non-resident	\$75.00	\$75.00	\$75.00	\$75.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	2019
Picnic Area - Large (non-refundable)	R2 97-60	Whole Day (10:00am - 10:30pm), Resident	\$150.00	\$150.00	\$300.00	\$300.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	\$350.00	2019
Picnic Area - Small (non-refundable)	R2 97-60	Whole Day (10:00am - 10:30pm), Resident and Non-Resident	\$50.00	\$50.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2017
Riverview Room	R2 97-60	Hourly rate, 4 hour minimum, Resident	\$300.00	\$300.00	\$300.00	\$300.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	2019
Riverview Room	R2 97-60	Hourly rate, 4 hour minimum, Non-Resident	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2015
Riverview Room	R2 97-60	Full day - Resident	\$450.00	\$450.00	\$550.00	\$550.00	\$560.00	\$560.00	\$560.00	\$560.00	\$560.00	\$560.00	2019
Riverview Room	R2 97-60	Full day - Non-resident	\$650.00	\$650.00	\$750.00	\$750.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	2019
Root Commons	R2 97-60	Hourly rate, Resident & Non Resident										\$10.00	2021
Rotary Stage	R2 97-60	Half day, 0-5 hours, Resident & Non-Resident									\$250.00	\$250.00	2020
Rotary Stage	R2 97-60	Half day, 0-5 hours, Non-Profit									\$180.00	\$180.00	2020
Rotary Stage	R2 97-60	Full day, more than 5 hours, Resident & Non-Resident									\$400.00	\$400.00	2020
Rotary Stage	R2 97-60	Full day, more than 5 hours, Non-Profit									\$300.00	\$300.00	2020
Tosa Room	R2 97-60	Hourly rate, 4 hour minimum, Resident	\$750.00	\$750.00	\$750.00	\$750.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2019
Tosa Room	R2 97-60	Hourly rate, 4 hour minimum, Non-Resident	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2019
Tosa Room	R2 97-60	Full day - Resident	\$1,100.00	\$1,100.00	\$1,300.00	\$1,300.00	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00	\$1,400.00	2019

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Tosa Room	R2 97-60	Full day - Non-resident	\$1,500.00	\$1,500.00	\$1,700.00	\$1,750.00	\$1,750.00	\$1,750.00	\$1,750.00	2019
ATHLETIC FACILITIES										
Chestnut St Commons Athletic Field		Per Hour						\$20.00		2020
Field & Track Rate (Non High School Renters)		Per Hour						\$125.00		2020
Field & Track Rate (Other High Schools)		Per Hour						\$110.00		2020
Field & Track Rate (Tosa East)		Per Hour						\$85.00		2020
Field Rate (Non High School Renters)	R2 97-60	Per Hour	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2011
Parks - Facilities Rental										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Field Rate (Tosa East & Other High Schools)	R2 97-60	Per Hour	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	2011
Football practice field - Tosa East	R2 97-60	Per Day	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	2011
Locker-Shower Rooms (Non High School Use)	R2 97-60	Hourly rate for any additional use	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2011
Locker-Shower Rooms (Practice) - Tosa East	R2 97-60	Flat Fee	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	2011
Locker-Shower Rooms (Wauwatosa East, Other High Schools)	R2 97-60	Hourly rate for any additional use	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	2011
Scoreboard with Operator	R2 97-60	Per Hour Rate (3 Hour Minimum)	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00	2010
Stadium Lights	R2 97-60	Per Hour	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$35.00	\$35.00	2020
Press Box	R2 97-60	Flat Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	2011
Stadium Rental-Non High School Renters		Per Hour	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	2015
Stadium Rental-Wauwatosa East & Other High Schools		Per Hour	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	2015
Track Rate (Non High School Renters)		Per Hour						\$100.00	\$100.00	2020
Track Rate (Tosa East & Other High Schools)		Per Hour						\$85.00	\$85.00	2020
Ball Diamond (includes use of diamond, bases put out)										
