

City of Mequon, Wisconsin 2016 Annual City Budget



Preserving Quality of Life



2016 ANNUAL BUDGET CITY OF MEQUON, WISCONSIN

Mayor Dan Abendroth

Common Council

District 1	Alderman Robert Strzelczyk	District 2	Alderman Connie Pukaite
District 3	Alderman Dale Mayr	District 4	Alderman John Leszczynski
District 5	Alderman Mark Gierl	District 6	Alderman John Hawkins
District 7	Alderman Andrew Nerbun	District 8	Alderman Pamela Adams

.....

William Jones, City Administrator

Jesse Thyges, Assistant City Administrator

David Bialk, Fire Chief

Kristen Lundeen, Public Works Director/City Engineer

Don Curran, Director of Operations/Parks Director

Steve Graff, Police Chief

Caroline Fochs, Deputy City Clerk

Kim Tollefson, Director of Planning and Community Development

Thomas Watson, Finance Director

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Mequon

Wisconsin

For the Fiscal Year Beginning

January 1, 2015

Executive Director

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: 23,279
(U.S. Census Bureau-2013 Preliminary 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	<u>2012</u>	<u>2013</u>	(%)	Housing Valuations	<u>2012</u>	<u>2013</u>
Total Dwelling Units	717	9,371		\$0 - \$99,000	50.00%	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	<u>2010</u>	<u>2013</u>		Average Assessed Value	\$423,700	\$424,300
Female	51.4%	51.2%		Median Assessed Value	\$338,800	\$340,000
Male	48.6%	48.8%		Average Persons Per Household		2.50
Race Comparison	<u>2010</u>	<u>2013</u>		Educational Attainment*		<u>2013</u>
White	93.0%	93.2%		Ninth Grade Education or lower		1.3%
Black or African American	2.8%	3.1%		High School Diploma or higher		36.8%
American Indian, Eskimo	1.0%	0.3%		Bachelors degree or higher		61.8%
Asian or Pacific Islander	3.1%	4.3%		* Population 25 years and older		
Other	1.0%	0.1%		Occupational Composition		<u>2013</u>
Age Composition	<u>2010</u>	<u>2013</u>		Managerial & Professional		58.6%
Under 5 years	4.3%	3.5%		Service Occupations		8.8%
5 - 14 years	14.0%	14.0%		Sales and office occupations		25.7%
15 - 19 years	9.1%	8.0%		Farming, fishing and forestry		0.0%
20 - 24 years	5.2%	3.2%		Construction and maintenance		1.5%
25 - 34 years	5.0%	5.0%		Production and transportation		5.3%
35 - 44 years	11.0%	11.9%				
45 - 54 years	18.0%	16.6%				
55 - 64 years	16.0%	18.5%				
Over 64 years	17.0%	19.3%				
Household Income	<u>2000</u>	<u>2013</u>		Population:	1960	8,543
Less than \$15,000	3.3%	3.6%			1970	12,150
\$15,000 - \$24,999	4.0%	4.6%			1980	16,193
\$25,000 - \$34,999	6.3%	5.9%			1990	18,885
\$35,000 - \$49,999	9.1%	11.7%			2000	21,823
\$50,000 - \$74,999	16.8%	12.5%			2010	23,132
\$75,000 - \$99,999	16.0%	13.4%			2011	23,191
\$100,000 - 149,999	19.7%	23.2%			2012	23,226
\$150,000 +	24.8%	25.1%			2013	23,279
Median Household Income	\$90,733	\$90,733			2014	23,387

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 - 2010 are based on State of Wisconsin estimates. Housing valuations are per City Assessor records.

**CITY OF MEQUON
OTHER COMMUNITY INFORMATION**

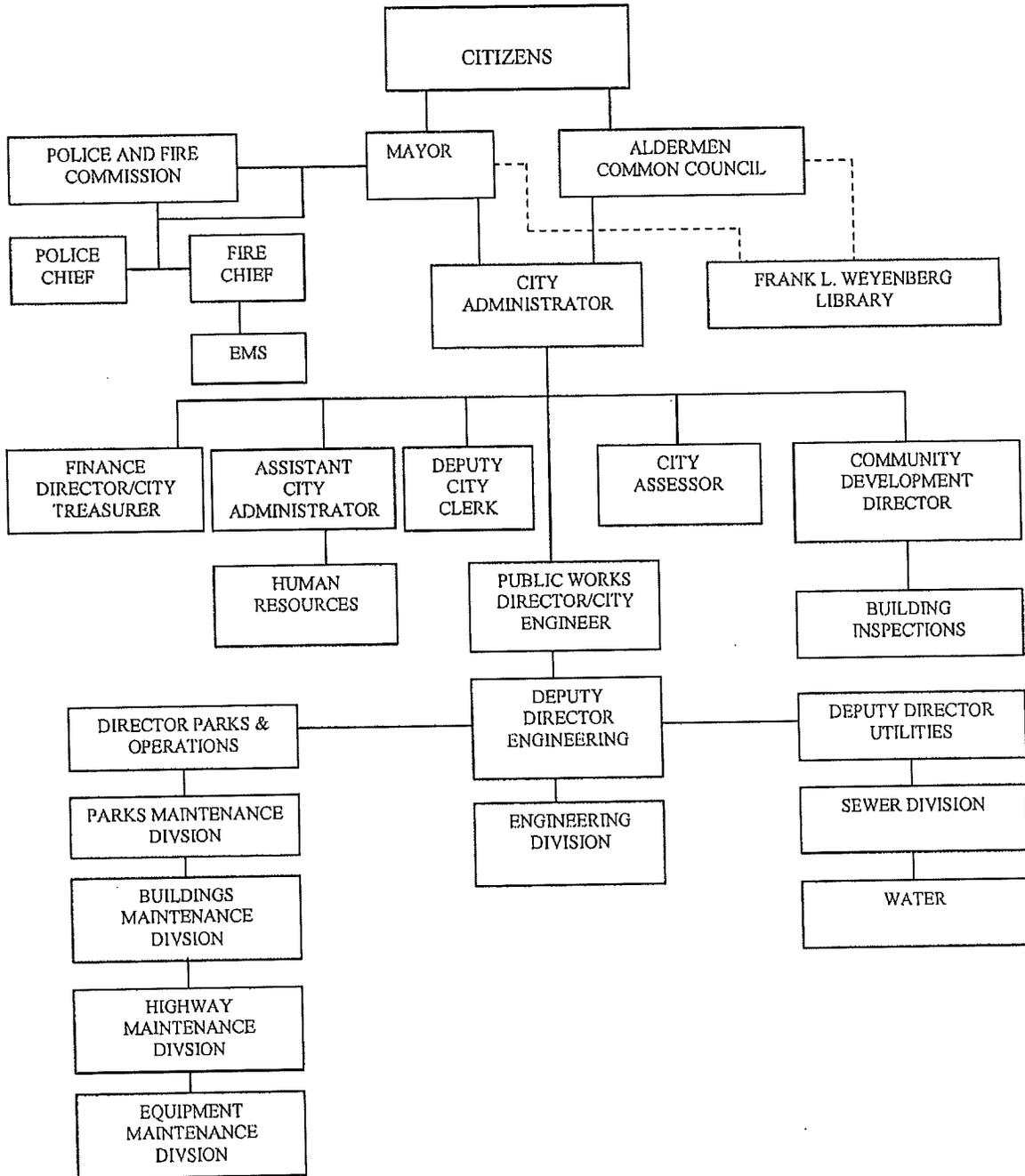
GENERAL:	2011	2012	2013	2014	2015
Area in Square Miles	46.88	46.88	46.88	46.88	46.88
Households	9,304	9,336	9,402	9,402	9,402
Population	23,191	23,226	23,279	23,387	23,793
Equalized Valuations (\$000)	4,095,830	3,972,167	3,949,468	4,126,761	4,434,357

