

City of Mequon, Wisconsin

2014 Annual Budget



2014 ANNUAL BUDGET CITY OF MEQUON, WISCONSIN

Mayor Dan Abendroth

Common Council

District 1	Alderman Robert Strzelczyk	District 2	Alderman Kenneth Zganjar
District 3	Alderman Dale Mayr	District 4	Alderman John Leszczynski
District 5	Alderman Mark Seider	District 6	Alderman John Hawkins
District 7	Alderman Andrew Nerbun	District 8	Alderman Pamela Adams

Lee Szymborski, City Administrator/City Clerk

Jesse Thyes, Assistant City Administrator

David Bialk, Fire Chief

Kristen Lundeen, Public Works Director/City Engineer

Don Curran, Operations Manager/Parks Director

Steve Graff, Police Chief

Diane Kowalchuk, Deputy City Clerk

Kim Tollefson, Planning and Community Development Director

Thomas Watson, Finance Director

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2013



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Mequon
Wisconsin

Executive Director / CEO

City of Mequon

Located on the western shores of Lake Michigan just north of Milwaukee, the City of Mequon boasts majestic lakeshore bluffs, stately homes, lush farmland and expansive open space. The community enjoys many parks, five golf courses, the winding Milwaukee River and easy access to the I-system for a convenient commute to Milwaukee. Mequon's rural heritage is preserved by high development standards and low-density zoning regulations. Fifty percent of the land within the City is undeveloped and still mostly farmed.



Population: **23,225**
(U.S. Census Bureau-2012 Estimate)

Mequon has one of the lowest crime rates and one of the lowest tax rates in the Metropolitan Milwaukee area. Property values have increased by an average of five percent each year for the last ten years. The K-12 school system is ranked one of the best in Wisconsin. Concordia University and the North Campus of the Milwaukee Area Technical College are located in Mequon and offer a broad range of programs. Prime healthcare facilities and services are readily available throughout the City and include Columbia St. Mary's Hospital. Mequon is also a business-friendly community with over 300 businesses and two industrial parks with small and mid-sized firms as well as large firms like Rockwell Automation.

Government

The Common Council is the duly elected legislative and policy-making body of the City of Mequon. The fundamental job of the Common Council is to make policy decisions for the City based on relevant and accurate information received from the full-time City Administrator and his staff. Four standing committees of the Common Council render recommendations to the full body regarding municipal projects, facilities, services, finance and personnel as well as issues of health, safety, and welfare of the community at large. The Council solicits and receives the support of many volunteer citizen committees to ensure a democratic, citizen-centered process.



History

The early settlers who came to the Mequon area in the 1830's were Yankees from New York state and English, followed by Germans and Irish. These new settlers found a very different place from the Mequon of today. The entire area was covered with dense forest. The Milwaukee River, which runs through Mequon, was fast flowing, with falls and rapids and underground water courses, offering never failing-fresh-water springs. The only type of road available through the area was the Green Bay Trail, which wound its

way due north and was barely passable by the settler's wagons. The word "Mequon" is said to have come from an Indian word "Miguan" which means "ladle" because the river in Mequon was shaped like an Indian ladle.

During 1839, the first of the German settlers were Saxon-Germans from Saxony, who purchased a large tract of land along Wauwatosa Road. Then came the Pomeranian Germans, from the Prussian state of Pomerania, who bought more than 1,000 acres to the north and west of the Saxons.

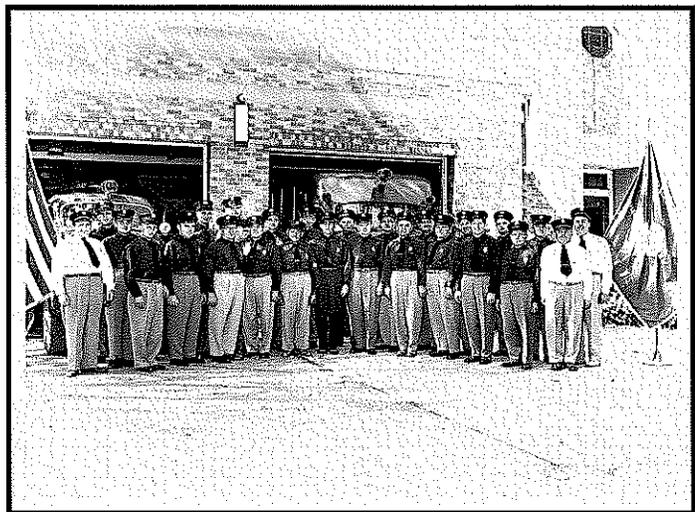
That same year, 43 families, all members of a Lutheran congregation, came from Northern Germany and settled in the western part of Mequon. They named their tiny colony, Freistadt, loosely translated as "free city." These people came in search of religious freedom and held their initial church service that same year.

The first census taken in 1840 listed 343 residents as the population of the entire Washington County almost all of whom lived in what is now Mequon. The Township of Mequon was created in 1846 and became a part of Ozaukee County in 1853 when Ozaukee County separated from Washington County.

There were a number of memorable events in the Town of Mequon's intervening 111 years. Farmers mortgaged their farms to invest in the railroad and as a result of the railroad bankruptcy in 1857 many lost their farms. Tracks were laid from Milwaukee as far as Brown Deer, but the trains never ran. The Civil War created hard times for farmers when the farm laborers were drafted to fight in the war.

Beginning around 1907 the automobile made it possible for workers and business people to build homes in Mequon and work at their jobs in Milwaukee. That same year the Milwaukee Northern Electric Railroad added to the commuter traffic between Milwaukee and the suburbs.

In 1956 the Town Chairman, Werner Mueller, appointed a committee to look into incorporating the entire Town of Mequon as a city. After numerous meetings of the committee and public informational meetings, a recommendation was made to the Board of Supervisors to petition the State Legislature to grant to Mequon status as a City. The 23rd day of May 1957 was set for the referendum and the results were 1,536 in favor and 265 against. Mequon received official status as a city on Friday, May 24, 1957.



In Front of City Hall
Late 1950's

Economic Development

The business environment in the City of Mequon has been a strong driving force since the founding of the community. New businesses, both large and small, are attracted to the area for a number of reasons, including easy access to the Milwaukee metropolitan area

and Chicago; the strong work ethic of the employee base in the area; and the availability of industrial and retail space.

The area's location directly off of Interstate 43, provides links to several other major interstates, and affords easy transport for businesses. Its position in the heart of the Midwest transportation network puts it within proximity to half of the country's population, in addition to 65 percent of the U.S.'s manufacturing region.

Summary

The numerous parks, nature preserves and wide-open spaces offer Mequon residents the feeling of being close to nature. Mequon's proximity to Milwaukee opens cultural entertainment for residents to enjoy.

The city of Mequon offers an excellent quality of life, a safe and favorable location in attractive, peaceful surroundings.

Additional demographic and other community information can be found on the following two pages.

CITY OF MEQUON

ADDITIONAL DEMOGRAPHIC INFORMATION

Breakdown of Housing Units	2012	2013	(%)	Housing Valuations	2012	2013
Total Dwelling Units	717	9,371		\$0 - \$99,000	0.50%	0.50%
Single Family	24	7,089	76%	\$100,000 - \$199,000	8.96%	8.90%
Plex (2-4 units/bldg.)	4	1,555	17%	\$200,000 - \$299,000	30.86%	30.80%
Multi-Family (5+ units/bldg.)	689	727	8%	\$300,000 - \$399,000	19.96%	19.90%
				\$400,000 - \$499,000	13.33%	13.40%
				\$500,000 - \$799,000	18.54%	18.60%
				\$800,000 - \$1,000,000	3.76%	3.76%
				\$1,000,000 and up	4.10%	4.10%
Gender Composition	2000	2010		Average Assessed Value	\$423,700	\$424,300
Female	50.7%	51.4%		Median Assessed Value	\$338,800	\$340,000
Male	49.3%	48.6%		Average Persons Per Household		2.53
Race Comparison	2000	2010		Educational Attainment - 2007*		
White	94.2%	93.0%		Ninth Grade Education or lower		1.0%
Black or African American	2.3%	2.8%		High School Diploma or higher		98.3%
American Indian, Eskimo	0.1%	1.0%		Bachelors degree or higher		60.2%
Asian or Pacific Islander	2.4%	3.1%		* Population 25 years and older		
Other	1.0%	1.0%		Occupational Composition - 2012		
Age Composition	2000	2010		Managerial & Professional		56.0%
Under 5 years	5.5%	4.3%		Service Occupations		9.5%
5 - 14 years	17.2%	14.0%		Sales and office occupations		25.8%
15 - 19 years	7.3%	9.1%		Farming, fishing and forestry		0.0%
20 - 24 years	2.3%	5.2%		Construction and maintenance		3.8%
25 - 34 years	6.0%	5.0%		Production and transportation		4.9%
35 - 44 years	16.9%	11.0%				
45 - 54 years	19.3%	18.0%		Population:	1960	8,543
55 - 64 years	11.9%	16.0%			1970	12,150
Over 64 years	13.6%	17.0%			1980	16,193
					1990	18,885
					2000	21,823
					2010	23,132
					2011	23,191
					2012	23,226
					2013	23,279
Household Income	2000	2010				
Less than \$15,000	3.3%	3.6%				
\$15,000 - \$24,999	4.0%	4.6%				
\$25,000 - \$34,999	6.3%	5.9%				
\$35,000 - \$49,999	9.1%	11.7%				
\$50,000 - \$74,999	16.8%	12.5%				
\$75,000 - \$99,999	16.0%	13.4%				
\$100,000 - 149,999	19.7%	23.2%				
\$150,000 +	24.8%	25.1%				
Median Household Income	\$90,733	\$90,733				

Source: U.S. Census Bureau, Wisconsin Department of Revenue, Wisconsin Department of Administration, City of Mequon Financial Reports, and City of Mequon Comprehensive (Master) Plan

Note: Housing counts are based on 2000 U.S. Census + building permits between Jan. 1, 2000 and Dec. 31, 2010.

Population numbers from 2005 - 2013 are based on State of Wisconsin estimates.

Housing valuations are per City Assessor records.

**CITY OF MEQUON
OTHER COMMUNITY INFORMATION**

GENERAL:	2009	2010	2011	2012	2013
Area in Square Miles	46.88	46.88	46.88	46.88	46.88
Households	9,258	9,283	9,304	9,336	9,402
Population	23,660	23,132	23,191	23,226	23,279
Equalized Valuations (\$000)	4,367,555	4,223,167	4,095,830	3,972,167	3,949,468

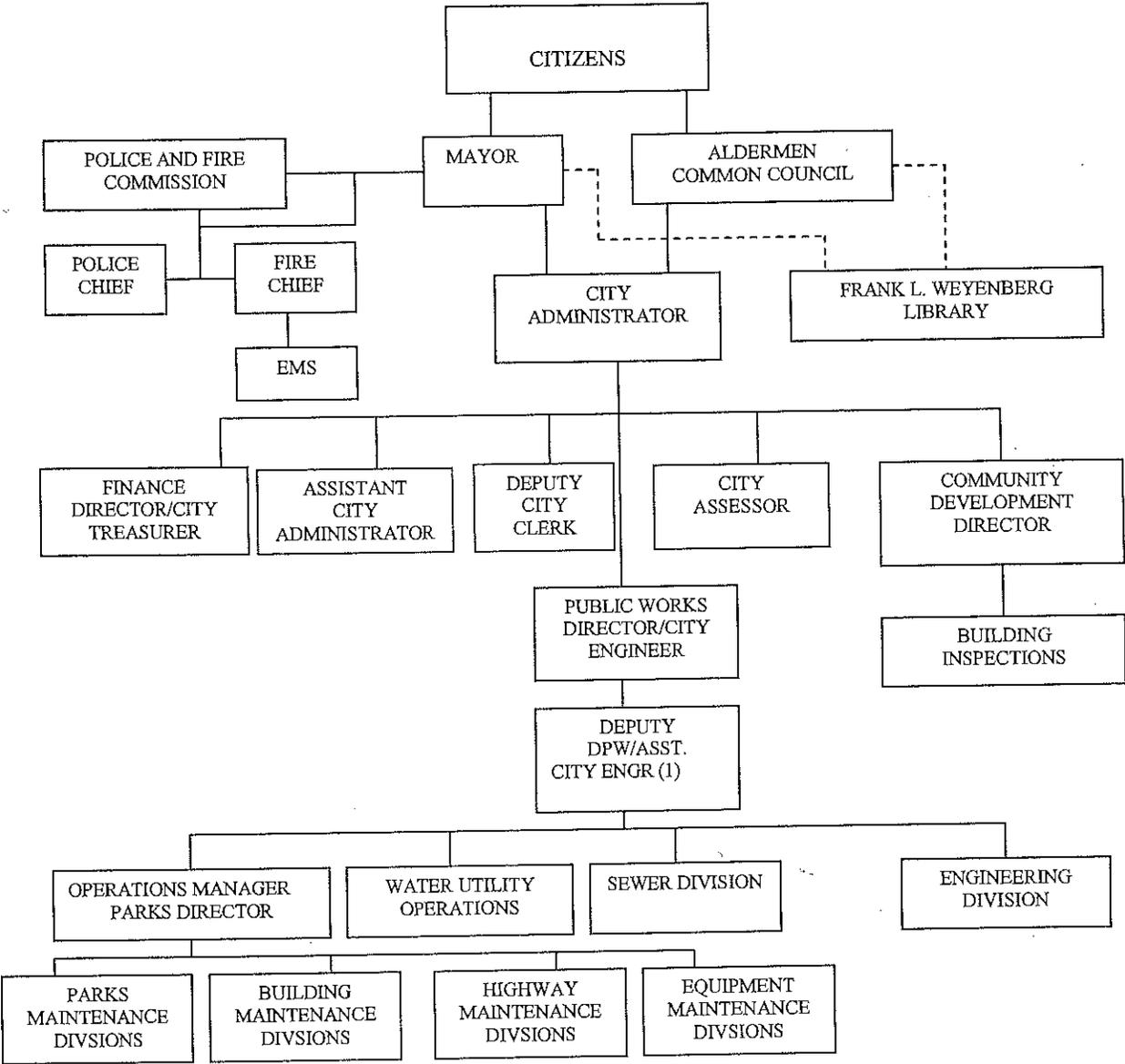
PUBLIC SAFETY	2009	2010	2011	2012	2013
Number of Police Stations	1	1	1	1	1
Number of Sworn Police Officers	38	38	38	38	38
Number of Fire Stations	2	2	2	2	2

PARKS	2009	2010	2011	2012	2013
Acres of Parkland	1177.8	1177.8	1177.8	1177.8	1177.8
Number of Parks	25	25	25	25	25

LIBRARY:	2009	2010	2011	2012	2013
Circulation	335,654	332,219	323,005	310,386	305,858
Total Items Owned	128,515	123,723	154,155	191,726	199,906

INFRASTRUCTURE	2009	2010	2011	2012	2013
Miles of State Highway System	15.45	15.45	15.45	15.45	15.45
Miles of County Highway System	7.7	7.7	7.7	7.73	9.77
Miles of Local Roads and Streets	211.4	211.4	211.4	211.77	209.73
Miles of Sanitary Sewer Main	152.87	152.87	152.87	153.21	159.22
Miles of Water Main	76.92	77.13	77.13	77.88	83.91
Number of Bridges	17	17	17	17	17
Miles of Off-Road Bike Trails	12.29	12.29	12.29	12.29	12.29

City of Mequon Organizational Chart



CITY OF MEQUON
2014 Budgeted Full-time Equivalency (FTE)

Department	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
ELECTED OFFICIALS					
MAYOR	1.00		1.00		---
COMMON COUNCIL	8.00		8.00		---
ADMINISTRATION					
City Administrator/City Clerk	1.00	1.00		1.00	
Executive Assistant	1.00	1.00		1.00	
Human Resources Manager	1.00	1.00		1.00	
Human Resources Assistant	1.00		1.00	0.75	
	4.00	3.00	1.00	3.75	3.75
CITY ASSESSING					
Assessment Technician	1.00	1.00		1.00	
	1.00	1.00	0.00	1.00	1.00
CITY CLERK / ELECTIONS					
Deputy City Clerk	1.00	1.00		1.00	
Administrative Secretary I	2.00	1.00	1.00	1.75	
Administrative Secretary (LTE)	1.00		1.00	0.50	
	4.00	2.00	2.00	3.25	3.25
COMMUNITY DEVELOPMENT					
Director	1.00	1.00		1.00	
Assistant Director	1.00	1.00		1.00	
GIS Coordinator	1.00	1.00		1.00	
Administrative Secretary I	1.00		1.00	0.50	
	4.00	3.00	1.00	3.50	3.50
Inspection Division					
Multi-Certified Inspector	2.00	2.00		2.00	
Electrical Inspector	1.00		1.00	0.50	
Administrative Secretary I	1.00	1.00		1.00	
	4.00	3.00	1.00	3.50	3.50
FINANCE/TREASURY					
Director/Treasurer	1.00	1.00		1.00	
Assistant Director	1.00	1.00		1.00	
Accounting Assistants	2.00	1.00	1.00	1.50	
	4.00	3.00	1.00	3.50	3.50

Department	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
PUBLIC WORKS					
Administration					
Public Works Director	1.00	1.00		1.00	
Assistant City Engineer/Public Work	1.00	1.00		1.00	
Operations Manager/Parks Director	1.00	1.00		1.00	
Administrative Secretary I	1.00		1.00	0.875	
	4.00	3.00	1.00	3.875	
Engineering Division					
Engineering Services Manager	1.00	1.00		1.00	
Engineering Fields Coordinator	1.00	1.00		1.00	
Engineering Technician II	1.00	1.00		1.00	
Engineering Technician I	1.00	1.00		1.00	
Administrative Secretary I	1.00	1.00		1.00	
Summer Worker	2.00	2.00			
	7.00	7.00	0.00	5.00	
Highway Division					
Highway Section Foreman	3.00	3.00		3.00	
Highway Worker	4.00	4.00		4.000	
Equipment Operator- Foreman	1.00	1.00		1.00	
Equipment Operator-Heavy	3.00	3.00		3.00	
Equipment Operator - Regular	1.00	1.00		1.00	
Summer Worker	5.00	5.00			
Recycling/Landfill Attendant	1.00		1.00		
	18.000	17.00	1.00	12.000	
Parks Maintenance Division					
Administrative Secretary I	1.00		1.00	0.40	
City Forester	1.00	1.00		1.00	
Parks Maint. Worker	4.00	4.00		4.00	
Summer Worker	5.00	5.00			
Seasonal Week-End Worker	1.00		1.00		
	12.00	10.00	2.00	5.40	
Buildings Division					
Buildings Supervisor	1.00	1.00		1.00	
Buildings Foreman	1.00	1.00		1.00	
Bldgs. Maint. Worker	2.00	2.00		2.00	
Custodian	2.00		2.00	1.00	
	6.00	4.00	2.00	5.00	
Equipment Maintenance Division					
Chief Mechanic	1.00	1.00		1.00	
Mechanics	2.00	2.00		2.00	
Summer Worker	1.00	1.00			
	4.00	4.00	0.00	3.00	
Wastewater Division					
Wastewater Superintendent	1.00	1.00		1.00	
Wastewater Maintenance Foreman	1.00	1.00		1.00	
Wastewater Maintenance Worker	4.00	4.00		4.00	
	6.00	6.00	0.00	6.00	
Mequon Pool					
Assistant Managers	3.00		3.00		
Life Guards	31.00		31.00		
Bathhouse Assistant	3.00		3.00		
	37.00	0.00	37.00	0.00	40.275

Department	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
POLICE					
Office of Chief of Police					
Chief of Police	1.00	1.00		1.00	
Executive Secretary	1.00	1.00		1.00	
	2.00	2.00	0.00	2.00	
Administration Division					
Captain	1.00	1.00		1.00	
Sergeant	1.00	1.00		1.00	
Receptionist/Clerk (PT)	1.00		1.00	0.60	
Telecommunicator	7.00	7.00		7.00	
Telecommunicator (PT)	3.00		3.00	1.60	
	13.00	9.00	4.00	11.20	
Operations Division					
Captain	1.00	1.00		1.00	
Sergeant	6.00	6.00		6.00	
Detective	2.00	2.00		2.00	
Drug Enforcement Officer	1.00	1.00		1.00	
School Liaison Officer	1.00	1.00		1.00	
Patrol Officer	24.00	24.00		24.00	
Police Reserves (25 - Volunteer)	---	---	---	---	
	35.00	35.00	0.00	35.00	48.20
FIRE					
Fire Chief	1.00	1.00		1.00	
Administrative Secretary I	1.00		1.00	0.50	
Fire Fighter/EMT *	60.00		60.00		
	62.00	1.00	61.00	1.50	1.50
GRAND TOTAL	236.00	113.00	123.00	108.48	

Summary of Budgeted FTE Positions 2010 - 2014

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Net Change 2010-2014</u>
Administration	3.75	3.75	3.75	3.75	3.75	0.00
Assessor	1.00	1.00	1.00	1.00	1.00	0.00
Clerk	2.75	2.75	2.75	2.75	3.25	0.50
Community Development	3.50	3.50	3.50	3.50	3.50	0.00
Inspections	5.50	4.00	3.50	3.50	3.50	(2.00)
Finance/Treasury	3.50	3.50	3.50	3.55	3.50	0.00
Public Works	43.90	43.00	43.00	41.00	40.28	(3.63)
Police & Dispatch	48.20	46.20	46.20	46.20	48.20	0.00
Fire	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>0.00</u>
Total FTE's Authorized:	113.60	109.20	108.70	106.70	108.48	(5.13)

* Firefighters and ambulance personnel operate on paid-on-call basis and do not factor in FTEs.

2014 Budget Message

- ❖ Ordinance No. 2013-1402 2014 Appropriations-General
- ❖ Ordinance No. 2013-1403 2014 Appropriations-Sewer
- ❖ Budget Transmittal Letter

- Mission Statement
- Goals and Objectives for the FY2014 Budget
- Conditions and Considerations Affecting the FY2014 Budget
- The FY2014 Budget's Areas of Emphasis
- Capital Project Fund
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- Revenues, Tax levy and Tax Rate
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- Expenditure Summary

2013-1402

COMMON COUNCIL
OF THE
CITY OF MEQUON

ORDINANCE NO. 2013-1402

APPROPRIATING THE NECESSARY FUNDS FOR THE OPERATIONS OF THE
GOVERNMENT AND ADMINISTRATION OF THE CITY OF MEQUON FOR THE YEAR 2014

THE COMMON COUNCIL OF THE CITY OF MEQUON, OZAUKEE COUNTY, STATE OF WISCONSIN, DO ORDAIN AS FOLLOWS:

SECTION I: There is hereby appropriated out of the receipts of the City of Mequon for the Year 2014 including monies received from the general property tax levy and such other funds as may be designated, to the various funds and purposes stated herein, the amounts set forth in the said itemization in the total amount of:

2013 Budget	\$18,596,949
Less Anticipated Revenues	(<u>5,436,756</u>)
Total Amount of Tax Levy	<u>\$13,160,913</u>

SECTION II: There is hereby levied a tax of \$13,160,913 upon all taxable property within the City of Mequon as returned by the Assessor in the year 2013 for uses and purposes set forth in said budget.

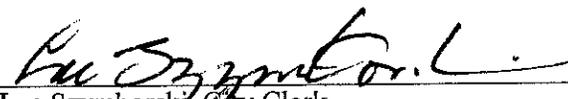
SECTION III: The City Clerk be and hereby is authorized and directed to spread the said tax upon the current tax roll of the City of Mequon.

SECTION IV: This ordinance shall take effect and be in full force from and after January 1, 2014, upon its passage and publication.

Approved by: 
Dan Abendroth, Mayor

Date Approved: 11-19-13

This is to certify that the foregoing ordinance was adopted by the Common Council of the City of Mequon, Wisconsin, at a meeting held on the 12th day of November 2013.


Lee Szymborski, City Clerk

Published: November 26, 2013

Final Vote on this Ordinance if
Recorded on page 11573 of
The Common Council minutes.

**COMMON COUNCIL
OF THE
CITY OF MEQUON**

ORDINANCE NO. 2013-1403

Appropriating the necessary funds from the City of Mequon's Sewer Utility District for the year 2014 for Capital Charge Payments to the Milwaukee Metropolitan Sewerage District (MMSD) and City of Mequon Capital Debt Service Requirements

THE COMMON COUNCIL OF THE CITY OF MEQUON, OZAUKEE COUNTY, STATE OF WISCONSIN, DO ORDAIN AS FOLLOWS:

SECTION I: There is hereby appropriated out of the tax receipts of the City of Mequon's Sewer Utility District for the year 2014, the amount set forth in the total of:

Total Amount of Tax Levy	\$6,450,765
--------------------------	-------------

SECTION II: There is hereby levied a tax of \$6,450,765 upon all taxable property within the City of Mequon Sewer Utility District as returned by the Assessor in 2013 of the purpose set forth in said budget.

SECTION III: The City Clerk be and hereby is authorized and directed to spread the said tax upon the current tax roll of the City of Mequon Sewer Utility District.

SECTION IV: This ordinance shall take effect and be in full force upon its passage and publication.

Approved by: 
Dan Abendroth, Mayor

Date Approved: 11-19-13

This is to certify that the foregoing ordinance was adopted by the Common Council of the City of Mequon, Wisconsin, at a meeting held on the 12th day of November, 2013.


Lee Szymborski, City Clerk

Published: November 26, 2013

Final Vote on this Ordinance if
Recorded on page 11573 of
The Common Council minutes.



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Office of the City Administrator

January 2014

**The Honorable Dan Abendroth, Mayor, and
Members of the Common Council
City of Mequon
Mequon, Wisconsin 53092**

Subject: Adopted FY 2014 Budget

Dear Mayor and Members of the Common Council:

Contained herein is the City of Mequon annual program budget for the fiscal year beginning January 1, 2014. Approved by the Common Council at its meeting of November 12, 2013, the FY 2014 Budget entails all aspects of city operations and capital expenses. This budget reflects a commitment that city staff and I share with respect to operating effective, efficient and customer-oriented municipal government that meets the needs and goals of the Common Council and the residents of Mequon.

This budget strives to reflect the on-going mission of the City of Mequon.

The City of Mequon's overall mission is the provision of quality public services and adoption of thoughtful policies that serve to enhance and maintain the unique quality of life of our community.

Through the judicious use of community resources, the City is committed to managing growth, efficiently using tax dollars and making wise investments in our future. Our success depends on our ability to offer quality and value to our taxpayers with the highest standards of accountability, responsiveness, economy and integrity.

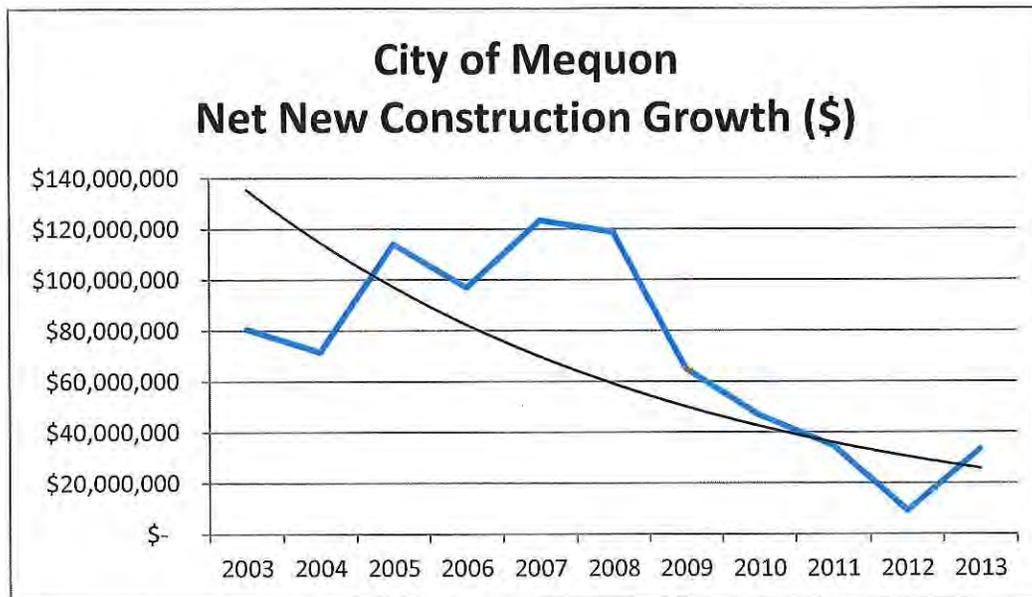
I. Goals and objectives for the FY 2014 budget

The FY 2014 budget focuses on organizational goals such as keeping taxes low, preserving excellent city infrastructure and maintaining high quality public safety services.

These goals share the stage with limits set by the state. The state's levy limit, under 2013 Wisconsin Act 20, allows for an increase to the levy attributed to new development, or 0 %, whichever is greater. As in the past, the levy limit does not apply to a municipality's debt service on general obligation debt authorized on or any time after July 1, 2005.

The city's percentage of new construction growth is less than one percent. At 0.84% it is virtually unchanged from last year. The city's new construction grew by \$34 million, yet it was offset by an overall drop in property values. For the fourth year in a row, the city's equalized

value dropped. At \$3.9 billion, Mequon's overall value is less than the \$4.2 billion mark the city achieved several years ago.



When asked what should be the city's top goals in 2014, elected officials identified these citywide goals that staff should attempt to address in the FY2014 budget. The following goals were mentioned in order of frequency:

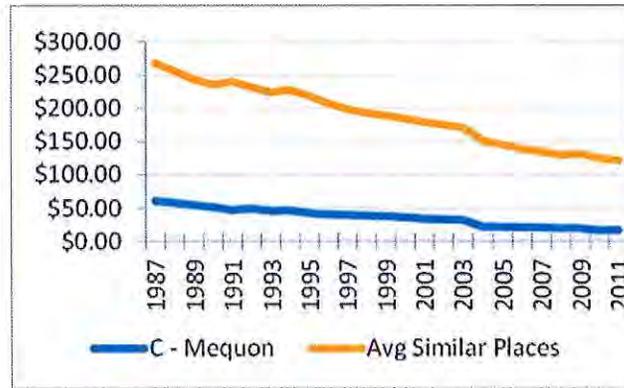
- **Maintain low property taxes (7).**
- **Maintain city infrastructure, roads and public works (6).**
- **Maintain high quality public safety services (6).**
- Themes related to **economic development (6)** were expressed in such ways as: "Maintain the city's vitality with a strong diverse tax base by encouraging community-sensitive economic development," "Keep Town Center moving forward," "Help developers fast-track as long as controls are upfront," and "Encourage new business development."

This executive summary highlights what the FY 2014 budget emphasizes. In addition and further noted in the budget document, each departmental budget outlines 2013 accomplishments and details 2014 objectives as departments endeavor to meet the FY2014 citywide goals.

II. Conditions and considerations affecting the FY 2014 budget

Significant factors shaping the FY 2014 budget include:

- Achieving the property tax levy limit. In fact, the FY 2014 budget delivers a levy below last year's. Done in the context of limited alternative revenue sources, this budget's property taxes comprise 69% of general fund revenues. Mequon relies significantly on the property tax to fund its operations because other sources are not available to the city. For instance, the city receives about 12% of its revenue from intergovernmental aids compared to a higher statewide average of more than 20%. State shared revenues will return about \$13.17 per capita to Mequon, down from last year's \$13.20 per capita.



*Shared Revenues: Statewide compared to City of Mequon, 1987 – 2011 (latest data)
(Source: UW Extension)*

- Emphasizing and maintaining core municipal services.
- Accommodating within the levy limit additional debt service, debt taken on for road project borrowing totaling \$15.6 million since November 2008. Noteworthy is this budget's ability to mostly mitigate an increase in the city's debt service schedule in 2014, an increase amounting to more than \$247,000.
- The FY 2014 budget continues to maintain a respectful balance in the undesignated reserve fund (the "fund balance"), keeping to a goal of at least 10 % of the overall general fund. Presently, the total general fund balance stands at more than \$3.2 million, or 21 % of the general fund budget.

III. The FY2014 Budget's Areas of Emphasis

Taking into consideration the conditions affecting the community, the FY 2014 budget addresses the goals of the city. How that was achieved, and how those goals and annual objectives are met, is summarized as follows:

- Changes to the workforce. The continued benefit of reductions achieved in the last few years by consolidating jobs, using limited-term employees, and filling long-held positions with new employees at a lower salary are again found in this year's proposal. The city also continues to benefit from workforce reductions of approximately 13% over the last 13 years.
- This budget contains a modest salary hike in FY 2014, with specific increases linked to the outcome of a compensation and classification study earmarked for completion in early 2014. This follows a two-year wage freeze.
- Workforce costs comprise approximately 71% of the city's general fund budget. This compares to 77% two years ago.
- In 2014, Wisconsin Retirement System (WRS) pension contributions by the employer will range from 7.0 % for general employees to 10.10 % of wages for police and fire personnel.
- Employee Trust Funds (ETF), the state health insurance fund, increases rates by approximately 1 % in 2014. This compares to last year's increase of 8 %. The overall increase, however, is mitigated by concessions achieved through collective bargaining. The

increase to ETF's health insurance premium rate under the State of Wisconsin Group Health Insurance Program is shared between the employer and employees.

- This budget accommodates debt service for road project borrowing totaling \$15.6 million since November 2008. Total debt service for FY 2014 is \$2,790,312, an increase of more than 4% from last year's \$2.68 million. Even though the debt levy increase of more than \$247,000 is not subject to the state's levy limit, the budget offsets most of this increase by lowering general tax and capital project fund levies in order to attain the goal of keeping taxes low. This figure does not include debt service for the Mequon Water Utility which is covered through the Utility's budget.
- In September 2011 the Council approved paying off the city's \$1.42 million unfunded pension liability by borrowing from the state trust fund. That loan was refinanced in March 2013. The city benefitted from these actions by eliminating the retirement fund surcharge imposed on municipalities with that liability, amounting to a total net present value (NPV) savings of more than \$700,000 in 2012, and an additional NPV savings of \$90,000 in 2013. This budget benefits from that action.
- Interest income is down again, a decrease of 40%, an estimate that also takes into account that last year's projected decline of 40% proved too optimistic.
- For FY 2014, state shared revenues are exactly the same as last year; however, general transportation aids drop by more than 1%.
- Building permit fees, and other development related revenue, are projected to rise as the result of a trend analysis of the past year's revenues and an uptick in building activity.
- The FY 2014 budget slightly reduces spending in the category of materials and supplies by about \$10,000. This category of expenditures consists of items such as office supplies, hand tools, motor fuel, uniform and tool allowances, road maintenance supplies (tar, road salt, and sealant), building maintenance supplies, and culverts.
- The City of Mequon has a long-standing tradition of maintaining sinking funds for large capital purchases such as automobiles, squad cars, park maintenance mowers and equipment, snow plows, public works trucks, fire department equipment, ambulances and road equipment. For FY 2014, funding for this purpose is approximately \$452,000, an amount less than the FY 2013 level, yet an appropriation that will appropriately address equipment replacement cycles.

IV. Capital Project Fund

The capital project fund is a stand-alone fund with its own sources of revenue. Similar to the approach in the city's capital improvement program (CIP), individual capital projects costing more than \$10,000 or sinking funds spanning multiple fiscal years are included. Those that fail to make that threshold remain funded out of the general fund. The total levy for the capital project fund budget for FY 2014 is \$897,097, up 4.5 % from last year's \$867,250. The FY 2013 budget was down 24 % from the previous year.

Significant projects are highlighted here and included under the budget book's capital project tab.

A. City facilities –

An assortment of city-wide building repairs or replacements is required to assure our facilities' fixtures, features and equipment remain in working condition for many are worn and in need of replacement. In 2014, \$75,000 is set aside in addition to approximately \$70,000 in a capital sinking fund to address such needs, a list that includes:

1. Garage door replacements. All of the overhead doors are original and range in age from 26 – 40 years old.
2. The Council Chambers ceiling needs waterproofing and re-painting.
3. All city buildings fluorescent fixtures and ballasts need replacement with more energy efficient fixtures.
4. Carpeting in City Hall and the Safety Building is showing signs of wear.
5. Replacement of Police Department Lockers.
6. Additional electrical work for the Town Center Festival Area.
7. A continuation of resurfacing city parking lots, as well as park facility parking lots.
8. Repairs and maintenance of park pavilions.
9. A voice-over Internet protocol system (VOIP) is recommended to replace the city's 18-year old phone system.

B. Roads –

1. Background

Staff reports in 2004 illustrated that over a five year period, with more than \$4 million dedicated to the local road program, that more than 111 miles of road could be maintained in some fashion. Also at that time, it was assumed that separate funding through bonds for strategic arterials would also occur.

\$1.6 million was borrowed in May 2005 for strategic arterial streets and bike path improvements over a three-year period. This discussion also acknowledged that each year's appropriation would be allocated among roads rated from 2 – 7, with maintenance applications emphasized for those roads with a higher surface condition rating (SCR). Despite these efforts, it was also acknowledged that over the five-year period of time not all roads at the lower end of the SCR scale would be resurfaced or reconditioned. For these reasons, and since then, the Common Council has consistently said that the road program is a high-ranking community goal.

In August 2008, the Common Council approved Resolution 2823, expressing infrastructure improvement goals and funding requirements needed to maintain arterial roads for the period 2008 – 2011. That resolution stated a policy goal for a three-year, \$6 million program.

Also in 2008, Bonniwell Road failed. Around that same time, an agreement was reached with Ozaukee County about funding the Port Washington Road (north of Mequon Road) project; part of that agreement said the city would improve Pioneer Road and transfer its jurisdiction to the county in trade for the county dedicating its STP – U funds to the Port Washington Road project. As a result of these occurrences, the city borrowed \$2,000,000 in 2008 to pay for those two road projects completed late summer 2008. They were considered the first year of the three-year commitment expressed in the August 2008 resolution.