Ball Diamond - All Other: Renters	R2 97-60	Per Hour	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	2012
Ball Diamond - Tosa East High School	R2 97-60	Per Hour	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	2012
Baseball Field Rental (Activities other than Baseball)	R2 97-60	Per hour	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00	2011
Diamond prep performed during regular work hours (no guarantee for condition)	R2 97-60	Flat Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2015
Diamond prep prepared during overtime hours	R2 97-60	Flat Rate	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	2015
Softball Diamond Lights	R2-97-60	Per Hour						\$35.00	\$35.00	2020
Tennis Reservation Fee - Residents & Non Residents -Singles	R2 97-60	Per hour/per court - rate before tax	\$5.00	\$5.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	2021
Tennis Reservation Fee - Leagues - Residents & Non Residents	R2 97-60	Per hour/per court - 2 court minimum - rate before tax	\$7.00	\$7.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	2017
Tennis Reservation Fee - Tosa East/Rec Dept.	R2 97-60	Per hour/per court	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	2011
Sand Volleyball Court Fee - Residents & Non Residents	R2 97-60	Per hour/per court -rate before tax	\$10.00	\$10.00	\$12.00	\$12.00	\$12.00	\$15.00	\$15.00	2020
Parks - Deletions										
-Tuesday & Thursday evening meetings- no food allowed										
Riverview Room	R2 97-60	3-Hour-Rental	\$165.00	\$165.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	2017
	R2 97-60	Hourly rate	\$55.00	\$55.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	2017
	R2 97-60	Full day- Resident	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	2015
	R2 97-60	Full day- Non-resident	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	2015
Firefly Room	R2 97-60	3-Hour-Rental	\$75.00	\$75.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2017
	R2 97-60	Hourly rate	\$25.00	\$25.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	2017
	R2 97-60	Full day- Resident	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2015

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		R2-97-60	Full day- Non-resident	\$100.00	\$100.00	\$100.00	2017	2018	2019	2020	2021	Last Update
Garden Room		R2-97-60	3-Hour Rental	\$75.00	\$100.00	\$100.00						2015
		R2-97-60	Hourly rate	\$25.00	\$35.00	\$35.00						2017
		R2-97-60	Full day- Resident	\$100.00	\$100.00	\$100.00						2015
		R2-97-60	Full day- Non-resident	\$100.00	\$100.00	\$100.00						2015
Park View Room		R2-97-60	3-Hour Rental	\$60.00	\$60.00	\$60.00						2010
		R2-97-60	Hourly rate	\$25.00	\$25.00	\$25.00						2015
		R2-97-60	Full day- Resident	\$60.00	\$60.00	\$60.00						2010
		R2-97-60	Full day- Non-resident	\$60.00	\$60.00	\$60.00						2010
Parks - Facilities Rental												
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021			Last Update
<i>Fields are now available from 10 a.m. to 11 p.m.</i>												
Firefly Room	R2-97-60	Hourly rate	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00					2010
Firefly Room and Kitchen	R2-97-60	Hourly rate	\$75.00	\$75.00	\$100.00	\$100.00	\$100.00					2017
Garden Room	R2-97-60	Hourly rate	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00					2010
Park View Room (meetings only, no food allowed)	R2-97-60	Hourly rate	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00					2015
Garden Room	R2-97-60	3-Hour Rental	\$150.00	\$150.00	\$150.00	\$150.00	\$45.00					2019
Park View Room (meetings only, no food allowed)	R2-97-60	3-Hour Rental	\$75.00	\$75.00	\$75.00	\$75.00	\$15.00					2019
Entire first floor	R2-97-60	Hourly rate-4 hour minimum, Resident	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$250.00					2019
Entire first floor	R2-97-60	Hourly rate-4 hour minimum, Non-Resident	\$450.00	\$450.00	\$450.00	\$450.00	\$350.00					2019
Entire first floor	R2-97-60	Full day- Resident	\$1,600.00	\$1,600.00	\$2,000.00	\$2,000.00	\$1,750.00					2019
Entire first floor	R2-97-60	Full day- Non-resident	\$2,000.00	\$2,000.00	\$2,300.00	\$2,300.00	\$2,450.00					2019