PUBLIC SAFETY	2011	2012	2013	2014	2015
Number of Police Stations	1	1	1	1	1
Number of Sworn Police Officers	38	38	38	38	39
Number of Fire Stations	2	2	2	2	2

PARKS	2011	2012	2013	2014	2015
Acres of Parkland	1177.8	1177.8	1177.8	1318.4	1318.4
Number of Parks	25	25	25	27	27

INFRASTRUCTURE	2011	2012	2013	2014	2015
Miles of State Highway System	15.45	15.45	15.45	15.45	15.45
Miles of County Highway System	7.7	7.73	9.77	9.77	9.77
Miles of Local Roads and Streets	211.4	211.77	209.73	209.73	209.73
Miles of Sanitary Sewer Main	152.87	153.21	159.22	159.22	159.22
Miles of Water Main	77.13	77.88	83.91	83.91	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
2016 Budgeted Full-time Equivalency (FTE)

	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	
Public Administration Intern (LTE)	1.00		1.00		
	5.00	3.00	2.00	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	2.00	1.00	1.00	1.75	
Administrative Secretary (LTE)	1.00		1.00		
	4.00	2.00	2.00	2.75	2.75
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	1.00		1.00	0.50	
Summer Planning/GIS Intern	1.00		1.00		
	5.00	3.00	2.00	3.50	
Inspection Division					
Multi-Certified Inspector	2.00	2.00		2.00	
Electrical Inspector	1.00		1.00	0.50	
Administrative Secretary	1.00	1.00		1.00	
	4.00	3.00	1.00	3.50	7.00
FINANCE					
Director/Treasurer	1.00	1.00		1.00	
Assistant Director	1.00	1.00		1.00	
Accounting Assistant	3.00	1.00	2.00	2.00	
	5.00	3.00	2.00	4.00	4.00

	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
PUBLIC WORKS					
Administration					
Director Public Works/City Engineer	1.00	1.00		1.00	
Director Parks & Operations	1.00	1.00		1.00	
Deputy Director Engineering	1.00	1.00		1.00	
Administrative Secretary	2.00	1.00	1.00	1.50	
	5.00	4.00	1.00	4.50	
Engineering Division					
Engineering Field 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	1.00	1.00		1.00	
Summer Engineering Technician Intern	2.00	2.00			
	6.00	6.00	0.00	4.00	
Highway Division					
Highway Section Foreman	4.00	4.00		4.00	
Highway Worker	4.00	4.00		4.00	
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			
Seasonal Recycling/Landfill Attendant	1.00		1.00		
	19.00	18.00	1.00	13.00	
Parks Maintenance Division					
Administrative Secretary	1.00		1.00	0.50	
City Forester	1.00	1.00		1.00	
Parks Maintenance 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	5.50	
Buildings Division					
Buildings Supervisor	1.00	1.00		1.00	
Buildings Foreman	1.00	1.00		1.00	
Buildings Maintenance 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	
Mechanic	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					
Summer Assistant Manager	3.00		3.00		
Summer Lifeguard	31.00		31.00		
Summer Bathhouse Assistant	3.00		3.00		
	37.00	0.00	37.00	0.00	41.000

	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
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	
Administrative Secretary	1.00	1.00		1.00	
Dispatcher	10.00	7.00	3.00	8.50	
	13.00	10.00	3.00	11.50	
Operations Division					
Captain	1.00	1.00		1.00	
Sergeant	6.00	6.00		6.00	
Detective	3.00	3.00		3.00	
Acting Detective	1.00	1.00		1.00	
Drug Enforcement Officer	1.00	1.00		1.00	
School Liaison Officer	1.00	1.00		1.00	
Patrol Officer	22.00	22.00		22.00	
Police Reserves (25 - Volunteer)	---	---	---	---	
	35.00	35.00	0.00	35.00	48.50
FIRE					
Fire Chief	1.00	1.00		1.00	
Administrative Secretary	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	240.00	115.00	125.00	109.50	

Summary of Budgeted FTE Positions 2012 - 2016						
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	Net Change <u>2012-2016</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
City Clerk	2.75	2.75	2.75	2.75	2.75	0.00
Community Development	7.50	7.00	7.00	7.00	7.00	(0.50)
Finance	3.50	3.50	3.50	3.60	4.00	0.50
Public Works	41.00	41.00	40.28	40.28	41.00	0.00
Police & Dispatch	46.20	46.20	48.20	48.20	48.50	2.30
*Fire	1.50	1.50	1.50	1.75	1.50	0.00
Total FTE's Authorized:	107.20	106.70	107.98	108.33	109.50	2.30

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

2016 Budget Message

- ❖ Ordinance No. 2015-1463 Appropriations-General
 - ❖ Ordinance No. 2015-1464 Appropriations-Sewer
 - ❖ Budget Transmittal Letter
-
- Mission Statement
 - Goals and Objectives for the FY2016 Budget
 - Conditions and Considerations Affecting the FY2016 Budget
 - The FY2016 Budget's Areas of Emphasis
 - Capital Project Fund
 - Workforce Issues
 - Library Contribution
 - Long Term Borrowing
 - Revenues, Tax levy and Tax Rate
 - Municipal Spending and Tax Rates-a Comparative Analysis
 - Expenditure Summary

COMMON COUNCIL
OF THE
CITY OF MEQUON

ORDINANCE NO. 2015-1463

ADOPTING THE ANNUAL BUDGET APPROPRIATING FUNDS FOR THE OPERATIONS
OF THE GOVERNMENT AND ADMINISTRATION OF THE CITY OF MEQUON
FOR THE YEAR 2016 AND LEVYING FOR THE SAME

WHEREAS, Public Notice of the Proposed 2016 Budget for the City of Mequon appeared in the News Graphic on October 22, 2015; and

WHEREAS, a Public Hearing was held by the Common Council on November 10, 2015 regarding the 2016 Proposed Budget; and

WHEREAS, the Proposed Budget includes property taxes of \$13,522,527 that are levied to support the 2016 Annual Budget with the final tax rate being the mathematical result of statutory property tax billing process, including, but not limited to, inclusion of the required state adjustment for equalization; and

WHEREAS, the Common Council has determined that it would be in the best interest of the City to adopt the 2016 Proposed Budget as presented;

NOW, THEREFORE, 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 2016 including monies received from the general property tax levy and such other funds as may be designated, to the various funds and purposes stated within the Proposed Budget which is hereby adopted as the 2016 Annual Budget for the City of Mequon, in the amounts set forth therein and in the total amount of:

2016 Budget	\$19,028,220
Less Anticipated Revenues	(5,695,374)
Total Amount of Tax Levy	<u>\$13,522,527</u>

SECTION II: There is hereby levied a tax of \$13,522,527 upon all taxable property within the City of Mequon as returned by the Assessor in the year 2015 for uses and purposes set forth in said budget.