In April 2009 the Common Council approved the sale of \$5.2 million of general obligation promissory notes for 2009 and 2010 local and arterial road improvement projects, and this money was earmarked for the second and third year of the three-year commitment articulated in Resolution 2823. The \$5.2 million borrowing funded \$4 million in arterial road projects in 2009 and 2010, and \$600,000 for each year to supplement the city's levy-funded local road improvement program for 2009 and 2010.

The bid for the city's 2009 road improvement program (at \$2.38 million) was below staff's estimate of \$3.2 million. Factoring in other road program costs, a contingency, federal stimulus funding, the city engineer estimated the funds available for FY 2010 at about \$3,300,000. As a result of this excess a transfer to the fund balance of \$566,252 from the annual local road program was made, leaving \$2.8 million available for road programs in FY 2010. An annual pay-as-you-go appropriation of \$600,000 supplemented that amount.

For 2011 the city had two arterial road projects to undertake, County Line Road and Pioneer Road. These two projects were funded by long-term borrowing. Also in 2011, an additional borrowing of \$1,700,000 for the local road program in 2011 and 2012 would make up the effort for local roads, as no monies were levied for road projects in 2011 or 2012. Thus, in March 2011 the city borrowed \$4.2 million for the County Line Road, Pioneer Road and two-year's worth of subdivision street projects.

In mid-2012, the Council looked at how the city could financially position itself after a number of years of borrowing for roads. It discussed whether the city could continue to ride a wave of historically low interest rates, or pivot back to the city's method of financing roads on a pay-as-you-go basis.

At that meeting staff presented an overview of the city's roads system, using the road surface condition rating system, and the results of spending since 2007. Significant improvements had been achieved.

Based on these achievements, staff looked at future funding needs for the system with the main goals of: 1. Maintaining an appropriate amount of road miles with SCR<3 in order to limit the city's financial liabilities for expensive rehabilitation/reconstruction projects; and, 2. maintaining an equalized distribution for the road system which allows for long-term planning and budget goals while maintaining a consistent level of service for residents and the traveling public. Ultimately, staff recommended funding the road program at \$1.7 million/year.

When the Council reviewed these results, the funding goal seemed reasonable. Subsequent meetings prompted the need for an analysis of what the future road conditions might look like if the city were to appropriate less than the recommended \$1.7 million.

In the FY 2013 proposed budget, staff analyzed different funding scenarios for the road program and their five year impacts. The analysis demonstrated that the road system had significantly benefited from approximately \$2.25 million/year from 2007 - 2012, reducing liabilities and equalization of the surface condition rating distribution. If the funding level were reduced to \$1 million/year for a period of five years, the analysis showed that the road system would deteriorate to a level of service worse than experienced in 2008.

With this analysis at hand, the Council approved a general obligation note of \$3.71 million in March 2013, with an eye toward programming \$1.7 million/year for the 2013 and 2014 road programs. The balance of about \$300,000 will serve as seed money for the FY 2015 road program, which may be supplemented by dollars reserved in the fund balance.

As discussed earlier in this message, the general fund's undesignated reserve (the "fund balance") has recovered nicely in the last several years. Officials anticipate a post-budget discussion that explores the use of the fund balance toward funding part of the FY2015 road program. For a breakdown of how the borrowed proceeds for the FY 2014 road fund are intended to be assigned, see the chart below.

Year/ Funding Source	2007	2008	2009	2010	2011	2012	2013	2014
Annual budget	\$1,007,564	\$1,227,255	\$566,252*	\$600,000	\$0	\$0	\$0	\$0
10-year G.O. notes		\$2,000,000	\$5,200,000		\$4,045,000		\$3,710,000**	
State or federal funds (at xx %)		\$2,387,500 (90%)	\$3,000,000 (95%)	\$375,000 (80%)	\$405,000 (50%)	\$77,000 (WI DOT grant)		

(* Transferred to fund balance as result of favorable bids on road program)

(**Includes approximately \$300,000 for 2015)

2. Road spending results

As evidenced by the chart below, the city has invested significantly in its local road system over the past seven years. With close to \$13 million of city funds set aside for this effort since 2007, the following improvements were achieved:

Subdivision Streets (142 miles)

- 25% local street miles rehabbed/reconstructed
- 32% of local street miles with surface treatment
- 95% of local street miles crack-filled

Main Roads (69 miles)

- 43% main road miles rehabbed/reconstructed
- 17% of main road miles with surface treatment
- 75% of main road miles crack-filled

In addition to City funding, \$6 million of state/federal funding allowed for the reconstruction of eight miles of main roads, an additional 12%.

The city's road system has been dramatically improved with the increased funding. The increased funding has improved the overall surface condition rating distribution of the system as well as significantly reduced the miles of roads that need to be reconstructed, (SCR >3).

Subdivision Streets

- Beginning 2008 – 17 miles, 14% of system
- Beginning 2013 – 10 miles, 7% of system

Main Roads

- Beginning 2008 – 10 miles, 14% of system
- Beginning 2013 – 5 miles, 7% of system

The average SCR, which is a measure of the distribution of ratings, has also been maintained and improved.

Subdivision Streets – With an average funding of approximately \$900K/year, the average SCR was maintained at approximately 6.2 to 6.6 over a seven year span.

Main Roads - With an average funding of approximately \$1.6M/year, the average SCR was increased from 5.7 to 6.3 over a seven year span.

	2007	2008	2009	2010	2011	2012	2013	2014 (Proj.)	
ANNUAL ROAD PROGRAM									
Subdivision Streets	\$977,564	\$1,277,255	\$566,252^A	\$600,000	\$1,088,306	\$600,224	\$960,000	\$950,000	
(Miles)									<i>Totals</i>
Rehab/Reconstruct	7.00	6.20	6.20	4.80	4.50	2.50	2.55	2.30	36.05
Hot In Place		9.00							9.00
Seal Coating	5.20	17.50			1.00		4.24	10.00	37.94
GSB-88 Fog Seal				1.00	3.00	2.00	11.44	13.00	30.44
Crack Sealing	25.00	10.00	32.00	14.80	18.13	30.00	4.60	7.00	141.53
<i>Total</i>	<i>37.20</i>	<i>42.70</i>	<i>38.20</i>	<i>20.60</i>	<i>26.63</i>	<i>34.50</i>	<i>22.83</i>		254.96
Main Roads	\$30,000	\$2,000,000	\$3,100,000	\$2,100,000	\$796,380	\$1,637,000	\$720,000	\$770,000	
(Miles)									<i>Totals</i>
Rehab/Reconstruct		5.30	8.60	6.50	2.00	1.75	3.90	4.20	34.00
Hot In Place									0.00
Seal Coating		3.50			2.00	1.00	4.02	1.00	11.52
GSB-88 Fog Seal				1.00					1.00
Crack Sealing	11.00	6.00	8.60	3.90	5.87	12.00	4.60	3.00	54.97
<i>Total</i>	<i>11.00</i>	<i>14.80</i>	<i>17.20</i>	<i>11.40</i>	<i>9.87</i>	<i>14.75</i>	<i>12.52</i>		101.49
Funding Sources									
Annual Budget	\$1,007,564	\$1,277,255	\$566,252	\$600,000	\$0	\$0			
Bonding		\$2,000,000	\$5,200,000		\$4,045,000		\$3,400,000		

Mequon's 1/2 of 3.5 mile project

For the FY 2014 budget, no levy funding for the road program is included. As staff suggested at the October 2013 budget workshop, additional long-range funding analysis, including a multi-year funding of roads not unlike what has been done in the last several years, would be required. Staff left the October meeting with an understanding to continue the workshop discussions in 2014, and to consider how annual funding of approximately \$1.7 million for 2015 and future years could be handled by means of long-term borrowing, cash-funding under the general levy, using some fund balance proceeds, or any combination of these financing approaches.

C. Vehicles

The City of Mequon has a long-tradition of maintaining sinking funds for large capital purchases as a means of reducing the dramatically variable appropriations associated with expensive equipment purchases. It is also based on a pay-as-you-go philosophy that avoids borrowing for rolling stock and other capital items. The city joins a host of other municipalities by utilizing this method of funding for its equipment.

In order to mitigate the drawbacks of financing fleet replacement costs with cash, many organizations utilize a sinking or reserve fund. This method usually ensures that there is enough money to pay for a new vehicle when it is due to be replaced. Since this approach also spreads the capital cost of replacing a vehicle over its useful life, it also eliminates most if not all of the year-to-year volatility associated with funding fleet replacement costs. ... For [an] equipment fund to operate effectively, it must be established so that funds are dedicated for equipment purchases and cannot be used for other purposes. Source: *Managing Public Equipment, 2nd edition*, American Public Works Association, 2000.

Equipment funds are used for acquisition of new vehicles and large equipment items as well as the gradual funding of large capital items. In the past half dozen years, the vehicle replacement program has been subjected to uneven funding levels, budgetary constraints and ceding to what may be considered more urgent needs. Yet, as staff analyzed replacement needs, as well as cash flow, in the last several years and beyond, we began to see that a longer replacement cycle was indeed happening, especially in public works.

For example, the public works department in 2013 analyzed their equipment replacement needs for the period covering 2014 – 17. Their study concluded that about \$337,000/year was needed to address an aging rolling stock – such as a two 1995 plow trucks, a 1999 plow truck and a 2001 tri-axle dump truck – large pieces of equipment with more than 100,000 miles. All of these trucks cost more than \$145,000 each.

Using as a model for future purchases, staff looked at the example of a November 2010 five-year lease-purchase agreement for an International Series 7600 Tanker Truck for the fire department, a piece of equipment costing \$235,193. Accordingly, staff plans to extend that practice to other heavy equipment in the public works department, using as a guideline equipment costing more than \$100,000 and having more than 10 years of useful life, as candidates for five-year lease-purchases. With lease-purchasing in mind, and to avoid further slides in the replacement schedule noticed throughout the organization, these vehicle accounts will be funded at the following levels:

Dep't	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Fire /EMS	\$121,500	\$123,023	\$165,000	\$165,000	\$165,000	\$57,000
Police	\$72,000	\$72,000	\$95,000	\$100,000	\$100,000	\$125,000
Police Reserve	\$10,000	\$0	\$30,000	\$0	\$20,000	\$0
Public Works	\$175,500	\$175,500	\$200,000	\$270,000	\$270,000	\$270,000
Total	\$379,000	\$370,523	\$490,000	\$535,000	\$555,000	\$452,000

V. Workforce issues

1. Staffing levels –

There were eleven retirements or separations in 2012 which equaled a 10% turnover in staff. These changes spanned the entire organization. In 2013, an additional four separations occurred. Moving forward, the 2014 budget sees stabilization in staffing: no new positions are added except for a mid-year addition in the police department, and vacancies are anticipated to be filled. An appropriation for wage increases is set aside in the contingency fund.

No retirements in 2014 have been announced, but some are expected. When those vacancies become available, the positions will be looked at with a critical eye.

The city's overall staffing levels since 2001 have been reduced by almost 17 FTEs positions, or approximately 13%. As for the police department, 2014 staffing is budgeted for 38 police officers beginning mid-2014, up from 37 in FY 2013.

2. Salaries and fringe benefits –

Salaries and fringe benefits is a category that covers wages for all full-time, part-time, summer, temporary and seasonal workers and elected officials. This area also includes payments for health insurance, dental insurance, pensions, social security and other federally mandated contributions, long-term disability, life insurance and longevity pay (for protective service employees, only).

Beginning in January 2012, the city's five collective bargaining units were reduced to three. Full bargaining rights remain in place for the police union as well as the Fire/EMS Association, and limited bargaining on wages only is allowed for the public works union which re-certified in the

spring of 2014. The public works union agreed to forestall bargaining a wage increase in 2014 until the completion of the classification and compensation study.

All five units agreed to contracts that froze 2011 wages; non-represented and management personnel also saw their wages frozen in 2011 at 2010 levels. Wages in 2012 for public works, non-represented and management personnel were again frozen.

A collectively bargained wage increase for the fire union allowed for a mid-year 2012 adjustment as well as an increase in 2013. A wage increase in 2012 and 2013 for the police union was awarded under an arbitrator's ruling in late 2012. The award's costs were offset by increased contributions to health insurance and retirement, with those repayments made to the city in 2013.

The FY 2014 budget provides a wage boost for the rest of the workforce.

The approach to wages is as follows:

- The agreement with the Fire and EMS Association runs through the end of 2013. Their wages have been budgeted based on an anticipated negotiated increase to their wage schedule and projected call volume. In addition to a collectively bargained wage boost, other changes to the accounting of wages in the Fire/EMS budget are noted in that department's FY 2014 budget. They are a result of a Public Safety Committee approved plan for paramedic staffing that places one paramedic in the fire station 24 hours a days. Along with being the designated paramedic for the shift, the paramedic will also perform other duties such as staffing a fire engine for a fire calls, inspecting, pre-planning, record management and data-entry. Chief Bialk emphasizes that having a paid, staffed paramedic will help in recruiting and retaining paramedics for the long term success of the program. As outlined in the chief's November 12, 2012 memo to the Public Safety Committee, Mequon is only one of three paramedic programs in the state that use volunteer/paid-on call members to operate a paramedic program. Chief Bialk believes that all-volunteer/paid-on-call programs are fragile, yet a paid position in the station will help support and stabilize the program.
- The city's arbitrated settlement agreement with the police association covers wages to the end of 2013, and a new contract covering wages and benefits for 2014 is anticipated. This budget assumes a wage increase.
- Wage adjustments in 2014 for non-represented employees, including management, are planned and money is set aside in the contingency fund. A final decision on the actual increase is reserved for the Common Council to make in 2014, a decision informed by the outcome of the compensation and classification study.

FY 2012's budget saw savings of more than \$457,000 as a result of state-mandated changes to employee retirement and health insurance premiums for all personnel except police and fire employees. Across the organization, except for police and fire personnel, these changes resulted in the average annual take home pay of employees being reduced by more than 9%. The FY 2013 budget also saw an overall reduction in wages and benefits, yielding more than \$62,000 in savings.

The 2014 budget builds on 2011 Wisconsin Act 10 changes accordingly:

- Wisconsin Retirement System (WRS) pension contributions by the employer will range from 7.0 % for general employees to 10.1 % of wages for police and fire personnel.
- In the spirit of Act 10, and per the arbitrated settlement agreement with police, the city will require employees to contribute 12% of health insurance costs.

The following table illustrates the changes in salaries and benefits. Employee Trust Funds (ETF, the state health insurance fund) rates rise 1% in 2014. This compares to last year's increase of 8 %. Yet, this premium increase is offset by a commensurate increase in employee contributions, as well as organization-wide savings achieved through collective bargaining. The net outcome of these mitigating circumstances actually results in an overall one percent decline in health insurance costs for the city in FY 2014.

General Fund	FY 2013 Adopted Budget	FY 2014 Adopted Budget	Increase or (decrease)	%
Salaries (All wages, including Fire and EMS paid-on-call salaries. Does not include sewer and water utility personnel or charge-backs.)	\$7,335,640	\$7,496,489	\$160,849	2.1%
Health insurance*	\$1,583,242	\$1,567,880	(\$15,362)	(1.0)
Retirement	\$774,497	\$608,366	(\$166,131)	(21.5%)
Totals	\$9,693,379	\$9,672,735	(\$20,644)	(0.2%)

*Employees will be paying 12% of the premium – in 2014 that is \$231/month for family coverage, up from \$227/month in 2013; it is \$93/month for single coverage, up from \$91/month in 2013. In spite of an overall 1% rate increase from the predominant plan, two additional plans offered in the ETF program, and other changes expected from the open enrollment period, influence an overall decline in the city's health insurance costs.

City Employee Health Insurance Cost Trends –

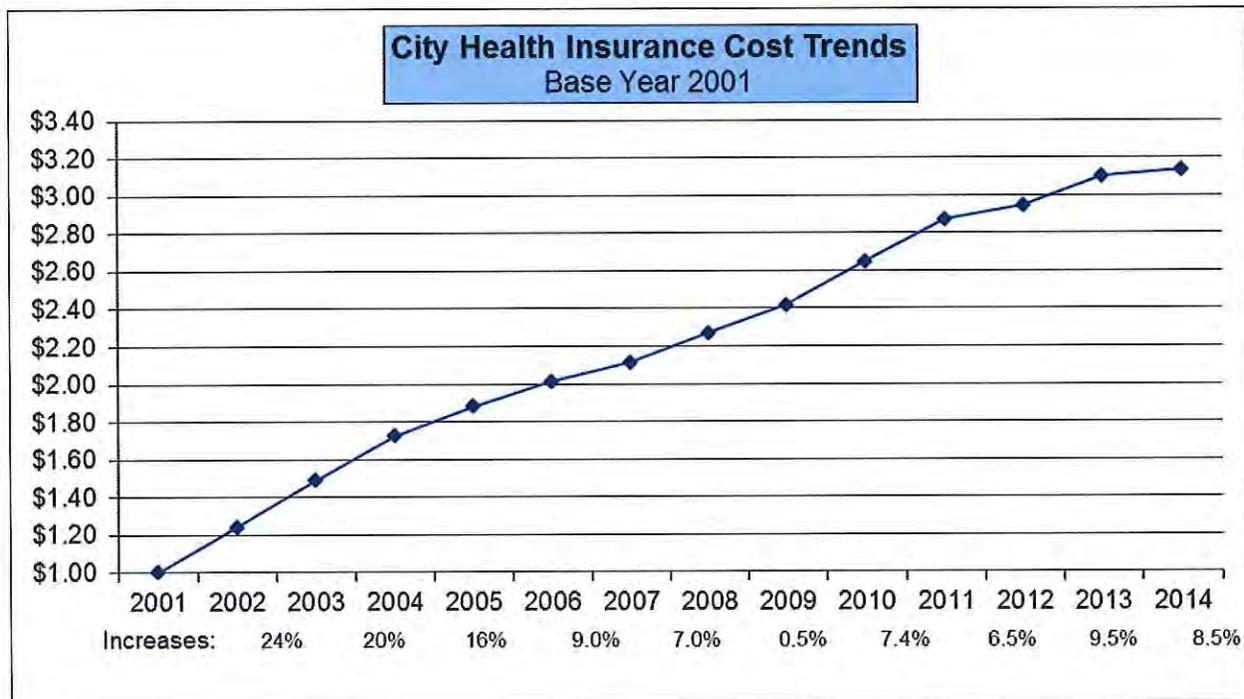
Fiscal Year	Percent increase to the family plan premiums (the plan most taken by employees)
2014	1.0%
2013	8.0%
2012	2.5%
2011	8.5%
2010	9.5%
2009	6.5%

Single Coverage for 2014	Employee Share	Employer Share	Full Premium
United Healthcare SE	\$92.77	\$680.33	\$773.10

Family Coverage for 2014	Employee Share	Employer Share	Full Premium
United Healthcare SE	\$231.14	\$1,695.06	\$1,926.20

The city has provided health insurance through the state’s Employee Trust Fund for more than 20 years, and it currently subscribes to the program option that provides the most cost savings to the employer. ETF continues to restrain subscribers from gathering accurate data on their group’s health profile in order to competitively comparison-shop. The data is not segregated by member. Plus if a subscriber opts out of the ETF program, it cannot rejoin the plan for three years. This is not to say the city is captive to this one provider. Rather, staff has been researching and monitoring the methodology used by other ETF communities as they’ve set out to explore other health insurance providers.

City Employee Health Insurance Cost Trends –



VI. Library Contribution

Funding of the F.L. Weyenberg Library has been subject to changes and variables in the last few years, including the elimination, under 2011 Wisconsin Act 32, of a mandatory maintenance of effort requirement. The “maintenance of effort” clause said library funding can be no lower than the average of the last three years. However, 2013 legislation (2013 Act 20) specifically crafted for municipalities maintaining a joint library, reinstated the maintenance of effort methodology on a permissive basis. Accordingly, what guides library funding is the following:

1. The joint library agreement between the City and Village of Thiensville; and

2. The county library tax exemption formula that establishes a minimal threshold of appropriations based on the amount of county funding needed to provide services to the non-library areas of the county and each municipality's equalized value.
3. Municipalities with joint libraries may also exempt themselves from the county library tax by an alternate means as a result of 2013 Act 20. That methodology relies on the three-year maintenance of effort calculation.

The joint library agreement calls for Mequon and Thiensville to fund the library's operating and capital budgets based on the following formula: 1/3 equalized value, 1/3 population and 1/3 circulation. Yet what has become evident over the years is that the state-imposed county library tax formula trumps the joint library agreement formula. Thus, the village administrator and I agree that the joint library agreement should be amended and updated to capture this present-day reality.

For FY 2014 then, the following factors are considered: the county library tax threshold as guided by a. equalized value; or, b. the reinstated maintenance of effort methodology. According to the Department of Public Instruction, calculating qualifications for exemption from the county library tax using the maintenance of effort formula is permissive, not mandatory. *"Municipalities in joint libraries may now be able to exempt by an alternate means as a result of 2013 Act 20 which amends 43.64 (2) (c)..."* The difference between the two formulas is not insignificant, and in choosing the least costly of the two formulas, the city's FY 2014 appropriation is still higher (at \$56,518) than last year's contribution.

County Library Tax Exemption formula thresholds		
FY 2013 Mequon appropriation, per statutory formula	\$993,640	
FY 2014 Mequon appropriation needed to maintain county library tax exemption:	Per Equalized Value Formula	Per Maintenance of Effort Formula
	\$1,050,158	\$1,087,647
Net increase from FY 2013	\$56,518	\$94,007
FY 2014 Mequon appropriation	\$1,050,158	

This budget, as in last year's budget, maintains for comparison purposes the library fund established in 2010, while accounting for the library appropriation as a grant expense in the General Fund. This addressed a concern staff and our auditors had about achieving an unmodified opinion. That unmodified opinion was achieved for FY 2012.

VII. Long Term Borrowing

Since 2008, the city has borrowed for the following projects:

- \$2.4 million (10-year general obligation note) for road improvements and the County Line culvert project, November 2008.
- \$5.2 million (10-year general obligation note) for road improvements, April 2009.

- \$6.95 million (20-year general obligation community development bonds) for the Town Center TIF District infrastructure improvements, July 2009.
- \$3.275 million (10-year general obligation refunding bonds) for refinancing TIF #2, December 2010.
- \$4.34 million (10-year general obligation note) for road improvements, March 2011.
- \$1.45 million (10-year state trust fund loan) for retiring the city's unfunded pension liability, September 2011. This loan was refinanced in March 2013.
- \$3.71 million (10-year general obligation note) for road improvements, March 2013

Based on the earlier discussion in this message, long-term borrowing for the road improvement program is not anticipated in FY 2014. No additional debt is required for other city projects, and none is anticipated in FY 2014.

VIII. Revenues, tax levy and tax rate

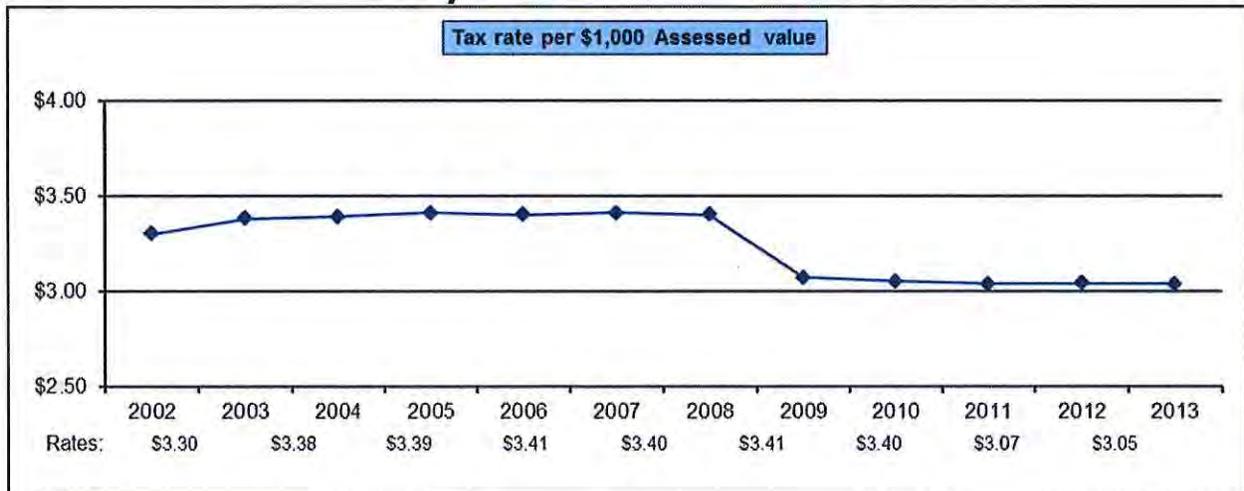
The city's general tax levy is comprised of three funds: the general fund, the debt service fund, and the capital project fund. Combined, the total levy of these three funds is \$14,211,071, a 1.1% increase from last year.

Revenue Summary –

Revenues	2014 Budgeted	2013 Budgeted	Change	%
Taxes	\$10,048,732	\$10,228,221	\$(179,489)	(1.8)
Intergovernmental	1,785,721	1,798,810	(13,089)	(0.7)
Licenses and Permits	684,748	596,761	87,987	14.7
Fines and Forfeitures	656,200	585,415	70,785	12.1
Public Charges for Services	282,049	266,881	15,168	5.7
Other Revenues	1,440,090	1,333,600	106,490	8.0
Investment Income	12,000	20,000	(8,000)	(40.0)
Total Revenue	\$14,909,540	\$14,829,688	79,852	0.53

The city underwent a property revaluation in 2009, the first citywide revaluation since 2002. The total assessed value of the city rose to \$4.28 billion an increase of 15.7%. The average residential assessment increase from 2002 is 18%. As a result of the revaluation, the city's tax rate dropped from \$3.40/\$1,000 of assessed value in 2008 to about \$3.07/\$1,000 of assessed value for 2009.

Ten-Year Tax Rate Summary –



IX. Municipal spending and tax rates – a comparative analysis

Concerning tax rates, a ranking done by the Wisconsin Taxpayers Alliance on 2011 – 2012 property tax information for Wisconsin cities, villages, and towns was examined. That comparison showed that Mequon’s net property tax rate ranks Mequon 176th out of 190 cities.

In that same vein, when looking at the city’s basic spending per capita (as defined by the Alliance as “per capita spending for general government, street maintenance, law enforcement, and fire-ambulance”), Mequon measures up to its cohort municipalities with a population of 17,500 to 30,000. Mequon’s 2011 basic spending was \$519 per capita. This compares to the cohort range, consisting of a high of \$910/capita, a low of \$269/capita and median of \$525/capita.

X. Expenditure Summary

The Council approved FY 2014 expenditures of \$18,594,199 or 1.2 % higher than the FY 2013 adopted budget \$18,377,191.

Five Year Expenditure History

Fiscal Year	Amount	Percent Increase
2014	\$18,594,199	1.20%
2013	\$18,377,191	0.8%
2012	\$18,056,239	(0.51%)
2011	\$18,149,021	(1.2%)
2010	\$18,365,917	3.6%

Expenditure Budget by Type

Expenditures	2014 Budgeted	2013 Budgeted	Net Increase (Decrease)	Percent Change
Salaries	\$7,496,489	\$7,335,640	\$160,849	2.1
Fringe Benefits	3,131,435	3,290,385	(158,950)	(4.8)
Materials/Supplies	1,189,538	1,199,685	(10,147)	(0.8)
Purchased Services	1,887,060	1,845,598	41,462	2.2
Library Grant*	1,050,058	993,640	56,418	5.7
Equipment/Leases	152,210	164,740	(12,530)	(7.6)
Debt Service	2,790,312	2,680,253	110,059	4.1
Capital Projects*	897,097	867,250	29,847	3.4
Total Expenditures	\$18,594,199	\$18,377,191	217,008	1.2

*Capital projects and Library grant expenditures are presented only to the extent of the offsetting amounts of the current year City of Mequon tax levy.

Expenditure Summary by Service Category

Expenditures	2014 Budgeted	2013 Budgeted	Percent Change
General Government	\$1,973,231	\$1,881,257	4.9
Public Safety	6,606,129	6,716,055	(1.6)
Public Works	4,174,607	4,111,768	1.5
Community Enrichment*	1,759,193	1,721,588	2.1
Community Development	393,630	399,020	(1.4)
Debt Service	2,790,312	2,680,253	4.1
Capital Projects**	897,097	867,250	3.4
Total Expenditures	\$18,594,199	\$18,377,191	1.2

*Beginning in 2013, Community Enrichment now includes the funding for the Library Grant.

** Capital projects and expenditures are presented only to the extent of the offsetting amounts of the current year City of Mequon tax levy.

XI. Acknowledgments

This budget would not have been possible without the effort, assistance and dedication of the city's department heads and many other employees that provided background material and historical perspective. Specifically, I would like to acknowledge Finance Director Tom Watson for his important and significant contributions, and Lina Prosser for her assistance in formatting and assembling this document.



Lee Szymborski
City Administrator

2014 Budget Development, Structure, and Financial Policies

Budget Development and Framework

- ❖ Budget Calendar
- ❖ Explanations of Budgetary Basis
- ❖ Amending the Budget

Budget Organization and Structure by Fund

- ❖ General Fund
- ❖ Debt Service Fund
- ❖ Capital Project Fund

Proprietary Fund Types

- ❖ Sewer Utility Fund
- ❖ Water Utility Fund

Agency Fund Types

- ❖ Agency Fund

Financial Policies

- ❖ Introduction
- ❖ Budgeting
- ❖ Amending the Budget
- ❖ Reserve Requirements
- ❖ Revenues
- ❖ Cash Management/Investments
- ❖ Expenditures

- ❖ Capital Planning
- ❖ Long Term Financial Planning
- ❖ Debt Management
- ❖ Accounting, Auditing, and Financial Reporting

Budget Development and Framework

The City’s budget is prepared for the fiscal year beginning January 1 and ending December 31.

The budget is a total financial management plan for city operations. Budgets requests are prepared by department heads with the assistance of staff under the direction of the City Administrator.

Prior to September 15th of each year, the City Administrator shall submit a proposed budget for the following fiscal year to the Appropriations Committee of the Common Council for their review and further consideration.

The Mayor and Common Council, acting as the Appropriations Committee, then evaluate and amend the proposed budget at their discretion and forward a final budget recommendation to the Common Council.

The Common Council then adopts a finalized, balanced budget, and an ordinance to authorize the appropriation of the tax levy for the following fiscal.

General Budget Calendar

Budget Development Phase	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monitor current year budget / actual revenues and expenditures												
External audit of prior year financials												
Final Financial reports issued												
Review prior year budget results												
Prepare annual update to 5 year capital improvement plan												
Budget requests prepared by department heads												
Review and refine budget requests with City Administrator												
Present preliminary budget to the Appropriations committee												
Appropriations committee review and recommendation to City Council												
Present budget to the City Council for consideration and adoption												

A balanced budget requires that the proposed budget expenditures shall not exceed estimated revenues and applied fund balance, if any.

The basis of budgeting for all funds, except for the sewer and water utility funds, is the modified accrual basis. The sewer and water utility funds budget uses an accrual method of accounting. These are the same methods used in the City’s audited financial statements.

Explanations of budgetary basis

The basis of budgeting refers to the point in time at which revenues and expenditures are recognized in the accounts and reported in the financial statements.

Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectable within the current period or soon enough thereafter to be used to pay the liabilities of the current period.

Property taxes are recorded as a receivable and deferred revenue in the year levied. They are recognized as revenues the following year when the services financed by the levy are being provided. Intergovernmental aids and grants are recognized as revenues in the period the related expenditures are incurred, if applicable, or when the City is entitled to the aids. Special assessments are recorded as revenues when collected. Any annual installments due in future years are reflected as receivables and deferred revenues.

Other general revenues such as fines, fees, and permits are recognized when the underlying transaction has occurred and the payment is expected to be received under the available criteria described above.

Under the accrual basis of accounting, all revenues are recognized in the period in which they were earned and all expenditures are recognized in the period they were incurred.

Amending the budget

Budgets are adopted at the fund level of expenditure. Transfers between departments and changes to the overall budget must be approved by a two-thirds vote of the Common Council. The City Administrator may authorize transfers of budgeted amounts within departments.

Budget Organization and Structure by Fund

The City budget includes the five major funds for which appropriations may be made, the General fund, Capital fund, Debt Service fund, Sewer fund, and the Water Utility fund. The city also maintains an agency fund for the joint funding of the Mequon / Thiensville Library. Each of these funds contains their own self balancing set of accounts to in order to separate and track expenditures for these areas. Some of the details of these funds and their purposes are as follows:

GOVERNMENTAL FUND TYPES

These are the funds through which most of the functions of the City are financed. These funds are prepared utilizing an accounting method and budgetary method in conformance with Generally Accepted Accounting Principles (GAAP) and are budgeted on a modified accrual basis of accounting. The focus of the modified accrual basis of accounting is on available spendable resources; that is, the flow of resources into and out of the organization providing services. The reported fund balance of a governmental fund represents a measure of the available spendable resource. Under the modified accrual basis of accounting, revenues are recognized when measurable and available. Available means collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest on

long term debt, are recorded when the liability is incurred, if measurable. The following are the City's governmental fund types:

General Fund

Included in this budget are the General Fund appropriations and expenditures. The annual operating costs of the city departments listed below are funded through the General Fund and contained in this section of the budget.

Appropriations in the general fund lapse at year end to the fund balance unless specifically authorized by the Common Council to be carried over. Tax appropriations and other revenue sources for the General Fund are presented for the city as a whole, separately from expenditures, and are not intended to be associated with specific operating departments.

Expenditures for the city are presented by operating departments, which can be organized into four main sub groupings; General Government, Public Safety, Public Works, and Community Enrichment.

The General Government group includes the following city departments: Common Council, Mayor, City Administrator, City Clerk, Elections, Information Systems, Finance, City Assessor, Human Resources, Legal Services, and Community Development.

The Public Safety group includes the following city departments: Police, Fire, Communications, Police Reserve, Ambulance, Building Inspections, and Health Administration.

The Public Works group includes the following city departments: Engineering, Highway, Building Maintenance, Vehicle Maintenance, and Recycling.

The Community Enrichment group includes the following city departments: Library grants, Swimming Pool, Parks Maintenance & Development, and Cemetery.

Additionally, each departments expenditures are also further divided into the following five main areas; Salaries, Fringe Benefits, Materials & Supplies, Purchased Services, and Equipment. These groupings and sub groupings can be useful tools in order to present summarized information for the purpose of general review and analysis.

Debt Service Fund

The Debt Service Fund appropriations and expenditures are also included as part of the budget. This section of the budget is used to account for the payments of principle, interest and other servicing costs for the long-term general debt of the city.

The City uses General Obligation Debt only to finance the cost of major capital asset projects and not for the normal annual operating expenditures of the government. The final maturity of bonds and notes should generally not exceed 20 years or the expected useful life of the underlying project for which they were issued or the assets which were acquired.

The City's debt limit is restricted by Wisconsin State Statutes to no more than 5% of the equalized property value of all taxable property within the jurisdiction. Currently, the City of Mequon has

approximately 0.76% of debt to equalized value outstanding as of 12/31/13. A schedule showing this calculation and other debt information is included debt service section of this publication.

Capital Project Fund

Also included in this budget are the Capital Project Fund appropriations. This section of the budget lists the specific capital projects that resources are being allocated to in the upcoming fiscal year and the amount of funds allocated to each project.

Appropriations in the Capital Projects Fund are placed directly into non-lapsing sinking fund accounts to facilitate the buildup of sufficient funds over a multi-year period to fund approved major expenditures. The balances in these accounts are for specific projects and are carried forward until the project has been completed or the balance is transferred by the Common Council.

The City uses sinking funds for large capital expenditures as a means of reducing the variability of appropriations needed to fund these expenditures in any one fiscal period. This approach is used by the City for most equipment replacement needs and other capital project programs.

Capital assets are generally defined as assets that have an initial cost of more than \$5,000 and have an estimated useful life in excess of one year. Expenditures that do not meet these requirements will be funded out of the general fund.

A five year Capital Improvement Plan is also prepared and reviewed annually by the department heads with the assistance of staff under the direction of the City Administrator. This plan includes the estimated costs of all current and/or proposed capital projects over the next 5 year period. As part of this process staff also evaluates the operational impact that any of these project may have on the general fund budget. Currently, there are no significant operational impacts anticipated as a result of these capital expenditure projects.

PRORIETARY FUND TYPES

These fund types are used to account for activities funded primarily through user charges. The basis of accounting used to budget such funds is accrual accounting. The focus of accrual accounting is primarily upon the determination of net income and the maintenance of capital. Therefore, included within these funds are all assets and liabilities associated with the fund's operations. Revenues are recognized under the accrual basis of accounting when earned and expenses are recorded as soon as the result in liabilities for benefits received, notwithstanding that the receipt or payment of cash may take place in another accounting period. Budgeted expenses include depreciation. The City prepares budgets for the following proprietary fund types:

Sewer Utility Fund

The Sewer fund is an enterprise fund established for the operations of the Sewer utility. Enterprise funds are used for major governmental activities which function as separate business type units. The operations budget of the Sewer utility is funded entirely by user fees. A summary of this budget is included in the financial overview section of this document.

The City has, however, made a decision to make appropriations for the Sewer Fund to pay for both the annual capital charges from the Milwaukee Metropolitan Sewerage District (MMSD); and also the ongoing debt service payments which resulted from the settlement of the litigation between the City of Mequon and the MMSD in the late 1990's.

Water Utility Fund

The Water Utility fund is an enterprise fund established for the operations of the City's water utility. Enterprise funds are used for major governmental activities which function as separate business type units. The operations budget of the water utility is funded entirely by user fees.

AGENCY FUND TYPES

In governmental accounting, the agency fund consists of resources retained by the governmental unit as an agent for another governmental unit. It is a fiduciary relationship.