Entire building (excluding non-rental areas)	R2-97-60	Hourly rate-4 hour minimum, Resident	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$360.00					2019
Entire building (excluding non-rental areas)	R2-97-60	Hourly rate-4 hour minimum, Non-Resident	\$500.00	\$500.00	\$500.00	\$500.00	\$450.00					2019
Entire building (excluding non-rental areas)	R2-97-60	Full day- Non-resident	\$2,500.00	\$2,500.00	\$2,800.00	\$2,800.00	\$3,150.00					2019
Small Picnic Area (non-refundable)	R2-97-60	Whole Day (Non-Resident)	\$100.00	\$100.00	\$75.00							2017
Large Picnic Area (non-refundable)	R2-97-60	Whole Day (Non-Resident)	\$200.00	\$200.00	\$300.00							2017
Locker-Shower Rooms (Wauwatosa East)	R2-97-60	4 hours	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00					2011
Locker-Shower Rooms (Wauwatosa West)	R2-97-60	4 hours	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00					2011
Locker-Shower Rooms (Outside Schools)	R2-97-60	4 hours	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00					2011
Locker-Shower Rooms (Sunday and non-high school use)	R2-97-60	Flat fee	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00					2010
Locker-Shower Rooms (Outside Schools)	R2-97-60	Hourly rate for any additional use	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00					2011
Stadium Public Address System	R2-97-60	Flat rate	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00					2010
Clean Bleachers (Wauwatosa & other schools)	R2-97-60	Flat rate	\$375.00	\$375.00	\$375.00	\$375.00	\$375.00					2011
Clean Bleachers (Other renters)	R2-97-60	Flat rate	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00					2011
Clean Bleachers (Sunday and non-high school use)	R2-97-60	Flat rate	\$650.00	\$650.00	\$650.00	\$650.00	\$650.00					2010
Repeat renters since 2006, or before, can rent at the old rates plus 10% until they get to the current rates												
Ball Diamond - Foss East High School (with lights)	R2-97-60	Per Hour	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00					2014
Ball Diamond - All Other - Renters (with lights)	R2-97-60	Per Hour	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00					2014
Stadium Public Address System - all users	R2-97-60	Flat rate	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00					2011
Track Practices (track only - Wauwatosa schools)	R2-97-60	Flat rate (per day) - reserved basis	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00					2010
Track Practices (track only - Outside schools)	R2-97-60	Per hour	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00					2010
Public Skating	R2-97-60	Adult-Wauwatosa resident (18+ years)	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00					2010
Public Skating	R2-97-60	Adult non-resident	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00					2010
Public Skating	R2-97-60	Child - resident	free	free	free	free	free					2010
Public Skating	R2-97-60	Child non-resident	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00					2010
Tennis Reservation Fee - Non-Resident Singles	R2-97-60	Per hour per court - rate includes tax	\$7.00	\$7.00	\$6.00	\$6.00	\$6.00					2017

2021 CONSOLIDATED FEE SCHEDULE

Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
Excavations - Price for pavement repairs	12.04.140	Asphalt per square yard	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2004
Excavations - Price for pavement repairs	12.04.140	Concrete pavement per square yard	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2004
Excavations - Price for pavement repairs	12.04.140	Concrete base per square yard	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2004
Excavations - Price for pavement repairs	12.04.140	Brick pavers per square foot	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2004
Excavations - Price for pavement repairs	12.04.140	Stone-gravel per square yard	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2004
Excavations - Miscellaneous Maintenance Charges	12.04.140	Concrete sidewalk (includes removal) per square foot	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	2004