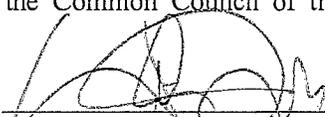
SECTION III: The City Clerk be and hereby is authorized and directed to spread the said tax upon the current tax roll of the City of Mequon.

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

Approved by: 
Dan Abendroth, Mayor

Date Approved: 11-16-15

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 10th day of November 2015.


William Jones, City Clerk

Published: November 19, 2015

Final Vote on this Ordinance if
Recorded on page 11718 of
The Common Council minutes, 12
Page 12

COMMON COUNCIL
OF THE
CITY OF MEQUON

ORDINANCE NO. 2015-1464

Appropriating the necessary funds from the City of Mequon's Sewer Utility District for the year 2016 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 2016, the amount set forth in the total of:

Total Amount of Tax Levy \$7,147,372

SECTION II: There is hereby levied a tax of \$7,147,372 upon all taxable property within the City of Mequon Sewer Utility District as returned by the Assessor in 2015 of the purpose set forth in said budget.

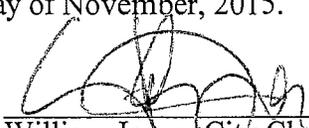
SECTION III: The City Clerk be and hereby is authorized and directed to spread the said tax upon the current tax roll of the City of Mequon Sewer Utility District.

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

Approved by: 
Dan Abendroth, Mayor

Date Approved: 11-16-15

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 10th day of November, 2015.


William Jones, City Clerk

Published: November 19, 2015

Final Vote on this Ordinance if
Recorded on page 11718 of
The Common Council minutes.



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William Jones

**To: The City of Mequon Appropriations Committee:
The Honorable Dan Abendroth & Members of the Common Council**

**From: William Jones, City Administrator/Clerk
Thomas Watson, Finance Director/Treasurer**

Date: October 15, 2015

Subject: Proposed FY2016 Budget

On behalf of the entire staff, enclosed herein is the proposed budget for the City of Mequon in Fiscal Year 2016, which commences on January 1, 2016. As the City's financial, spending blueprint for the upcoming fiscal year, adoption of the budget is undoubtedly the single-most important action taken by the Mayor and Common Council each year. This budget proposal entails all aspects of City operations and capital expenses except for the City's Sewer and Water Utilities. Moreover, it is intended to serve as an effective policy document, financial planning tool, operational tool and communication device. Once adopted, the budget will authorize resources and establish a direction for the City's programs and services for the coming year.

Guiding Principles

The following document works to synthesize several long-held policy interests of the Appropriations Committee. Consistent with previous years, the FY2016 budget adheres to the key principles that have guided development of past budgets. These include:

- Maintaining a Low Property Tax Rate;
- Improving and Enhancing the City's Infrastructure and Other Long-Term Assets;
- Providing Excellent Public Safety Services;
- Expanding the City's Tax Base through a Strategic and Balanced Approach to Economic Development.

This year, as efforts towards development of the 2016 budget commenced, members of the Common Council and City Department Heads convened a series of Preliminary Budget Workshops, in an effort to provide Council members with a greater degree of insight

regarding day-to-day operations within each operating department. Conducted over three evenings in the first part of September, these sessions contained an analysis of each department's strengths, weaknesses, opportunities and threats, along with proposals and recommendations concerning potential cost savings, revenue enhancements and other considerations. These sessions afforded both staff and the Council to employ a strategic, long-term approach towards identifying and understanding those issues and matters of concern facing both the City organization, and the community-at-large. In turn, staff has incorporated some of the input received during these workshop sessions into the proposed budget that is submitted here for consideration.

FY2015 Accomplishments

Looking back over Fiscal Year 2015, the City has completed numerous projects and made significant progress on a number of other initiatives that ultimately, are intended to make Mequon an even better place to live, work and play. From overseeing capital improvement projects that smartly reinvest in the City's long-term capital assets to developing new policies and programs that address emerging matters within the community, the City and its residents can take great encouragement from the fact that much has been accomplished within the last year. Listed below is a sampling of some of the more significant accomplishments that mark Fiscal Year 2015 for the City, and that serve as the basis for continued progress in the coming year.

- Acquired Property at 6200 West Mequon Road and Professionally Marketed a 13-Acre City-Owned Parcel Adjacent to the Public Safety Building for Redevelopment
- Approved a New Collective Bargaining Agreement with the Mequon Police Association
- Formally Established a Local Adopt-A-Roadway Program
- Approved Agreements for Phased Development of Single-Family Homes and an Extension of the Sanitary Sewer System within the City's Central Growth Area
- Reaffirmed the City's Aa1 Bond Rating through a \$7.1M Issue for Road Improvements and the Wauwatosa Road Sewer Extension Project
- Established a Pilot Program to Reduce Residential Sanitary Sewer Inflow & Infiltration
- Created an Economic Development Grant Program, to Rebate a Portion of License Fees
- Developed and Published the City's First-Ever Popular Annual Financial Report (PAFR)
- Participated in the Establishment of a County-wide Search/Rescue Team with Six (6) Other Ozaukee County Law Enforcement Agencies
- Earned the City's First-Ever Certificate for Excellence in Financial Reporting from GFOA
- Lowered Local Property Insurance Rates by Improving the City's ISO Rating from 5 to 4
- Reconfigured the Ozaukee Interurban Trail to Improve User Navigability
- Awarded a New Contract to Grota Appraisals for Assessment Services through 2016
- Developed a Coyote Management Policy & Response Plan
- Purchased a New 2015 Impel Pumper Apparatus Vehicle for the Fire Department
- Established Student Internship Programs in the Administration and Fire Departments
- Enhanced Public Art through the Refurbishment and Acquisition of Two Installations
- Completed Preliminary and Final Design for a New Combined Public Works Facility
- Oversaw Substantial Progress Towards the Completion of Mequon Town Center
- Approved Two Multi-Story Medical/Rehabilitation Facilities with a Combined Total of 125,000 Square Feet for Construction in 2016
- Added 533 Village of Bayside Customers to the City Water System

While there are other projects, initiatives and improvements of note that occurred in 2015 that are not listed herein, the foregoing list contains some of the larger accomplishments of the City organization in 2015 that were often the byproduct of collaborative, multi-disciplinary work involving the Common Council, City Boards & Commissions and City staff.