Agency Fund

An agency fund has been established to account for the operations of the Mequon / Thiensville Library. Grants to this fund are based upon the State of Wisconsin's legally prescribed minimum funding requirements of continuing Library operations necessary in order for Mequon residents to avoid being subject to a County Federated Library Tax as well as other considerations.

City of Mequon - Financial Policies

The City of Mequon has adopted by resolution, the following financial policy statements of this document in order to help guide the City's financial management practices and to support the City's efforts to continually work towards meeting the objectives set forth in its mission statement.

The City of Mequon's overall mission is the provision of quality public services and adoption of thoughtful policies that serve to enhance and maintain the unique quality of life of our community.

Through the judicious use of community resources, the City is committed to managing growth, efficiently using tax dollars and making wise investments in our future. Our success depends on our ability to offer quality and value to our taxpayers with the highest standards of accountability, responsiveness, economy and integrity.

These financial policies, and the processes that support them, are further intended to summarize the major goals and objectives which make up the financial framework under which the City operates. These practices are also governed by the applicable Federal and State laws, rules, and regulations, the generally accepted accounting principles and practices as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), the Government Finance Officers Association (GFOA), and by the continuing guidance of the City of Mequon Common Council.

The process overview components of this document have been prepared by staff to provide an outline describing the general processes which are currently being used to help facilitate meeting the broader goals and objectives of the policy statements, and to help ensure that the financial resources of the City are managed in manner consistent with those expectations. They are intended to highlight the significant components of the processes used to achieve these goals and are not intended to be an all inclusive listing of the duties required of staff at the discretion of the City Council.

These policies will be reviewed annually in order to determine if any additional policies may be necessary to fill identified policy gaps, or if any updates are required due to changes in the City's practices. Any recommended changes will be presented to the City Council for their consideration and approval during the budget cycle.

POLICY STATEMENT 1 - BUDGETING

The City Council shall adopt a balanced budget, and authorize the required appropriations, prior to the beginning of each fiscal year. Appropriations are made on a fund level basis.

Process overview:

Budgets requests are prepared by department heads with the assistance of staff under the direction of the City Administrator. The City's budget is prepared for the fiscal year beginning January 1 and ending December 31. The budget is a total financial management plan for city operations.

Prior to September 15th of each year, the City Administrator shall submit a proposed budget for the following fiscal year to the City Council for consideration.

The City Council evaluates and amends the proposed budget at their discretion and then adopts a final balanced budget prior to the beginning of the fiscal year. A balanced budget requires that the proposed budget expenditures shall not exceed the estimated revenues and any applied fund balances.

POLICY STATEMENT 2 - AMENDING THE BUDGET

At the City Council's discretion, it may choose to amend the budget due to unforeseen and changing circumstances. In accordance with Wisconsin Statute Section 65.90(5)(a), amendments to budgeted appropriations must be approved by a two-thirds vote of the City Council.

Process overview:

The City Administrator will be responsible for maintaining a budgetary control system to ensure adherence to the City's adopted budget. Revenue and expenditure projections will also be reviewed by staff, under the direction of the City Administrator, on a quarterly basis.

If such a time occurs that the City Administrator believes that there will be a significant variation of more than 5% of the projected revenues or expenditures from the adopted budgeted amounts, the City Administrator shall inform the City Council so that they may consider whether it is necessary to amend the budget or take any other corrective measures.

Any net surpluses or deficits that may occur as a result of these budget variations will be applied to the appropriate fund balances at the close of the fiscal year.

POLICY STATEMENT 3 - RESERVE REQUIREMENTS

The City's fund balance policy addresses the desired minimum level of fund balance to be maintained in the general fund, the primary operating fund of the City. In order for the City to be able to respond to unforeseen situations, as well as to positively impact the investment credit rating of the City, the City will strive to maintain an undesignated General fund balance of not less than ten (10) percent of the current General fund operating budget.

Process overview:

Changes in fund balances occur primarily in one of two ways, either through net surpluses or deficits in the annual operating budgets, or through planned use of the fund balance as part of the annual budgeting process.

To provide the City Council with the information necessary to be able to determine if the General fund balance will be at the targeted level, the City Administrator will present information to the City Council on the current fund balances as a part of the annual budgeting process. Included in this presentation will also be staff's projections on any current year budget surpluses or deficits.

POLICY STATEMENT 4 - REVENUES

The City will seek to maintain a reliable revenue base and will continue to explore ways to diversify its revenue sources, seek full cost recovery for services through user fees when appropriate, and establish cost sharing arrangements with other governmental units in order to try to minimize the reliance on property taxes to support City services.

Process overview:

When preparing forecasts for the annual budget, staff will utilize generally accepted forecasting techniques that include the use of historical data, trend analysis, and considers the impact of changing economic conditions on the City's revenue sources. This approach produces revenue estimates that are as reliable as possible and reduces the likelihood of actual revenues falling short of budget estimates during the year.

Staff is also continuously exploring opportunities to take advantage of alternative funding sources and revenue streams to help offset the costs of providing City services and to reduce the City's reliance on property taxes.

The City has developed a fee schedule that determines the appropriate level fees to charge for those city services which are provided to the benefit of only certain individuals. This fee schedule is designed to estimate the level of fees that would needed to be charged by the City in order to cover the cost of the services provided.

The City also uses an internal chargeback system to recover the costs incurred by the General fund for administrative support and other services or materials provided to areas outside of the General fund.

POLICY STATEMENT 5 - CASH MANAGEMENT / INVESTMENTS

The City shall invest its reserve funds in accordance with all applicable State laws and in a manner that minimizes the risk of loss, provides sufficient liquidity to meet the operational needs to the City, and seeks to maximize the investment returns that are available under these conditions

Process overview:

In order to minimize risk, and to be in compliance with State laws regarding the investment of public funds, the City requires that all investments made on behalf of the City shall be made in compliance with section 66.0603 of the Wisconsin State Statutes. The City also consults with and utilizes professional investment management firms to assist with all institutional investments maintained on behalf the City.

The City Treasurer regularly monitors the returns on the investments of the City, and compares them to the returns of alternative investment options, to ensure that the City is realizing an appropriate level of returns on their investments. These investments are also maintained to ensure that the liquidity of these investments is consistent with the anticipated needs of the City. A performance analysis of the city's investments activities will also be prepared and reported to the City Council on a quarterly basis.

Additionally, the City only uses FDIC insured banking institutions for cash deposits, and requires that these institutions provide the City with a 105% collateralization of all funds on deposit in order to further minimize any risks of loss. Cash balances are monitored daily to ensure that sufficient cash funds are available to meet the ongoing operational needs of the City.

POLICY STATEMENT 6 - EXPENDITURES

To obtain the best, full value use of tax dollars as possible, the City will administer the expenditures of the available resources in an efficient and cost effective manner in order provide the taxpayers with the delivery of highest possible level of quality public services with the resources available.

Process overview:

As part of the budget process, the City Council and staff continually evaluate the service needs of the City and methods of providing those services in a more efficient and cost effective manner.

As part of the capital planning process, the City Council and staff work to develop a comprehensive capital plan in order to be able to effectively maintain the City's capital assets and infrastructure, at sufficient levels to meet ongoing service requirements, as well as to minimize future maintenance and replacement costs.

On an ongoing basis, staff also works to minimize the costs of purchasing materials and providing services while still maintaining quality and performance. This is accomplished through the use of competitive bidding for major City contracts and purchases over fifty thousand dollars, obtaining multiple price quotes and estimates for other non routine purchases, and through cooperative arrangements with various other governmental agencies for the procurement or delivery of various goods and services.

POLICY STATEMENT 7 - CAPITAL PLANNING

To assist in facilitating the long term planning for the capital expenditures and resources that will be necessary to meet the future needs the City, the City Council shall review and adopt a comprehensive 5 year capital plan on an annual basis

Process overview:

Prior to the consideration of the annual operating budgets, the City Council will be presented for their review, a capital improvement plan for all pending or proposed capital projects that may be needed within the next 5 years. This plan is called the 5 year Capital Improvement Plan (CIP).

Under the direction of the City Administrator, proposed projects will be submitted by department heads for consideration and inclusion in the 5 year CIP. This plan will include a detailed description of the project, a timeframe of when the project needs to be completed, an estimate of the project cost and useful life, and any information on proposed funding sources other than property tax revenues.

New - Based on this information staff and the City Council can then prioritize the projects and align the funding requirements of the approved projects over the 5 year period to be in general agreement with the amount of capital funding that the City anticipates will be available during each time period.

The approved projects and funding levels for the following year will then be transferred from the CIP to the capital budget for the next fiscal year unless further modified by the City Council as part of the operations budgeting and appropriations process.

POLICY STATEMENT 8 - LONG TERM FINANCIAL PLANNING

To assist the City Council in developing strategies to achieve the long-term financial goals of the City, the City Council shall evaluate on an annual basis, a 5 year financial plan forecasting the financial resources that will be required to support the future operations of the City.

Process overview:

Each year, as part of the budgeting process, staff shall prepare a 5 year financial forecast of the projected revenues and expenditures needed to support the planned future operations of the City.

This forecast will include all known and planned activities included in the Capital Improvement Plan, as well as forecasts for future debt costs, operating costs, and non-property tax revenue estimates. To balance the budget forecasts, the property taxes needed to balance the budget, given the other projected costs and expected revenues, will then be estimated and entered into the forecast.

POLICY STATEMENT 9 - DEBT MANAGEMENT

The City shall only issue bond debt when needed to facilitate meeting the long term capital needs of the City, and not to fund current operations. The issuance of bond debt shall be made under the guidance of an experienced financial consulting firm, and shall not exceed fifty percent (50%) of the statutory debt limits for the City.

Process overview:

Staff maintains an ongoing relationship with a financial consulting firm to assist and advise the City on all of the City's bond debt issues. They will advise the City on matters related to the structuring and issuance of municipal debt, manage the execution of these transactions, and work with the City and bond ratings agencies to try to obtain the best possible credit rating for the City in order to help keep debt costs low.

Staff also regularly monitors the outstanding balance of the debt issued by the City to ensure that the amount of debt outstanding is within the allowable legal limits. The City's debt limit is restricted by Wisconsin State Statutes to no more than 5% of the equalized property value of all taxable property within the jurisdiction.

POLICY STATEMENT 10 - ACCOUNTING, AUDITING, & FINANCIAL REPORTING

The City's accounting and financial reporting systems will be maintained in conformance with the applicable Federal and State laws, rules, and regulations, and the generally accepted accounting principles and practices as promulgated by the Governmental Accounting Standards Board (GASB).

Process overview:

On an ongoing basis, staff works to keep apprised of any pending or proposed changes in the accounting standards or other legal requirements that may impact the financial operations or other reporting requirements of the City.

Compliance with these standards is reviewed by undergoing an annual independent financial audit of the City's accounting records, internal controls, and financial statements. The audit also facilitates the issuance of an official Comprehensive Annual Financial Report including an audit opinion, and a management letter presented to the City Council detailing their findings and any recommendations for improvement.

2014 Financial Overview

Citywide Budget Summary

- ❖ 2013 Tax Levy Distribution Mequon-Thiensville School District with Sewer Service (chart)
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance 2014 Budget-Summary by Appropriated Fund
- ❖ Comparative Schedule of Changes in Fund Balances 2012-2014 Summary by Appropriated Fund
- ❖ Narrative Explanation of Changes in Fund Balances

General Fund-Revenues Details

- ❖ 2014 General Fund by Revenue by Funding Types (chart)
- ❖ Budgetary Comparison Schedule of Revenues General Fund
- ❖ Revenue Sources and Trends

General Fund-Expenditure Details

- ❖ Budgetary Comparison and Expenditure Summary by Functional Area-General Fund
- ❖ 2014 General Fund Expenditures by Functional Area (chart)
- ❖ Schedules of Revenues, Expenditures and Change in Fund Balance General Fund
- ❖ 2014 General Fund Expenditures by classification (chart)

Capital Projects Fund

- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance Capital Project Fund
- ❖ 2014 Capital Projects Fund, Expenditures by Functional Area chart)
- ❖ 2014 Capital Projects Funding/Expenditure Summary

2014 Financial Overview

Debt Service Fund

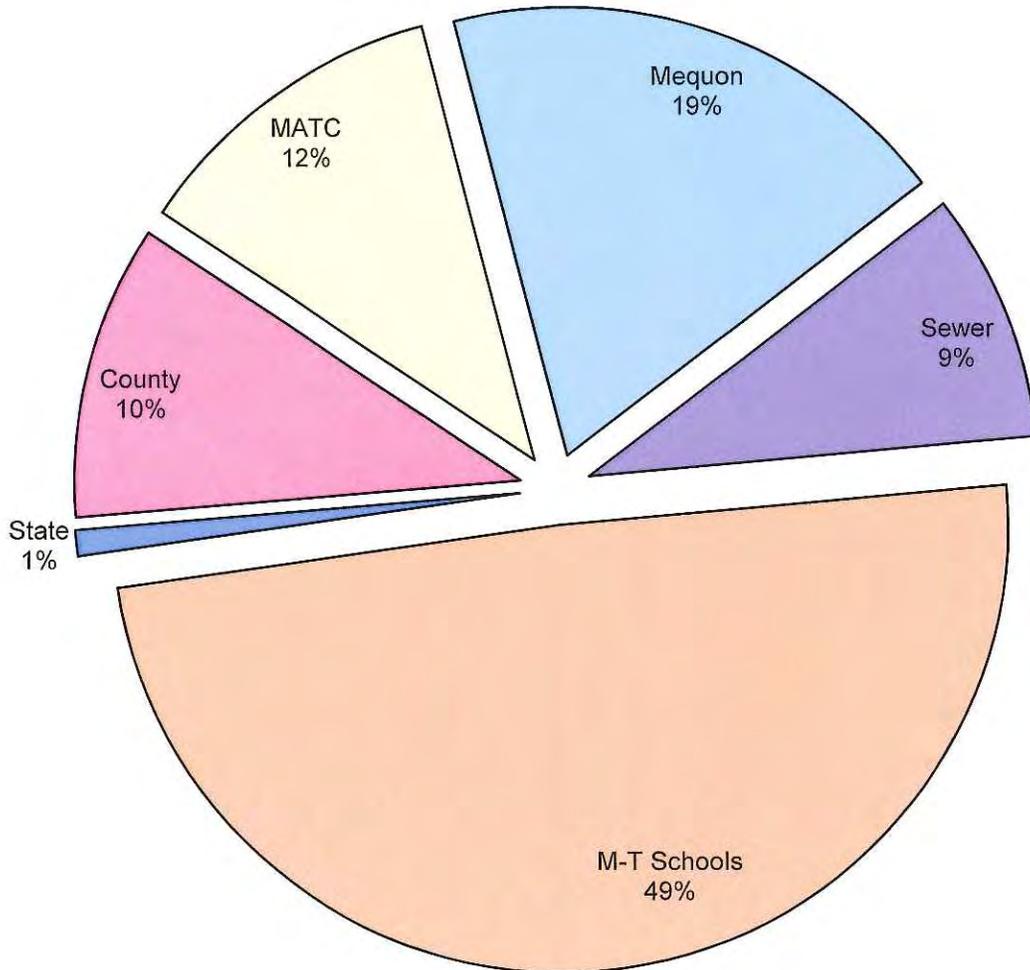
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance
Debt Service Fund
- ❖ Additional Background on Outstanding Debt Issues
- ❖ Schedule of General Obligation Debt Payments
- ❖ Computation of Legal Debt Margin as of December 31, 2013

Other Funds

- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance
Sewer Utility Fund
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance
Water Utility Fund
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance
General/Capital/Debt/Sewer/Water Funds Combined

CITY OF MEQUON 2013 Tax Levy Distribution

Mequon-Thiensville School District with Sewer Service



2013 Tax Levy information

<u>State</u>	<u>County</u>	<u>MATC</u>	<u>Mequon</u>	<u>Sewer</u>	<u>M-T Schools</u>	<u>Total</u>
\$670,249	\$7,636,596	\$8,375,662	\$13,386,751	\$6,450,765	\$35,337,703	\$71,857,726

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
2014 Budget - Summary by Appropriated Fund

	General Fund	Capital Fund	Debt Service Fund
REVENUES:			
General Property Taxes	\$ 10,048,732	\$ 897,097	\$ 2,215,084
Intergovernmental	1,785,721	-	-
Licenses & Permits	684,748	-	-
Fines and Forfeitures	656,200	-	-
Public Charges for Services	282,049	-	-
Other revenues	1,440,090	-	335,400
Investment income	12,000	-	1,500
Total Revenues	<u>14,909,540</u>	<u>897,097</u>	<u>2,551,984</u>
EXPENDITURES:			
Salaries	7,496,489		
Fringe Benefits	3,131,435		
Materials & Supplies	1,189,538		
Purchased Services	2,939,868		
Equipment / other *	152,210	5,022,980	2,790,312
Total Expenditures	<u>14,909,540</u>	<u>5,022,980</u>	<u>2,790,312</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>-</u>	<u>(4,125,883)</u>	<u>(238,328)</u>
OTHER FINANCING SOURCES (USES):			
Other Financing Sources	-	-	244,975
Long-Term Debt Issued	-	-	-
Transfers In	-	-	-
Transfers Out	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>244,975</u>
NET CHANGE IN FUND BALANCE	0	(4,125,883)	6,647
FUND BALANCE - BEGINNING	3,814,560	4,778,357	(535,367)
FUND BALANCE - ENDING	<u>\$ 3,814,560</u>	<u>\$ 652,474</u>	<u>\$ (528,720)</u>

* In the Capital Project Fund, the equipment costs represent projected expenditures.
In the Debt Service Fund, these costs represent all debt servicing costs.
In the Sewer and Water Funds, these costs are the other operating and non-operating costs.

Sewer Fund	Water Fund	TOTAL
\$ 6,450,765	\$ -	\$ 20,661,836
-	-	1,785,721
-	-	684,748
-	-	656,200
3,181,000	2,872,831	3,463,049
213,823	55,315	2,041,313
4,500	3,100	19,200
<u>9,850,088</u>	<u>2,931,246</u>	<u>29,312,067</u>
667,572	125,000	8,679,061
193,300	0	3,503,385
42,800	26,560	1,292,368
106,260	414,000	3,256,288
<u>7,585,463</u>	<u>1,796,803</u>	<u>15,673,965</u>
<u>8,595,395</u>	<u>2,362,363</u>	<u>32,405,067</u>
<u>1,254,693</u>	<u>568,883</u>	<u>(3,093,000)</u>
-	-	244,975
-	-	-
-	-	-
-	-	-
<u>-</u>	<u>-</u>	<u>244,975</u>
1,254,693	568,883	(2,848,025)
11,245,913	1,937,840	19,433,373
<u>\$ 12,500,606</u>	<u>\$ 2,506,723</u>	<u>\$ 16,585,348</u>

CITY OF MEQUON
Comparative Schedule of Changes in Fund Balances
2012-2014 Summary by Appropriated Fund

	Ending 12/31/11	2012 changes	Ending 12/31/12	% change in 2012	2013 changes	Ending 12/31/13	% change in 2013	2014 budgeted changes	Projected Ending 12/31/14	% change in 2014
General Fund	\$ 2,293,044									
Surplus/(Deficit)		\$860,092	\$3,153,136	37.5%						
Surplus/(Deficit)					\$661,424	\$3,814,560	21.0%			
Surplus/(Deficit)								\$0	\$3,814,560	0.0%
Capital Projects	\$ 6,871,733									
Surplus/(Deficit)		(4,144,856)	\$2,726,877	-60.3%						
Surplus/(Deficit)					\$2,051,480	\$4,778,357	75.2%			
Surplus/(Deficit)								(\$4,125,883)	\$652,474	-86.3%
Debt Service	\$ 1,799,769									
Surplus/(Deficit)		(\$957,950)	\$841,819	-53.2%						
Surplus/(Deficit)					(\$1,377,186)	(\$535,367)	-163.6%			
Surplus/(Deficit)								\$6,647	(\$528,720)	-1.2%
Sewer Fund	\$ 8,059,953									
Surplus/(Deficit)		\$1,320,913	\$9,380,866	16.4%						
Surplus/(Deficit)					\$1,865,047	\$11,245,913	19.9%			
Surplus/(Deficit)								\$1,254,693	\$12,500,606	11.2%
Water Fund	\$ 851,185									
Surplus/(Deficit)		\$575,830	\$1,427,015	67.7%						
Surplus/(Deficit)					\$510,825	\$1,937,840	35.8%			
Surplus/(Deficit)								\$568,883	\$2,506,723	29.4%
Totals:	\$ 19,875,684	(\$2,345,971)	\$17,529,713		\$3,711,590	\$21,241,303		(\$2,295,660)	\$18,945,643	

The projected ending fund balance includes the portion of fund balance segregated for prepaid expenditures, subsequent year's expenditures and other commitments or assignments. General fund balance is an important measure of strong financial position for a local government. The City's positive trend in maintaining the general fund balance has been cited as a significant factor toward the City's Aa1 bond rating from Moody's Investor's Service.

Narrative Explanation of Changes in Fund Balances

In 2011: General fund revenues were almost \$250,000 more in total than the original budget projection. Most notably, permitting fees exceeded budget by \$120,000 and Cable TV revenues were also \$120,000 higher than budgeted due to the timing of when these payments are recognized. Continued expenditure restraint and another mild winter season accounted for an additional \$300,000 favorable expenditure variance. In the Capital Project fund, the city issued \$4.2 million in new bonds for capital needs. This was offset by \$2.6 million of expenditures in excess of other current year revenues and resulted in a net increase of \$1.3 million to the fund balance. In the Debt Service Fund the city issued a \$1.35 million bond to pay the city's unfunded WRS pension liability. This payment will be made in early 2012. The Sewer fund had an operating contribution of \$1.4 million in 2011. The Water fund had a contribution of \$250,000 from operations.

In 2012: General fund revenues were almost \$450,000 more in total than the original budget projection. Most notably, permitting fees exceeded budget by \$140,000, Ambulance fees were up by \$120,000 and Cable TV revenues were also \$50,000 higher than budgeted, both due increased services. Court fees exceeded budget by \$30,000 as well as Cell tower revenues which were up by \$40,000. Continued expenditure restraint and a mild winter season accounted for an additional \$400,000 favorable expenditure variance. In the Capital Project fund, the city incurred \$4 million of expenditures in excess of revenues due primarily to the spend down of previously issued debt proceeds to complete several major roadwork projects. In the Debt Service Fund the city expended \$1.35 million to close the city's unfunded WRS pension liability as well as to utilize \$600,000 from fund balance to meet TIF district obligations. The Sewer fund had an operating contribution of \$1.45 million in 2012. However, \$300,000 was transferred out of the operating fund to a separately designated sewer capital projects fund for future designated needs. The Water fund had an annual contribution of approximately \$500,000 from operations.

In 2013: General fund revenues are projected to be \$150,000 more than originally budgeted driven primarily by permit activity. Expenditure are also projected to come in \$500,000 below budget due in part to not immediately backfilling open positions. Due to the projected surplus, the City does not anticipate drawing on the \$185,000 use of fund balance as originally budgeted.

The Capital projects applied approximately \$2 million of project funds to complete several major road projects as well as routine funding of sinking funds for vehicle replacements.

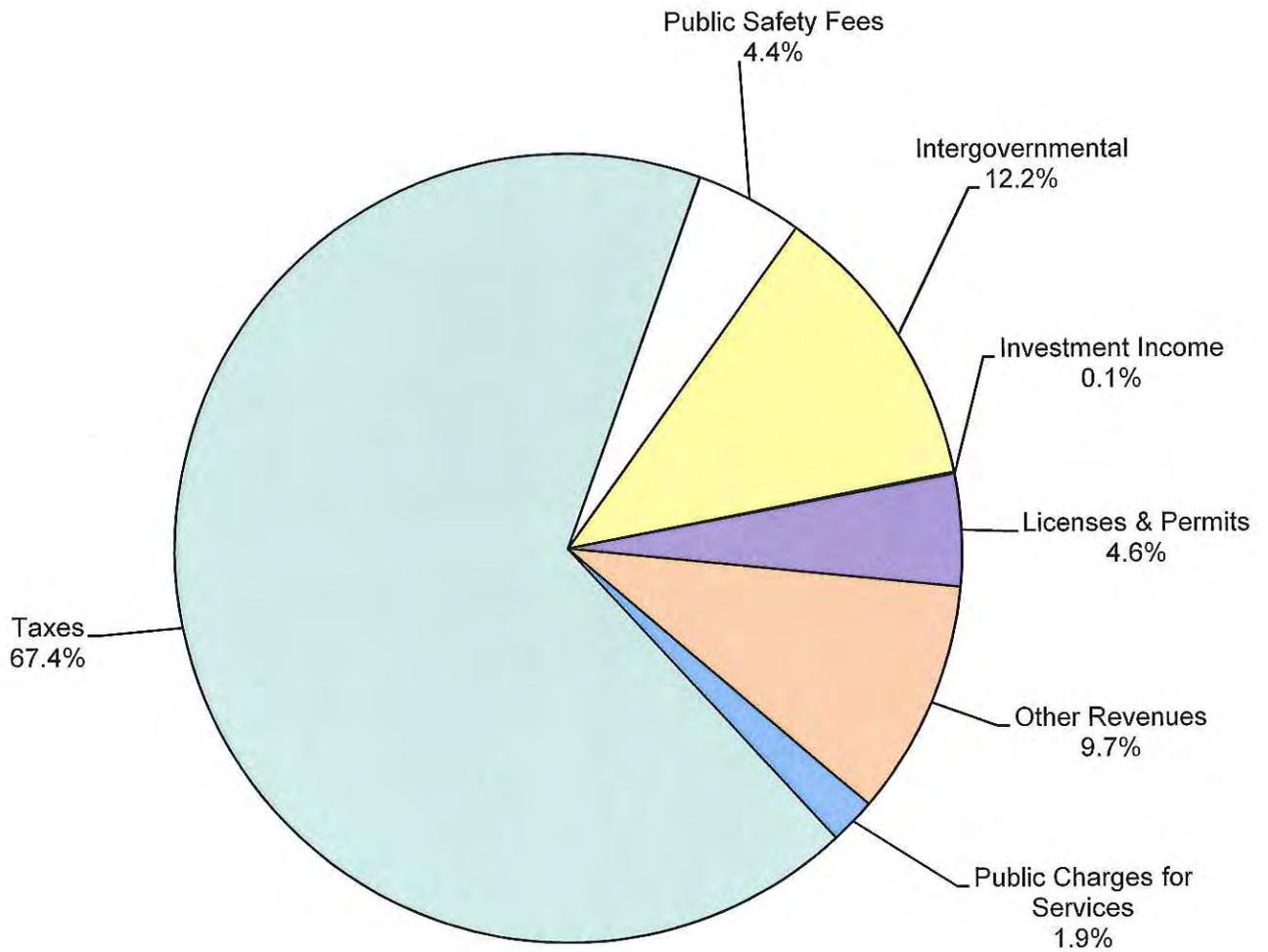
The sewer utility operations are expected to continue to contribute roughly \$1.2 million to the fund balance.

The Water fund is expected to contribute approximately \$500,000 from operations.

In 2014: In the Capital projects fund the city anticipates using \$4 million of reserves to complete several major road projects as well as the expected cyclical purchases that are common to the Capital Projects fund. The city also expects to spend roughly \$500 million in project funds in 2014 for TIF district improvements. The Sewer utility operations are expected to continue to contribute roughly \$1.2 million to net position. The Water Utility fund is expected to contribute approximately \$500,000 to net position from operations.

CITY OF MEQUON

2014 General Fund Revenues by Funding Type



CITY OF MEQUON
Budgetary Comparison Schedule of Revenues
General Fund

	2011 Actual	2012 Actual	2013 Budget	2013 Actual	2014 Budget
REVENUES					
TAXES:					
General Property Taxes	9,770,258	9,476,827	10,228,221	10,228,055	10,048,732
INTERGOVERNMENTAL:					
Shared Revenues	360,756	306,642	306,641	306,642	306,641
Utility Tax	35,514	34,632	33,246	36,658	35,191
Fire Insurance Dues	120,665	127,238	127,000	126,138	127,000
General Highway Aid	1,187,372	1,068,634	1,185,840	1,185,147	1,171,789
Connecting Streets	67,280	67,538	67,650	67,652	68,100
Recycling Grants	15,418	15,433	15,433	15,453	15,000
Law Enforcement	-	-	-	-	-
Computer Aid	63,317	62,939	63,000	61,997	62,000
State Grants	-	-	-	-	-
Use value Penalty	-	-	-	-	-
Total Intergovernmental	1,850,322	1,683,056	1,798,810	1,799,687	1,785,721
LICENSES & PERMITS:					
Liquor and Beverage Licenses	20,916	23,614	22,220	23,876	22,950
Tavern Operators Licenses	6,783	10,021	6,396	8,211	9,900
Business Licenses	17,176	19,812	3,496	4,546	3,930
Cigarette Licenses	1,700	1,400	1,400	1,300	1,400
Amusement Device Licenses	2,100	100	2,749	2,375	2,928
Food Licenses	7,302	8,652	7,200	8,720	7,840
Building Permits	184,185	273,545	240,000	345,733	290,000
Compliance Permits	14,037	17,234	15,000	19,698	18,000
Electrical Permits	79,659	97,686	85,000	97,031	94,000
Plumbing Permits	85,917	101,037	85,000	108,395	95,000
Heating & Air Permits	59,636	78,642	63,000	70,244	74,000
Temporary Occupancy Permits	1,098	1,194	2,000	1,152	1,500
Occupancy Permits	4,344	5,229	5,000	4,438	5,000
Brush Permits	32,379	31,640	33,000	32,315	32,000
Burning Permits	11,239	10,594	11,000	10,395	11,000
Sign Permits	29,549	27,275	11,000	24,943	12,000
Other Permits	3,124	2,865	3,300	2,930	3,300
Total Licenses and Permits	561,144	710,541	596,761	766,302	684,748
PUBLIC SAFETY FEES:					
Court Penalties and Fines	119,835	160,141	130,000	163,778	130,000
False Alarms - Police	38,088	21,775	25,000	13,980	25,000
Parking Violations	1,875	1,645	1,000	1,510	1,200
Weapon Permits	4,268	4,670	3,500	4,800	3,500
Police fees	26,558	18,615	10,000	28,823	25,000
Ambulance Fees	300,469	481,298	400,000	420,518	450,000
Fire Inspections Fees	7,520	12,082	8,415	9,365	8,500
Accident Response Fees	5,479	6,300	2,500	5,456	3,000
False Alarms - Fire	-	5,050	5,000	13,075	10,000
Total Fines and Forfeitures	504,091	711,576	585,415	661,303	656,200

CITY OF MEQUON
Budgetary Comparison Schedule of Revenues
General Fund

	2011 Actual	2012 Actual	2013 Budget	2013 Actual	2014 Budget
PUBLIC CHARGES FOR SERVICES:					
Dog Licenses	9,502	8,198	7,500	7,645	7,750
Fees - Clerk	405	719	251	305	239
Photocopying / maps	6,314	8,339	5,730	6,848	5,760
Sale of Materials	24,831	7,289	5,000	45,386	20,000
Miscellaneous	(10,537)	28,348	20,000	14,631	27,500
Fees - Treasurer	3,320	3,380	2,000	3,495	2,500
Fees - Engineering / PC	44,225	21,727	6,000	14,368	12,000
Fees - Planning Commission	60,160	34,844	45,000	42,428	50,000
Fees - Highway	1,806	659	1,500	16,341	2,000
Street Lights	2,598	2,136	2,100	12,003	2,100
Recycling	565	-	1,000	-	-
Storm Sewers	17,086	20,414	25,000	6,150	7,000
Holding Tank Fees	441	294	300	588	300
Pool Concessions	2,368	2,407	2,500	1,674	2,500
Swimming Pool Fees	63,016	70,485	65,000	51,822	60,000
Park Reservations	22,760	50,306	32,000	35,385	35,000
Landscaping / Mowing	5,037	5,028	6,000	-	2,400
Zoning Fees	13,296	58,902	40,000	60,954	45,000
Total Public Charges	<u>267,194</u>	<u>323,475</u>	<u>266,881</u>	<u>320,023</u>	<u>282,049</u>
OTHER REVENUES:					
Tax Penalties and Interest	4,059	2,474	2,500	2,041	2,500
Special Assessments	24,816	10,929	10,000	10,095	1,500
Special Assessments Interest	5,526	2,807	600	2,988	90
Sewer Utility Chargebacks	312,818	300,115	320,000	290,198	330,000
Water Utility Chargebacks	98,908	101,366	105,000	126,473	110,000
Cell Tower Leases	112,374	152,858	115,000	142,337	115,000
Cable Franchise Fees	415,000	369,614	341,000	365,359	360,000
Insurance Dividends	47,260	51,011	29,500	25,365	20,000
Worker Compensation	24,426	27,477	10,000	-	-
Payments in Lieu of Taxes	213,782	212,899	214,000	213,245	215,000
Revenue Reduction	-	-	186,000	-	286,000
Prior Years Expense	-	-	-	-	-
Proceeds from Capital Leases	-	-	-	-	-
Total Other Revenues	<u>1,258,970</u>	<u>1,231,550</u>	<u>1,333,600</u>	<u>1,178,102</u>	<u>1,440,090</u>
INVESTMENT INCOME					
Investment Income	<u>13,693</u>	<u>20,951</u>	<u>20,000</u>	<u>13,307</u>	<u>12,000</u>
TOTAL REVENUES	<u><u>\$14,225,672</u></u>	<u><u>\$14,157,975</u></u>	<u><u>\$14,829,688</u></u>	<u><u>\$14,966,779</u></u>	<u><u>\$14,909,540</u></u>

City of Mequon Revenue Sources and Trends

City revenue sources are relatively free from economic factors. Over 85% of budgeted revenues are derived from property taxes and utility charges, which generally are not as subject to economic fluctuations as other revenues sources such as sales tax would be. However, such revenues may still be impacted by external factors, including changes in state budget policy, which can cause changes from year to year.

Property Taxes

Property taxes are levied upon all City property owners at a calculated rate per \$1,000 of assessed property valuation on both real and personal property. Property taxes represent the single largest revenue source available to pay for operating and debt service expenditures. In addition, a significant portion of the property tax levy is allocated to the sewer utility in order to pay the Milwaukee Metropolitan Sewer District (MMSD) capital charge. MMSD allocates their capital charge based on property values of contributing municipalities.

Tax Levy Distribution

The General Fund tax levy to support the 2014 budget is \$8,998,574, a 2.56% decrease from last year's levy of \$9,234,581. The levy for the Sewer Utility fund decreased 1.08% to \$6,450,765. The levy for the City's share of support of the Weyenberg Library of \$1,050,158 increased \$56,518 (5.69%). The Capital Project Fund levy of \$897,097 increased \$29,847 (3.44%). The Debt Service fund levy increased \$247,606 (12.58%). The total levy of these five funds is \$19,611,678, or an increase of 0.14% from last year's levy.

Category	2013 Adopted	2014 Proposed	Difference	% Change
General Tax Levy	9,234,581	8,998,574	-236,007	-2.56%
Sewer Debt/Cap Charge	6,521,117	6,450,765	-70,352	-1.08%
Library Fund	993,640	1,050,158	56,518	5.69%
Capital Project Fund Levy	867,250	897,097	29,847	3.44%
Debt Service Tax Levy	1,967,478	2,215,084	247,606	12.58%
Total Tax Levy	19,584,066	19,611,678	27,612	0.14%
Other Revenue	5,342,381	5,471,741	129,360	2.42%
Total Revenue	\$24,926,447	\$25,083,419	\$156,972	0.63%
Est. City Tax Rate	\$3.04	\$3.04	\$0.00	0.00%

Other Revenue Information

The following information is provided for various revenue categories:

Inter-Governmental Revenues

State Shared Revenues – We received notice from the State Department of Revenue that they will maintain our funding at last year's level of \$306,641. State Utility tax increases 5.9% to be \$35,191.

General Highway Aid – Road aid from the State Department of Transportation is anticipated to decrease approximately 1% or \$14,000 from 2013.

Licenses & Permits

Licenses - Total fees are estimated to increase about \$5,487 (12.6%) for this category based upon projections and history.

Permits – Total permit revenue is anticipated to increase \$82,500 (14.9%) for 2014. The total Permit budget is \$635,800 compared to \$553,300 in 2013 as new construction and remodeling activity continues to improve.. The overall increase is due primarily to the following categories: building permits (up \$50,000) electrical permits, up \$9,000, plumbing permits (up \$10,000), Heating Ventilating and Air Conditioning (up \$11,000).

Fines & Forfeitures

Court Penalties - Court penalties budget is unchanged from 2013 based upon current projections and actual collections from the previous five years. This is our traffic citation revenue.

False Alarm Revenue – Police false alarms are unchanged at \$25,000. However, we are increasing false Fire alarms \$5,000 (100%) to reflect the recent upturn in this category.

Public Charges for Services

Ambulance Fees – Total budget increase of \$50,000 (12.5%) based on historical trends. The number of calls is projected to increase to 1,150. The amount budgeted is just more reflective of the amount collected. As always, there are still limitations on how much Medicare and Title 19 will pay for an ambulance transport.

Accident Response Fees – 2009 saw the introduction of Accident Response fees. So the 2014 Budget is the sixth year we're programming these fees which are programmed at \$3,000 (up 20% from 2013) to reflect the improving history of collecting this fee from non-residents.

Public Works Fees – Total fees for this category are decreasing due mainly to the corresponding drop in Plan Commission support consulting. In 2008, we changed how we accounted for charge backs as a revenue, rather than net the chargeback against the related Engineering Dept. consulting expense. For 2014, this amount is projected to be \$50,000, up \$5,000 (11.1%) from 2013.