Excavations - Miscellaneous Maintenance Charges	12.04.140	Concrete curb and gutter (includes removal) per linear foot	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	2004
Public Works Department										
Title	Section	Description	2015	2016	2017	2018	2019	2020	2021	Last Update
PERMITS:										
Overnight parking in the municipal parking lots			\$2.50/\$5.00	\$2.50/\$5.00	\$2.50/\$5.00	\$2.50/\$5.00	\$2.50/\$5.00	\$2.50/\$5.00	\$2.50/\$5.00	2009
Overnight parking Hart Park Lane	11.32.300	Monthly permit for Hart Park Lane	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	2015
Special Privilege Permit	12.32.030	Establishment of loading zones (Up to 30 Feet)	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	2008
Special Privilege Permit	12.32.030	Per linear foot in excess of thirty feet	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	2008
Special Privilege Permit	12.32.030	Installation Fee	@ cost	@ cost	@ cost	@ cost	@ cost	@ cost	@ cost	2008
Parking Permit for Blanchard St. Lot		Per Quarter (plus tax)	\$25.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	2016
Planting of new tree	12.08.130			\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	2016
Snow Removal Setup Charge	12.24.121	Setup Fee	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2011
Snow Removal Charge	12.24.120	Per linear foot up to 30 feet	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	1999
Snow Removal Charge	12.24.120	Per linear foot in excess of thirty feet	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	2003
SPECIAL EVENTS:										
Barricade Delivery & Removal - Special Events	12.40.015	Barricades picked up & returned by resident						\$60.00	\$60.00	2020
Barricade Delivery & Removal - Special Events	12.40.015	1-25 barricades delivered & picked up by DPW						\$120.00	\$120.00	2020
Barricade Delivery & Removal - Special Events	12.40.015	More than 25 barricades delivered & picked up by DPW						\$180.00	\$180.00	2020
Barricade Delivery & Removal - Special Events	12.40.015	fee per barricade					\$1.50	\$2.00	\$2.00	2020
Extra Tipping Fee (Garbage & Recycling)		based on actual labor and equipment					actual cost	actual cost	actual cost	2019
Refuse/Recycling Delivery and Removal - Special Events		2 refuse and 2 recycle carts delivered by DPW						\$120.00	\$120.00	2020
Refuse/Recycling Delivery and Removal - Special Events		6 refuse and 6 recycle carts delivered by DPW						\$120.00	\$120.00	2020
Refuse/Recycling Delivery and Removal - Special Events		12 refuse and 12 recycle carts delivered by DPW						\$180.00	\$180.00	2020
Refuse/Recycling Delivery and Removal - Special Events		fee per garbage or recycling cart					\$5.00	\$5.00	\$5.00	2019
WASTE / RECYCLE:										
Annual Yard Waste Only Drop Off Permit				\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	2016
City and County of Milwaukee Logs and/or Brush (Should be time & material plus 25% for engineering design and overhead)	8.24	Per Ton	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	2010
Curbside collection, up to four (4) bulky household items	8.24	Does NOT include TV's or appliances								2021
Curbside collection, extra bags or boxes		Every 5 bags or boxes = one (1) bulky item								
Curbside collection, rolled carpeting		Each 4' length of carpet, rolled and tied = one (1) bulky item								
Curbside collection, additional bulky item after first four (4)	8.24	Each item - does NOT include TV's or appliances					\$5.00	\$5.00	\$5.00	2019
Curbside collection, appliance or TV		First Item (Appliance or TV only)								2021
Curbside collection, appliance or TV (additional)		Each additional								2021
Drop off center and curbside collection / recycling fee - large televisions		Projection and wood cabinet televisions						\$30.00	\$30.00	2021
Drop off center recycling fee - small electronics		Small electronic devices like vacuum cleaners, radios, CD players, printers, fax machines, etc.		none	none					2016