Budget Considerations

The process of developing the proposed FY2016 budget began in July of this year, when budget preparation guidelines were distributed to each City Department. Summarily, City departments were directed to prepare budgets that contained a 0% increase in non-personnel (contractual, commodities, working capital) expenditures for FY2016. Additionally, in connection with completion of the aforementioned SWOT analyses, department directors were instructed to prepare a list of new expenditure initiatives for consideration. These new initiatives were further segmented into two categories: one involving requests for new personnel, and the other related to non-staffing requests. Additionally, proposed capital spending requests were submitted by each department, and are discussed in further detail later in this document. Yet before consideration could be given to building a new budget with recurrent and proposed spending it was first necessary to confront several economic realities. Accordingly, some of the challenges associated with preparing the proposed 2016 budget, and which staff has worked to also address, include:

Eliminating a Structural Deficit: Through adoption of the 2015 budget, the Appropriations Committee authorized the use of \$300,000 from the City's General Fund Balance as a one-time revenue source, in order to maintain a stable tax rate for Mequon taxpayers. While it is not unheard of for municipalities to occasionally utilize excess fund balance to overcome revenue shortfalls, this practice nevertheless creates "structural imbalance" within the budget, because revenues do not truly match expenditures. And while this may not be much of a concern in the year where fund balance is utilized, this structural imbalance is carried forward into the next fiscal year, as there is no identified or dedicated revenue source to meet baseline expenditure levels as previously approved. Accordingly, even prior to commencing preparation of the 2016 budget, staff was faced with an immediate \$300,000 revenue shortfall that would need to be accounted for with expenditure reductions, new revenue, or some combination thereof.

It should be noted that this budget continues a respectful approach to maintaining the City's unassigned fund balance, and includes a general fund balance of \$2.5 million, or 16.2% of operating reserves. While this recommended balance slightly exceeds the City's current policy range of between 10-15%, tapping available reserves is not endorsed, as doing so will again perpetuate a structural imbalance into FY2017.

Accounting for Previously Unbudgeted Expenses: The 2016 Budget also contains a funding increase to account for certain expenses that were incurred in 2015, but not included within the budget. In total, these previously unbudgeted expenses exceed \$100,000 for 2016.

Incorporating New, Mandated Spending: Additional funding will also be required in 2016 to satisfy certain mandates and financial obligations, and the City has no choice but to absorb these costs. These include an increase in debt service, as well as a five-figure

increase in the City's cost for workers' compensation coverage. 2016 is also a year where up to four elections may have to be administered by the City, and additional funds have been budgeted to pay for an associated increase in poll inspectors, employee training, absentee ballots, and the replacement of some polling booths. All told, these mandates add significantly to new spending that is contained within the 2016 budget.

Adjusting for Revenue Losses: Another significant development that factored into preparation of the 2016 budget was the loss of revenue that the City previously received for conducting compliance inspections prior to the sale of a residence (eliminated upon adoption of the State's 2015 budget), as well as a 3.3% decrease in Highway Aid from the State.

Honoring All Contractual Commitments: Consideration was also afforded to the various contractual commitments that have recently been entered into by the City. Aside from standard or nominal cost escalation that is often contained in contracts with outside vendors providing services to the City, there are some significant increases with respect to a number of agreements. Specifically, the City will realize additional costs as it enters the second year of a two-year agreement with Grota Appraisals, following the resignation of the City's former assessor in mid-2015. Additionally, the new collective bargaining agreement with the Mequon Police Association contractually obligates cost-of-living and salary step adjustments in 2016.

FY2016 Budget Summary

The City's General Fund is the principal operating fund for the City. The General Fund provides the funding for the operations of: the Mayor & Common Council, the City Administrator's Office, the City Clerk's Office, Local Elections, the Human Resources Division, the City Attorney's Office, the Finance Department, the Assessor's Office, Information Technology, the Police Department, the Fire Department, Inspections, the Community Development Department, the Public Works and Highway Departments, the Parks Department, Opitz Cemetery and Weyenberg Library. The following two tables provide a summary of the 2016 General Fund Budget, which is balanced, honors all contractual commitments and maintains existing service levels.

General Fund Revenue

Revenues	2015	2016	Change	% Change
Taxes	\$10,158,540	\$10,407,654	\$249,114	2.45
Intergovernmental	1,847,367	1,843,819	(3,548)	(0.19)
Licenses and Permits	828,131	993,450	165,319	19.96
Fines and Forfeitures	701,625	754,589	52,964	7.55
Public Charges for Services	351,645	482,085	130,440	37.09
Other Revenues	1,361,550	1,111,000	(250,550)	(18.40)
Investment Income	10,000	19,000	9,000	90.00
Total Revenue	\$15,258,858	\$15,611,597	\$352,739	2.31

Within this proposed budget, property taxes comprise almost 67% 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 9% of its revenue from intergovernmental aid compared to a statewide average of more than 20%. Building permit fees and other development-related revenue are projected to rise as the result of a trend analysis of past year revenue, and a projected increase in building activity. The *Other Revenue* Line Item within the Revenue table depicts a reduction of more than \$250,000, due to the fact that the budget does not contemplate the use of Fund Balance reserves to supplement proposed revenues in 2016.

General Fund Expenditures

Expenditures	2015	2016	Change	% Change
Salaries	\$7,606,607	\$7,950,025	\$343,418	4.51
Fringe Benefits	3,191,423	3,216,782	25,359	0.79
Other Staff Costs	69,440	70,415	935	1.35
Materials/Supplies	1,222,907	1,146,371	(76,496)	(6.26)
Facility & Plant	632,364	534,746	(97,618)	(15.44)
Purchased Services	1,314,234	1,493,111	178,877	13.61
Equipment/Leases	173,568	151,832	(21,736)	(12.52)
Library Grant	1,048,315	1,048,315	-0-	0.0
Total Expenditures	\$15,258,858	\$15,611,597	\$352,739	2.31

On the expenditure side of the ledger, salary expenses are projected to climb a total of 4.51% in 2016. This is attributable to a combination of both proposed and contracted cost-of-living and salary step adjustments budgeted for 2016, as well as certain salary expenses that were not budgeted in 2015, primarily in Police and Fire. Purchased services are also projected to increase; this is mainly attributable to the City's transition to a new assessor in mid-2015, the need to administer four (4) elections in 2016, and anticipated increases for various professional services utilized by the City. Conversely, and thanks to the efforts of staff through the departmental budgeting process, savings and efficiencies have been achieved across multiple spending categories, including *Materials/Supplies*, *Facility & Plant* and *Equipment/Leases*.

Property Tax Impact

The proposed budget requests a levy increase of \$751,614 or 3.7% over that of 2015. The following table shows a breakdown of the proposed 2016 levy.

Fund	Levy for 2015 Budget	% of Total	Proposed Levy for 2016 Budget	% of Total	Change
General	\$9,110,225	45.9	\$9,359,339	44.3	\$249,114
Sewer Utility	7,025,377	32.9	7,147,372	33.8	121,995
Library	1,048,315	5.3	1,048,315	5.0	0
Capital Projects	833,097	4.6	833,000	3.9	(97)
New Initiatives	0	0.0	235,863	1.1	235,863
Debt Service	2,366,271	11.3	2,511,010	11.9	144,739
Totals	\$20,383,285	100.0	\$21,134,899	100.0	\$751,614

It should again be noted that the General Fund, the main operating fund of the City, is balanced without the use of fund balance to support the 2016 Budget. For 2016, the levy for the General Fund declines as a share of the overall tax levy. The increase in the Sewer Utility levy is driven by the projected increase in the Milwaukee Metropolitan Sewerage District's (MMSD) Capital charge. There is no levy increase proposed to fund the Mequon-Thiensville Library, nor for Capital Projects. New Initiatives, which represent almost \$236,000 in spending to address immediate and longer-term strategic objectives of the City, are discussed later in this narrative. Finally, debt service continues an upward trend. The amount shown is for non-TID debt only. It should be noted that even with the proposed levy adjustment, the City is still below the cap allowed under State levy limits.