Swim Fees - 2014 pool revenue is budgeted \$5,000 less than 2013 based on budget/actual comparisons over the past few years. Note that 2013 came in \$13,188 under budget due to an unseasonably cool summer. The last rate increase was 2010. Total revenue peaked in 2005 but has hit a plateau the past several years. Actual results are obviously weather-dependent.

Special Assessments – The anticipated revenue in 2014 is based on installments due for Fox Hollow Road and S Port Washington Rd. Interest is included. Special Assessment revenues for the North Port Washington Road corridor project are recognized in the related Capital Project Fund project account.

Other General Revenues -

Internal service fees for sewer and water are for the administrative charges passed through from the General Fund for staff time involved in support of those operations. The sewer fees reflect all staff time devoted to Sewer operations. Based on staff time incurred thru September, we are projecting the year-end chargeback to the Water UT will be \$5,000 (4.8%) greater than estimated due to staff time spent on billing and collection tasks. Similarly, the Sewer UT chargeback has been increased slightly, (3.1%); to reflect staff time spent on billing and collection tasks.

Cellular lease revenue is anticipated to remain flat at \$115,000 as industry changes add some uncertainty to this revenue stream.

Cable TV revenue is tracking above budget this year. Revenue budgeted for 2013 is anticipated to increase \$19,000 (5.6%) over the current year. Erosion in the cable customer base appears to be offset by added revenues from remaining customers. In addition AT&T's U-Verse growth is adding to this line. The City does not derive any fees from satellite customers.

Revenue reduction is the application of surplus funds from the City's undesignated reserve. This amount is then carried forward to help balance the budget. The 2013 budget reflects the use of \$285,000 from fund balance in order to balance the budget. The remaining \$1,000 reflects a transfer from the Cemetery fund.

Prior year expense revenue is similar to revenue reduction in that funds are identified to be used to help balance the budget. In this category, funds are potentially identified in the Capital Project Fund and the Special Revenue Fund that are no longer needed for their original intended purpose. There are not always funds available in this category because the annual review of these amounts has insured that appropriate funding is in place for all project appropriations. No monies of this type have been identified to sweep in to the 2014 budget.

Investment Revenue - Income in this category is again anticipated to decrease significantly due to historically low short-term interest rates. Five years ago, rates offered by the Local Government Investment Pool were well over 3 percent. At the time of this writing, they are .11 percent.

Other Financing Sources – This is a category in the Debt Service Fund (DSF). This total amount of \$244,975 assumes the Capital Project Fund will advance the DSF the amount of debt service related to the 2009 TID#3 Bonds. TID#3 has no increment in which to apply towards debt service. Capitalized interest has been applied in previous years. The City is choosing to make this intra-fund loan as a temporary measure rather than apply this shortfall to the general tax levy.

Tax Incremental Revenue – This category is included in the Debt Service Funds group. For 2014, we derived the estimate based on total equalized growth in TID (Tax Increment District) #2 of \$11,930,000 (a slight increase from last year) and another decrement in base value in TID #3 (so -0-), an assessment ratio of 110% and a net composite mill rate of \$15.50 per 1000 for total TID revenue of \$203,500. TID#2 cash flows positive post the 2011 re-financing with \$203,500 in expected revenues and \$196,853 in debt service.

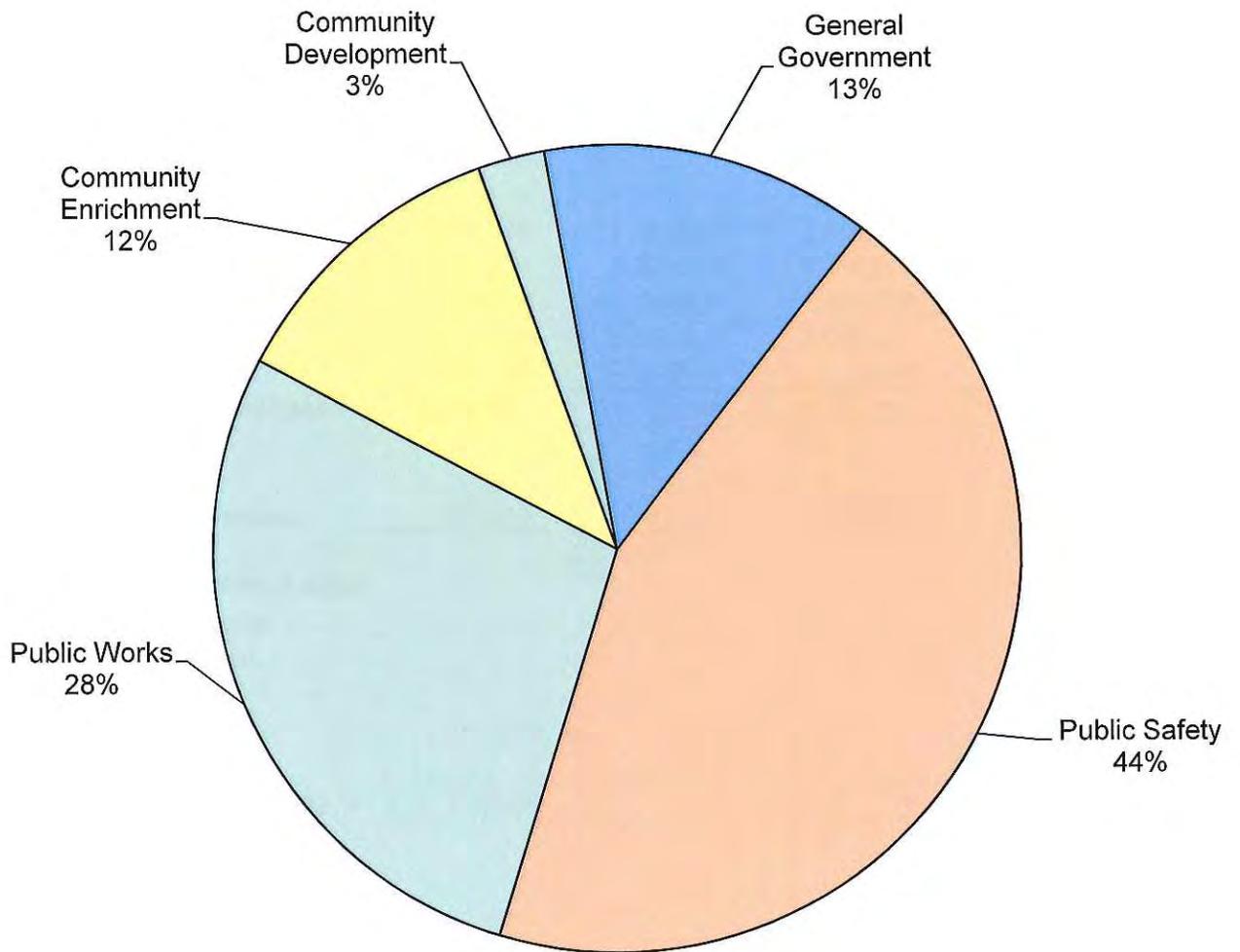
The debt on the TID#3 bonds is anchored by Build America Bonds which provide a rebate of approximately \$131,900 to partially offset the related debt expense. However, TID#3 is generating no increment and has debt service of \$376,875. In 2013, the City created two new tax increment districts, numbers 4 and 5. Both are structured as pay-as-you-go developments where developers earn incentives based on how much additional value they create. No debt has been issued in TID's 4 or 5. TID#5 is expected to generate \$6,900 in increment for 2014.

CITY OF MEQUON
Budgetary Comparison and Expenditure Summary by Functional Area
General Fund

	2011 Actual	2012 Actual	2013 Budget	2013 Actual	2014 Budget
GENERAL GOVERNMENT:					
Common Council	\$ 81,836	\$ 83,878	\$ 75,454	\$ 84,728	\$ 82,575
Mayor	12,897	11,218	11,683	11,322	12,334
Administrator	205,807	204,681	339,538	243,844	365,319
Clerk	212,481	229,301	234,593	212,245	234,098
Elections	31,786	86,087	38,265	35,822	84,971
Information Services	173,385	223,005	311,637	270,446	316,717
Finance	399,683	388,000	445,084	379,608	427,146
Assessor	90,787	97,370	99,610	92,676	99,622
Human Resources	134,622	146,167	166,893	127,015	182,949
Legal Counsel	183,656	183,500	158,500	166,056	167,500
Total General Government	<u>1,526,940</u>	<u>1,653,207</u>	<u>1,881,257</u>	<u>1,623,761</u>	<u>1,973,231</u>
PUBLIC SAFETY:					
Police	4,132,158	3,953,131	4,621,221	4,087,343	4,501,185
Fire / EMS	737,507	1,199,575	1,213,107	1,175,816	1,201,386
Communications	563,330	506,168	560,955	548,023	554,397
Police Reserve	4,661	3,445	6,105	5,547	7,863
Inspections	334,291	325,662	314,667	332,874	341,298
Total Public Safety	<u>5,771,948</u>	<u>5,987,981</u>	<u>6,716,055</u>	<u>6,149,604</u>	<u>6,606,129</u>
PUBLIC WORKS:					
Building Maintenance	699,718	647,658	713,682	649,868	766,455
Vehicle Maintenance	519,205	494,608	570,112	519,803	576,217
Engineering	691,435	630,044	690,357	558,577	715,893
Highway	2,050,930	1,805,967	2,114,841	1,903,229	2,092,611
Recycling	20,325	21,900	22,776	19,099	23,431
Total Public Works	<u>3,981,613</u>	<u>3,600,177</u>	<u>4,111,768</u>	<u>3,650,576</u>	<u>4,174,607</u>
COMMUNITY ENRICHMENT:					
Library Services Grant	-	-	993,640	993,640	1,050,158
Swimming Pool	106,083	118,408	131,475	115,949	131,388
Parks	285,894	309,101	595,473	599,579	576,647
Cemetery	845	1,930	1,000	4,211	1,000
Total Community Enrichment	<u>392,822</u>	<u>429,439</u>	<u>1,721,588</u>	<u>1,713,379</u>	<u>1,759,193</u>
COMMUNITY DEVELOPMENT:					
Community Development	371,977	370,250	399,020	361,639	393,630
Total Community Development	<u>371,977</u>	<u>370,250</u>	<u>399,020</u>	<u>361,639</u>	<u>393,630</u>
Other Financing Uses	-	-	-	-	-
TOTAL EXPENDITURES	<u><u>12,045,299</u></u>	<u><u>12,041,054</u></u>	<u><u>14,829,688</u></u>	<u><u>13,498,960</u></u>	<u><u>14,906,790</u></u>

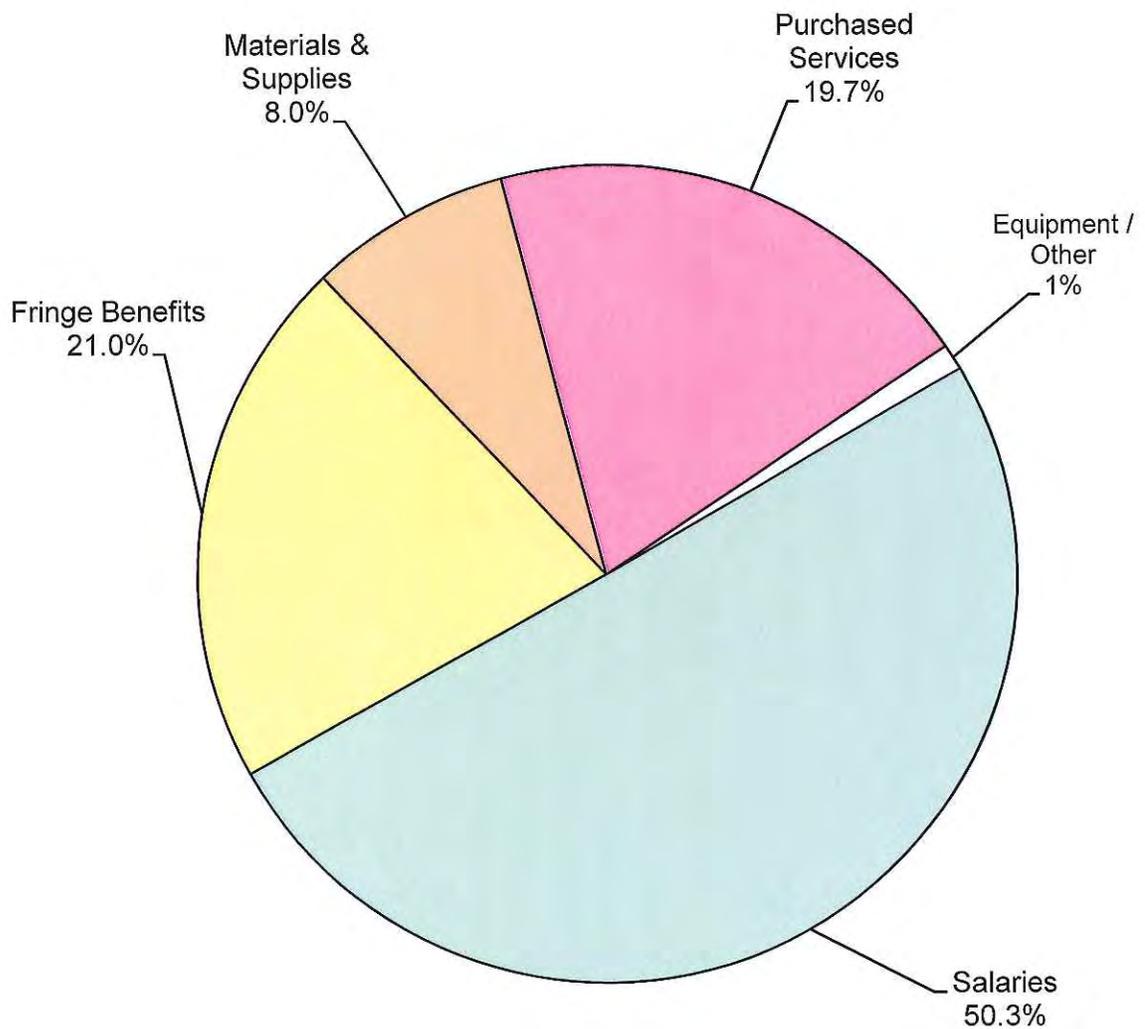
CITY OF MEQUON

2014 General Fund Expenditures by Functional Area



CITY OF MEQUON

2014 General Fund Expenditures by Classification



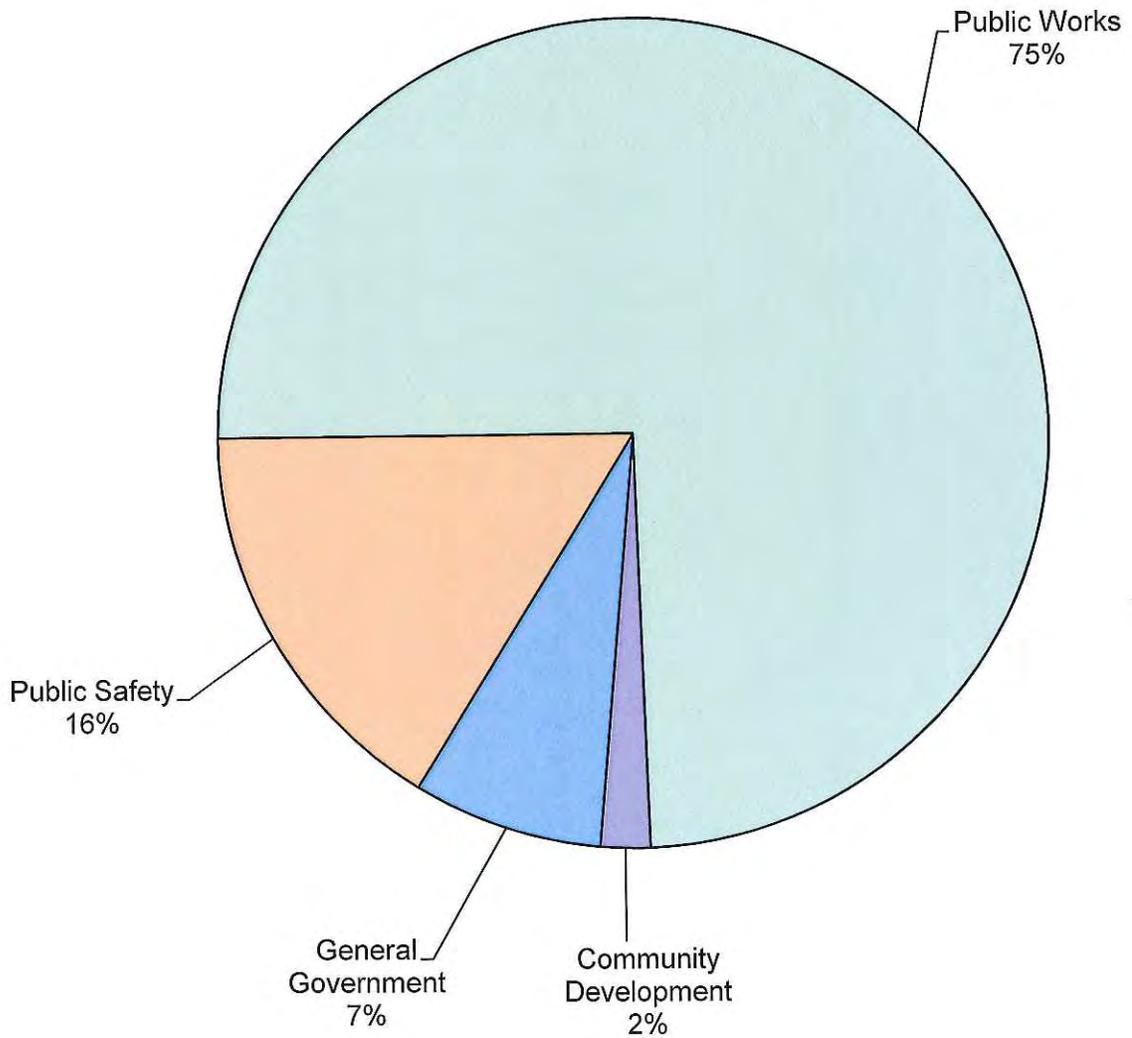
CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
Capital Project Fund

	2012 Actual	2013 Budget	2013 Actual	2014 Budget
REVENUES:				
General Property Taxes	\$ 1,154,750	\$ 867,250	\$ 867,250	\$ 897,097
Borrowed Proceeds			\$ 3,710,000	
Special Assessment	-	-	31,845	-
Investment Income	161,293	-	-	-
Grants	776,843	-	398,733	-
Other Revenues	134,198	-	207,122	-
Total Revenues	<u>2,227,083</u>	<u>867,250</u>	<u>5,214,950</u>	<u>897,097</u>
EXPENDITURES:				
General Government	276,374	130,000	2,090	373,180
Public Safety	671,341	715,000	711,667	807,000
Public Works	5,161,670	2,632,000	2,718,286	3,743,500
Community Development	541,300	1,000,000	202,673	99,300
Total Expenditures	<u>6,650,686</u>	<u>4,477,000</u>	<u>3,634,716</u>	<u>5,022,980</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(4,423,603)</u>	<u>(3,609,750)</u>	<u>1,580,234</u>	<u>(4,125,883)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	129,897	-	151,717	-
Long-Term Debt Issued	-	-	-	-
Transfers In	-	-	319,529	-
Transfers Out	-	-	-	-
Sales of assets	148,850	-	-	-
Total Other Financing Sources (Uses)	<u>278,747</u>	<u>-</u>	<u>471,246</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	(4,144,856)	(3,609,750)	2,051,480	(4,125,883)
FUND BALANCE - BEGINNING	6,871,733	2,726,877	2,726,877	4,778,357
FUND BALANCE - ENDING	<u>\$ 2,726,877</u>	<u>\$ (882,873)</u>	<u>\$ 4,778,357</u>	<u>\$ 652,474</u>

note: For the Capital Project Fund, revenues reflect only the current year additions expected to supplement any previously appropriated and residual reserve funds. Expenditures reflect either the net planned or actual amount of expenditures made for capital purposes within each functional area.

CITY OF MEQUON

2014 Capital Projects Fund Expenditures by Functional Area



CITY OF MEQUON
2014 CAPITAL PROJECTS FUNDING / EXPENDITURE SUMMARY

	2013 Budgeted Funding	12/31/13 Ending Balance	2014 Budgeted Funding	1/1/14 Beginning Balance	2014 Projected Expenses	2014 Ending Balance
General Government						
Logemann Center	\$0	\$55,541	\$0	\$55,541	\$0	\$55,541
Voting machines	0	69,903	23,500	93,403	0	93,403
City Hall Security	0	0	(15,000)	(15,000)	0	(15,000)
Disaster Recovery	0	0	(15,000)	10,000	10,000	0
IT Equipment / Software	<u>26,000</u>	<u>3,064</u>	<u>125,000</u>	<u>128,064</u>	<u>242,180</u>	<u>(114,116)</u>
	\$26,000	\$128,508	\$118,500	\$272,008	\$252,180	\$19,828
Public Safety						
Police Vehicles	\$100,000	\$114,656	\$125,000	\$239,656	\$10,000	\$229,656
Mobile data terminals	30,000	22,476	0	22,476	0	22,476
Portable / mobile radios	30,000	23,096	30,000	53,096	250,000	(196,904)
Police IT Equipment	0	12,000	12,000	24,000	0	24,000
Police Officer Equipment	15,000	120,355	20,000	140,355	50,000	90,355
Police Weapons	5,000	19,734	5,000	24,734	15,000	9,734
Police Reserve Van	20,000	396	0	396	0	396
Emergency warning sirens	(78,882)	0	(19,836)	(19,836)	0	(19,836)
Fire Vehicles	165,000	522,368	56,879	579,247	482,000	97,247
Self Contained Breathing	45,000	112,500	40,000	152,500	0	152,500
EKG Monitors	<u>66,250</u>	<u>0</u>	<u>(1,379)</u>	<u>(1,379)</u>	<u>0</u>	<u>(1,379)</u>
	\$397,368	\$947,581	\$267,664	\$1,215,245	\$807,000	\$408,245
Public Works						
Local road paving	\$0	(\$1,481,054)	\$0	(\$1,481,054)	\$1,000,000	(\$2,481,054)
County Line Road - 2012	0	836,272	0	836,272	1,165,000	(328,728)
County Line Bridge	(169,586)	0	0	0	0	0
General Bridge	25,000	97,493	25,000	122,493	0	122,493
Bike Lanes	5,000	\$35,000	66,470	\$101,470	270,000	(\$168,530)
Parking Lot Resurfacing	50,000	\$80,000	50,000	\$130,000	47,500	\$82,500
Pioneer Road - 2009	0	276,289	(276,290)	(1)	0	(1)
Pioneer Road - 2011	0	(70,540)	70,540	0	0	0
Port Washington Road	0	(408,237)	83,000	(325,237)	(35,000)	(290,237)
County Line Road - FEMA	0	(40,285)	40,285	0	0	0
Mequon Thiensville Dam	78,882	(25,597)	25,597	0	0	0
Master Stormwater Mgmt	0	73,000	0	73,000	51,000	22,000
Major Drainage Projects	50,000	2,070	60,000	62,070	60,000	2,070
DPW Facilities Study	(8,161)	0	0	0	0	0
Engineering Software	10,000	6,694	0	6,694	10,000	(3,306)
City-Wide Buildings	80,000	66,714	50,000	116,714	62,000	54,714
DPW Small projects	8,161	(191)	19,836	19,645	0	19,645
Roadway Lighting	15,000	2,922	0	2,922	10,000	(7,078)
DPW Vehicles	269,586	55,909	270,000	325,909	304,000	21,909
Urban Forrestry	10,000	2,557	10,000	12,557	30,000	(17,443)
Park Planning & Imp.	14,760	22,796	0	22,796	0	22,796
Swimming Pool Imp.	20,000	3,317	0	3,317	0	3,317
Swimming Pool Fence	(14,760)	0	0	0	0	0
Various other projects	<u>0</u>	<u>8,800</u>	<u>0</u>	<u>8,800</u>	<u>0</u>	<u>8,800</u>
	\$443,882	(\$456,071)	\$494,438	\$38,367	\$2,974,500	(\$2,936,133)
Community Development						
TIF #2	\$0	\$1,949	\$0	\$1,949	\$0	\$1,949
TIF #3	0	1,857,758	0	1,857,758	500,000	1,357,758
TIF #4	0	(14,500)	0	(14,500)	0	(14,500)
TIF #5	0	(10,500)	0	(10,500)	0	(10,500)
Towne Center River Walk	<u>0</u>	<u>(228,033)</u>	<u>0</u>	<u>(228,033)</u>	<u>0</u>	<u>(228,033)</u>
	\$0	\$1,606,674	\$0	\$1,606,674	\$500,000	\$1,106,674
Grand Totals:	<u>867,250</u>	<u>2,226,692</u>	<u>880,602</u>	<u>3,132,294</u>	<u>4,533,680</u>	<u>(1,401,386)</u>

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
Debt Service Fund

	2012 Actual	2013 Budget	2013 Actual	2014 Budget
REVENUES:				
General Property Taxes	\$ 1,307,430	\$ 1,967,478	\$ 1,967,478	\$ 2,215,084
Tax Incremental Revenue	-	202,000	213,560	203,500
Miscellaneous Revenue	-	131,900	126,168	131,900
Investment Income	638	2,000	1,121	1,500
Total Revenues	<u>1,308,068</u>	<u>2,303,378</u>	<u>2,308,327</u>	<u>2,551,984</u>
EXPENDITURES:				
Debt Service				
Principal - General Obligation Bonds	1,365,000	1,754,265	2,995,000	1,830,000
Principal - Tax Incremental Financing	100,000	100,000	100,000	135,000
Interest - General Obligation Bonds	353,900	384,608	394,920	385,309
Interest - Tax Incremental Financing	446,655	440,105	440,105	438,728
Debt Issuance Costs	463	1,275	463	1,275
Total Expenditures	<u>2,266,018</u>	<u>2,680,253</u>	<u>3,930,488</u>	<u>2,790,312</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(957,950)</u>	<u>(376,875)</u>	<u>(1,622,161)</u>	<u>(238,328)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	-	376,875	244,975	244,975
Long-Term Debt Issued	-	-	-	-
Transfers In	-	-	-	-
Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>376,875</u>	<u>244,975</u>	<u>244,975</u>
NET CHANGE IN FUND BALANCE	(957,950)	-	(1,377,186)	6,647
FUND BALANCE - BEGINNING	1,799,769	841,819	841,819	(535,367)
FUND BALANCE - ENDING	<u>\$ 841,819</u>	<u>\$ 841,819</u>	<u>\$ (535,367)</u>	<u>\$ (528,720)</u>

ADDITIONAL BACKGROUND ON OUTSTANDING DEBT ISSUES

GENERAL OBLIGATION NOTES – 2005A

The proceeds of the \$1,645,000 Notes were used for public infrastructure improvements including the City's share of street reconstruction projects along sections of Port Washington, Pioneer, Wausaukee, Wauwatosa and County Line arterial roads.

GENERAL OBLIGATION REFUNDING BONDS – 2005B

The proceeds of the \$17,775,000 Bonds were issued for a crossover refunding of the 1997 Sewer Promissory Notes. The 1997 notes were issued for the public purpose of compensating the Milwaukee Metropolitan Sewerage District for multiple years of capital charges based on relative property values.

GENERAL OBLIGATION PROMISSORY NOTES – 2008A

The proceeds of the \$2,400,000 Notes were issued for public road improvements along sections of Pioneer and Bonniwell roads and replacement of the County Line Road culvert.

GENERAL OBLIGATION PROMISSORY NOTES – 2009A

The proceeds of the \$5,105,000 Notes were issued for public road improvements spanning the 2009 and 2010 construction seasons.

TAXABLE GENERAL OBLIGATION COMMUNITY DEVELOPMENT BONDS – 2009C

The proceeds of the \$6,950,000 Build America Bonds will be used for the public purpose of streetscaping and redevelopment in TID No. 3 centered on the intersection of Cedarburg and Mequon roads.

GENERAL OBLIGATION REFUNDING BONDS (TIF2)– 2011A

The proceeds of the \$3,160,000 Bonds were used for the refunding of the 2003A TID2 Bonds.

GENERAL OBLIGATION BONDS – 2011B

The proceeds of the \$4,230,000 Bonds were used for public road improvements in 2011 and 2012.

GENERAL OBLIGATION PROMISSORY NOTES – 2013A

The proceeds of the \$3,710,000 Bonds will be used for public road improvements in 2013 and 2014.

GENERAL OBLIGATION REFUNDING BONDS – 2013B

The proceeds of the \$1,280,000 Bonds were used to refund a 2011 loan originated to retire the City's unfunded pension liability.

**CITY OF MEQUON
SCHEDULE OF GENERAL OBLIGATION DEBT**

**10 YEAR PRINCIPAL PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2013**

<u>Year</u>	<u>2005A G.O. Notes</u>	<u>2005B Refunding Bonds</u>	<u>2008A G.O. Notes</u>	<u>2009A G.O. Notes</u>	<u>2009C G.O. Bonds</u>	<u>2011A G.O. Bonds</u>	<u>2011B G.O. Bonds</u>	<u>2013A G.O. Notes</u>	<u>2013B G.O. Notes</u>	<u>Totals</u>
2014	200,000	1,610,000	215,000	585,000	0	135,000	500,000	185,000	145,000	3,575,000
2015		1,640,000	215,000	600,000	150,000	225,000	500,000	375,000	155,000	3,860,000
2016		1,635,000	215,000	600,000	250,000	225,000	500,000	350,000	160,000	3,935,000
2017		1,625,000	215,000	600,000	250,000	225,000	500,000	400,000	160,000	3,975,000
2018			215,000	600,000	300,000	225,000	500,000	400,000	160,000	2,400,000
2019				600,000	350,000	250,000	530,000	400,000	165,000	2,295,000
2020					400,000	250,000	550,000	400,000	165,000	1,765,000
2021					450,000	300,000	550,000	400,000	170,000	1,870,000
2022					550,000	300,000	0	400,000		1,250,000
2023								400,000		400,000
Totals	<u>\$200,000</u>	<u>\$6,510,000</u>	<u>\$1,075,000</u>	<u>\$3,585,000</u>	<u>\$2,700,000</u>	<u>\$2,135,000</u>	<u>\$4,130,000</u>	<u>\$3,710,000</u>	<u>\$1,280,000</u>	<u>\$25,325,000</u>

**CITY OF MEQUON
SCHEDULE OF GENERAL OBLIGATION DEBT**

**10 YEAR INTEREST PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2013**

<u>Year</u>	<u>2005A G.O. Notes</u>	<u>2005B Refunding Bonds</u>	<u>2008A G.O. Notes</u>	<u>2009A G.O. Notes</u>	<u>2009C G.O. Bonds</u>	<u>2011A G.O. Bonds</u>	<u>2011B G.O. Bonds</u>	<u>2013A G.O. Notes</u>	<u>2013B G.O. Notes</u>	<u>Totals</u>
2014	7,750	325,500	40,850	104,775	376,875	61,852	116,400	97,405	18,129	1,149,536
2015		245,000	33,325	87,000	376,875	59,063	101,400	62,750	12,021	977,434
2016		163,000	25,263	69,000	370,875	54,900	86,400	55,500	11,075	836,013
2017		81,250	17,200	50,250	359,625	50,175	71,400	48,000	9,915	687,815
2018			8,815	30,750	347,750	44,887	56,400	40,000	8,435	537,037
2019				10,500	332,750	38,700	40,950	32,000	6,523	461,423
2020					315,250	31,762	24,750	24,000	4,213	399,975
2021					295,250	23,700	8,250	16,000	1,488	344,688
2022					272,750	14,475	0	9,000		296,225
2023								3,000		3,000
Totals	<u>\$7,750</u>	<u>\$814,750</u>	<u>\$125,453</u>	<u>\$352,275</u>	<u>\$3,048,000</u>	<u>\$379,514</u>	<u>\$505,950</u>	<u>\$387,655</u>	<u>\$71,798</u>	<u>\$5,693,145</u>

**CITY OF MEQUON
SCHEDULE OF GENERAL OBLIGATION DEBT**

**10 YEAR PRINCIPLE & INTEREST PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2013**

<u>Year</u>	<u>2005A G.O. Notes</u>	<u>2005B Refunding Bonds</u>	<u>2008A G.O. Notes</u>	<u>2009A G.O. Notes</u>	<u>2009C G.O. Bonds</u>	<u>2011A G.O. Bonds</u>	<u>2011B G.O. Bonds</u>	<u>2013A G.O. Notes</u>	<u>2013B G.O. Notes</u>	<u>Totals</u>
2014	207,750	1,935,500	255,850	689,775	376,875	196,852	616,400	282,405	163,129	4,724,536
2015	0	1,885,000	248,325	687,000	526,875	284,063	601,400	437,750	167,021	4,837,434
2016	0	1,798,000	240,263	669,000	620,875	279,900	586,400	405,500	171,075	4,771,013
2017	0	1,706,250	232,200	650,250	609,625	275,175	571,400	448,000	169,915	4,662,815
2018	0	0	223,815	630,750	647,750	269,887	556,400	440,000	168,435	2,937,037
2019	0	0	0	610,500	682,750	288,700	570,950	432,000	171,523	2,756,423
2020	0	0	0	0	715,250	281,762	574,750	424,000	169,213	2,164,975
2021	0	0	0	0	745,250	323,700	558,250	416,000	171,488	2,214,688
2022	0	0	0	0	822,750	314,475	0	409,000	0	1,546,225
2023								403,000	0	403,000
Totals	<u>\$207,750</u>	<u>\$7,324,750</u>	<u>\$1,200,453</u>	<u>\$3,937,275</u>	<u>\$5,748,000</u>	<u>\$2,514,514</u>	<u>\$4,635,950</u>	<u>\$4,097,655</u>	<u>\$1,351,798</u>	<u>\$31,018,145</u>

CITY OF MEQUON

COMPUTATION OF LEGAL DEBT MARGIN AS OF DECEMBER 31, 2013

Equalized Value of Real and Personal Property	<u>\$3,949,468,500</u>
Real Property	\$3,887,126,100
Personal Property	\$62,342,400
Legal Debt Limit, 5% of Equalized Valuation (Wisconsin Statutory Limitation)	\$197,473,425
<u>Amount of Debt Applicable to Debt Limitation:</u>	
Total General Obligation Bonds, Notes, Purchase Contracts Outstanding December 31, 2013	<u>\$29,875,000</u>
Remaining Legal Debt Margin	<u>\$167,598,425</u>
Percent of Debt Outstanding to Equalized Value	0.76%
Percent of Legal Debt Limit Used	15.13%
Percent of Legal Debt Limit Available	84.87%

ADDITIONAL DIRECT AND OVERLAPPING DEBT INFORMATION

Taxing Authority	Debt as of 12/31/13	% Applicable to City	Direct and Overlapping Debt	Total Debt per Capita
City of Mequon	\$ 29,875,000	100.00%	\$ 29,875,000	\$ 1,255
MATC	118,560,000	5.591%	6,628,690	278
Ozaukee County	20,085,000	38.395%	7,711,616	324
Mequon-Thiensville School	14,230,000	92.859%	13,213,793	555
Cedarburg School District	15,210,000	0.821%	124,874	5
Totals:	<u>\$ 197,960,000</u>		<u>\$ 57,553,972</u>	<u>\$ 2,417</u>

Source: City of Mequon Annual Financial Reports and Ehlers Official Statements

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
Sewer Utility Fund

	2012 Actual	2013 Budget	2013 Actual	2014 Budget
REVENUES:				
General Property Taxes	\$ 6,834,672	\$ 6,526,117	\$ 6,520,794	\$ 6,450,765
Operating Revenues	2,730,386	2,898,665	3,158,325	3,181,000
Investment Income	40,000	7,500	1,303	4,500
Other revenues	227,516	217,016	163,266	213,823
Total Revenues	<u>9,832,574</u>	<u>9,649,298</u>	<u>9,843,688</u>	<u>9,850,088</u>
EXPENDITURES:				
Salaries	671,376	651,820	612,799	667,572
Fringe Benefits	167,206	187,775	185,487	193,300
Materials & Supplies	35,449	40,982	40,707	42,800
Purchased Services	159,000	103,071	64,620	106,260
Operating Expenses	6,611,682	6,241,801	6,267,242	6,356,666
Non-Operating Expenses	866,948	794,963	807,786	1,228,797
Total Expenditures	<u>8,511,661</u>	<u>8,020,412</u>	<u>7,978,642</u>	<u>8,595,395</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>1,320,913</u>	<u>1,628,886</u>	<u>1,865,047</u>	<u>1,254,693</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources				
Long-Term Debt Issued				
Transfers In				
Transfers Out				
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	1,320,913	1,628,886	1,865,047	1,254,693
FUND BALANCE - BEGINNING	8,059,953	8,059,953	9,380,866	11,245,913
FUND BALANCE - ENDING	<u>\$ 9,380,866</u>	<u>\$ 9,688,839</u>	<u>\$ 11,245,913</u>	<u>\$ 12,500,606</u>

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
Water Utility Fund

	2012 Actual	2013 Budget	2013 Actual	2014 Budget
REVENUES:				
General Property Taxes				
Operating Revenues	2,794,665	2,734,642	2,709,064	2,872,831
Non-Operating Revenues	17,954	17,500	45,669	55,315
Investment Income	4,210	5,000	3,014	3,100
Total Revenues	<u>2,816,829</u>	<u>2,757,142</u>	<u>2,757,747</u>	<u>2,931,246</u>
EXPENDITURES:				
Admin-General Salaries	101,366	80,000	126,473	125,000
Fringe Benefits		-	-	-
Materials & Supplies	21,208	23,050	28,093	26,560
Purchased Services	348,593	405,108	367,642	414,000
Operating Expenses	695,418	1,105,390	1,015,598	1,103,618
Non-Operating Expenses	1,074,414	707,800	709,117	693,185
Total Expenditures	<u>2,240,999</u>	<u>2,321,348</u>	<u>2,246,922</u>	<u>2,362,363</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>575,830</u>	<u>435,794</u>	<u>510,825</u>	<u>568,883</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources				
Long-Term Debt Issued				
Transfers In				
Transfers Out				
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	575,830	435,794	510,825	568,883
FUND BALANCE - BEGINNING	851,185	1,427,015	1,427,015	1,937,840
FUND BALANCE - ENDING	<u>\$ 1,427,015</u>	<u>\$ 1,862,809</u>	<u>\$ 1,937,840</u>	<u>\$ 2,506,723</u>

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
General / Capital / Debt / Sewer / Water Funds Combined

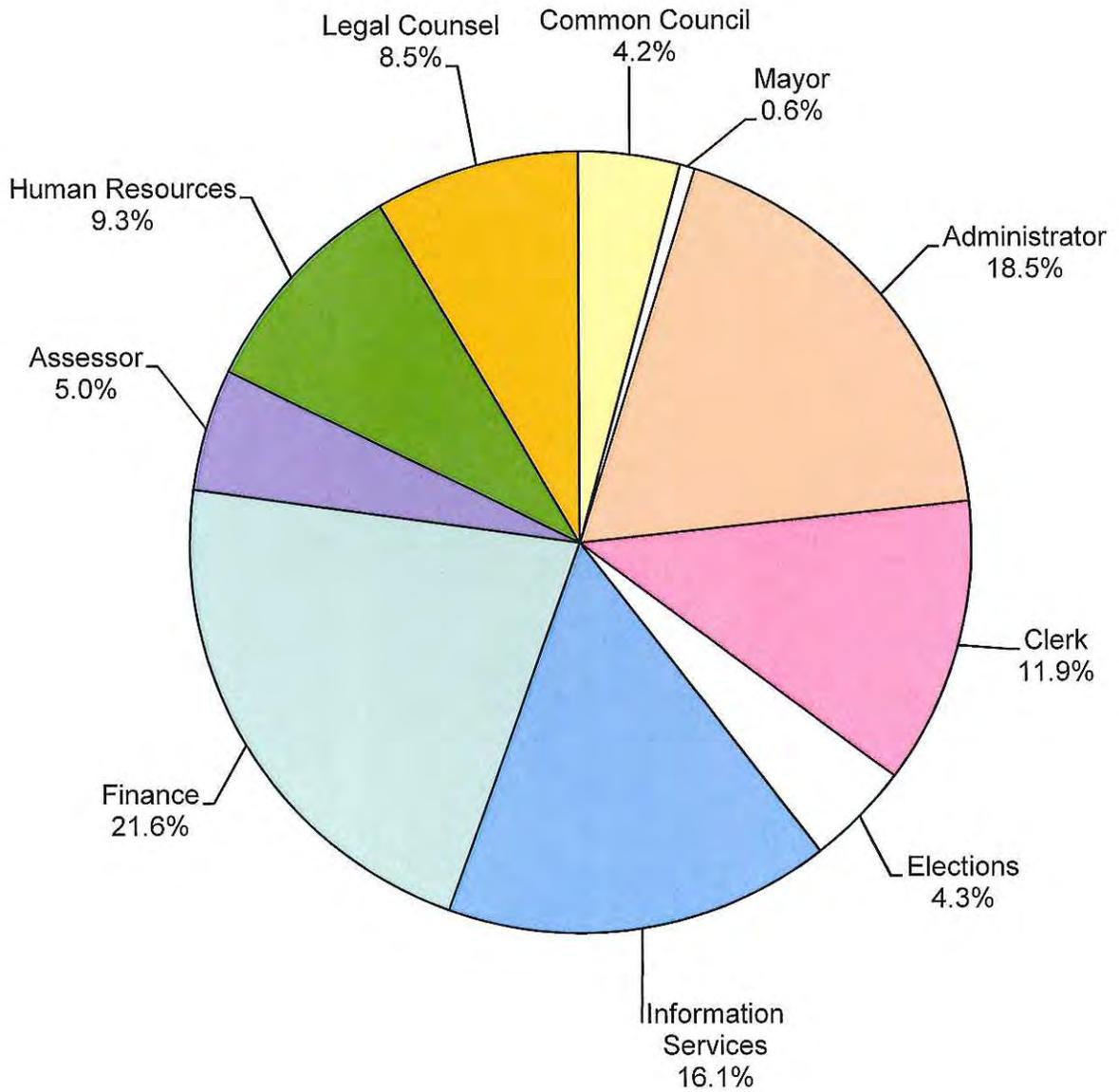
	2012 Actual	2013 Budget	2013 Actual	2014 Budget
REVENUES:				
General Property Taxes	\$18,773,679	\$ 19,589,066	\$ 19,583,577	\$ 19,611,678
Tax Incremental Revenue	-	202,000	213,560	203,500
Intergovernmental	1,683,056	1,798,810	1,831,533	1,785,721
Licenses & Permits	710,541	596,761	766,302	684,748
Fines and Forfeitures	711,576	585,415	661,303	656,200
Public Charges for Services	323,475	266,881	320,023	282,049
Other revenues	2,388,060	1,700,016	2,119,060	1,841,128
Investment income	227,091	34,500	18,745	21,100
Operating Revenues	<u>5,525,051</u>	<u>5,633,307</u>	<u>5,867,389</u>	<u>6,053,831</u>
Total Revenues	<u>30,342,529</u>	<u>30,406,756</u>	<u>31,381,492</u>	<u>31,139,955</u>
EXPENDITURES:				
Salaries	8,197,712	8,067,460	7,943,670	8,289,061
Fringe Benefits	3,310,440	3,478,160	3,385,560	3,324,735
Materials & Supplies	1,091,473	1,263,717	1,212,514	1,258,898
Purchased Services	2,027,203	3,347,417	3,078,793	3,460,128
Equipment / Other *	144,029	164,740	110,640	152,210
General Government (Capital)	276,374	130,000	2,090	373,180
Public Safety (Capital)	671,341	715,000	711,667	807,000
Public Works (Capital)	5,161,670	2,632,000	2,718,286	3,743,500
Community Development (Capital)	541,300	1,000,000	202,673	99,300
Principal - GO (Debt)	1,365,000	1,754,265	2,995,000	1,830,000
Principal - TIF (Debt)	100,000	100,000	100,000	135,000
Interest - GO (Debt)	353,900	384,608	394,920	385,309
Interest - TIF (Debt)	446,655	440,105	440,105	438,728
Issuance Costs (Debt)	463	1,275	463	1,275
Operating Expenses (Sewer & Water)	7,307,100	7,347,191	7,282,840	7,460,284
Non-Operating Expenses (Sewer & Water)	1,941,362	1,502,763	1,516,903	1,921,982
Total Expenditures	<u>32,936,023</u>	<u>32,328,701</u>	<u>32,096,123</u>	<u>33,680,590</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(2,593,494)</u>	<u>(1,921,945)</u>	<u>(714,631)</u>	<u>(2,540,635)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	129,897	376,875	396,692	244,975
Long-Term Debt Issued	-	-	-	-
Transfers In	-	-	319,529	-
Transfers Out	(31,223)	-	-	-
Sale of Assets	148,850	-	-	-
Total Other Financing Sources (Uses)	<u>247,524</u>	<u>376,875</u>	<u>716,221</u>	<u>244,975</u>
NET CHANGE IN FUND BALANCE	(2,345,970)	(1,545,070)	1,589	(2,295,660)
FUND BALANCE - BEGINNING	19,875,684	16,208,801	17,529,714	21,241,303
FUND BALANCE - ENDING	<u>\$ 17,529,714</u>	<u>\$ 14,663,731</u>	<u>\$ 17,531,303</u>	<u>\$ 18,945,643</u>

General Government

- . Common Council**
- . Mayor**
- . City Administrator**
- . City Clerk**
- . Elections**
- . Information Systems**
- . Finance**
- . City Assessor**
- . Human Resources**
- . Legal Services**

CITY OF MEQUON

2014 General Government Expenditures Budget Percentages by Department



Common Council

Program Description

The Common Council is the duly elected legislative and policy-making body of the City of Mequon. The fundamental job of the Common Council is to make policy decisions for the city based on full, relevant and accurate information from a full-time City Administrator and his staff. Four standing committees of the Common Council render recommendations to the full body regarding municipal projects, facilities, services, finance and personnel as well as issues of health, safety, and welfare of the community at large. The Council solicits and receives the support of many volunteer citizen committees to ensure a democratic, citizen-centered process.

Elected Positions for FY2014

Elected Positions	FY2012 Actual	FY2013 Actual	FY2014 Budget
Alderman	Alderman (8)	Alderman (8)	Alderman (8)

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$44,175



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
101 Common Council						
70 SALARIES						
110101 670101	Salaries	38,400.00	38,400.00	38,400.00	36,400.00	38,400.00
Total Salaries		38,400.00	38,400.00	38,400.00	36,400.00	38,400.00
73 FRINGE BENEFITS						
110101 673101	Social Security	2,937.60	2,937.60	2,944.00	2,815.20	2,944.00
110101 673102	Retirement	670.40	336.80	336.00	126.00	0.00
110101 673103	Worker's Comp Insurance	105.19	113.86	115.00	124.60	131.00
110101 673203	Life Insurance	118.92	88.20	59.00	32.08	0.00
Total		3,832.11	3,476.46	3,454.00	3,097.88	3,075.00
80 MATERIALS & SUPPLIES						
110101 680101	Office Supplies	149.95	253.92	100.00	0.00	100.00
110101 680501	Memberships	10,436.79	10,360.07	10,500.00	10,224.16	10,500.00
110101 680502	Printing/Publications	3,642.64	5,393.74	2,500.00	3,185.14	2,500.00
Total		14,229.38	16,007.73	13,100.00	13,409.30	13,100.00
83 PURCHASED SERVICES						
110101 683211	Communications-Cable TV	4,705.00	4,310.00	5,500.00	4,980.00	5,500.00
110101 683702	Miscellaneous Services	20,669.47	21,683.72	15,000.00	26,840.40	22,500.00
Total		25,374.47	25,993.72	20,500.00	31,820.40	28,000.00
TOTAL Common Council		43,435.96	45,477.91	37,054.00	48,327.58	44,175.00

Mayor

Program Description

In Mequon, a responsive representative government is headed by the chief executive officer who is the elected part-time Mayor. The Mayor and Common Council make municipal decisions based on state statutes, local ordinances and recommendations from a full-time City Administrator. The mayor also plays a vital role through appointing qualified citizens to commissions and boards, which make numerous recommendations to the Common Council.

FY2013 Accomplishments

- Daily engagement with staff to encourage and facilitate progress on City programs and initiatives
- Represent the City before citizens, businesses, community groups, and other government entities
- Organized successful strategic planning meeting between City officials and the Mequon-Thiensville School Board
- Successfully completed and reviewed City development survey and marketing analysis
- Appointed a Mequon Festivals Committee, which resulted in the recent Taste of Mequon festival
- Worked closely with Economic Development Board on long-range planning and initiatives to increase development opportunities in the Town center area.
- Progress made on the development of entryway features for the Town Center riverfront park
- Participated with City staff in outreach visits with local businesses

FY2014 Objectives

- ⚡ Maintain the City's conservative fiscal reputation and low taxes
- ⚡ Uphold the City's standards and values
- ⚡ Work to encourage consensus building on major issues through communication and listening
- ⚡ Initiate branding effort and create City marketing program
- ⚡ Continue coordinated strategic planning with MTSD
- ⚡ Initiate planning process for central and east growth areas
- ⚡ Continue business outreach efforts
- ⚡ Integrate infrastructure and long range fiscal planning

Staffing for FY2014

Positions (PT)	2012 Actual	2013 Actual	2014 Budget
Mayor	1.00	1.00	1.00

Proposed FY 2014 Budget

\$11,782



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
110 Mayor						
70 SALARIES						
110110 670101	Salaries	9,600.00	9,600.00	9,600.00	9,600.00	9,600.00
Total		9,600.00	9,600.00	9,600.00	9,600.00	9,600.00
73 FRINGE BENEFITS						
110110 673101	Social Security	709.20	709.20	709.00	695.40	736.00
110110 673102	Retirement	1,340.80	673.60	672.00	644.00	744.00
110110 673103	Worker's Comp Insurance	17.53	28.17	30.00	32.50	34.00
110110 673203	Life Insurance	83.93	98.75	72.00	80.53	68.00
Total		2,151.46	1,509.72	1,483.00	1,452.43	1,582.00
80 MATERIALS & SUPPLIES						
110110 680301	Work Supplies-Admin	1,005.60	108.63	350.00	269.37	350.00
Total		1,005.60	108.63	350.00	269.37	350.00
83 PURCHASED SERVICES						
110110 683501	Training/Conferences	140.00	0.00	250.00	0.00	250.00
Total		140.00	0.00	250.00	0.00	250.00
TOTAL Mayor		12,897.06	11,218.35	11,683.00	11,321.80	11,782.00

City Administrator

Program Description

The City Administrator serves as the City's chief administrative officer, and manages the daily operations of the City. It is the City Administrator's responsibility to carry out all actions of the Common Council requiring administrative action, to coordinate and provide administrative leadership over the activities of all city departments and to develop and recommend efficient ways of conducting City business. The City Administrator also serves as the City's Chief Budget Officer and City Clerk. In addition, the City Administrator is responsible for keeping the Council fully informed about the actions of county, state and federal government activities as they may affect Mequon.

FY 2013 Objectives

FY2013 Accomplishments

- | | |
|---|---|
| 1. Assure that the FY2013 budget stays within its targets. | Completed. The 2013 budget is on-track to meet organizational goals and targets, per mid-year report projections. |
| 2. Manage the FY2014 budget process to assure the focus is on community, organizational and financial goals. | In Process. |
| 3. Continue to update the five-year Capital Improvement Plan. | Completed. A 2014-2018 Capital Improvement Plan, and capital funding plan, are part of the FY 2014 budget presentation. |
| 4. Assure that major capital projects remain on schedule. | Completed. All arterial road and sanitary sewer projects were completed on time, or still in progress, as is the case with local road improvement program. |
| 5. Present long-term financial strategy for the city's road improvement program including an analysis of future borrowing strategies. | In process. A long-term road integrity and surface condition rating goal, along with a financial need to fund the road program \$1.7 million annually, presented and accepted. A two-year \$3.71 million 2013 – 2014 road borrowing plan implemented in March 2013. |
| 6. Implement the changes brought by the collective bargaining agreements with the Fire union and oversee the implementation of the Police arbitration settlement. | In Process. The Fire union contract expired December 2013, and negotiations are underway, including research to understand the effect of the Affordable Care Act on a staff deployment plan. City prevailed in arbitration on the Police union contract; health insurance and retirement contributions spelled out in settlement agreement implemented in 2013. |

- | | |
|---|--|
| 7. Implement the 2013 changes to the updated Personnel Code and Policy and Procedures Manual. | Completed. New paid time off (PTO) system, and other code changes, in place January 1, 2013. |
| 8. Complete a classification and compensation study for all non-protective service positions. | In process. Consultant's contract approved June 2013; position analysis questionnaires completed by employees and currently being analyzed; salary study underway. |
| 9. Complete an insurance study to analyze if ETF continues to be the most cost effective solution for the City. | Deferred to FY 2014. |
| 10. Continue work on the elements of a comprehensive economic development and redevelopment strategy for the city as established by the January 2011 economic development summit. | On-going. Six key action items including development incentive policies and additional TIF considerations have been presented to the Economic Development Board and Common Council. Examples of efforts include the incentive plan for the Shaffer/WiRed project, completed East Growth Area study effort and market analysis, completion of the community wide survey focusing on development issues, and business retention plan and visitations underway. |
| 11. Enhance communication tools for the city including the Web site, economic development outreach, and continue to expand the use of social media. | On-going. Expanded use of the City's E-News, Facebook and Twitter. |
| 12. Ensure continued implementation of the MUNIS software suite. | In Process. City wide software system, MUNIS, installed and training has been on-going throughout 2013. |
| 13. Plan, manage and establish the city's municipal operation of the water utility. | On-going. The Mequon Water Utility in operation for more than four years. Added more than 250 customers in 2013. Preparing for first-time, full-rate case increase request (5%) at the Public Service Commission, all with an eye toward ensuring the utility's financial stability and bond covenant integrity. |
| 14. Develop framework for a city-wide visioning process to get underway in 2013. | Completed. A community wide survey written, distributed and results delivered in mid-2013. |

FY2014 Objectives

- ✦ Assure that the FY2013 budget stays within its targets.
- ✦ Manage the FY2014 budget process to assure the focus is on community, organizational and financial goals.
- ✦ Continue to update the five-year Capital Improvement Plan.
- ✦ Assure that major capital projects remain on schedule.
- ✦ Present FY 2015+ financial strategy for the city's road improvement program including an analysis of future borrowing and pay-as-you-go strategies.
- ✦ Complete collective bargaining agreements with the Fire and Police unions as their contracts expire year-end 2013; defend city on matters related to contested Police arbitration matters.
- ✦ Complete the classification and compensation study for all employees, including establishing new pay and performance evaluation systems.
- ✦ Undertake an insurance study to analyze if ETF continues to be the most cost effective solution for the City.
- ✦ Continue work on the elements of a comprehensive economic development and redevelopment strategy for the city.
- ✦ Enhance communication tools for the city including an overhaul to the city's Web site, economic development outreach, and continue to expand the use of social media.
- ✦ Provide management oversight of the city's municipal water and sewer utility operations.
- ✦ Do an organizational strategic plan this year.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
City Administrator/City Clerk	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$365,319



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
111 City Administrator						
70 SALARIES						
110111 670101	Salaries	142,091.97	148,023.86	156,704.00	148,525.85	156,705.00
Total		142,091.97	148,023.86	156,704.00	148,525.85	156,705.00
73 FRINGE BENEFITS						
110111 673101	Social Security	11,461.41	11,763.08	11,188.00	12,126.35	11,134.00
110111 673102	Retirement	16,628.11	9,926.25	10,201.00	10,606.70	10,739.00
110111 673103	Worker's Comp Insurance	420.77	471.84	500.00	541.73	569.00
110111 673201	Health Insurance	27,796.43	26,308.70	27,847.00	27,872.08	28,152.00
110111 673202	Dental Insurance	1,175.49	1,273.98	1,367.00	1,367.04	1,368.00
110111 673203	Life Insurance	603.35	728.53	806.00	1,111.78	927.00
110111 673204	Long Term Disability	866.00	895.25	950.00	849.84	950.00
Total		58,951.56	51,367.63	52,859.00	54,475.52	53,839.00
80 MATERIALS & SUPPLIES						
110111 680101	Office Supplies	759.46	865.76	750.00	441.30	750.00
110111 680501	Memberships	1,965.15	2,104.00	2,200.00	2,088.40	2,200.00
110111 680503	Books & Periodicals	304.45	358.14	350.00	406.54	350.00
110111 680504	Telephone services	456.70	403.55	500.00	438.16	300.00
110111 680505	Postage	180.89	175.23	175.00	379.47	175.00
Total		3,666.65	3,906.68	3,975.00	3,753.87	3,775.00
83 PURCHASED SERVICES						
110111 683501	Training/Conferences	1,096.79	1,383.20	1,000.00	1,472.74	1,000.00
110111 683901	Contingency	0.00	0.00	125,000.00	35,615.62	150,000.00
Total		1,096.79	1,383.20	126,000.00	37,088.36	151,000.00
TOTAL City Administrator		205,806.97	204,681.37	339,538.00	243,843.60	365,319.00

City Clerk

Program Description

The Office of the City Clerk is a time-honored and vital unit of local government that provides an essential link between citizens and their local governing body. The City Clerk performs all duties as prescribed by Wisconsin Statutes 62.09(11), including but not limited to: issuing licenses and permits, conducting City of Mequon elections, maintaining papers and records of the city, attending all meetings of the Common Council and keeping records of proceedings.

FY2013 Objectives

1. Review and refine processes by which agenda items work their way through Council to develop written procedures that can be made available to all concerned.
2. Develop and implement consistent, cross department procedures for post Council paperwork.
3. Develop a tracking, reminder and responsibility process to ensure copies of signed agreements, contracts and memorandums of understanding approved by Council are received and filed with the Clerk's office in a timely manner.
4. Reformat and update the city's interoffice telephone listing.
5. Promote department procedure development and collaboration with new Clerk department employees.
6. Review city ordinances approved since the city's 2003 codification to ensure accurate processing occurred.
7. Organize and set up a single hanging file system for the City's Board of Appeals cases and create an electronic listing of same for quick access and search results.

FY2013 Accomplishments

Collaborative procedure review conducted with new department employees. Written procedures developed from which refinement continues, improvement ideas emerge, and new employees gain knowledge and experience.

Past procedure inconsistencies reviewed; written procedures developed, refined and discussed as a team approach to an improved process.

Written memo directing specific follow up responsibilities with Council approved agreements, contracts and memorandums of understanding distributed to each department head authoring said item. Tracking and reminder system to be discussed and intensified as needed.

Project implemented as an in-house tool, particularly beneficial to the several new city employees lacking knowledge of their co-workers' titles, departments and/or the various city contact numbers.

In addition to collaborative development of written procedures for many City Clerk Department tasks, conducted several informal department staff education sessions on the City Clerk's role with various city services offered by other city departments.

Review resulted in identifying and correcting irregularities, missing information and missed codifications. All resolved by July 2013.

Organized the city's 741 Board of Appeals case files into one physical location; case database created.

8. Research statutory liquor license fee minimums/maximums and conduct a fee comparison with other municipalities.

Research revealed Mequon in compliance with Statutory liquor license fees where required. In comparison to other communities where liquor license fee designation is determined at the municipal level, Mequon charges less in two and more in one license fee category.

FY2014 Objectives

- ✦ Lead the City’s IQM2 agenda management software implementation.
- ✦ Create database of and organize the City’s bond documents.
- ✦ Create electronic record of all City of Mequon Common Council meeting minutes.
- ✦ Develop a historical list of all the City’s elected officials.
- ✦ Simplify the City’s food license process for event food vendors.
- ✦ Further analyze City determined liquor license fees for appropriateness.
- ✦ Continue department staff education on the Common Council, Committee of the Whole, Board of Appeals and Board of Review processes.

Staffing for FY2014

FY2012	FY2013	FY2014
Deputy City Clerk (1) 1.00 FTE	Deputy City Clerk (1) 1.00 FTE	Deputy City Clerk (1) 1.00 FTE
Administrative Secretary (2) 1.75FTE	Administrative Secretary (2) 1.75 FTE	Administrative Secretary (2) 1.75 FTE

Estimated FY2014 Revenue

\$49,187

Proposed FY2014 Budget

\$234,098



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
112 City Clerk						
70 SALARIES						
110112 670101	Salaries	123,882.32	144,178.68	138,756.00	129,832.36	131,260.00
110112 670201	OverTime	358.09	5,120.00	800.00	895.36	2,500.00
Total		124,240.41	149,298.68	139,556.00	130,727.72	133,760.00
73 FRINGE BENEFITS						
110112 673101	Social Security	9,938.28	10,730.85	10,172.00	10,410.00	9,816.00
110112 673102	Retirement	16,268.92	6,959.16	4,486.00	7,744.68	9,365.00
110112 673103	Worker's Comp Insurance	1,188.21	1,492.59	445.00	482.14	506.00
110112 673201	Health Insurance	34,040.07	29,227.61	28,002.00	27,614.94	27,621.00
110112 673202	Dental Insurance	1,175.49	1,135.31	1,367.00	349.08	350.00
110112 673203	Life Insurance	421.47	349.51	250.00	589.17	585.00
110112 673204	Long Term Disability	606.87	642.05	675.00	603.79	675.00
Total		63,639.31	50,537.08	45,397.00	47,793.80	48,918.00
80 MATERIALS & SUPPLIES						
110112 680101	Office Supplies	3,606.05	3,408.74	5,000.00	4,524.63	5,000.00
110112 680103	Office Supplies-Copiers	3,913.46	3,608.21	5,000.00	2,803.02	4,000.00
110112 680501	Memberships	325.00	325.00	330.00	350.00	355.00
110112 680502	Printing/Publications	3,952.19	3,599.07	5,200.00	3,482.86	5,200.00
110112 680504	Telephone services	112.06	94.90	120.00	72.07	120.00
110112 680505	Postage	5,515.47	517.05	4,000.00	476.23	4,000.00
Total		17,424.23	11,552.97	19,650.00	11,708.81	18,675.00
83 PURCHASED SERVICES						
110112 683201	Contracted Services -	1,316.13	11,964.64	23,650.00	17,081.82	27,490.00
110112 683501	Training/Conferences	533.00	619.25	1,000.00	611.64	1,255.00
Total		1,849.13	12,583.89	24,650.00	17,693.46	28,745.00
88 EQUIPMENT / LEASES						
110112 680401	Equip / Small Tools	5,328.00	5,328.00	5,340.00	4,320.94	4,000.00
Total		5,328.00	5,328.00	5,340.00	4,320.94	4,000.00
TOTAL City Clerk		212,481.08	229,300.62	234,593.00	212,244.73	234,098.00

Elections

Program Description

The City Clerk's Office performs the duties required by Wisconsin State Statutes relating to conducting the city's election process.

FY2013 Objectives

1. Plan and implement election requirements for all elections
2. Continue growth, understanding and utilization of the Statewide Voter Registration System (SVRS) with new department employees.
3. Continue to explore the absentee voter module of the Statewide Voter Registration System (SVRS) for process improvement/efficiencies.
4. Continue to train and supervise election inspectors in accordance with any new and or added Government Accountability rules and regulations.

FY2013 Accomplishments

Managed and staffed three elections in 2013 (one primary, one general and one special election) in accordance with Statutory requirements. Ensured all poll sites received the necessary materials, supplies and equipment needed to conduct each of the City's elections. Recorded all voter registrations and ballots; reconciled all election reports, convened the Board of Canvassers for late absentee ballots and certification of city office results.

Created electronic poll site floor plans/set up diagrams using specific software and input from chiefs inspectors to assist City DPW staff with their role in setting up/taking down each poll site pre and post election.

Successfully conducted the city's three 2013 elections via the SVRS as well as this summer's 4-Year Maintenance wherein 1161 Mequon voters were contacted via postcard to confirm their desire/eligibility to vote in Mequon. Resolved 370 outstanding SVRS issues related to the redistricting and US Postal conversion of voter addresses.

Extensive in-house process review conducted, revised absentee ballot handling procedures developed, taught and implemented to office team, resulting in improved efficiency and ballot accuracy to City's absentee voters.

Chief Inspector certification training scheduled and provided to five of the City's eight Chief Inspectors, and two of the City Clerk's new employees. Announcement process developed to communicate last minute Election Day changes to each Chief Inspector.

5. Cross train new department employee in all election required processes.

Six GAB elections webinars scheduled and attended together by City Clerk staff – each followed by deputy clerk holding a Q&A session to address immediate questions and/or concerns.

One-on-one training provided in post election GAB 190 reporting, OS and TSX voting machine set up, running, and takedown, and public testing.

FY2014 Objectives

- ✦ Develop new assistant chief inspector position program.
- ✦ Plan and implement election requirements for all elections.
- ✦ Plan and implement absentee voting service for in-person Clerk’s office voting.
- ✦ Review and update City’s election website information.
- ✦ Review and update City’s Election Contingency Plan.
- ✦ Continued mentoring, education and support to new City Clerk Staff in elections process.

Staffing for FY2014

FY2012	FY2013	FY2014
	Election Clerk LTE 0.50 FTE	Election Clerk LTE 0.50 FTE

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$84,971



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
113 Elections						
70 SALARIES						
110113 670101	Salaries	26,000.51	59,352.50	8,913.00	8,913.00	17,826.00
Total		26,000.51	59,352.50	8,913.00	8,913.00	17,826.00
73 FRINGE BENEFITS						
110113 673101	Social Security	0.00	0.00	682.00	682.00	1,426.00
110113 673103	Worker's Comp Insurance	35.06	30.52	80.00	86.68	91.00
Total		35.06	30.52	762.00	768.68	1,517.00
80 MATERIALS & SUPPLIES						
110113 680101	Office Supplies	1,109.92	1,875.72	2,035.00	1,603.13	936.00
110113 680505	Postage	1,984.96	9,893.35	1,500.00	1,442.47	5,837.00
Total		3,094.88	11,769.07	3,535.00	3,045.60	6,773.00
83 PURCHASED SERVICES						
110113 683201	Contracted Services -	2,655.72	14,934.59	22,250.00	20,230.44	55,920.00
110113 683202	Contracted Services -	0.00	0.00	2,805.00	2,864.39	2,935.00
Total		2,655.72	14,934.59	25,055.00	23,094.83	58,855.00
TOTAL Elections		31,786.17	86,086.68	38,265.00	35,822.11	84,971.00

Information Services

Program Description

Responsible for maintaining all electronic data systems to insure that all city department information processing is performed in an efficient, accurate, and timely manner.

FY2013 Objectives

FY2013 Accomplishments

- | | |
|---|---|
| 1. Continue to follow the city's strategic IT plan with short and long term goals to address issues raised by the Virchow Krause IT review. | IT Consultant continued to complete various recommended projects from the City's strategic IT plan. These technology projects ensure structured and productive implementation of necessary IT City-wide functions. |
| 2. Support Services - Provide full time IT support services that cover all departments Citywide including Police and Fire department support | IT Consultant manages the vendor for remote/onsite help desk support covering business hours and after hour emergencies and 24 by 7 critical systems monitoring for a fixed monthly fee.

IT Consultant serves the role of IT Manager for the city. IT Consultant provides for, and maintains installed hardware/software systems, development of end-user and department IT solutions to fit within the over-all City wide plan, coordinate and manage all IT related vendor relationships, negotiates favorable pricing for services and equipment, and generally determines and guides the City in a planned directional growth.

Extensive amount of IT Consultant and IT Support staff time was logged in supporting and troubleshooting day-to-day support requests (over 600 tickets, both formal and informal, averaging just over 2 tickets per every work day in 2013). |
| 3. Plan for and evaluate requirements for new telecommunication phone systems replacement including a detailed audit of current telecommunications services cost. | IT Consultant coordinated project and efforts for telecommunication phone systems replacement evaluation with two independent vendors. This included phone system audit and expert study to determine replacement requirements including VOIP option. This resulted in a project budget and vendor RFP |

- development and extensive audit work to realign services to maximize utilization and ongoing cost savings of the city's telecommunications.
4. Police computer hardware/software related technical support and implementation system support assistance for the continued upgrades/updates and support of current systems installed. Including new Squad Laptop Replacement project rollout.

IT Consultant with IT Support services and extensive PD staff efforts, work with the county, hardware and software vendors for continued support and upgrades/updates of the computer systems.

Limited ongoing involvement in the county's software implementation process and with the vendor software configurations.

This project initiative included new Police Department squad mobile device configuration and deployment replacing existing end of life-cycle equipment in all squad vehicles.
 5. Initial implementation of IQM2 agenda and packet building software with video capture of meetings potential.

IT Consultant coordinated project and efforts for telecommunication phone systems replacement.
 6. Implementation of a "City Wide" application software solution (CWASS) that reaches all departments, and allows for extensive access to information, analysis tools, and reporting.

Continued CWASS project implementation. This project initiative includes another full major upgrade to the most current version release of the MUNIS software this year. With continued monthly maintenance updates. This provides the newest features and functionality available.

Also enhancements of the Citizen Self Service for online access to utility bill payment by credit card or check.

7. Fund new network infrastructure equipment and server replacement and related projects to provide an appropriate platform for modern software, avoid serious potential issues, maximize up-time and minimize risk of data loss.

IT Consultant deployed new servers and made configuration adjustments and upgrades to existing IBM blade server. New GIS server replaced old server that was not replaced last year. The “Virtualized” environments allows for the City to consolidate equipment, maximize processing investment, have extremely efficient backup and recovery, and participation in the “Green” global environmental protection initiatives.

City Hall IBM blade server replacement project, move existing IBM blade server to Police Department and replace with HP multi-virtual server array technology to maintain and increase current computer production and system processing capability in line with user demand and growth with the ability to be included as part of a disaster recovery failover solution.

Police Department IBM Blade server re-deploy project, to replace end of life-cycle existing individual servers by moving and converting existing city hall IBM blade server virtualized environment with the ability to be used as a disaster recovery failover

IT Consultant configured and re-deployed networking Wi-Fi and fiber equipment and rack based cabling to a new wiring/networking closet physical location (Net Closet 2) in the lower level of the old city hall that including adding new power protection and backup on a dedicated circuit.

8. Fund general small IT projects providing currently needed improvements and department IT related projects.

City staff and the IT Consultant worked together on department specific small projects. Fire Department (FD) initiatives include new FD training room computer and wall presentation systems. Modifications to incident and payroll tracking specialized software. FD Fire Program and PD CAD ProPhoenix software interface continued efforts allowing for automatic data flow from CAD into Fire Programs record keeping software. Police Department (PD) initiatives include new squad laptop project. Pool facility initiatives include new PC, thin-client, and printer equipment and new software for pool pass generation and tracking. Department of Public Works (DPW) replacement of weather station PC which monitors and reports adverse weather conditions for the Public Works crews. Continued City-Wide initiatives that included replacement of old system equipment as needed.

9. Provide City-Wide IT training needs.

Replaced some of the training room computers with new PC/virtualized desktop environment. Training Room was used for continued MUNIS focused training and vendor demonstrations throughout the year.

FY2014 Objectives

- ✦ Provide management of current operational aspects of information technology in order to maintain and support all IT systems including hardware platforms, operating systems, and related peripherals.
- ✦ Continue funding and implementation of the recommendations of the city's strategic IT plan.
- ✦ Telecommunications phone system replacement initiative based on the 2013 Phase 1 evaluation results which recommended purchase and implementation of single new City wide VOIP based phone system replacing the existing two phone systems (city hall and PD). The city hall system extremely old and almost unsupported, and the PD system lacks features and continuity with the rest of the city.
- ✦ Test and evaluate existing building network cabling at all city sites and replace problem cabling to ensure network data traffic integrity and capability with current and future data transmission requirements this includes re-wire requirements and updating power circuits if needed. This includes wiring/network closets reconfigurations and cleanups.

- ✚ New PD workstation deployment project to replace 4 year old existing PC's.
- ✚ Finish training room setup to its full potential that will allow increase training availability and opportunity that is needed but underutilized.
- ✚ Replace technologically obsolete and non-supportable Public Access Channel equipment.
- ✚ CWASS MUNIS software Go-Live and conversions with Phase III modules (Business License/GIS Map link/Permits & Code Enforcement/Special Assessment Tracking); and continue the implementation of Phase IV (Work Orders/Fleet & Facilities Management)
- ✚ Continued development of Disaster Prevention/Recovery initiatives including failover internet/email connectivity, automated off-site storage, purchases of spare critical network equipment for quick replacement, and re-purpose existing IBM Blade server at the PD and use as potential virtual system recovery site.
- ✚ Continue deployment of the IQM2 paperless agenda and packet building software that was initiated in 2013 which includes the 2014 additional meeting handling and potential for online video feed of the Common Council Meetings.
- ✚ Continue mobile information system device initiatives for council use during committee and council meetings providing quick information access and presentation that also is in line with the IQM2 paperless initiative.

Staffing for FY2014

FY2012	FY2013	FY2014
0.00 FTE	0.00 FTE	0.00 FTE

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$316,717



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
117 Information Services						
80 MATERIALS & SUPPLIES						
110117 680102	Technology Supplies	9,893.44	5,538.89	5,500.00	6,274.16	5,000.00
Total		9,893.44	5,538.89	5,500.00	6,274.16	5,000.00
83 PURCHASED SERVICES						
110117 683201	Contracted Services -	49,242.80	141,454.35	177,603.00	183,537.59	171,103.00
110117 683202	Contracted Services -	0.00	2,587.91	11,784.00	13,563.52	11,784.00
110117 683501	Training/Conferences	0.00	587.50	5,000.00	(587.50)	5,000.00
Total		49,242.80	144,629.76	194,387.00	196,513.61	187,887.00
86 FACILITY & PLANT						
110117 686550	M & R	42,781.44	36,616.85	49,550.00	39,451.33	61,650.00
Total		42,781.44	36,616.85	49,550.00	39,451.33	61,650.00
88 EQUIPMENT / LEASES						
110117 680401	Equip / Small Tools	24,127.35	12,549.56	22,200.00	28,207.01	20,000.00
110117 688110	Other Leased Equipment	47,340.00	23,670.00	40,000.00	0.00	42,180.00
Total		71,467.35	36,219.56	62,200.00	28,207.01	62,180.00
TOTAL Information Services		173,385.03	223,005.06	311,637.00	270,446.11	316,717.00

Finance

Program Description

This department is responsible for the processing of all accounting transactions and all year-end accounting procedures. Oversight is given to the preparation and issuance of all financial reports including the compilation and adoption of the city budget, in order to facilitate that all financial information is readily available to all city departments and other interested parties. The Finance Department also assists the Human Resources Department with the administration of the computerized payroll system.

Additional work includes the collection and processing of all city revenues including all property tax receipts; this department also records all revenue received and distributes all property tax revenue to the respective taxing jurisdictions in a timely manner.

SERVICES:

- Cash management and investment of city funds maximize returns within adopted investment policies
- Preparation of quarterly and annual financial statements and coordination of annual audit.
- Coordination of the city annual budget for submission to the Appropriations Committee and Common Council
- Property tax collection and settlement with other governments.
- Receipting of all monies paid to the city.
- Disbursement of monies to vendors.
- Monitor the city's purchasing policies.
- Coordination of the city's risk management program.
- Billing and collection for city services provided, including false alarms, quarterly sewer and water charges, and other services.
- Provide training of city personnel in the use of the computerized financial system.
- Primary staff support to the Finance Committee.