The tax rate, or mill rate, has been a focus of discussion during previous Appropriation Committee meetings. The tax rate is determined by levy and tax base. The City continues to see growth in real property valuation over the recent past. However, this is not enough to completely offset the levy adjustment, and to keep the mill rate unchanged. Per the table below, the proposed general tax rate of \$3.16/\$1,000 represents the first rate adjustment in seven years. Under the proposed 2016 budget, a Mequon home assessed at \$350,000 would pay approximately \$1,106 in City taxes, an increase of roughly \$38.

Levy Year	General Assessed Tax Rate: \$X.XX/\$1,000 of Assessed Value	Sewer Assessed Tax Rate: \$X.XX/\$1,000 of Assessed Value
2015	\$3.16	\$1.89
2014	\$3.05	\$1.88
2013	\$3.05	\$1.76
2012	\$3.04	\$1.79
2011	\$3.04	\$1.87
2010	\$3.04	\$1.86
2009	\$3.05	\$1.86
2008*	\$3.41	\$2.23

*Revaluation Year

Mequon property owners inside the Sewer Service area have a second tax line on their tax bill reflecting the Sewer Utility Fund tax levy. For 2016 the proposed mill rate increases from \$1.88 to approximately \$1.89/\$1,000.

Revenue

For FY2016, the total property tax revenue estimate (including sewer) totals \$21,134,899. As indicated in the following table, this represents an increase of \$751,614, or 3.69% above the 2015 levy, an amount that nevertheless meets the requirements of the state's levy limit, 2013 Wisconsin Act 20.

Revenue Summary Information

Category	FY2015 Adopted	FY2016 Proposed	Difference	% Change
General Tax Levy	\$9,110,225	\$9,359,339	\$249,114	2.73%
Sewer Debt/Cap Charge	\$7,025,377	\$7,147,372	\$121,995	1.74%
Library Fund	\$1,048,315	\$1,048,315	\$0	0.00%
Capital Projects Fund	\$833,097	\$833,000	(\$97)	-0.01%
New Initiatives	-	\$235,863	235,863	-
Debt Service	\$2,366,271	\$2,511,010	\$144,739	6.12%
Total Tax Levy	\$20,383,285	\$21,134,899	\$751,614	3.69%
Other Revenue	\$4,237,503	\$3,951,515	(\$285,988)	-6.75%
Total Revenue	\$24,620,788	\$25,086,414	\$465,626	1.89%
Estimated City Tax Rate	\$3.05	\$3.16	\$0.11	3.61%

The following detail is provided for various revenue categories within the proposed 2016 budget:

State Shared Revenues: The State will maintain shared revenues at last year's funding level. State utility taxes increase 32.6% to \$54,013.

Inter-Governmental Revenues: Road aid is anticipated to decrease about 3.3% or \$42,835 from 2015.

Licenses: Total fees are estimated to increase more than 10% for this category based upon projections and history.

Permits: Total permit revenue is anticipated to increase in 2016. The total Permit Budget is \$999,900 compared to \$778,812 in 2015. Staff used trend analysis and assumptions related to the anticipated construction of several large commercial and residential development projects to help forecast 2016 values. Overall, increases are expected in the following categories: building permits (up \$131,000) electrical permits, (up \$35,000), plumbing permits (up \$45,000), and HVAC permits (up \$25,000). It should be noted that changes in State law have eliminated the enforcement of compliance permits, resulting in a loss of \$18,000 in this category.

Law/Ordinance Violations: Court penalties decrease by \$20,000 from 2015 based on trend analysis. This is traffic citation revenue.

False Alarm Fees: Police False Alarms are projected to increase \$60,000 based on a proposed amendment to include first time offenses in the fee schedule. This mirrors what is already in place with the Fire Department. False Fire Alarms (\$11,828) are presented in a separate category and increase by 16.8% for 2016.

Ambulance Fees: Ambulance Fees are unchanged for 2016 at \$450,000. The number of calls is projected at approximately 1,300. As always, there are limitations on how much Medicare and Title 19 will pay for ambulance transports.

Accident Response Fees: In 2009 the City adopted an accident response fee. The 2016 budget calls for \$9,085, up \$2,085 from 2015.

Public Works Fees: Total fees for this category are increasing primarily due to an increase in the construction of new homes in Mequon.

Pool & Parks Fees: 2016 pool revenue is budgeted at \$62,585, which is 12.8% more than 2015 based on budget/actual comparisons. Total revenue peaked in 2005 and has generally plateaued in recent years. Actual results are obviously weather-dependent. Parks fees are also expected to increase by \$11,585 (13.3%), based on increased park/facility usage rates already realized in 2015.

Special Assessments: Most of the General Fund Special Assessments were paid-off in 2015. There is no anticipated revenue for 2016. Special Assessments for the North Port Washington Road project are accounted for in the Capital Projects Fund. Wauwatosa Road Sewer Improvements are accounted for in the Sewer Utility Fund.

Internal Service Fees: These fees are the administrative charges passed through to the General Fund for staff time involved in support of the City's sewer and water utility operations.

Other Revenues: Cellular lease revenue is anticipated to increase by \$25,000. Cable revenue budgeted for 2016 is anticipated to remain unchanged from 2015. Erosion in the cable customer base is offset by added revenues from remaining customers. In addition, AT&T U-Verse customers are adding to this line. The City derives no fees from satellite customers, and municipalities no longer hold cable television franchise agreements.

Revenue Reduction is the application of surplus funds from the City's unassigned reserve, which is then carried forward to help balance the budget. As noted, the 2016 budget forgoes the use of fund balance as a declared revenue source, in order to eliminate a "structural imbalance" between revenues and expenditures.

Prior-Year-Expense Revenue is similar to *Revenue Reduction* in that excess funds are identified to assist in balancing the budget. In this category, funds are potentially identified in the Capital Projects Fund and Special Revenue Fund that are no longer needed for their original, intended purpose. At the start of FY2015's fourth quarter, no funds had been identified for carryover into the 2016 budget.

Investment Revenue: Income in this category is again anticipated to increase, due to an expected rise in interest rates.

Tax Increment Revenue: Increasing debt service obligations will cause Tax Increment District #2 to cash flow negative in 2016 by approximately \$46,000. However, the Fund has a sufficient balance to cover this shortfall in the coming year. Tax Increment District #3 (TID #3) is projected to generate additional increment equivalent to \$138,000. This amount is more than \$100,000 above the amount generated for 2015, and it will also be applied towards the Fund's debt service payments, which total \$620,875 in 2016. City staff recommends that principal and interest payments for TID #3 not be added to the City's general tax levy; rather, it is again proposed that an advance be used from the Capital Project Fund to satisfy this funding shortfall, as was done in FY2015. The *Other Financing Sources* revenue line of \$360,525 once again assumes the Capital Projects Fund will loan the Debt Service Fund the amount of debt service related to the 2009 TID #3 bonds that were not covered by the BAB (Build America Bond) rebate. Principal reduction payments began in 2015 to satisfy this nearly \$7 million obligation, which is payable over 20 years.