FY2013 Objectives

1. All monthly reports and any additional demand reports are produced and issued on a timely basis each month.
2. Coordinate development of annual budget process with city Administrator and staff in order to deliver a balanced budget for Appropriations Committee action
3. Complete audit fieldwork on a timely basis.

FY2013 Accomplishments

- All monthly reports and financial information were produced and issued on time.
- The budget process was completed within established timetable. The 2013 Budget document was submitted to GFOA and was awarded a Certificate of Recognition.
- 2012 audit fieldwork was completed on schedule with the final Comprehensive Annual Financial Report presented in June 2013.

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|---|--|
| 4. Collect and deposit tax payments in order to maximize investment earnings. | All city revenues including property tax collections were collected on a timely basis and invested to maximize investment earnings. |
| 5. Redistribute tax receipts with other taxing jurisdictions by settlement deadlines. | Property taxes collected through December 2012 and January 31, 2013 was distributed to all taxing jurisdictions on time. |
| 6. Submit RFP for audit services. | Reviewed responses and selected a firm for fiscal years 2013-2017. |
| 7. Migrate to Munis-based credit card processing. | Developed credit card processing application on the city web site with third-party processor which interfaces with Munis Utility system. |

FY2014 Objectives

- ⌄ All monthly reports and any additional demand reports are produced and issued on a timely basis each month.
- ⌄ The financial management report writer software solution will continue to be developed to enhance financial reporting capabilities.
- ⌄ All financial information available through our public administration software will be available on demand, on-line to any interested department.
- ⌄ The budget processing will be completed in accordance with the established timetable.
- ⌄ Audit field work associated with the annual closing of the city's accounting system will be conducted and a draft of the audit report completed by April 1.
- ⌄ The payroll function will be completed in a timely manner throughout the year.
- ⌄ All city revenues will be efficiently collected daily and deposited at our financial institution on a timely basis.
- ⌄ Property taxes will be efficiently collected and deposited on a timely basis and distributed to all taxing jurisdictions on time.
- ⌄ All city revenue collected will be invested as per our investment policy in order to maximize our investment earnings while at the same time preserve principal and maintain liquidity.
- ⌄ Issue an RFP for banking services
- ⌄ Continue conversion and implementation of modules within the new ERP system.
- ⌄ Continue to explore ways to enhance the city's budget presentation.

BUDGET SUMMARY

1. All staff salary budgets are unchanged from 2014 based on Council directive to contain costs.

2. The increase in pension costs reflects an approximately 5.3% increase in Wisconsin Retirement System rates and is net of the required contribution by employees pursuant to Wisconsin Act10.
3. Health insurance budgets reflect a 1% premium increase from 2013 rates.
4. The decrease in contract costs reflects savings anticipated when the city migrates from an externally processed payroll to an in-house based system using the city's new financial software system.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
Finance Director	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Accounting Assistant	1.50	1.55	1.63

Estimated FY2014 Revenue

\$55,510

Proposed FY2014 Budget

\$427,146



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
118 Finance						
70 SALARIES						
110118 670101	Salaries	202,713.06	196,307.60	217,377.00	177,613.06	213,584.00
Total		202,713.06	196,307.60	217,377.00	177,613.06	213,584.00
73 FRINGE BENEFITS						
110118 673101	Social Security	16,013.03	15,666.13	15,814.00	14,455.55	15,604.00
110118 673102	Retirement	23,448.99	13,153.43	14,456.00	12,797.60	14,843.00
110118 673103	Worker's Comp Insurance	561.03	625.61	675.00	731.33	768.00
110118 673201	Health Insurance	47,181.56	40,783.29	44,983.00	38,525.12	44,151.00
110118 673202	Dental Insurance	2,124.71	2,169.83	2,486.00	1,421.84	3,147.00
110118 673203	Life Insurance	584.10	593.34	624.00	802.25	724.00
110118 673204	Long Term Disability	1,063.74	1,068.73	1,200.00	1,053.23	1,200.00
Total		90,977.16	74,060.36	80,238.00	69,786.92	80,437.00
80 MATERIALS & SUPPLIES						
110118 680101	Office Supplies	460.52	358.89	500.00	257.43	400.00
110118 680102	Technology Supplies	1,379.31	384.13	500.00	1,257.91	500.00
110118 680501	Memberships	490.00	465.00	1,150.00	420.00	600.00
110118 680502	Printing/Publications	181.62	426.38	200.00	69.84	200.00
110118 680503	Books & Periodicals	237.00	142.85	100.00	0.00	200.00
110118 680505	Postage	11,366.18	12,244.75	11,000.00	9,785.94	12,500.00
Total		14,114.63	14,022.00	13,450.00	11,791.12	14,400.00
83 PURCHASED SERVICES						
110118 683201	Contracted Services -	5,164.35	19,631.33	43,200.00	37,081.52	26,950.00
110118 683401	Liability Insurance	71,854.05	65,984.24	75,000.00	65,379.76	73,000.00
110118 683501	Training/Conferences	864.32	4,124.87	1,500.00	999.79	1,500.00
110118 683601	Misc Service-Bonds	253.00	100.00	100.00	100.00	100.00
110118 683603	Misc. Serv- A/R Expense	2,000.00	3,000.00	3,000.00	3,000.00	4,000.00
Total		80,135.72	92,840.44	122,800.00	106,561.07	105,550.00
86 FACILITY & PLANT						
110118 686550	M & R	2,219.00	1,125.00	2,219.00	1,825.00	1,675.00
Total		2,219.00	1,125.00	2,219.00	1,825.00	1,675.00
88 EQUIPMENT / LEASES						
110118 688101	Photocopiers	9,523.32	9,645.02	9,000.00	12,031.02	11,500.00
Total		9,523.32	9,645.02	9,000.00	12,031.02	11,500.00
TOTAL Finance		399,682.89	388,000.42	445,084.00	379,608.19	427,146.00

Assessment Services

Program Description

This department provides for the fair and equitable assessment of all property along with accurate and timely property information for all properties in the City of Mequon. To accomplish this mission, the City Assessor's Office uses assessment methods in accordance with the Wisconsin Property Assessment Manual, Wisconsin State Statutes Chapter 70, and professionally accepted appraisal practices including International Association of Assessing Officers and USPAP standards.

2013 Goals Achieved

- ✦ Completed the 2013 assessment roll, including interior inspections as needed and valuation in a professional, efficient manner.
- ✦ Continued to represent the City in a professional manner.
- ✦ Identified the number of electronic sketches on residential and commercial properties that did not exist in the previous software.
- ✦ Continued familiarity with the use of Univers by city assessment staff.
- ✦ Continued to analyze current market conditions.

FY 2014 Objectives

- ✦ Consider a 2014 or 2015 revaluation in order to bring properties more in-line with current market conditions.
- ✦ Continue training with assessment staff on the use of Univers. In particular, reporting functions.
- ✦ Develop a plan to bring the city in compliance with the Department of Revenue's requirement for electronic sketches of all improved property by 2015.
- ✦ Install Univers for other departments and complete training within city hall on how to extract data from the Univers software.
- ✦ Continue to become more familiar with the community and analyze current market trends. This is an ongoing process.
- ✦ Complete field inspections, request for assessment reviews, personal property valuation and all other work related to the successful completion of the assessment roll in a professional manner.

- ✦ Represent the City in a professional manner as expected by administration and city officials.
- ✦ Continue to educate the public on the assessment process.
- ✦ Continue to provide timely responses to inquiries on assessment related topics.
- ✦ Get the municipality back on track to a more traditional June or July Board of Review.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
City Assessor	Contracted Services	Contracted Services	Contracted Services
Assessment Technician	1.00	1.00	1.00

Estimated FY2014 Revenues

None

Proposed FY2014 Budget

\$99,622



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
119 Assessor						
70 SALARIES						
110119 670101	Salaries	35,160.22	40,600.40	42,813.00	37,638.45	42,814.00
Total		35,160.22	40,600.40	42,813.00	37,638.45	42,814.00
73 FRINGE BENEFITS						
110119 673101	Social Security	4,546.82	3,240.84	3,182.00	3,194.84	3,182.00
110119 673102	Retirement	5,453.94	2,736.94	2,847.00	2,864.87	2,997.00
110119 673103	Worker's Comp Insurance	105.19	122.07	135.00	146.27	154.00
110119 673201	Health Insurance	7,814.58	7,537.13	8,015.00	8,027.46	8,164.00
110119 673202	Dental Insurance	301.73	325.21	349.00	349.08	350.00
110119 673203	Life Insurance	255.33	273.13	269.00	378.66	311.00
110119 673204	Long Term Disability	245.48	262.58	300.00	237.84	300.00
Total		18,723.07	14,497.90	15,097.00	15,199.02	15,458.00
80 MATERIALS & SUPPLIES						
110119 680101	Office Supplies	106.20	166.20	200.00	111.75	100.00
110119 680505	Postage	980.83	1,568.48	2,000.00	1,980.49	1,750.00
Total		1,087.03	1,734.68	2,200.00	2,092.24	1,850.00
83 PURCHASED SERVICES						
110119 683201	Contracted Services -	35,817.11	40,537.36	39,500.00	37,746.35	39,500.00
Total		35,817.11	40,537.36	39,500.00	37,746.35	39,500.00
TOTAL Assessor		90,787.43	97,370.34	99,610.00	92,676.06	99,622.00

Human Resources

Program Description

The Human Resources unit provides personnel services to all operating departments of the City, is responsible for development and implementation of employment policies and procedures and ensures the City's compliance with labor and employment laws. The Human Resources Department prepares monthly reports for health, long-term disability, life and dental benefit carriers and serves as the City's liaison to the deferred compensation providers. Human Resources is also responsible for administration of safety programs. Service delivery areas include:

- ✦ Staffing: recruitment and selection, pre-employment screening, classification, wage and salary administration, benefits administration, employee evaluation, employee relations, unemployment compensation, records retention, communications, training and equal employment opportunity reporting;
- ✦ Labor and Employment Relations: contract negotiation and administration, disciplinary actions, grievance processing and complaint processing;
- ✦ Safety: workers compensation, Occupational Safety and Health Administration compliance and employee safety.
- ✦ Provide City employees with prompt and accurate services is the primary goal of Human Resources. Ongoing effort is made to review and correct employee records to ensure that personnel records are kept current and transactions relative to payroll deductions, contractual benefits and participation in benefit programs are accurate.

FY2013 Objectives

1. Perform recruitment, selection and pre-employment screening for vacant positions.
2. Process and respond to employee grievances, harassment complaints and disciplinary actions. Advise supervisory personnel on day-to-day employee and strategic contract administration issues.
3. Process workers' compensation claims and work with insurance carrier and Department Heads to safely return employees to work.

FY2013 Accomplishments

Staffed the recruitment and selection process (advertising and/or internal posting, screening of resumes, coordinating the interview/testing process and conducting interviews) for regular paid-on-call, summer, temporary and intern positions.

Prepared goals, strategy, supporting data and ongoing assistance for labor negotiations for fire and police contracts in 2013.

Submitted all required data to area wage and benefit surveys and reviewed results for comparison purposes. Completed enrollment processes and changes for all employee benefit programs.

- | | |
|---|---|
| 4. Implement management pay plan and complete salary surveys. Administer health, dental, life, long-term disability, WRS, FSA and deferred compensation programs. | Implemented the changes as required by Act 10, and as incorporated into the newly revised Personnel Code and implemented the changes. |
|---|---|

FY2014 Objectives

Employee services and support to management and administration will continue to be the primary objective of the Human Resources unit. Other goals include:

- ⌞ Complete and implement changes ultimately recommended in the classification and compensation study.
- ⌞ Develop and launch, for all non-represented employees, an employee performance evaluation system.
- ⌞ Provide management and general employee training.
- ⌞ Provide support to all departments for human resources activities.
- ⌞ Document internal Human Resource procedures.
- ⌞ Integrate the application process into the new online application software.
- ⌞ Streamline the internal records through expanded use of the Munis system.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
Assistant City Administrator/H.R. Manager	1.00	1.00	1.00
Human Resource Assistant	.75	.75	.75

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$182,949



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
120 Human Resources						
70 SALARIES						
110120 670101	Salaries	77,265.71	100,336.20	107,671.00	74,246.68	110,667.00
Total		77,265.71	100,336.20	107,671.00	74,246.68	110,667.00
73 FRINGE BENEFITS						
110120 673101	Social Security	13,464.19	8,195.04	8,006.00	6,386.77	8,108.00
110120 673102	Retirement	11,470.55	6,644.56	7,160.00	5,343.91	7,747.00
110120 673103	Worker's Comp Insurance	298.05	325.12	285.00	308.79	324.00
110120 673201	Health Insurance	17,096.48	15,355.64	15,720.00	13,480.58	28,152.00
110120 673203	Life Insurance	272.81	277.94	221.00	297.82	191.00
110120 673204	Long Term Disability	426.17	446.65	450.00	431.03	450.00
Total		43,028.25	31,244.95	31,842.00	26,248.90	44,972.00
80 MATERIALS & SUPPLIES						
110120 680101	Office Supplies	135.99	239.61	230.00	271.44	250.00
110120 680501	Memberships	995.00	810.00	810.00	160.00	810.00
110120 680502	Printing/Publications	114.50	0.00	200.00	67.25	200.00
110120 680505	Postage	258.52	233.15	290.00	137.81	200.00
Total		1,504.01	1,282.76	1,530.00	636.50	1,460.00
83 PURCHASED SERVICES						
110120 683201	Contracted Services -	6,848.87	4,549.51	20,000.00	19,736.07	20,000.00
110120 683501	Training/Conferences	598.06	538.28	600.00	297.82	600.00
110120 683602	Misc. Services-Recruiting	3,625.15	6,356.65	4,500.00	5,849.18	4,500.00
110120 683702	Miscellaneous Services	1,751.87	1,858.32	750.00	0.00	750.00
Total		12,823.95	13,302.76	25,850.00	25,883.07	25,850.00
TOTAL Human Resources		134,621.92	146,166.67	166,893.00	127,015.15	182,949.00

Legal Services

City Attorney

Program Description

The following summarizes services that the City Attorney routinely provides for the City of Mequon, its staff and elected officials:

- ↓ Counsel and advise elected officials, administrator, department heads, staff and boards and commissions in a wide variety of subject matters.
- ↓ Render legal opinions at the request of all of the above groups; maintain an indexed compendium of legal opinions.
- ↓ Attend all meetings of Common Council, Board of Appeals, Board of Review, and such other boards and commissions as are requested, to provide advice and counsel.
- ↓ Maintain regularly scheduled office hours at city hall for consultations with officials, administration, staff and citizens.
- ↓ Draft, review and update ordinances.
- ↓ Legal research; monitoring pending legislation and case law.
- ↓ Prosecute traffic and non-traffic ordinance violations.
- ↓ Represent the municipality in civil litigation in the trial and appellate courts, in Chapter 236 (plat denial) judicial reviews; section 62.13 (fire and police discipline) appeals; section 62.23 *certiorari* reviews from the Board of Appeals; and tax assessment litigation.
- ↓ Creation of, land acquisition for, environmental clean-up of, and redevelopment of land under the State of Wisconsin's tax incremental financing laws; we also have significant experience in other land, road right of way, and easement acquisitions; and road decommissioning and land dispositions.
- ↓ Negotiate, draft, and review development agreements, and other contractual relationships; representing the City in the acquisition of real estate interests.

Staffing for FY2014

Position (PT)	2012 Actual	2013 Actual	2014 Budget
City Attorney	1.00	1.00	1.00

Outside Legal Counsel

Program Description

The City on occasion must utilize specialized legal services that are not provided by the City Attorney.

Additional specialized legal counsel may include bond counsel, litigation counsel on matters relating to conflict of interest or counsel on technical matters. In addition, labor relations legal counsel provides support to department heads and human resources in developing bargaining proposals, representing the City during bargaining sessions, providing information to the Common Council, interest arbitration, mediation related to the collective bargaining process, grievance arbitration and other labor-related legal advice.

Proposed FY2014 Budget

\$167,500



City of Mequon 2014 Budgetary Comparisons

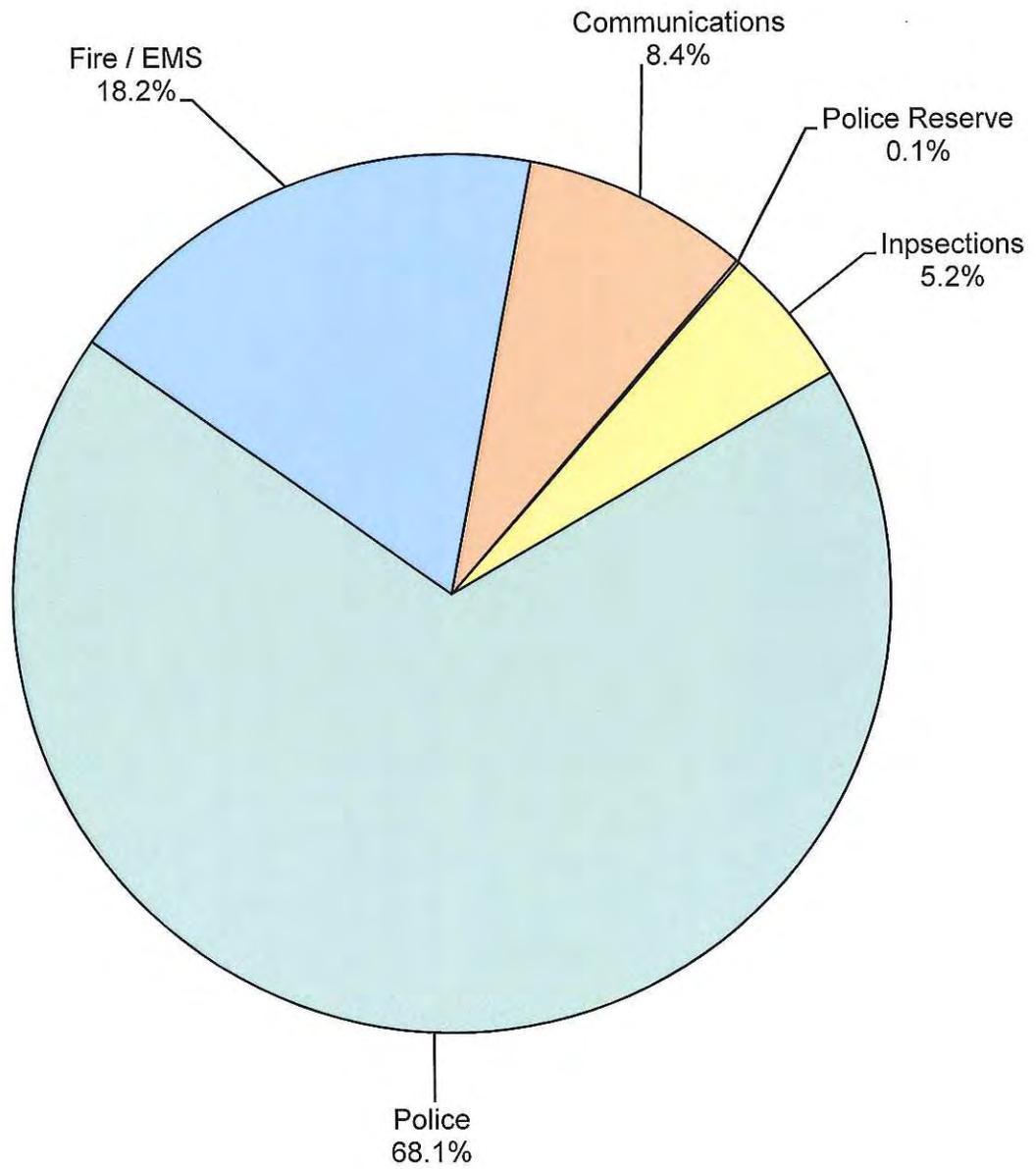
Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
124 Legal Counsel						
83 PURCHASED SERVICES						
110124 683301	Special Serv-Retainer	114,000.00	114,011.60	114,000.00	114,000.00	114,000.00
110124 683302	Spec Serv-Civil Litigat	46,832.57	11,262.65	9,000.00	15,848.01	18,000.00
110124 683303	Court Fees & Expenses	181.15	232.01	500.00	35.59	500.00
110124 683311	Special Legal Counsel -	20,736.91	16,488.95	30,000.00	11,903.84	15,000.00
110124 683312	Spec Legal Counsel-Labo	1,904.89	41,504.80	5,000.00	24,268.29	20,000.00
Total		183,655.52	183,500.01	158,500.00	166,055.73	167,500.00
TOTAL Legal Counsel		183,655.52	183,500.01	158,500.00	166,055.73	167,500.00

Public Safety

- . Police**
- . Fire/EMS**
- . Communications**
- . Police Reserve**
- . Building Inspection**

CITY OF MEQUON

2014 Public Safety Expenditures Budget Percentages by Department



Police

Program Description

The Mequon Police Department acknowledges and recognizes the interdependence and shared responsibilities of the police and the community in making Mequon a safe and desirable place to live, work, or visit. The Department recognizes that crime is a community problem, which requires a total commitment between the police and community. The Mequon Police Department is dedicated to the notion that there must be a partnership between the police and community.

The Mequon Police Department nurtures public trust by maintaining integrity and holding its members to the highest standards of performance and ethics. The Mequon Police are accountable to each other and to the citizens served who are the sources of the authority.

The Mequon Police Department is committed to providing a quality work environment and to developing members through effective training and leadership. The Mequon Police Department is dedicated to building knowledge, skill and experience to enhance the problem oriented, community-policing philosophy. Maintaining a low crime rate, while providing professional police services, is our priority.

2013 Objectives

Continue to provide professional police services to the community while maintaining a low crime rate.

Study and possibly replace squads before new models require significant expenses.

Replace and upgrade computer, technology, and other equipment as needed.

Continue to search out and secure grant money available for public safety agencies.

Participate in statewide safety-belt and alcohol related traffic enforcement programs.

Participate in Safety Town, partnering with the Thiensville Police Department.

Host another open house at the Police Department.

2013 Accomplishments

While we continued to experience mainly property crimes, violent crime stayed very low and Mequon remains a very safe community.

Eight new Chevy Impalas were purchased and set up for patrol. One 2003 Impala was replaced with a Ford SUV. K9 Tahoe was also replaced with Ford SUV.

Squad laptop computers and mounting equipment were replaced. Glock handguns were upgraded to newest generation. Taser ECDs upgraded to newest generation.

Grant money was secured for replacing bullet resistant vests.

Officers continued to aggressively enforce traffic regulations, especially those involving safety-belt and alcohol violations.

Officers assisted with this important program aimed at teaching 5 year-olds the importance of personal safety, as well as obeying traffic signs and rules.

The next open house was delayed until May of 2014

Maintain a high citizen satisfaction rating.

Contacts with the public continue to be made in a professional manner. One formal written complaint was received, but dropped by the complainant. Informal complaints were effectively handled by supervisors to citizen satisfaction.

Send a command level officer to FBI National Training Academy.

One police captain graduated from the 252nd Session of the FBI National Training Academy.

Maintain participation in the School Liaison and Multi-jurisdictional Enforcement Group (M.E.G.) programs.

An officer was assigned full-time to the school liaison position and an officer was assigned full-time to serve in the county drug unit until staffing needs required his return to patrol. Both positions are very important in strengthening our relationship with the community.

Maintain a high level of professional and technical training.

Officers received hundreds of hours of training in many different topics covering juvenile law and investigations, identity theft, crime scene investigation techniques, computer crimes, traffic safety, and much more.

Maintain involvement with professional and peer groups.

Department members meet regularly with other law enforcement agencies as well as other local, state, and federal stakeholders to share information and look for ways to solve problems and reduce crime while providing the best service to the community.

Graduate 15th Mequon Citizens Police Academy class.

Each spring we hold classes to share the inner workings of the police department with citizens who live or work in the Mequon-Thiensville area. This year we graduated our 15th class. Comments from participants continue to be favorable. The program is an excellent way to partner with the community to reach our goal of making Mequon a safe and enjoyable place to live, work, or visit.

Host a Youth Safety Academy

In an effort to reach out to children in the community and teach them about police work and law enforcement, we had planned to host a 3-day program for kids in grades 6-8. Unfortunately, staffing requirements did not allow for the program in 2013.

FY2014 Objectives

- ✚ Continue to provide professional police services to the community while maintaining a low crime rate.
- ✚ Replace and upgrade computer, technology, and other equipment as needed.
- ✚ Host another open house at the Police Department.
- ✚ Continue to search out and secure grant money available for public safety agencies.
- ✚ Through directed patrol and the Concentrated Accident Reduction Enforcement (C.A.R.E.) program, maintain a 0% increase in reportable crashes.
- ✚ Maintain a high citizen satisfaction rating.
- ✚ Participate in statewide safety-belt and alcohol related traffic enforcement programs.
- ✚ Participate in Safety Town, partnering with the Thiensville Police Department.
- ✚ Maintain participation in the School Liaison and Multi-jurisdictional Enforcement Group (M.E.G.) programs.
- ✚ Maintain a high level of professional and technical training.
- ✚ Maintain involvement with professional and peer groups.
- ✚ Graduate 16th Mequon Citizens Police Academy class.

Staffing for FY2014

FY2012	FY2013	FY2014
Chief of Police (1)	Chief of Police (1)	Chief of Police (1)
Captain of Police (2)	Captain of Police (2)	Captain of Police (2)
Lieutenant of Police (0)	Lieutenant of Police (0)	Lieutenant of Police (0)
Sergeant of Police (7) FT	Sergeant of Police (7) FT	Sergeant of Police (7) FT
Police Detectives (2) FT	Police Detectives (2) FT	Police Detectives (2) FT
Police Officers (25) FT	Police Officers (25) FT	Police Officers (25) FT
Records Clerks (1) PT	Records Clerks (1) PT	Records Clerk (1) PT
Executive Secretary (1) FT	Executive Secretary (1) FT	Executive Secretary (1) FT

Estimated FY2014 Revenue

\$184,700

Proposed FY2014 Budget

\$4,501,185



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
235 Police						
70 SALARIES						
110235 670101	Salaries	2,216,487.84	2,146,033.50	2,635,219.00	2,209,412.51	2,726,166.00
110235 670103	Holiday	86,681.44	86,538.30	95,040.00	89,043.43	95,040.00
110235 670201	OverTime	81,723.06	71,215.66	70,000.00	90,054.90	70,000.00
110235 670301	Longevity	15,825.00	13,116.50	15,156.00	15,300.00	16,440.00
Total		2,400,717.34	2,316,903.96	2,815,415.00	2,403,810.84	2,907,646.00
73 FRINGE BENEFITS						
110235 673101	Social Security	204,377.20	207,538.60	209,956.00	207,186.42	198,181.00
110235 673102	Retirement	545,690.26	463,534.70	487,027.00	438,380.47	304,543.00
110235 673103	Worker's Comp Insurance	79,122.82	88,684.20	94,000.00	101,845.00	106,937.00
110235 673201	Health Insurance	589,783.71	556,637.83	639,626.00	592,505.07	601,071.00
110235 673202	Dental Insurance	21,819.21	22,849.74	26,048.00	24,928.64	26,071.00
110235 673203	Life Insurance	4,363.31	4,272.34	3,529.00	5,392.88	4,446.00
110235 673204	Long Term Disability	14,200.26	13,835.80	14,000.00	14,111.71	15,500.00
Total		1,459,356.77	1,357,353.21	1,474,186.00	1,384,350.19	1,256,749.00
75 OTHER STAFF COSTS						
110235 675101	Uniforms & Clothing	25,819.12	27,639.72	30,000.00	25,559.86	30,000.00
110235 675301	Incentive	9,540.00	4,879.88	8,000.00	5,635.00	10,000.00
Total		35,359.12	32,519.60	38,000.00	31,194.86	40,000.00
80 MATERIALS & SUPPLIES						
110235 680101	Office Supplies	3,455.79	5,383.68	5,000.00	5,328.00	7,000.00
110235 680301	Work Supplies - Police	20,512.44	19,822.90	25,000.00	18,128.49	26,500.00
110235 680402	Motor Fuels & Lubricant	78,238.01	84,294.59	100,630.00	86,685.53	94,360.00
110235 680501	Memberships	1,545.00	1,535.00	1,200.00	1,790.00	1,220.00
110235 680502	Printing/Publications	593.19	261.00	1,000.00	202.50	1,000.00
110235 680503	Books & Periodicals	1,198.15	1,014.58	1,200.00	1,776.68	1,500.00
110235 680504	Telephone services	21,374.72	24,449.81	26,000.00	24,365.47	26,000.00
110235 680505	Postage	1,594.12	1,920.02	2,000.00	1,532.34	2,000.00
Total		128,511.42	138,681.58	162,030.00	139,809.01	159,580.00
83 PURCHASED SERVICES						
110235 683101	Consultants - General	81.00	1,000.00	2,000.00	115.95	2,000.00
110235 683201	Contracted Services -	7,517.80	10,400.61	15,596.00	8,156.53	15,516.00
110235 683202	Contracted Services -	10,541.30	28,342.50	31,494.00	26,008.60	31,744.00
110235 683401	Liability Insurance	8,589.74	11,839.00	12,000.00	17,858.00	17,750.00
110235 683402	Auto Insurance	12,161.96	8,190.49	10,000.00	9,679.69	9,700.00
110235 683501	Training/Conferences	15,577.49	17,652.95	20,000.00	22,011.65	20,000.00
110235 683702	Miscellaneous Services	4,176.33	2,650.42	5,000.00	4,346.76	5,000.00
Total		58,645.62	80,075.97	96,090.00	88,177.18	101,710.00
86 FACILITY & PLANT						
110235 686550	M & R	46,624.14	23,220.01	31,000.00	34,416.63	30,000.00
Total		46,624.14	23,220.01	31,000.00	34,416.63	30,000.00
88 EQUIPMENT / LEASES						
110235 688101	Photocopiers	2,613.77	4,016.49	4,000.00	5,224.66	5,000.00
110235 688120	Rentals	330.00	360.00	500.00	360.00	500.00
Total		2,943.77	4,376.49	4,500.00	5,584.66	5,500.00
TOTAL Police		4,132,158.18	3,953,130.82	4,621,221.00	4,087,343.37	4,501,185.00

Fire/EMS Department

Program Description

The Mequon Fire Department provides fire prevention, fire suppression, and emergency medical services to the community using all paid on call personnel. The fire department is responsible for plan review of new construction, inspection of all commercial, industrial and multi-family residences twice a year. The department uses a tiered response system for emergency medical calls. The tiered systems allows for immediate response to medical emergencies by an Emergency Medical Technician with the availability of paramedic intervention for the most serious cases.

FY2013 Objectives

1. Create an electronic pre-fire plan for target hazards that can be accessed and retrieved in the field.
2. Create a database in the computer aided dispatch system identifying all properties in the city requiring a mobile water supply in the event of a fire.
3. Look for alternative staffing plans to continue paramedic service in Mequon and reduce response times.

FY2013 Accomplishments

Work continues with the record management system and to create these pre-plans.

Work continues with the CAD vendor and Pro Phoenix to enter data into the record management system.

The Public Safety Committee supported the recommendation to move forward staffing one part-time paramedic 24/7/365. Works continues to find the most efficient way of providing staffing.

FY2014 Objectives

- ✦ Create a database in a pre-fire planning system identifying all properties in the city requiring a mobile water supply in the event of a fire and have the database accessed and in the field.
- ✦ Use ruggedized computers for completing fire inspections reports in the field and uploading field surveys to a central record management system.
- ✦ Use ruggedized computers to create Electronic Patient Care Records in the field.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
Fire Chief	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50
Fire Fighter/EMTs Paid on Call	60.00	60.00	60.00

Estimated FY2014 Revenue

\$482,500

Proposed FY2014 Budget

\$1,201,386



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
236 Fire / EMS						
70 SALARIES						
110236 670101	Salaries	355,996.28	183,804.91	114,560.00	166,011.93	114,562.00
110236 670150	EMS Responder	0.00	226,877.28	202,400.00	227,331.36	162,840.00
110236 670151	Fire Responder	0.00	113,080.62	120,750.00	95,005.80	113,850.00
110236 670160	Station Work	0.00	33,546.78	24,991.20	43,602.69	14,850.00
110236 670161	Vehicle Inspection	0.00	28,965.13	29,900.00	30,174.76	29,900.00
110236 670162	Staff Training	0.00	74,823.71	110,400.00	58,192.68	93,840.00
110236 670163	Fire Inspections	0.00	9,359.71	9,600.00	10,609.90	9,900.00
110236 670164	Community Education	0.00	2,719.44	1,602.00	3,899.55	1,650.00
110236 670171	First Responder POC	0.00	42,904.59	49,757.00	42,552.43	31,098.00
110236 670172	Ambulance POC	0.00	35,595.11	65,524.80	51,715.54	50,000.00
110236 670173	Paramedic POC	0.00	14,341.40	17,520.00	15,034.50	144,540.00
Total		355,996.28	766,018.68	747,005.00	744,131.14	767,030.00
73 FRINGE BENEFITS						
110236 673101	Social Security	57,473.07	59,624.89	56,675.00	57,229.56	56,764.00
110236 673102	Retirement	72,352.46	67,414.19	58,085.00	59,800.08	53,362.00
110236 673103	Worker's Comp Insurance	9,129.12	14,463.65	12,250.00	13,272.35	13,936.00
110236 673201	Health Insurance	19,683.49	20,331.30	21,350.00	20,330.68	20,341.00
110236 673202	Dental Insurance	873.78	948.77	1,018.00	1,017.96	1,018.00
110236 673203	Life Insurance	883.16	1,469.02	274.00	1,813.42	341.00
110236 673204	Long Term Disability	514.84	754.50	600.00	520.70	600.00
Total		160,909.92	165,006.32	150,252.00	153,984.75	146,362.00
75 OTHER STAFF COSTS						
110236 675101	Uniforms & Clothing	5,100.35	14,266.43	10,500.00	13,711.62	12,500.00
Total		5,100.35	14,266.43	10,500.00	13,711.62	12,500.00
80 MATERIALS & SUPPLIES						
110236 680101	Office Supplies	3,300.65	2,291.31	2,500.00	2,273.90	2,500.00
110236 680301	Work Supplies-Fire	49,299.74	56,036.07	50,000.00	60,145.03	55,000.00
110236 680402	Motor Fuels & Lubricant	33,337.27	35,999.25	39,620.00	32,628.09	39,020.00
110236 680501	Memberships	1,310.00	2,430.95	2,000.00	3,092.94	2,168.00
110236 680503	Books & Periodicals	0.00	1,698.94	1,550.00	389.28	1,700.00
110236 680504	Telephone services	4,008.46	3,032.51	3,200.00	1,188.38	3,100.00
110236 680505	Postage	282.24	459.78	600.00	340.75	400.00
Total		91,538.36	101,948.81	99,470.00	100,058.37	103,888.00
83 PURCHASED SERVICES						
110236 683201	Contracted Services -	25,315.16	70,139.24	77,555.00	62,518.42	57,455.00
110236 683401	Liability Insurance	1,269.14	1,299.35	1,500.00	1,299.35	1,300.00
110236 683402	Auto Insurance	13,904.44	13,234.41	15,000.00	14,450.53	15,000.00
110236 683501	Training/Conferences	15,200.93	10,710.09	12,175.00	11,259.33	14,700.00
Total		55,689.67	95,383.09	106,230.00	89,527.63	88,455.00
86 FACILITY & PLANT						
110236 686304	Sewer-E.S. Firehous	616.78	285.91	400.00	317.68	400.00
110236 686404	Water-E.S. Firehous	485.49	521.55	300.00	478.23	521.00
110236 686550	M & R	48,763.33	37,235.44	50,000.00	41,440.57	50,000.00
Total		49,865.60	38,042.90	50,700.00	42,236.48	50,921.00
88 EQUIPMENT / LEASES						
110236 680401	Equip / Small Tools	14,622.84	16,042.08	43,920.00	30,505.77	27,200.00
110236 688101	Photocopiers	1,510.50	1,813.02	2,580.00	1,659.76	2,580.00
110236 688120	Rentals	2,273.47	1,053.55	2,450.00	0.00	2,450.00
Total		18,406.81	18,908.65	48,950.00	32,165.53	32,230.00
TOTAL Fire/EMS		737,506.99	1,199,574.88	1,213,107.00	1,175,815.52	1,201,386.00

Communication Center

Program Description

The Communications Center plays a vital role in providing police, fire and ambulance services to the community. Dispatchers receive 911 and other emergency calls and dispatch the appropriate emergency units to safeguard lives and property. Speed and accuracy are of the utmost importance. The Communications Center dispatchers also receive routine calls, dispatch appropriate personnel, make referrals, answer questions, provide service to citizens who walk into the department, type incident reports, and make computer entries. The Communications Center provides a vital link between officers, firefighters, and EMS personnel.

2013 Objectives	2013 Accomplishments
Continue to provide 24-hour professional police, fire, and EMS dispatching services.	Dispatched over 20,000 police calls for service, and over 1,500 EMS and fire calls.
Complete required professional re-certifications.	All dispatchers were either trained or recertified in required certifications needed for their positions.
Train all communication center employees (dispatchers) in Emergency Medical Dispatching.	Training for EMD was postponed until 2014.
Study and consider replacement of E911 system in Communications Center	Decision is on hold while county task force studies potential dispatch consolidation

2014 Objectives

- ✦ Continue to provide 24-hour professional police, fire, and EMS dispatching services.
- ✦ Complete required professional re-certifications.
- ✦ Train all communication center employees (dispatchers) in Emergency Medical Dispatching.
- ✦ Study and consider replacement of E911 system in Communications Center.