Capital Spending

Department head capital project funding requests for FY2016 totaled \$2,188,750. Through thorough analysis with the departments and prioritization of projects during the budget formation process, the FY2016 proposed budget retains level funding for the capital project fund at a total of \$833,000.

Facilities requests totaled \$350,000 amongst various projects including a Safety Building remodel and City-wide building repairs. No funding is proposed in this area for 2016. This reflects a cut in funding for the FY2015 approved capital funding for facilities. Part of the rationale behind not providing funding in 2016 is the recognized need for a City-wide facility assessment. The assessment, although a recognized need, is not budgeted in 2016, but remains a priority in the near future.

Department of Public Works (DPW) and Parks requests totaled \$655,750. For 2016, funding for Emerald Ash Borer (EAB) is being requested for the first time. In 2015, funds from the Urban Forestry project were used to start combating EAB. DPW requested \$75,000 for EAB and the 2016 proposed budget allocated the full amount of their request. A total of \$300,000 was apportioned for replacement of aging equipment and vehicles. This is an increase of \$40,000 from FY2015. Finally, the ongoing requested amount of \$10,000 for Roadway Light Replacement is funded for FY2016.

Engineering requests for FY2016 totaled \$442,000 for projects including Major & Secondary Drainage, Asset Management Software, and Bike Lane Construction. The proposed 2016 budget allows for the continuation of level funding at \$50,000 for Major & Secondary Drainage and \$25,000 for Bike Lane Construction. An increase of \$500 is proposed for Asset Management Software for a total of \$8,000.

Although Elections requested \$15,000 for Equipment, funding was not provided based on a current balance of \$20,000 in the account and the purchase of new equipment in 2015 by Ozaukee County. Funding for this project will need to be provided in subsequent years to build for the purchase of eventual replacement equipment in 2026.

Information Technology (IT) projects for 2016 totaled \$240,000. The proposed 2016 budget includes \$59,000 to fund a Server Array Replacement project for both City Hall and the Police Department.

The Fire/EMS Department request came in at a total of \$126,000 for three projects. Full funding was provided for two of the three projects. Hydraulic Rescue Equipment was again funded at \$16,000, with the intent to purchase the equipment in 2019. Equipment/Fleet replacement funding increased \$5,000 from 2015 for a total of \$100,000. This recognizes replacement of an ambulance, first responder vehicles, and the Chief's vehicle in 2016, as well as providing continued funding for the leased Fire Truck acquired in 2015.

The Police Department requested \$360,000 for both new and ongoing projects. The proposed 2016 capital budget funds two of seven projects. Vehicle replacement saw an increase of \$55,000 from 2015 for a total of \$150,000. This increase takes into account the fact that 2016 is a squad replacement year. Since the Chevy Impala police edition is no longer manufactured, the Department will be replacing squads with Ford Police Interceptor Utility vehicles and need to replace equipment in the squads as well, since old equipment

from the Impalas will not fit into the new vehicles. This will lead to a higher cost per vehicle than has been seen by the Department since first purchasing Impalas in 2003. Equipment Replacement also saw an increase for 2016, with total appropriations of \$40,000 proposed. This additional funding will allow the Department to replace aging, previously donated Automated External Defibrillators (AED) in all squads.

FY2016 marks the second year of the three year capital project borrowing for the road program, which was approved in 2015. The DPW will continue to evaluate and prioritize funding allocations in 2016 based on roads that are in most need of repair. It should be noted that continued borrowing for the road program has contributed to the year-over-year increase in the City's debt service levy. The proposed 2016 budget provides for an increase to the levy for general obligation (GO) debt of \$144,739, to coincide with the increase in debt service costs related to the City's recent road improvement projects. 2016 is the first year of principal payment for \$5.8 million in bonds that were issued in 2015.

Although not currently included in the proposed budget, staff contemplates another debt issuance in 2016 for the construction of a combined Public Works facility, which will consolidate Department operations into one building. Principal and interest payments on the proposed 2016 issuance will be structured in a manner where they first become payable starting in FY2017.

Personnel

Staffing: Since 2001, the City's overall staffing level has been reduced by almost 17 positions, or approximately 13%. On a Full-Time Equivalency (FTE) basis, the proposed FY2016 budget is relatively constant when compared to the 2015 budget. That being said, there are several recommended adjustments that are intended to help the organization "right size" its allocation of human resources, as follows:

- Add 1.0 FTE Building Inspections Supervisor (as of April 1, 2016)
- Add 1.0 FTE Police Communications/Records Supervisor (as of April 1, 2016)
- Adjust 0.90 FTE Public Works Secretary Position to 1.0 FTE (+4 Hours/Week)
- Adjust 0.375 FTE Parks Secretary Position to 0.50 FTE (+5 Hours/Week)
- Adjust 0.625 FTE Finance Clerk Position to 0.50 FTE (-5 Hours/Week)
- Add 0.50 FTE Finance Utilities Clerk Position (Funded by Sewer & Water Utilities)

In sum, the proposed position modifications will result in an adjustment of the City's overall FTE count from 108.83 to 111.43.

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

In 2014, the City completed a Classification and Compensation Study, which resulted in the implementation of a new pay scale with varying wage adjustments for all but represented Police and Fire employees. In connection with this conversion, future wage adjustments were to be guided by a new performance evaluation system starting in 2015. Given recent

staffing transitions in the City Administrator's Office, implementation of the performance evaluation system was postponed, and a 2% wage adjustment was granted to all non-represented employees in May 2015. It is expected that the new performance evaluation system will become effective as of January 1, 2016, and that future wage adjustments starting in FY2017 will be based on performance. Given the delay in implementing the new merit-based pay system, money has been set aside in the City's contingency fund to account for a fixed wage adjustment for non-union employees in FY2016. Additionally, funds have also been included in the 2016 budget to further mitigate a few identified pay range inequities identified during the 2014 Compensation Study.

Benefits/Insurance: For over 20 years, the City has provided health insurance through the state's Employee Trust Fund. Currently, the City subscribes to three HMO program options that provide substantial savings to employers. For 2016, it is anticipated that state health insurance fund rates will rise by 3%. Employees will continue to pay 12% of the premium; in 2016 that is equivalent to \$260/month for family coverage, up from \$247/month in 2015; and \$104/month for single coverage, up from \$99/month in 2015. In spite of an overall 5.3% rate increase from United Healthcare (the predominant plan used by a majority of City employees), the availability of two additional plans offered in the ETF program and other changes expected from the open enrollment period in November are expected to result in a slight decrease in the City's health insurance costs in 2016.

United Healthcare	Employee Share		Employer Share		Full Premium	
	2015	2016	2015	2016	2015	2016
Single Coverage	\$99	\$104	\$726	\$766	\$825	\$870
Family Coverage	\$247	\$260	\$1,809	\$1,906	\$2,056	\$2,166

In connection with the City's ongoing efforts to manage costs across all insurance lines, it is anticipated that in 2016, the Human Resources Division will undertake an analysis to identify potential options for mitigating and/or reducing the rise in health insurance premium costs that the City has experienced in recent years. The chart below depicts the year-over-year increases that the City has assumed since 2010 and which on an annualized basis, far exceed the general rate of inflation across all economic sectors.