Staffing for FY2014

FY2012	FY2013	FY2014
Telecommunicators (7) FT	Telecommunicators (7) FT	Telecommunicators (7) FT
Telecommunicators (3) PT	Telecommunicators (3) PT	Telecommunicators (3) PT

Proposed FY2014 Budget

\$554,397



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
237 Communications						
70 SALARIES						
110237 670101	Salaries	358,047.14	321,200.65	366,288.00	333,648.30	361,993.00
110237 670103	Holiday	13,792.80	11,588.74	14,500.00	11,304.38	7,000.00
110237 670201	OverTime	12,652.40	13,021.11	13,000.00	30,173.14	13,000.00
Total		384,492.34	345,810.50	393,788.00	375,125.82	381,993.00
73 FRINGE BENEFITS						
110237 673101	Social Security	31,184.07	29,914.06	28,515.00	31,249.95	27,191.00
110237 673102	Retirement	39,965.72	22,447.33	26,009.00	27,273.21	25,351.00
110237 673103	Worker's Comp Insurance	1,034.40	1,150.27	1,315.00	1,424.75	1,496.00
110237 673201	Health Insurance	94,764.94	93,353.88	95,978.00	100,013.80	102,246.00
110237 673202	Dental Insurance	3,796.84	4,120.29	4,421.00	4,595.46	4,772.00
110237 673203	Life Insurance	912.89	898.93	629.00	1,031.40	848.00
110237 673204	Long Term Disability	1,670.63	1,925.03	2,000.00	1,900.12	2,100.00
Total		173,329.49	153,809.79	158,867.00	167,488.69	164,004.00
75 OTHER STAFF COSTS						
110237 675101	Uniforms & Clothing	3,538.91	3,690.70	4,800.00	3,573.45	4,800.00
Total		3,538.91	3,690.70	4,800.00	3,573.45	4,800.00
80 MATERIALS & SUPPLIES						
110237 680101	Office Supplies	158.92	855.85	500.00	599.07	600.00
110237 680301	Work Supplies-Admin	1,014.54	1,033.12	1,000.00	427.80	1,000.00
Total		1,173.46	1,888.97	1,500.00	1,026.87	1,600.00
83 PURCHASED SERVICES						
110237 683501	Training/Conferences	795.93	506.91	1,000.00	808.30	1,000.00
Total		795.93	506.91	1,000.00	808.30	1,000.00
88 EQUIPMENT / LEASES						
110237 680401	Equip / Small Tools	0.00	461.18	1,000.00	0.00	1,000.00
Total		0.00	461.18	1,000.00	0.00	1,000.00
TOTAL Communications		563,330.13	506,168.05	560,955.00	548,023.13	554,397.00

Police Reserve

Program Description

The purpose of the Mequon Police Reserve is to augment the regular police force in case of emergency or whenever required to preserve peace and good order, to protect life and property and to prevent crime.

FY 2013 Accomplishments

1. Maintained adequate staffing of the Police Reserve. Five new officers were hired to fill vacancies. There are currently 26 members of the Police Reserve.
2. Training occurred in the following areas: Emergency Vehicle Operation and Control, CPR and AED, Defense and Arrest Tactics and use of OC spray and batons.
3. During 2013, reserve officers will have participated in approximately 100 event dates totaling well over 2,200 volunteer hours. This excludes special call outs by the police department for traffic control at accidents, fires and other miscellaneous activities. This equates to an event every 3.5 days requiring from 2 to 12 officers per event.
4. A bicycle patrol program was also initiated.

FY2014 Service Levels and Objectives

- ✦ Maintain the level of active Reserves at 23-25
- ✦ Develop training programs that will better prepare the reserve officers for different situations that may be encountered while on duty.
- ✦ Continue to provide police service for all major events that occur in the City and surrounding communities, major events at Homestead High School (football, basketball, and hockey games, graduation) and Concordia University (graduation, concerts, football games, Chinooks games).

Staffing for FY2014

Positions	2012 Actual	2013 Actual	2014 Budget
Volunteers	23	26	25

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$7,863



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
239 Police Reserve						
70 SALARIES						
110239 670102	Volunteers - Paid on Call	1,340.00	1,210.00	1,500.00	1,370.00	1,500.00
Total		1,340.00	1,210.00	1,500.00	1,370.00	1,500.00
73 FRINGE BENEFITS						
110239 673103	Worker's Comp Insurance	52.60	93.89	55.00	59.59	63.00
Total		52.60	93.89	55.00	59.59	63.00
75 OTHER STAFF COSTS						
110239 675101	Uniforms & Clothing	1,266.24	721.48	2,600.00	2,470.78	1,200.00
Total		1,266.24	721.48	2,600.00	2,470.78	1,200.00
80 MATERIALS & SUPPLIES						
110239 680301	Work Supplies-Admin	849.68	581.25	900.00	950.61	2,500.00
110239 680402	Motor Fuels & Lubricant	130.37	275.33	300.00	190.05	300.00
110239 680504	Telephone services	369.24	327.77	300.00	270.63	300.00
Total		1,349.29	1,184.35	1,500.00	1,411.29	3,100.00
83 PURCHASED SERVICES						
110239 683501	Training/Conferences	124.80	140.71	250.00	211.97	500.00
Total		124.80	140.71	250.00	211.97	500.00
86 FACILITY & PLANT						
110239 686550	M & R	528.11	94.96	200.00	23.86	1,500.00
Total		528.11	94.96	200.00	23.86	1,500.00
TOTAL Police Reserve		4,661.04	3,445.39	6,105.00	5,547.49	7,863.00

Building Inspection

Program Description

Provide timely and professional inspection services for all residential and non-residential construction and alteration projects within the City of Mequon, in order to ensure compliance with all required Federal, State and local codes, ordinances and requirements.

FY 2013 Accomplishments

The Inspection Division met its objective of a 10-day turnaround for plan review of submittals and worked with applicants to achieve compliance with Federal, State and local requirements.

Perform professional inspections within two workdays of request. The quality and completeness of inspections prevents violations of appropriate and applicable codes.

The Inspection Division met this objective 100% of the time for inspections for life/safety compliance.

Require and enforce erosion control for single family home construction so as to meet NR216 requirements.

Erosion control inspections were conducted on new homes under construction.

All inspection staff are utilizing permit/inspection software module.

Monthly reports were completed promptly and accurately. Proficient use of the tracking module allowed staff to pursue contractors/owners whose permits expired.

Evaluation of the impacts of the design policies and development decisions and how those relate to the overall character and economy of the city.

FY2014 Objectives

- ✦ Perform plan reviews for compliance with Federal, State and local requirements within 10 working days of receipt.
- ✦ Perform professional inspections within two workdays of request.
- ✦ Enforce erosion control for single family home construction so as to meet NR216 requirements.
- ✦ Continue to inform and educate builders so as to achieve a higher level of compliance.
- ✦ All inspections staff shall be proficient in the use of the black bear permit/inspection module or other IT module developed.

- * Technology, scheduling and process related functions will continue to evolve with an eye towards even greater streamlining. Develop an online program for developers to track the approval process of their commercial projects from submission of original plans to actual permit issuance as well as schedule inspections on-line.

Staffing for FY2014

FY2012	FY2013	FY2014
Chief Building Inspector (1) FT 1.00 FTE	Chief Building Inspector (1) FT 1.00 FTE	
Fully Certified Inspector (1) FT 1.00 FTE	Fully Certified Inspector (1) FT 1.00 FTE	Fully Certified Inspector (1) FT 1.00 FTE
Fully Certified Inspector (1) FT 1.00 FTE		Fully Certified Inspector (1) FT 1.00 FTE
Electrical Inspector (1) PT 0.50 FTE	Electrical Inspector (1) PT 0.50 FTE	Electrical Inspector (1) PT 0.50 FTE
Administrative Secretary I (1) FT 1.00 FTE	Administrative Secretary I (1) FT 1.00 FTE	Administrative Secretary I (1) FT 1.00 FTE
Temporary PT Electrical Inspector	Temporary PT Electrical Inspector	Temporary PT Electrical Inspector
Temporary PT Building Inspector	Temporary PT Building Inspector	Temporary PT Building Inspector
Temporary PT Plumbing Inspector	Temporary PT Plumbing Inspector	Temporary PT Plumbing Inspector
Temporary Health Inspector	Temporary Health Inspector	Temporary Health Inspector

Estimated FY2014 Revenue

\$577,500

Proposed FY2014 Budget

\$341,298



City of Mequon 2014 Budgetary Comparisons

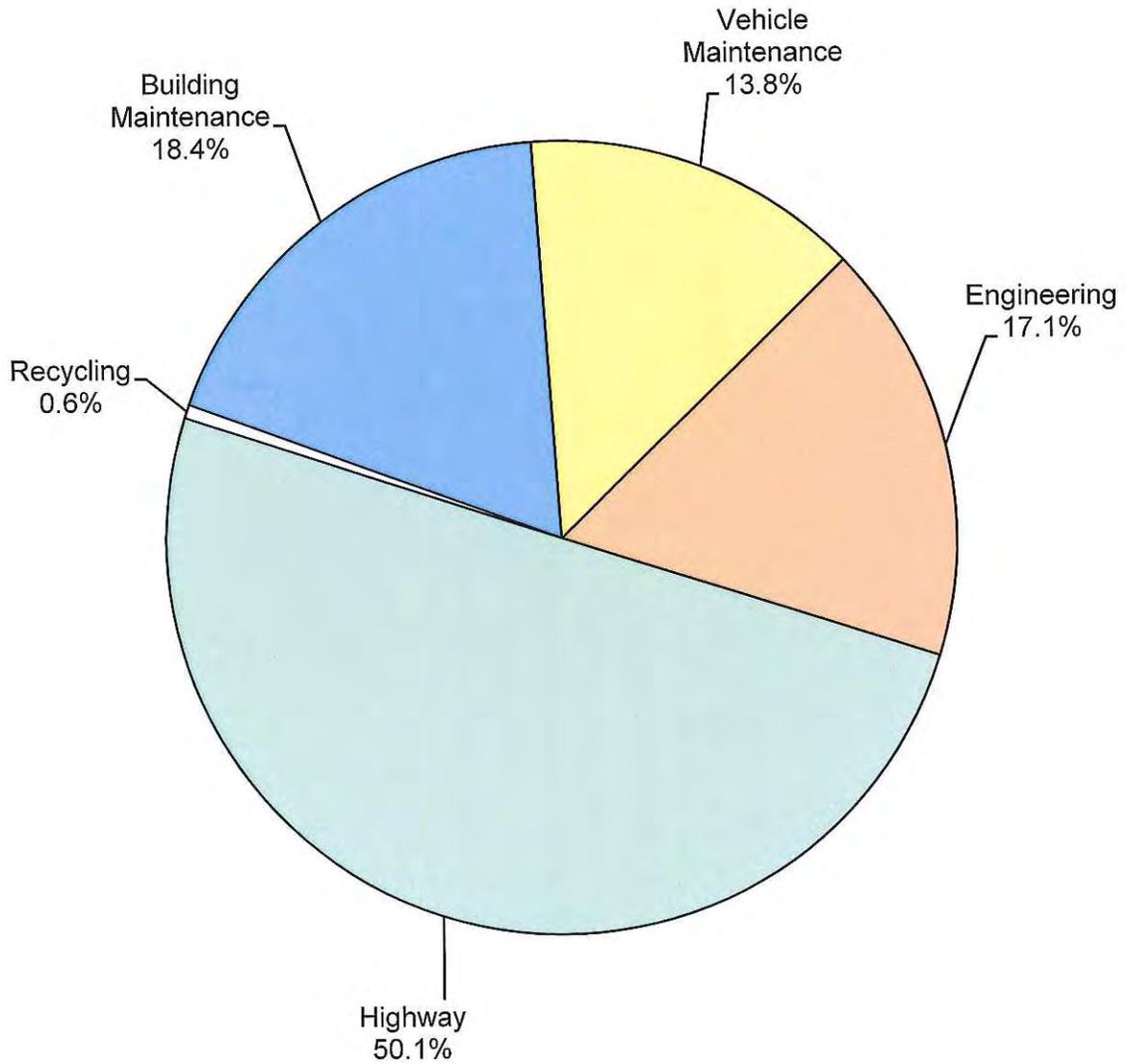
Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
244 Inspections						
70 SALARIES						
110244 670101	Salaries	191,439.30	196,284.19	154,728.00	173,065.75	198,812.00
Total		191,439.30	196,284.19	154,728.00	173,065.75	198,812.00
73 FRINGE BENEFITS						
110244 673101	Social Security	16,136.72	16,263.22	11,043.00	14,101.56	14,145.00
110244 673102	Retirement	23,108.19	12,144.57	10,289.00	13,404.17	13,498.00
110244 673103	Worker's Comp Insurance	7,275.86	8,156.30	7,625.00	8,261.36	8,674.00
110244 673201	Health Insurance	65,941.14	54,144.65	59,961.00	84,434.02	67,419.00
110244 673202	Dental Insurance	1,747.55	696.71	2,036.00	1,022.90	1,193.00
110244 673203	Life Insurance	1,014.31	738.46	290.00	619.17	472.00
110244 673204	Long Term Disability	1,016.00	1,058.60	1,000.00	985.20	1,100.00
Total		116,239.77	93,202.51	92,244.00	122,828.38	106,501.00
80 MATERIALS & SUPPLIES						
110244 680101	Office Supplies	75.34	858.69	1,200.00	2,102.16	1,000.00
110244 680301	Work Supplies-Admin	1,938.44	1,096.19	2,800.00	2,168.85	2,500.00
110244 680501	Memberships	287.00	883.50	1,200.00	637.95	1,200.00
110244 680503	Books & Periodicals	85.00	231.00	300.00	87.38	300.00
110244 680504	Telephone services	451.27	241.98	285.00	229.55	285.00
110244 680505	Postage	2,664.78	2,171.78	3,000.00	1,175.11	3,000.00
Total		5,501.83	5,483.14	8,785.00	6,401.00	8,285.00
83 PURCHASED SERVICES						
110244 683101	Consultants - General	4,090.00	2,250.00	2,000.00	0.00	500.00
110244 683201	Contracted Services -	14,170.00	26,028.77	52,360.00	28,159.00	23,500.00
110244 683402	Auto Insurance	1,369.09	1,628.52	1,800.00	1,734.06	1,800.00
110244 683501	Training/Conferences	1,102.50	785.00	1,500.00	686.00	1,500.00
Total		20,731.59	30,692.29	57,660.00	30,579.06	27,300.00
88 EQUIPMENT / LEASES						
110244 680401	Equip / Small Tools	378.69	0.00	1,250.00	0.00	400.00
Total		378.69	0.00	1,250.00	0.00	400.00
TOTAL Inspections		334,291.18	325,662.13	314,667.00	332,874.19	341,298.00

Public Works

- . Building Maintenance**
- . Maintenance (vehicle)**
- . Engineering**
- . Highway**
- . Recycling**

CITY OF MEQUON

2014 Public Works Expenditures Budget Percentages by Department



Building Maintenance

Program Description

The Buildings Division manages the infrastructure of the city as it relates to public building maintenance. This includes energy conservation projects related to gas and electricity, exterior/interior maintenance, data, phone and electrical cable projects and exterior winter maintenance activities. Management of all contract related building maintenance.

FY2013 Objectives

1. Provide consistent cost effective building maintenance and monitor utilities.
2. Implement ideas provided by energy audit.
3. Administer CIP for building maintenance. Continue with repair or replacement of items as needed.

FY2013 Accomplishments

- Completed all repairs possible with city staff. Utilized contractors when needed. All utilities are monitored monthly.
- Completed Phase 1 Safety Building lighting upgrade.
- CIP Schedule updated yearly based on needs of city. Repaired and or replaced items as needed.

FY2014 Objectives

- ✦ Continue to provide cost effective building maintenance and monitor utilities.
- ✦ Continue city wide energy audit
- ✦ Continue to update CIP for building maintenance, repair and replace items as needed.

Staffing for FY2014

FY 2012		FY2013		FY2014	
Building Supervisor	1.00	Building Supervisor	1.00	Building Superintendent	1.00
				Building Forman	1.00
Park & Building Maintenance Worker	2.00	Park & Building Maintenance Worker	2.00	Park & Building Maintenance Worker	2.00
Custodian (PT)	0.75	Custodian PT	0.75	Custodian PT	0.75

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$766,455



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
326 Building maintenance						
70 SALARIES						
110326 670101	Salaries	181,084.68	171,111.47	206,732.00	209,018.26	264,586.00
110326 670201	OverTime	12,124.89	4,634.09	9,500.00	2,886.37	9,500.00
Total		193,209.57	175,745.56	216,232.00	211,904.63	274,086.00
73 FRINGE BENEFITS						
110326 673101	Social Security	16,390.32	16,600.01	15,718.00	17,289.01	20,070.00
110326 673102	Retirement	26,177.90	11,286.72	14,319.00	16,274.62	19,188.00
110326 673103	Worker's Comp Insurance	7,679.10	8,612.89	9,300.00	10,076.15	10,580.00
110326 673201	Health Insurance	54,996.14	70,018.04	56,004.00	43,557.03	57,010.00
110326 673202	Dental Insurance	2,049.27	1,515.89	2,385.00	2,809.15	3,404.00
110326 673203	Life Insurance	786.97	758.20	517.00	958.29	865.00
110326 673204	Long Term Disability	998.95	1,041.17	1,000.00	976.36	1,100.00
Total		109,078.65	109,832.92	99,243.00	91,940.61	112,217.00
75 OTHER STAFF COSTS						
110326 675101	Uniforms & Clothing	980.00	799.00	1,035.00	1,426.95	1,380.00
Total		980.00	799.00	1,035.00	1,426.95	1,380.00
80 MATERIALS & SUPPLIES						
110326 680201	Janitor Supp-City Bldgs	2,315.83	1,993.93	5,000.00	5,559.00	16,000.00
110326 680202	Janitor Supp-Safety Bld	5,034.71	6,419.23	6,500.00	2,307.33	0.00
110326 680203	Janitor Supp-DPW Bldgs	10,031.52	4,963.91	4,500.00	2,183.48	0.00
110326 680302	Work Supp-City Bldgs	10,090.97	7,318.12	9,250.00	9,588.33	9,250.00
110326 680303	Work Supp-Safety Bldg	7,362.98	6,061.61	6,500.00	6,503.49	6,500.00
110326 680304	Work Supp-DPW Bldgs	8,098.20	4,755.08	5,500.00	4,789.49	5,500.00
110326 680504	Telephone services	15,353.90	16,199.10	19,500.00	12,402.12	14,000.00
Total		58,288.11	47,710.98	56,750.00	43,333.24	51,250.00
83 PURCHASED SERVICES						
110326 683201	Contracted Services -	5,306.61	15,622.88	37,272.00	32,195.37	46,552.00
110326 683401	Liability Insurance	0.00	1,432.00	1,500.00	0.00	1,500.00
110326 683402	Auto Insurance	227.59	1,809.47	2,000.00	1,926.74	2,000.00
110326 683501	Training/Conferences	0.00	0.00	1,000.00	250.00	0.00
Total		5,534.20	18,864.35	41,772.00	34,372.11	50,052.00
86 FACILITY & PLANT						
110326 686101	Electric - City Hall	40,467.04	37,371.04	35,000.00	44,441.70	34,700.00
110326 686102	Electric - Safety Bldg	55,547.98	64,108.30	64,000.00	58,356.54	59,550.00
110326 686103	Electric - E.S. Firehouse	19,635.54	14,331.07	14,500.00	15,029.16	14,950.00
110326 686104	Electric - 6330 W Mequon	0.00	0.00	700.00	0.00	1,000.00
110326 686105	Electric - Green Bay Shop	961.07	1,100.46	1,200.00	1,309.64	1,350.00
110326 686106	Electric - Highway Bldg	17,945.85	16,491.78	17,500.00	16,552.91	17,000.00
110326 686107	Electric - 6300 W Mequon	11,230.09	11,518.41	11,500.00	11,595.99	11,700.00
110326 686112	Electric - Logemann Ctr.	17,078.98	13,749.16	16,000.00	15,946.82	15,150.00
110326 686150	Electric - Sirens	0.00	0.00	250.00	0.00	250.00
110326 686201	Gas-City Hall	12,504.07	9,545.53	11,500.00	9,929.11	10,500.00
110326 686202	Gas-Safety Bldg	34,725.12	25,973.09	35,000.00	19,123.82	23,950.00
110326 686203	Gas-E.S. Firehouse	4,609.64	4,523.32	4,500.00	7,030.44	4,850.00
110326 686204	Gas-6330 W Mequon Rd	0.00	0.00	4,000.00	0.00	3,970.00
110326 686205	Gas-6300 W Mequon Rd	9,057.81	5,660.50	8,000.00	6,228.04	6,650.00
110326 686206	Gas-Green Bay Shop	2,700.97	2,247.79	2,500.00	2,355.52	2,450.00
110326 686207	Gas-Highway Bldg	15,103.61	12,147.29	15,000.00	11,779.91	12,700.00
110326 686212	Gas-Logemann Ctr	8,111.30	5,465.24	7,500.00	7,156.44	6,950.00
110326 686301	Sewer-City Hall	791.35	856.49	1,500.00	539.65	1,200.00
110326 686302	Sewer-Safety Bldg	5,332.96	993.94	2,500.00	889.73	1,200.00
110326 686308	Sewer-Logemann Ctr.	260.56	341.91	600.00	273.45	600.00
110326 686401	Water-City Hall	1,333.68	1,902.66	1,600.00	1,306.47	1,900.00
110326 686402	Water-Safety Bldg	1,680.95	2,632.82	1,800.00	2,078.60	2,900.00
110326 686408	Water-Logemann Ctr.	911.07	675.25	1,000.00	512.02	1,000.00



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
110326 686501	M & R - City Bldgs	20,909.91	13,904.31	13,000.00	4,409.60	9,250.00
110326 686502	M & R - Safety Bldg	23,946.05	19,020.29	13,000.00	19,165.17	18,000.00
110326 686503	M & R - DPW Bldgs	20,700.69	11,552.89	11,000.00	5,887.21	9,750.00
110326 686504	M & R Logemen Center	6,787.79	4,850.19	3,000.00	4,019.73	3,000.00
Total		332,334.08	280,963.73	297,650.00	265,917.67	276,470.00
88 EQUIPMENT / LEASES						
110326 680401	Equip / Small Tools	293.74	13,741.66	1,000.00	973.14	1,000.00
Total		293.74	13,741.66	1,000.00	973.14	1,000.00
TOTAL Building Maintenance		699,718.35	647,658.20	713,682.00	649,868.35	766,455.00

Maintenance (vehicle)

Program Description

The Maintenance Division manages the infrastructure of the city as it relates to vehicle and equipment maintenance for Police, Fire, Ambulance, Water, Sewer, and DPW departments.

FY2013 Objectives

1. Provide cost effective vehicle and equipment repairs for all departments.
2. Improve on customer service approach on how we provide service to all departments.
3. Manage the DPW equipment replacement fund within the annual budget appropriation. Good trade-in values have allowed us to keep this funding reasonable, but an increase to a level of \$300,000+/year is needed to keep up with replacement costs.
4. Monitor and utilize resources to more accurately estimate fuel usage and prices for 2013.
5. Utilize part-time mechanic intern/apprentice for minor maintenance and tasks to help our FTE mechanics.

FY2013 Accomplishments

- Processed between 600-700 repairs and preventive maintenance services for all departments.
- Prioritized repairs and services on the basis of emergency and critical time dependent needs of that department.
- In 2013, \$270,000 was appropriated for DPW vehicle replacement which allowed us to purchase and replace one new fleet truck, one Quad axle haul truck, three cars, and a trailer.
- Unleaded and diesel usage is on track to be approximately 10% under the original estimate. We still have the beginning of winter yet. Fuel prices have been within the projected estimated ranges.
- Part-time intern was utilized as a cost-effective way to complete minor maintenance and other tasks.

FY2014 Objectives

- ✦ Provide cost effective vehicle and equipment repairs for all departments.
- ✦ Improve customer service and informational feedback to all departments.
- ✦ Manage the DPW equipment replacement fund within the annual budget appropriation.

- ✦ Utilize resources to more accurately estimate fuel usage and prices. For 2014 Public Works expects to use about 13,000 gallons of no-lead gas and about 33,000 gallons of diesel fuel in 2014 based on yearly averages. Budget is based on estimate of \$3.37/gallon for unleaded and \$3.76 for diesel fuel based on US Energy Information Administration outlook. Staff will investigate fuel saving strategies to minimize effect of rising fuel costs.
- ✦ Continue to participate in DPW Facilities assessment to review facilities and work processes to become more efficient and effective.
- ✦ Utilize part-time mechanic intern/apprentice for minor maintenance and record keeping tasks in order for our FTE mechanics to be more efficient.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
Chief Mechanic	1.0	1.0	1.0
Mechanic	2.0	2.0	2.0
Maintenance Intern/Apprentice (PT)	0	0.5	0.5

Estimated FY2014 Revenue

None

Proposed FY2014 Budget

\$576,217



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
355 Fleet Services						
70 SALARIES						
110355 670101	Salaries	150,570.74	146,681.80	183,435.00	160,293.03	186,776.00
110355 670201	OverTime	340.20	1,844.97	3,500.00	6,423.69	3,500.00
Total		150,910.94	148,526.77	186,935.00	166,716.72	190,276.00
73 FRINGE BENEFITS						
110355 673101	Social Security	12,836.58	11,957.01	13,456.00	13,581.73	13,827.00
110355 673102	Retirement	21,932.74	8,262.18	11,577.00	12,165.02	12,796.00
110355 673103	Worker's Comp Insurance	6,486.91	7,274.83	7,535.00	8,163.85	8,572.00
110355 673201	Health Insurance	56,606.02	55,518.00	59,961.00	60,049.32	61,023.00
110355 673202	Dental Insurance	2,627.62	1,897.54	2,036.00	2,035.92	2,036.00
110355 673203	Life Insurance	883.16	817.32	417.00	771.44	602.00
110355 673204	Long Term Disability	1,016.00	1,078.44	1,000.00	993.43	1,100.00
Total		102,389.03	86,805.32	95,982.00	97,760.71	99,956.00
75 OTHER STAFF COSTS						
110355 675101	Uniforms & Clothing	1,280.00	875.00	1,035.00	1,035.00	1,035.00
110355 675102	Tool Allowance	447.40	450.00	450.00	447.65	450.00
Total		1,727.40	1,325.00	1,485.00	1,482.65	1,485.00
80 MATERIALS & SUPPLIES						
110355 680301	Work Supplies	72,349.20	72,138.90	85,000.00	79,432.28	84,000.00
110355 680402	Motor Fuels & Lubricant	173,941.07	168,196.60	181,500.00	151,647.74	180,000.00
110355 680504	Telephone services	649.75	720.50	600.00	572.22	550.00
110355 680505	Postage	10.24	0.00	10.00	0.00	0.00
Total		246,950.26	241,056.00	267,110.00	231,652.24	264,550.00
83 PURCHASED SERVICES						
110355 683402	Auto Insurance	1,337.10	1,357.10	1,500.00	1,445.05	1,500.00
Total		1,337.10	1,357.10	1,500.00	1,445.05	1,500.00
86 FACILITY & PLANT						
110355 686303	Sewer - DPW bldgs	315.14	268.75	400.00	199.45	350.00
110355 686403	Water - DPW bldgs	711.70	604.64	700.00	443.52	700.00
110355 686550	M & R	13,760.56	11,076.70	15,000.00	19,122.02	15,000.00
Total		14,787.40	11,950.09	16,100.00	19,764.99	16,050.00
88 EQUIPMENT / LEASES						
110355 680401	Equip / Small tools	1,102.63	3,587.45	1,000.00	980.50	2,400.00
Total		1,102.63	3,587.45	1,000.00	980.50	2,400.00
TOTAL Fleet Services		519,204.76	494,607.73	570,112.00	519,802.86	576,217.00

Engineering

Program Description

- Administers all consultant and construction contracts, and associated studies/analysis, for City capital improvement projects, infrastructure, and facilities.
- Administers and maintains the City transportation improvement plan program, annual road evaluation and improvement program.
- Monitors, evaluates and administers improvements to the City's sanitary sewer system including compliance with the MMSD CMOM and CMAR requirements and other applicable State and Federal.
- Manages the City's stormwater management plan including compliance with the WDNR NR216 permit, the MMSD Chapter 13 and other applicable State and Federal requirements.
- Provides Planning Commission support and developer plan consulting, reviews, and construction inspections.
- Provides local drainage inspection and consulting services to residents.
- Manages City infrastructure mapping and asset tracking.
- Provides land and building improvement consulting and review.

FY2013 Objectives

1. Work to ensure required upgrades, modifications and/or improvements and maintenance are performed to the sanitary sewer and storm water systems so as to provide a consistent level of service in all but the most extreme and unfavorable conditions. Continue to comply with NR 216 and other applicable State and Federal requirements and with MMSD Chapter 13 as it pertains to the city's permit requirements.
2. Perform annual road evaluations and develop recommendations for repair, reconstruction of roads and small bridges and culverts.
3. Continue to provide support to the Common Council, Planning Commission, Public Works

FY2013 Accomplishments

Managed the sanitary manhole rehab and internal seal program in conjunction with our annual road program. Designed and managed the roadway drainage work as part of the roadway construction program and numerous local drainage projects. Administered the detention pond certification program.

Secured long term funding for the next 2+ years of the Annual Road Program. Performed annual road evaluations on the 215 miles of city roads and developed recommendations for repair, reconstruction of roads and small bridges and culverts for presentation to the Public Works Committee.

Continued to provide support to the Common Council, Planning Commission, Public Works Committee,

- | | |
|--|--|
| <p>Committee, Sewer Utility Board, Water Commission, and other standing and ad-hoc committees as required.</p> | <p>Bikeway Committee and other standing and ad-hoc committees as required.</p> |
| <p>4. Provide active input and support to the MMSD for incorporation/compliance with the 2020 Facilities Plan and participation with the various related subcommittees and programs.</p> | <p>Staff continues to routinely attend the MMSD Technical Advisory Team meetings and provide input and to discuss relevant area issues.</p> |
| <p>5. Manage the capital improvement of infrastructure and facility construction projects.</p> | <p>Managed the design, implementation, and/or construction of approximately \$3.5 million dollars in subdivision roads, arterial roads, bridge projects, and sanitary sewer projects. Major projects include the widening of Donges Bay Road and construction document and survey services for the Lemke Park paving project.</p> |
| <p>6. Manage the review for all development plats and site plans.</p> | <p>Engineering review comments and recommendations and the review of approximately 30 land division plans and site plans for commercial development with comments and recommendations.</p> |
| <p>7. Continue to collect and update City's infrastructure data and incorporate into GIS.</p> | <p>Continued locating infrastructure with the department's GPS equipment. Implementation of the City's new asset management software and integration of a sign inventory to meet FHWA requirements.</p> |
| <p>8. Work with Ozaukee County, City of Milwaukee, and WisDOT to keep major road projects on schedule and within budget.</p> | <p>Provided local support for various NOAA Fish Passage projects administered by Ozaukee County. Recommended the rejection of the bids for the County Line Road project with the City of Milwaukee after bids came in at 165% of the budgeted amount. Met with local officials and WisDOT regarding the Mequon Road and I-43 corridor studies.</p> |

FY2014 Objectives

- ✚ Work to ensure required upgrades, modifications and/or improvements and maintenance are performed to the sanitary sewer and storm water systems so as to provide a consistent level of service in all but the most extreme and unfavorable conditions. Continue to comply with NR 216 and other applicable State and Federal requirements and with MMSD Chapter 13 as it pertains to the City's permit requirements.
- ✚ Perform annual road evaluations and develop recommendations for repair, reconstruction of roads and small bridges and culverts.
- ✚ Continue to provide support to the Common Council, Planning Commission, Public Works Committee, Sewer Utility Board, Water Commission, and other standing and ad-hoc committees as required.
- ✚ Provide active input and support to the MMSD for incorporation/compliance with the 2020 Facilities Plan and participation with the various related subcommittees and programs.
- ✚ Manage the capital improvement of infrastructure and facility construction projects.
- ✚ Manage the review for all development plats, residential grading plans and site plans.
- ✚ Continue to collect and update City's infrastructure data and incorporate into GIS.
- ✚ Work with Ozaukee County, City of Milwaukee, and WisDOT to keep major road projects on schedule and within budget.
- ✚ Continue to administer the City's drainage policy & make any policy change recommendations.

Staffing through FY2014

FY2012	FY2013	FY2014
City Engineer (1) .5 FTE	City Engineer (1) .5 FTE	City Engineer (1) .5FTE
Deputy DPW/ Assistant City Eng.(1)	Deputy DPW/ Assistant City Eng.(1)	Deputy DPW/ Assistant City Eng.(1)
Engineering Services Mngr. (1)	Engineering Services Mngr. (1)	Engineering Supervisor (1)
Staff Engineer (vacant)	Staff Engineer (vacant)	Staff Engineer (vacant)
Engineering Tech. I (1)	Engineering Tech. I (1)	Engineering Tech. I (1)
Engineering Tech. II Field (1)	Engineering Tech. II Field (1)	Engineering Tech. II Field (1)
Engineering Tech. II Admin (1)	Engineering Tech. II Admin (1)	Engineering Tech. II Admin (1)
Admin. Secretary (1)	Admin. Secretary (1)	Admin. Secretary (1)
Summer LTE (2)	Summer LTE (2)	Summer LTE (2)

Estimated FY2014 Revenue

\$65,600

Proposed FY2014 Expense Budget

\$715,893



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
358 Engineering						
70 SALARIES						
110358 670101	Salaries	417,499.91	409,400.47	452,976.00	339,331.05	452,979.00
Total		417,499.91	409,400.47	452,976.00	339,331.05	452,979.00
73 FRINGE BENEFITS						
110358 673101	Social Security	34,188.50	34,810.87	32,631.00	28,330.79	32,315.00
110358 673102	Retirement	46,750.28	27,695.90	29,192.00	23,401.23	30,731.00
110358 673103	Worker's Comp Insurance	14,534.19	16,280.93	16,545.00	17,925.80	18,822.00
110358 673201	Health Insurance	88,140.99	91,895.43	97,569.00	90,167.19	119,155.00
110358 673202	Dental Insurance	4,676.88	3,645.90	3,912.00	4,081.44	4,931.00
110358 673203	Life Insurance	1,591.43	1,165.53	1,232.00	1,379.66	1,110.00
110358 673204	Long Term Disability	2,700.27	2,210.88	2,500.00	2,204.98	2,500.00
Total		192,582.54	177,705.44	183,581.00	167,491.09	209,564.00
75 OTHER STAFF COSTS						
110358 675101	Uniforms & Clothing	675.00	1,035.00	500.00	1,035.00	0.00
Total		675.00	1,035.00	500.00	1,035.00	0.00
80 MATERIALS & SUPPLIES						
110358 680101	Office Supplies	455.15	1,388.31	1,000.00	964.44	1,000.00
110358 680301	Work Supplies-Admin	2,351.23	95.24	1,000.00	17.99	1,000.00
110358 680501	Memberships	199.36	542.00	600.00	628.00	650.00
110358 680504	Telephone services	1,360.43	1,199.93	2,800.00	849.59	2,500.00
110358 680505	Postage	889.39	976.86	1,000.00	1,419.55	1,200.00
Total		5,255.56	4,202.34	6,400.00	3,879.57	6,350.00
83 PURCHASED SERVICES						
110358 683101	Consultants - General	9,498.13	6,914.74	15,000.00	5,601.07	15,000.00
110358 683102	Consultants - Plan Comm	16,116.31	12,214.61	10,000.00	15,772.10	10,000.00
110358 683201	Contracted Services -	3,060.00	8,103.07	9,600.00	12,434.34	9,500.00
110358 683402	Auto Insurance	1,564.69	1,809.47	2,000.00	1,926.74	2,200.00
110358 683501	Training/Conferences	556.17	2,489.00	3,000.00	2,099.26	3,000.00
Total		30,795.30	31,530.89	39,600.00	37,833.51	39,700.00
86 FACILITY & PLANT						
110358 686550	M & R	1,402.79	25.00	300.00	0.00	300.00
Total		1,402.79	25.00	300.00	0.00	300.00
88 EQUIPMENT / LEASES						
110358 680401	Equip / Small Tools	39,071.09	544.70	500.00	3,550.74	500.00
110358 688101	Photocopiers	4,152.77	5,599.70	6,500.00	5,455.86	6,500.00
Total		43,223.86	6,144.40	7,000.00	9,006.60	7,000.00
TOTAL Engineering		691,434.96	630,043.54	690,357.00	558,576.82	715,893.00

Highway

Program Description

The Highway Division manages the infrastructure of the city as it relates to roadways and drainage system maintenance. (All related sanitary sewer maintenance is covered in a separate city budget.)

FY2013 Objectives

FY2013 Accomplishments

- | | |
|---|--|
| 1. Maintain safe service levels for winter snowplowing and road maintenance to meet all conditions. | Provided adequate snow/ice removal services despite shortage of personnel. Multiple DPW divisions contributed to snow control operations through inter-divisional personnel sharing. Salt budget is at 100% going into the Nov/Dec winter. Other budget items will be reviewed for additional savings to offset. |
| 2. If staffing allows, second shift will be implemented to reduce overtime and meet peak rush hour road safety demands this winter. | Due to staffing limitations and reductions, second shift was not implemented in 2013. |
| 3. Complete Urban Forestry Management Plan and continue to work towards EAB action plan. | Management Plan was presented to Council in Spring 2013. EAB action plan has been discussed with Tree Board with draft completed in 2014. |
| 4. Highway crew will do as much as possible toward roadway drainage project improvements in conjunction with the annual road program. | Accomplished significant storm sewer and ditching work in conjunction with the road program. Completed over 17,500 feet of ditching and restoration as well as 4,000 feet of culvert/storm sewer installation. Resulted in city staff contributing well over \$300,000 in labor and equipment toward road project support from the operating budget. |
| 5. Continue to work on drainage complaint backlog. | Staff was still able to complete some critical backlog projects in conjunction with the annual road program work. |
| 6. Continue to work with engineering staff to meet requirements of NR21 DNR storm water program. | Completed the required road sweeping and catch basin cleaning. |

FY2014 Objectives

- ✦ Maintain safe service levels for winter snowplowing and road maintenance to meet all conditions.
- ✦ Highway crews will do as much as possible toward roadway drainage projects improvements in conjunction with the roadway reconstruction contractor.