FY2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016
9.5%	8.5%	2.5%	8.0%	1.0%	6.8%	5.3%

It is further expected that any proposals or recommendations concerning potential changes to the City's health insurance plan will be identified and reviewed prior to preparation of the 2017 budget.

Employer pension contributions to the Wisconsin Retirement System (WRS) will range from 6.6% for general employees to 9.75% of wages for police and fire personnel in 2016. This represents a slight change from 2015, when these employer contribution rates were 6.8% and 9.5%, respectively.

The following table summarizes the proposed changes in salaries and benefits for FY2016:

General Fund	FY2015 Adopted Budget	FY2016 Proposed Budget	Increase (Decrease)	% Change
Salaries*	\$7,606,607	\$7,950,025	\$343,418	4.5%
Health Insurance	\$1,743,647	\$1,743,369	(\$278)	0.0%
Retirement	\$544,707	\$545,083	\$376	0.0%
Totals	\$9,894,961	\$10,238,477	\$343,516	3.5%

*All Wages, Including Fire and EMS Paid-on-Call Salaries. Does not Include Sewer/Water Utility Fund Personnel or Reimbursements

Collective Bargaining: In 2014, a two-year agreement was reached with the Fire Union that established a full-time paramedic program and called for benefit contributions from eligible employees. This contract is scheduled to expire on December 31, 2015, and negotiations on a new agreement are scheduled to commence in the fourth quarter of 2015. In February 2015, the City approved a new two-year collective bargaining agreement with the Mequon Police Association, which expires on December 31, 2016. Wage adjustments in each of the two years of this pact are equivalent to 2.25% annually, with a 2% adjustment applied each year on January 1, and an additional 0.5% adjustment applied each July 1. It is anticipated that negotiations on a successor agreement will begin during the second half of 2016. Fully loaded contract increases for police officers covered under the collective bargaining agreement are included for FY2016. As indicated, the total cost of negotiated wage adjustments for Police Officers in 2015 were not fully captured in the approved 2015 budget; accordingly, a further adjustment of \$61,564 is necessitated in 2016 to account for this amount that was not reconciled in 2015.

Professional Development: As part of the City's ongoing effort to ensure that employees maintain required licensures/certifications and are afforded the opportunity, where appropriate, to partake in professional development activities that benefit themselves and the community, the budget contains a modest adjustment in resources dedicated to professional development in 2016. As depicted below, proposed development expenditures across the organization will total \$63,830 in 2016, an increase of \$7,755 from 2015.

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
\$47,575	\$53,300	\$55,405	\$56,075	\$63,830

Devoting adequate resources to employee and organizational development will continue to be an area of key focus in the coming years, as significant transition occurs with ongoing retirements amongst the baby boomer generation. Ensuring that new and younger employees have both the proper training and necessary skills will be critical to maintaining the high quality service delivery that Mequon residents both expect and deserve.

FY2016 Goals & New Initiatives

In addition to maintaining existing service levels across the organization, the proposed 2016 budget also contains many new initiatives that are intended to not only address some of the more immediate short-term needs identified within the organization as part of the aforementioned SWOT analyses, but also to address areas where a longer-term, strategic approach is warranted. Not surprisingly, most of the new initiatives proposed for FY2016 are aimed at furthering the City's commitment to the guiding principles that have helped

drive development of this and previous City budgets, and represent a balance between the need to "right size" the current budget while addressing critical, identified needs. As such, New Initiatives included in the 2016 budget are categorized and summarized as follows:

External Communications: \$30,000 has been included in FY2016 to fund development of a new City website, and to reintroduce a quarterly newsletter that will be mailed to all Mequon addresses. Additionally, it is anticipated that an online agenda management system previously purchased by the City will be fully implemented, and that efforts to expand and fully manage the use of social media will be pursued.

Public Safety: As previously indicated, this budget includes funding to staff a newly established position of Police Records/Communications Supervisor as of April 1, 2016. This will allow the Department to redirect growing administrative duties away from sworn officers to a civilianized position, and help accelerate the establishment of Emergency Medical Dispatching by Department personnel. As also indicated, additional funding (\$75,000) has been included to hasten the removal of public trees infested with Emerald Ash Borer and \$150,000 is budgeted to complete a conversion of the Police Department's patrol fleet. Additional funding has also been earmarked to perform an analysis of current staffing levels within the Fire Department, and consider potential partnership opportunities with the Village of Thiensville.

Economic Development: A Building Inspections supervisory-level position, which was not filled after the retirement of the City's Chief Building Inspector in 2012, is included in the proposed budget. Given recent growth in building permit activity and large-scale development that is expected to continue in 2016, it is anticipated that this position will improve the Department's ability to provide timely and efficient customer service, while freeing up existing staff to focus on long-term planning and other economic development initiatives. \$30,000 has also been included to conduct a staffing and operations analysis of the Community Development Department during 2016.

Infrastructure: As indicated, 2016 will mark the second year of a three-year program to continue funding improvements to local roads owned and managed by the City of Mequon. It is once again expected that approximately \$1.7 million in road projects will be planned and completed in 2016, thereby continuing the City's longstanding effort to continuously improve this key component of the City's infrastructure. As also indicated, it is anticipated that the City's commitment to improving its long-term assets will be furthered through construction of a new Combined Public Works Facility, which is expected to commence in 2016. At this time, it is anticipated that a bond issue will be formulated in late 2015 or early 2016 to pay for the estimated \$6-8 million cost of the facility, which is scheduled for completion in 2017.

Cost Control/Accountability: Other new initiatives in the 2016 budget that do not require additional funding include completion of a staff-driven analysis of health insurance plan options, to ensure that City and its employees are utilizing the most cost effective plans available in the local marketplace. Additionally, the Community Development Department will establish a Guaranteed Deposit system for building and other related permits beginning on January 1, 2016. Introduction of such a system, which will require applicants to record a deposit at the time of permit issuance, will incentivize permittees to obtain all

inspections that are required to close out a permit. This will assist staff in curtailing the growing number of permits that remain open, and that never achieve closure. Finally, performance measures established by each department during this year's budget development process have been introduced, and are included as a component within each department's budget.

It is important to note that while many of new initiatives and capital spending requests submitted by the City's operating departments are not included within the proposed 2016 budget, it is likely that these items will remain on the drawing board for consideration in future budgeting cycles. City staff is appreciative and cognizant of the fact that is important to look at budgeting as a long-range financial planning exercise, and that all identified needs cannot and will not be addressed within any one budget cycle.

Library

Funding for the 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 stipulated that library funding can be no lower than the average of the preceding three years. However, 2013 legislation (2013 Act 20) was specifically crafted for municipalities maintaining a joint library, and this development reinstated the maintenance of effort methodology on a permissive basis. Accordingly, the City utilizes one of the following three funding calculation alternatives to determine the library funding allocation in a given year:

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

Upon review of the funding formula options available (equalized value vs. maintenance of effort average) it was determined that the maintenance of effort methodology was preferable from a fiscal standpoint. The difference between the two formulas is not insignificant, and in choosing the less costly of the two formulas, the City's proposed 2016 allocation remains unchanged from the previous year. It should be noted that the state-imposed county library tax formula trumps the joint library agreement formula as it is currently written. Thus, the Village and the City will look to amend and update the joint funding agreement in the near future to accurately reflect this present-day reality.