- ✦ Continue to work on drainage complaint backlog.
- ✦ Continue to work with engineering staff to meet requirements of NR216 DNR storm-water program.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
Director of Public Works/City Engineer	0.5	0.5	0.5
Administrative Secretary(PT)	.875	.875	.875
Operations Supervisor	0	0	0
Director of Parks and Operations	0.5	0.5	0.5
Street Operations Foreman	1.0	0.0	0.0
Equipment Operations Foreman	1.0	1.0	1.0
Highway Section Foreman	5.0	5.0	4.0
Highway Equipment Operator-Heavy	3.0	3.0	3.0
Heavy Equipment Operator-Regular	1.0	1.0	1.0
Highway Worker	3.0	4.0	4.0
Highway/Parks & Buildings Maintenance Worker(50/50 Parks & Highway)	1.0	1.0	1.0
Summer Seasonal	5.0	5.0	5.0
Totals	21.875	21.875	20.875

Estimated FY2014 Revenue
\$33,500

Proposed FY2014 Budget
\$2,092,611



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
359 Highway						
70 SALARIES						
110359 670101	Salaries	887,555.33	793,439.19	944,612.00	723,466.80	896,868.00
110359 670201	OverTime	42,696.83	32,478.66	50,000.00	45,997.61	50,000.00
Total		930,252.16	825,917.85	994,612.00	769,464.41	946,868.00
73 FRINGE BENEFITS						
110359 673101	Social Security	74,470.93	67,614.36	70,710.00	59,356.87	67,286.00
110359 673102	Retirement	142,844.55	57,694.55	61,496.00	54,054.28	64,366.00
110359 673103	Worker's Comp Insurance	40,201.33	45,049.27	48,950.00	53,035.24	55,687.00
110359 673201	Health Insurance	292,345.01	271,185.30	295,693.00	266,298.53	274,495.00
110359 673202	Dental Insurance	13,860.94	12,241.41	12,727.00	10,331.93	10,864.00
110359 673203	Life Insurance	3,252.80	3,222.10	2,243.00	3,343.53	2,670.00
110359 673204	Long Term Disability	5,690.34	5,424.54	5,600.00	5,205.67	5,700.00
Total		572,665.90	462,431.53	497,419.00	451,626.05	481,068.00
75 OTHER STAFF COSTS						
110359 675101	Uniforms & Clothing	4,420.00	5,899.95	6,210.00	4,527.00	5,175.00
Total		4,420.00	5,899.95	6,210.00	4,527.00	5,175.00
80 MATERIALS & SUPPLIES						
110359 680101	Office Supplies	1,189.78	777.86	1,000.00	236.89	1,000.00
110359 680301	Work Supplies-Admin	2,162.30	1,818.69	2,000.00	146.08	2,000.00
110359 680320	Work Supp-Snow & Ice	218,564.68	180,326.39	228,800.00	374,761.27	252,850.00
110359 680321	Work Supp-Street Maint	99,525.89	85,615.03	100,000.00	62,354.70	100,000.00
110359 680322	Work Supp-Signs/Stripin	47,622.23	33,207.08	50,000.00	21,043.90	45,000.00
110359 680323	Work Supp-Culverts	19,459.99	33,681.19	50,000.00	31,862.39	35,000.00
110359 680351	Work Supplies-Forestry	1,702.38	3,186.01	3,500.00	3,792.90	3,500.00
110359 680501	Memberships	335.00	431.00	250.00	143.16	250.00
110359 680504	Telephone services	2,938.59	3,381.75	3,500.00	2,978.03	3,200.00
110359 680505	Postage	46.94	63.47	50.00	10.06	50.00
Total		393,547.78	342,488.47	439,100.00	497,329.38	442,850.00
83 PURCHASED SERVICES						
110359 683201	Contracted Services -	7,627.04	16,791.18	27,250.00	46,416.49	68,150.00
110359 683202	Contracted Services -	6,490.29	11,134.51	5,000.00	758.66	5,000.00
110359 683402	Auto Insurance	18,989.73	20,808.86	24,000.00	23,120.85	24,000.00
110359 683501	Training/Conferences	802.92	1,316.39	2,500.00	1,550.42	2,500.00
Total		33,909.98	50,050.94	58,750.00	71,846.42	99,650.00
86 FACILITY & PLANT						
110359 686115	Electric - Street Lights	93,968.51	94,575.40	95,000.00	98,438.57	96,000.00
110359 686303	Sewer - DPW bldgs	5,061.08	1,784.78	5,000.00	1,099.57	2,500.00
110359 686403	Water - DPW bldgs	1,312.08	2,242.31	4,000.00	1,423.64	3,000.00
110359 686550	M & R	12,735.10	18,177.79	8,750.00	5,898.13	10,000.00
Total		113,076.77	116,780.28	112,750.00	106,859.91	111,500.00
88 EQUIPMENT / LEASES						
110359 680401	Equip / Small Tools	870.06	1,223.36	1,500.00	709.91	1,500.00
110359 688101	Photocopiers	687.27	1,174.84	1,000.00	116.03	500.00
110359 688120	Rentals	1,500.00	0.00	3,500.00	750.00	3,500.00
Total		3,057.33	2,398.20	6,000.00	1,575.94	5,500.00
TOTAL Highway		2,050,929.92	1,805,967.22	2,114,841.00	1,903,229.11	2,092,611.00

Recycling/Landfill

Program Description

The City operates the brush and waste site on Bonniwell Road and a public building recycling program in its public buildings to satisfy DNR requirements.

The brush site is staffed primarily by a part-time worker with Spring/Summer hours from 7:30 am to 7:00 pm on Wednesdays and 8:00 am to 4:00 pm on Saturdays. Fall hours are 8:00 am to 4:00 pm on Wednesdays and Saturdays. No changes are anticipated for 2014. Permit revenues exceed out-of-pocket expenses.

Staffing for FY2014

Positions (FTE)	2012 Actual	2013 Actual	2014 Budget
Recycling Landfill Attendant (PT)	0.5	0.5	0.5

Estimated FY2013 Revenue

\$33,000

Proposed FY2014 Budget

\$23,431



City of Mequon 2014 Budgetary Comparisons

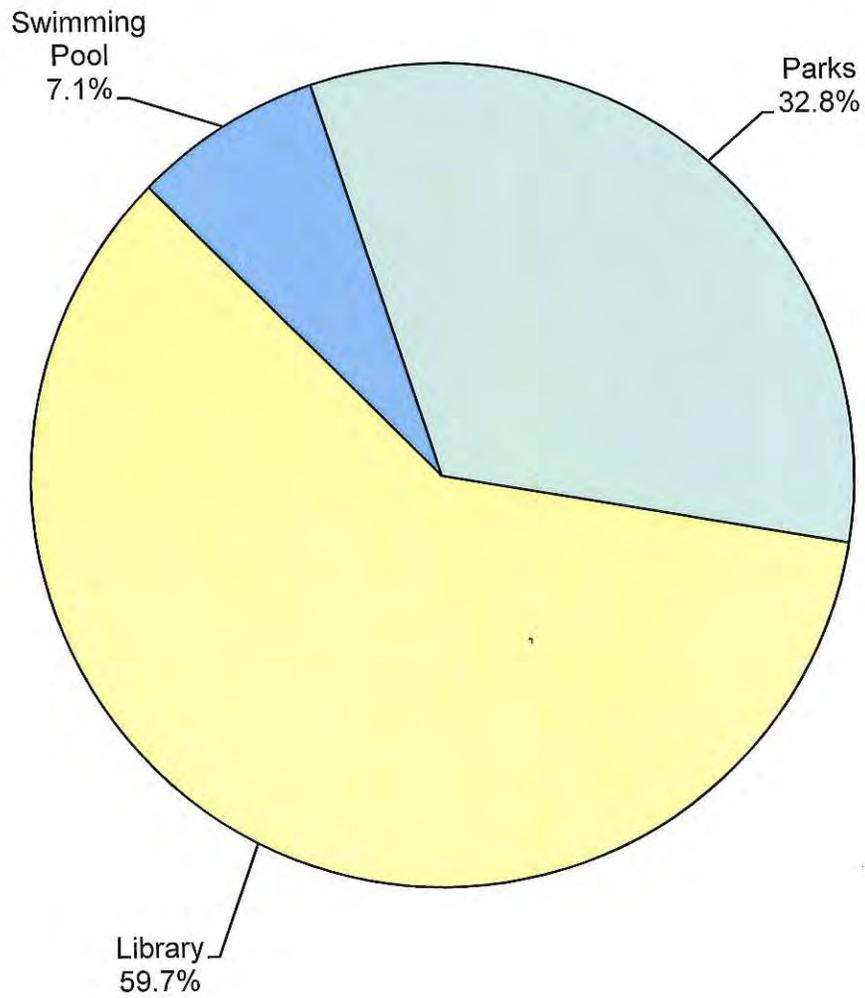
Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
368 Recycling						
70 SALARIES						
110368 670101	Salaries	6,140.75	6,770.50	7,000.00	6,822.75	5,720.00
Total		6,140.75	6,770.50	7,000.00	6,822.75	5,720.00
73 FRINGE BENEFITS						
110368 673101	Social Security	469.77	517.93	536.00	521.91	438.00
110368 673103	Worker's Comp Insurance	245.45	274.65	240.00	260.03	273.00
Total		715.22	792.58	776.00	781.94	711.00
83 PURCHASED SERVICES						
110368 683201	Contracted Services -	0.00	0.00	3,000.00	0.00	3,000.00
Total		0.00	0.00	3,000.00	0.00	3,000.00
88 EQUIPMENT / LEASES						
110368 688120	Rentals	13,469.08	14,337.00	12,000.00	11,494.50	14,000.00
Total		13,469.08	14,337.00	12,000.00	11,494.50	14,000.00
TOTAL Recycling		20,325.05	21,900.08	22,776.00	19,099.19	23,431.00

Community Enrichment

- . Swimming Pool**
- . Park Maintenance & Development**
- . Cemetery**
- . Library Services**

CITY OF MEQUON

2014 Community Enrichment Expenditures Budget Percentages by Department



Swimming Pool

Program Description

This budget provides all funds necessary for the operation of the city pool to include labor, supplies and utilities.

FY2013 Objectives

1. Provide general maintenance of pool facility and monitor operations.

2. Hire new pool manager due to departure of current manager.

3. Replace relief valves in bottom of diving wells, repair cracks to concrete decking.

FY2013 Accomplishments

Provided general maintenance of pool facility and monitored operations. New control and chemical delivery system installed.

Pool co-managed by Buildings Superintendent and Buildings Foreman.

Relief valves inspected and secured. Small pool refinished, all deck cracks sealed.

FY2014 Objectives

↓ Provide general maintenance of pool facility and monitor operations.

↓ Replace Diatomaceous Earth Feeder.

↓ Update 2014 Staff Handbook and establish standard operating procedure manual.

Estimated FY2014 Revenue

\$62,500

Proposed FY2014 Expense Budget

\$131,388



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
471 Library Services - Grant						
83 PURCHASED SERVICES						
110471 683801	Library Support Grant	0.00	0.00	993,640.00	993,640.00	1,050,158.00
Total		0.00	0.00	993,640.00	993,640.00	1,050,158.00
TOTAL Library Services Grant		0.00	0.00	993,640.00	993,640.00	1,050,158.00
472 Swimming Pool						
70 SALARIES						
110472 670101	Salaries	59,817.58	60,820.72	62,000.00	56,973.46	64,000.00
110472 670201	OverTime	607.17	100.05	1,500.00	249.22	1,500.00
Total		60,424.75	60,920.77	63,500.00	57,222.68	65,500.00
73 FRINGE BENEFITS						
110472 673101	Social Security	4,622.49	4,660.46	4,750.00	4,382.90	0.00
110472 673103	Worker's Comp Insurance	2,349.31	2,636.22	2,275.00	2,464.87	2,588.00
Total		6,971.80	7,296.68	7,025.00	6,847.77	2,588.00
75 OTHER STAFF COSTS						
110472 675101	Uniforms & Clothing	1,238.05	1,229.88	1,600.00	1,369.68	1,600.00
Total		1,238.05	1,229.88	1,600.00	1,369.68	1,600.00
80 MATERIALS & SUPPLIES						
110472 680301	Work Supplies-Admin	15,053.82	23,685.15	24,500.00	20,412.57	16,350.00
110472 680504	Telephone services	308.31	336.94	225.00	214.92	300.00
110472 680505	Postage	0.00	73.06	125.00	45.70	0.00
Total		15,362.13	24,095.15	24,850.00	20,673.19	16,650.00
83 PURCHASED SERVICES						
110472 683201	Contracted Services -	77.00	1,250.16	1,250.00	646.01	8,400.00
Total		77.00	1,250.16	1,250.00	646.01	8,400.00
86 FACILITY & PLANT						
110472 686150	Electric - Other	8,944.19	9,432.31	9,750.00	10,419.76	10,200.00
110472 686250	Gas-Other	8,078.88	6,310.29	10,000.00	8,155.62	8,650.00
110472 686305	Sewer - Pool	267.34	137.10	500.00	1,283.20	1,500.00
110472 686405	Water - Pool	1,867.74	2,951.57	4,000.00	7,143.66	7,300.00
110472 686550	M & R	2,851.08	4,783.94	8,500.00	1,533.02	8,500.00
Total		22,009.23	23,615.21	32,750.00	28,535.26	36,150.00
88 EQUIPMENT / LEASES		0.00	0.00	500.00	654.48	500.00
110472 680401	Equip / Small Tools	0.00	0.00	500.00	654.48	500.00
Total		0.00	0.00	500.00	654.48	500.00
TOTAL Swimming Pool		106,082.96	118,407.85	131,475.00	115,949.07	131,388.00

Parks Maintenance and Development

Program Description

The Parks Maintenance Division of Public Works is responsible for all city park maintenance, exterior maintenance for all City buildings, the Forestry Program, median maintenance and Interurban Trail maintenance. With assistance from the Park Board, improvements to our park system are implemented. The Parks Department is also responsible for scheduling events and rentals, collection of fees, and the coordination of stewardship groups and athletic organizations.

FY2013 Objectives

FY2013 Accomplishments

- | | |
|--|---|
| 1. Provide landscape maintenance and support for all Park and Nature Preserve activities. Provide median maintenance and snow removal as required. | Provided landscape maintenance to all parks, nature preserves and medians. Also carried out snow removal at all City facilities. |
| 2. Work with sports and community groups to support improvements to facilities. | Continued to work with civic and sports groups to upgrade facilities. Supported work days and the volunteer maintenance effort at sports fields. Work is ongoing for the Rennie Field backstop project. |
| 3. Create small gravel parking lots, walking trails and boardwalks at sites that are currently not accessible. | Improved walking trail at Rotary Park, installed culverts and approaches for lawn parking areas, also finalized the paving of Lemke Park utilizing Park and Open Space funds. Baseball field at Riverview Park will be upgraded, fall 2013. |
| 4. Promote and provide support to volunteers and scout groups. | Scout projects will add another canoe launch, two Little Free Libraries, benches, bird houses and a volleyball court. |
| 6. Support and maintain Rotary Riverwalk | Civic groups coordinated clean up events and the planting of red buds in the Town Center area. Assisted with maintenance of the Town Center and Riverwalk after completion in 2012. |

FY2014 Objectives

- ✦ Continue to provide landscape maintenance and provide support for all Park and Nature Preserve activities. Provide median maintenance and snow removal as required.
- ✦ Work with sports and civil groups to support improvements to facilities and continue to support efforts to improve Rennie Field and pavilions through donations.

- ⌞ Continue with pavilion maintenance projects and items identified in the revised Comprehensive Park, Recreation and Open Space Plan.
- ⌞ Continue to promote and provide support to volunteers and scout groups.
- ⌞ Support and maintain Rotary Riverwalk.

Staffing for FY2014

FY 2012	FY2013	FY2014
Parks Director (1) .50 FTE	Parks Director (1) .50 FTE	Parks Director (1) .50 FTE
Parks & Building Maintenance Worker 2.00	Parks & Building Maintenance Worker 2.00	Parks & Building Maintenance Worker 2.00
Highway/Parks: Building Maintenance Workers(50/50 Parks & Highway) 1.00	Highway/Parks: Building Maintenance Workers(50/50 Parks & Highway) 1.00	Highway/Parks: Building Maintenance Workers(50/50 Parks & Highway) 1.00
City Forester 1.00	City Forester 1.00	City Forester 1.00
Summer PT 5.00	Summer PT 5.00	Summer PT 5.00
Weekend Seasonal 1.00	Weekend Seasonal 1.00	Weekend Seasonal 1.00
Administrative Secretary .38	Administrative Secretary .38	Administrative Secretary 0.38
Totals 11.38	11.38	11.38

Estimated FY2014 Revenue
\$35,000

Proposed FY2014 Budget
\$576,647



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
474 Parks						
70 SALARIES						
110474 670101	Salaries	278,188.22	307,050.54	311,192.00	308,726.39	307,510.00
110474 670201	OverTime	7,705.35	2,050.31	6,000.00	15,368.59	6,000.00
Total		285,893.57	309,100.85	317,192.00	324,094.98	313,510.00
73 FRINGE BENEFITS						
110474 673101	Social Security	24,121.08	24,362.28	22,611.00	25,105.10	22,340.00
110474 673102	Retirement	33,213.67	18,658.90	18,860.00	22,027.01	19,639.00
110474 673103	Worker's Comp Insurance	1,157.13	1,306.37	10,270.00	11,127.11	11,683.00
110474 673201	Health Insurance	87,316.36	92,534.08	92,947.00	109,005.11	89,082.00
110474 673202	Dental Insurance	4,010.56	3,758.55	4,642.00	5,300.67	4,154.00
110474 673203	Life Insurance	958.36	880.20	766.00	1,326.08	1,049.00
110474 673204	Long Term Disability	1,486.48	1,454.19	1,500.00	1,426.43	1,600.00
Total		152,263.64	142,954.57	151,596.00	175,317.51	149,547.00
75 OTHER STAFF COSTS						
110474 675101	Uniforms & Clothing	1,880.00	875.00	1,440.00	1,380.00	1,440.00
Total		1,880.00	875.00	1,440.00	1,380.00	1,440.00
80 MATERIALS & SUPPLIES						
110474 680101	Office Supplies	228.24	261.25	400.00	392.78	400.00
110474 680204	Janitor Supplies-Parks	2,619.77	2,882.47	2,500.00	2,871.79	3,000.00
110474 680301	Project Supplies	12,405.01	16,694.12	18,000.00	12,215.04	16,200.00
110474 680324	Work Supp-Blvd	3,929.55	4,509.08	5,000.00	3,406.13	4,500.00
110474 680340	Work Supp-Rotary Park	5,222.27	5,141.46	8,500.00	6,887.53	7,750.00
110474 680341	Work Supp-City Hall	1,160.03	3,238.59	5,000.00	3,958.54	4,500.00
110474 680342	Work Supplies-River Barn	3,716.07	4,676.90	6,000.00	3,181.67	5,500.00
110474 680343	Work Supplies-Lemke	3,963.70	2,164.10	4,000.00	1,340.58	4,000.00
110474 680344	Work Supp-Garrisons Gle	195.40	104.29	500.00	258.00	500.00
110474 680345	Work Supp-Settlers Park	300.00	50.72	2,500.00	368.13	2,500.00
110474 680501	Memberships	430.00	150.00	450.00	415.00	450.00
110474 680503	Books & Periodicals	0.00	0.00	150.00	0.00	150.00
110474 680504	Telephone services	454.89	861.19	1,250.00	708.46	1,400.00
110474 680505	Postage	232.14	302.94	300.00	429.20	350.00
Total		34,857.07	41,037.11	54,550.00	36,432.85	51,200.00
83 PURCHASED SERVICES						
110474 683101	Consultants - General	0.00	0.00	15,000.00	13,523.00	0.00
110474 683201	Contracted Services -	2,970.00	4,680.00	4,320.00	3,840.00	4,800.00
110474 683202	Contracted Services -	19,320.38	21,067.25	23,000.00	23,181.52	28,000.00
110474 683402	Auto Insurance	2,542.64	2,940.38	3,500.00	3,371.79	3,400.00
110474 683501	Training/Conferences	0.00	250.00	525.00	335.00	600.00
Total		24,833.02	28,937.63	46,345.00	44,251.31	36,800.00
86 FACILITY & PLANT						
110474 686121	Electric - Rotary Park	7,862.98	6,742.54	8,500.00	8,356.90	8,600.00
110474 686122	Electric-River Barn	0.00	1,451.79	1,400.00	1,383.37	1,450.00
110474 686124	Electric - Lemke Park	1,381.33	203.32	300.00	138.54	300.00
110474 686150	Electric - Batzler	0.00	41.75	300.00	299.09	250.00
110474 686221	Gas-Rotary Park	1,755.23	939.05	2,100.00	1,211.83	1,800.00
110474 686222	Gas-River Barn Park	931.82	632.85	1,250.00	739.49	1,250.00
110474 686306	Sewer - Parks	462.61	210.51	500.00	885.17	500.00
110474 686550	M & R	3,785.24	2,055.06	5,000.00	2,378.21	5,000.00
Total		16,179.21	12,276.87	19,350.00	15,392.60	19,150.00



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
88 EQUIPMENT / LEASES						
110474 680401	Equip / Small Tools	894.13	1,584.85	1,500.00	996.96	1,500.00
110474 688120	Rentals	1,246.25	1,197.00	3,500.00	1,712.80	3,500.00
Total		2,140.38	2,781.85	5,000.00	2,709.76	5,000.00
TOTAL Parks		518,046.89	537,963.88	595,473.00	599,579.01	576,647.00

Cemetery

Program Description

The Parks Maintenance Department, a division of Public Works, is responsible for the maintenance of the G. Opitz Mequon Cemetery. The G. Opitz Cemetery is located in the City of Mequon just west of the intersection of Green Bay Road (Hwy 57) and Mequon Road.



City of Mequon 2014 Budgetary Comparisons

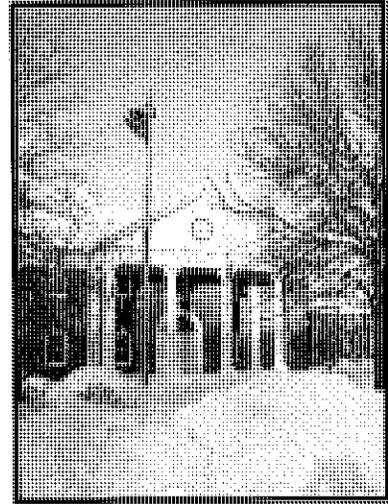
Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
477 Cemetary						
70 SALARIES						
110477 670101	Salaries	532.56	1,075.00	600.00	1,500.00	600.00
110477 670201	OverTime	134.89	0.00	200.00	0.00	200.00
Total		667.45	1,075.00	800.00	1,500.00	800.00
73 FRINGE BENEFITS						
110477 673101	Social Security	68.53	0.00	60.00	114.75	60.00
Total		68.53	0.00	60.00	114.75	60.00
86 FACILITY & PLANT						
110477 686550	M & R - Other	109.32	855.00	140.00	2,596.40	140.00
Total		109.32	855.00	140.00	2,596.40	140.00
TOTAL Cemetary		845.30	1,930.00	1,000.00	4,211.15	1,000.00

Library Services

Program Description

This account provides for Mequon's funding of community library services based upon the joint agreement between the City of Mequon and the Village of Thiensville, along with county funding formulas.

The Frank L. Weyenberg Library is a focal point of learning and culture in Mequon and Thiensville and the community center to which citizens turn for the discovery of ideas, the joy of reading and the power of information. The Library strives to deliver quality informational services, both traditional and innovative, for all ages, needs and backgrounds. Open 56 hours per week, it circulates 330,000 items and answers 20,000 reference questions annually.



Staffing for FY2014

FY2012	FY2013	FY2014
14.25 FTE	13.8 FTE	13.05 FTE

The 2014 City grant to the library is \$1,050,058.

Community Development

Community Development

Program Description

The Department of Community Development is responsible for policy analysis, long range planning, development site plan review, zoning code administration, economic development, landmarks administration, zoning code enforcement, geographic information systems (GIS), census/demographic coordination and general information processing relative to development and redevelopment within the community.

FY2013 Accomplishments

FY 2013 OBJECTIVES

1. Maintain current level of service regarding development process and policy analysis.
2. Maintain current level of service regarding our work as staff liaison to the Common Council, Planning Commission, Economic Development Board, Open Space Preservation Commission, Landmarks Commission, JETZCO Committee.
3. Maintain current level of service regarding Zoning and Sign Code enforcement.
4. Maintain current level of service regarding webmaster responsibilities.

FY2013 Accomplishments

Managed development proposals and completed site compliance reviews prior to final occupancy and prior to PC approval for any development. Policy analysis completed includes zoning and sign code amendments, economic development initiatives and housing analysis.

Develop and manage demographic and economic data for the benefit of the general public and development community.

Staff served as city liaison to various boards and commissions on topics ranging from development, rezoning, intergovernmental and stakeholder relations and development interests, preservation, design and economic development including RLF applications and TID applications, Growth Area analysis. Continue our efforts for seamless approval processes and consistent policy decision-making through in-house workshops for Planning Commission.

Meet with and advise developers, business owners, residents and other stakeholders regarding development proposals. Respond to interests and seek out new development interests for opportunities that are present for both residential and commercial development.

Handled all cases regarding Zoning and Sign Code enforcement.

Continue to enhance our level of service regarding webmaster responsibilities including the posting of boards and commission agendas and packet distribution. The

Planning Commission, and all other boards and commissions that DCD manages receives and reviews all material in a paperless format.

5. Continue the GIS program's short and long range work plan and implementation of overall program. Complete data transfer of sanitary and storm water data from Autocad.

Maintain City GIS Intranet website and update parcel, land use and zoning data as needed. Serve as support staff for specific policy projects by fulfilling the map and map data requests for public, committees and Council. Served as liaison to IT initiative as it relates to GIS, project management and the development approval process.

6. Continue Town Center Plan implementation including installation of public improvements approved as part of TID district #3.

Administered grant and approval process for implementation of the riverwalk project within the Town Center. Management of the public TID improvements completed to compliment current private improvements in Town Center. Continuing efforts regarding infrastructure of Mequon Road including the burial of utilities, traffic analysis for the anticipated reconstruction of Mequon Road.

Sought out and received community fundraising project for new community event sign for Town Center. Managed process for approval of design and the construction.

7. Continue Town Center Plan implementation through an economic development initiative including discussions with developers and property owners.

Continued pursuit of private/public partnerships for Town Center redevelopment projects that meet the goals of the Town Center planning efforts.

8. Formulate a strategy for a city-wide economic development/housing policy plan.

Initiated a business visitation program with existing service, retail and industrial businesses in our community. Pursued and maintained discussions with development community about new opportunities for development and economic tools in the City. Worked closely with the Economic Development Board to initiate and implement new tools and programs for commercial and residential development. Held additional open houses for owners within designated growth areas to further the goals for new housing initiatives.

9. Conduct annual comprehensive sign enforcement sweep.

Conducted annual sign enforcement sweep.

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|---|---|
| 10. Improve outreach with local community. | Continued outreach by attending meetings of interested stakeholder groups including Chamber of Commerce, Rotary, and commercial stakeholders. |
| 11. Merge the Inspections Division under the Department of Community Development resulting in improved customer satisfaction and efficiencies in resources and processes. | Oversight of each position and function had led to efficiencies. Outreach to community members has led to the development of goals related to improved customer service. Managed turnover of staff by hiring and training of new staff. |
| 12. Seek out economic development strategies and initiative for implementation. | Developed ED Work Program for 2013-14 and begun implementation of several objectives and goals including targeting site specific development opportunities and business outreach. Successfully negotiated development incentives and public infrastructure improvement for new 2013 developments. |
| 13. Finalize land use and zoning analysis related to housing policy initiatives. | Managed and completed the East Growth Land Use Committee neighborhood plan and implemented and completed the East Growth Market Analysis. |
| 14. Seek and secure external financing options for development. | Secured a \$250,000 business loan program for Town Center with local financial institution to target desired uses for the area. |
| 15. Initiate Branding Committee | Developed strategy and work program for the Branding Committee in order to fulfill goals of Common Council. |

FY2014 Objectives

- ✦ Manage development proposals and policy analysis.
- ✦ Serve as staff liaison to our respective boards and commissions.
- ✦ Manage all enforcement cases to resolve in manner that meets city standards and policies.
- ✦ Manage and expand GIS and website implementation.
- ✦ Continue progress of Town Center development including public and private investment and evaluate additional measures to ensure success of district.
- ✦ Continue to improve outreach and service to community stakeholders to achieve a high level of citizen satisfaction.
- ✦ Seek out economic development strategies and initiative for implementation. Including implementation of ED Work Program and measure success of TIF #4 and #5.
- ✦ Finalize land use and zoning analysis related to housing policy initiatives.
- ✦ Seek and secure external financing options for development.

Staffing for FY2014

FY2012	FY2013	FY2014
CD Director (1) 1.00 FTE	CD Director (1) 1.00 FTE	CD Director (1) 1.00 FTE
Asst. CD Director (1) 1.00 FTE	Asst. CD Director (1) 1.00 FTE	Asst. CD Director (1) 1.00 FTE
GIS Coordinator (1) 1.00 FTE	GIS Coordinator (1) 1.00 FTE	GIS Coordinator (1) 1.00 FTE
Admin. Sec. I (1) 0.50 FTE	Admin. Sec. I (1) 0.50 FTE	Admin. Sec. I (1) .50 FTE

Estimated FY2014 Revenue

\$57,000

Proposed FY2014 Budget

\$393,630



City of Mequon 2014 Budgetary Comparisons

Accounts	Description	2011 Actuals	2012 Actuals	2013 Budget	2013 Actuals	2014 Budget
578 PlanningCommunity Developmen						
70 SALARIES						
110578 670101	Salaries	235,436.13	243,851.06	262,923.00	233,637.60	264,113.00
Total		235,436.13	243,851.06	262,923.00	233,637.60	264,113.00
73 FRINGE BENEFITS						
110578 673101	Social Security	19,736.36	20,221.09	19,435.00	20,029.42	19,530.00
110578 673102	Retirement	29,166.82	16,428.29	17,485.00	17,634.63	18,457.00
110578 673103	Worker's Comp Insurance	683.76	770.00	835.00	904.69	950.00
110578 673201	Health Insurance	36,458.83	33,161.62	39,586.00	39,603.92	39,798.00
110578 673202	Dental Insurance	1,747.55	1,897.54	2,036.00	1,980.18	2,036.00
110578 673203	Life Insurance	501.88	388.73	370.00	497.12	396.00
110578 673204	Long Term Disability	1,592.24	1,314.92	1,450.00	1,351.25	1,500.00
Total		89,887.44	74,182.19	81,197.00	82,001.21	82,667.00
80 MATERIALS & SUPPLIES						
110578 680101	Office Supplies	416.96	2,183.50	3,000.00	2,069.91	3,200.00
110578 680501	Memberships	821.00	2,191.00	2,400.00	1,623.00	2,400.00
110578 680502	Printing/Publications	2,119.06	4,146.90	4,000.00	2,889.75	4,000.00
110578 680503	Books & Periodicals	175.00	95.00	200.00	141.45	200.00
110578 680504	Telephone services	44.88	30.80	50.00	6.12	50.00
110578 680505	Postage	3,365.71	5,264.43	4,000.00	3,120.55	4,000.00
Total		6,942.61	13,911.63	13,650.00	9,850.78	13,850.00
83 PURCHASED SERVICES						
110578 683101	Consultants - General	7,988.00	0.00	2,000.00	8,031.25	0.00
110578 683102	Consultants - Plan Comm	19,591.00	1,366.34	750.00	7,935.00	3,000.00
110578 683201	Contracted Services -	2,355.60	26,012.82	25,000.00	17,887.50	20,000.00
110578 683211	Communications-Cable TV	3,460.00	3,830.00	7,500.00	1,110.10	4,000.00
110578 683501	Training/Conferences	1,716.25	2,495.68	2,000.00	1,185.85	2,000.00
Total		35,110.85	33,704.84	37,250.00	36,149.70	29,000.00
86 FACILITY & PLANT						
110578 686550	M & R	4,600.00	4,600.00	4,000.00	0.00	4,000.00
Total		4,600.00	4,600.00	4,000.00	0.00	4,000.00
TOTAL Community Development		371,977.03	370,249.72	399,020.00	361,639.29	393,630.00

Glossary

This budget document contains a variety of terminology that may not be commonly understood outside of public accounting and governmental organizations. This glossary has been prepared to assist the reader in understanding these terms when reviewing this budget.

ACCRUAL ACCOUNTING – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of the related cash flow.

APPROPRIATION – A legal authorization granted by the City Council which passes a budget ordinance authorizing the budgeted expenditures and establishing the property tax levy for the upcoming fiscal year.

ASSESSED VALUATION – A value set upon real estate and certain personal property by the City Assessor as a basis for levying property taxes.

ASSETS – Property owned by the government which has a monetary value.

BALANCED BUDGET – A budget where approved expenditures are equal to the estimated revenues.

BEGINNING FUND BALANCE – The amount of reserves carried forward from the previous year.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. Bonds can be issued to finance the construction costs of major capital projects such as buildings, roads, etc.

BUDGET – A plan of financial operation containing an estimate of proposed expenditures for a given period of time and the proposed means of financing them through taxes, borrowing, or other estimated revenue sources. The period of time the city uses is one fiscal year from January 1 – December 31.

BUDGET CALENDAR – A schedule of the different phases of budget development and the general timeframe in which they occur.

BUDGET TRANSMITTAL LETTER – A narrative message from the City Administrator which provides the Common Council and the public a general summary of the key aspects of the budget, any significant changes from previous fiscal years, and other factors considered in the budget development.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A multi-year plan to estimate the City's capital needs and to assist in determining what the planning, scheduling, and financial resources will be necessary to complete those projects.

DEBT SERVICE – The annual payments of principal and interest on the City's Bonds and Notes.

DEFICIT – The excess of expenditures over revenues during a single accounting period.

ENTERPRISE FUND – A fund established for an area of City operations which is similar to a business type activity and which supports its own services from fees or charges.

EQUALIZED VALUE – The State’s estimate of the full value of property used to apportion (divide) the property tax levies of the counties, school districts, and municipalities among tax districts.

FISCAL YEAR – The one year period that defines a budget cycle. In the case of the City of Mequon the fiscal period is from January 1 - December 31.

FRINGE BENEFITS – These include the cost of Social Security, retirement, workers compensation, group health, dental, and life insurance premiums paid by the City for the benefit of City employees. These costs are over and above the cost of salaries and wages paid to employees.

FULL FAITH AND CREDIT – A pledge of the City’s taxing power to repay debt obligations

FTE (FULL TIME EQUIVALENT) – One full time equivalent is equal to one full time staff person, or the combination of part-time staff persons who work a total of 2080 hours in a year.

GENERAL OBLIGATION BONDS / NOTES – Bonds / Notes that finance a variety of public improvement projects which pledge the full faith and credit of the City.

GFOA – The Government Finance Officer Association is an organization whose objective is to enhance and promote the professional management of governments.

IN LIEU OF TAXES – A payment to the City by benefactors of City services who are tax exempt, i.e.: certain utilities, non-profit organizations, who chose or must pay a “tax equivalent amount”.

INTERGOVERNMENTAL REVENUES – Revenues that are received by the City from other units of government such as the State of Wisconsin, Ozaukee County, or Federal funds.

LGIP – The Local Government Investment Pool is a resource for municipalities to invest reserve funds that is in compliance with the regulatory requirements of the State of Wisconsin.

MAINTENANCE OF EFFORT – A requirement by the State of Wisconsin that requires the city to maintain funding for services, primarily used for Library and Public Safety services at a level no less than the previous .

NON-LAPSING ACCOUNT – An account used to carry forward the remaining balances from one fiscal years appropriation into the next year for expenditure.

OVERLAPPING GOVERNMENT – The situation that occurs when a property may be located in a variety of different taxing districts; such as the State of Wisconsin and Ozaukee County and City of Mequon and the Mequon-Thiensville school district.

REVENUE – Income for the fiscal year; the major categories of revenue are taxes, intergovernmental payments, licenses and permits, public charges for services, fines and forfeitures, miscellaneous, and investment income. Intergovernmental payments are payments from other government units such as the State of Wisconsin or other municipalities.

SINKING FUNDS - The process of accumulating monies over a multi-year period using a non-lapsing account in order to build up sufficient reserves to make large or infrequent capital purchases.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

TAX INCREMENTAL DISTRICT (TID) – A district created by local governments under State Statute whereby public improvement expenditures within the district are financed by the levy on the incremental increase in the property values within the district.

TAX LEVY – The total amount to be raised by general property taxes to be used to fund the annual budget adopted by the City.

TAX RATE – The amount of tax levied for each \$1,000 of valuation. The equalized (full) value tax rate is calculated by using the equalized value of the property for the City. The assessed value tax rate is calculated by using the assessed value of property.

TAXING DISTRICT – A geographic area that includes the properties that are subject to the taxing authority of the unit of government, such as the City of Mequon.

Acronyms:

CIP: Capital Improvement Plan

EMS: Emergency Medical Services

DPW: Department of Public Works

ETF: Employee Trust Fund

FY: Fiscal Year

GO: General Obligation

MATC: Milwaukee Area Technical College

M-T: Mequon / Thiensville schools

SCR: Surface Condition Rating

TID: Tax Incremental District

TIF: Tax Incremental Financing

WRS: Wisconsin Retirement system