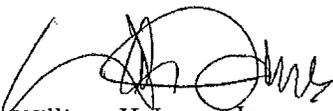
County Library Tax Exemption Formula Thresholds		
FY2015 Mequon Appropriation <small>Per Statutory Formula</small>	\$1,048,315	
FY2016 Mequon Appropriation Needed to Maintain County	Per Equalized Value	Per Maintenance of

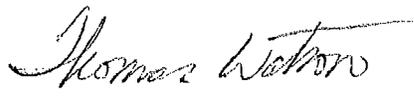
Library Tax Exemption:	Formula	Effort Formula
	\$1,149,252	\$1,030,705
Net Increase from FY2015	\$100,937	(\$17,610)
Proposed FY2016 Mequon Appropriation	\$1,048,315	

Acknowledgments

A special note of thanks goes out to all of the Department Heads and City staff for their efforts in the preparation of the 2016 Budget. Within an organization that is in constant motion - 24 hours a day, 7 days a week and 365 days a year, Mequon employees are the lifeblood of a City that never rests, and the results of their tireless work, effort and dedication on behalf of the entire community are evident throughout this document. Most importantly, the Mayor and Common Council are recognized for their leadership, commitment and support in planning and conducting the financial operations of the City in a responsible and prudent manner. Lastly, we would like to acknowledge Deputy Finance Director Veronica Rudychev and Assistant City Administrator Jesse Thyges for their professional and thorough work in helping to prepare the budget, and Lina Prosser for her assistance in formatting and assembling this document.

Respectfully submitted,


 William H. Jones, Jr.
 City Administrator/Clerk


 Thomas W. Watson
 Finance Director/Treasurer

2016 Budget Development, Structure, and Financial Policies

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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 measureable. 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 seven main areas; Salaries, Fringe Benefits, Materials & Supplies, Purchased Services, Facility & Plant, Other Staff Costs, 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 0.64% of debt to equalized value outstanding as of 12/31/14. 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, 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

The 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.

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.

2016 Financial Overview

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- ❖ Budgetary Comparison Schedule of Revenues General Fund

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- ❖ Budgetary Comparison and Expenditure Summary by Functional Area-General Fund
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- ❖ Schedules of Revenues, Expenditures and Change in Fund Balance General Fund
- ❖ 2016 General Fund Expenditures by classification (chart)

Capital Projects Fund

- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance Capital Project Fund
- ❖ 2016 Capital Projects Fund, Expenditures by Functional Area chart)
- ❖ 2016 Capital Projects Funding/Expenditure Summary

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- ❖ Introduction
- ❖ CIP Project Descriptions
- ❖ Projects by Department FY'16 thru FY'20
- ❖ Projects by Funding Source FY'16 thru FY'20

Debt Service Fund

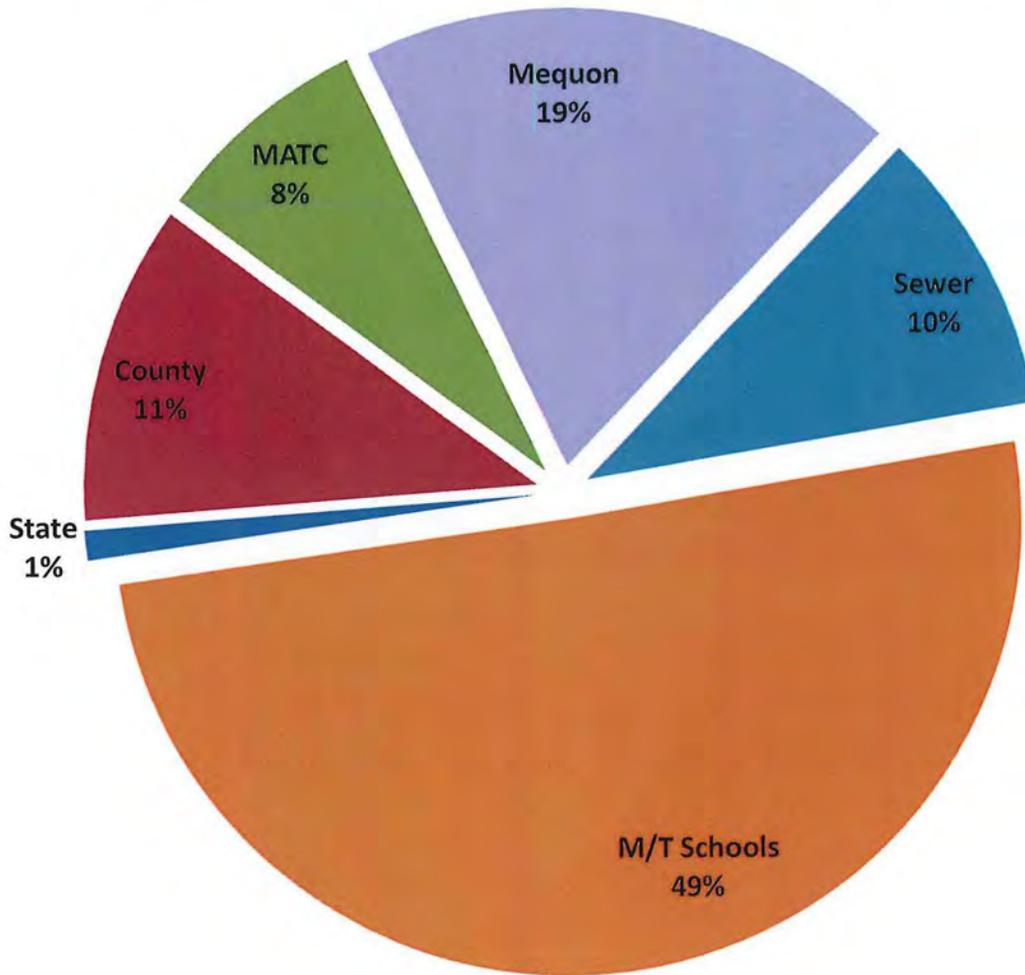
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance
Debt Service Fund
- ❖ Additional Background on Outstanding Debt Issues
- ❖ Schedule of General Obligation Debt Payments
- ❖ Computation of Legal Debt Margin as of December 31, 2015

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 2015 Tax Levy Distribution

Mequon-Thiensville School District with Sewer Service



2015 Tax Levy Information

State of Wisconsin	\$ 740,212
Ozaukee County	\$ 8,007,632
City of Mequon	\$13,631,384
Sewer District	\$ 7,215,099
M/T Schools	\$35,677,840
MATC	\$ 5,484,015

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
2016 Budget - Summary by Appropriated Fund

	General Fund	Capital Fund	Debt Service Fund
REVENUES:			
General Property Taxes	\$ 10,268,517	\$ 743,000	\$ 2,511,010
Intergovernmental	1,843,819	-	-
Licenses & Permits	1,054,350	-	-
Fines and Forfeitures	754,589	-	-
Public Charges for Services	421,185	-	-
Other revenues	1,411,000	8,000,000	494,275
Investment income	19,000	-	2,125
Total Revenues	<u>15,772,460</u>	<u>8,743,000</u>	<u>3,007,410</u>
EXPENDITURES:			
Salaries	7,936,400	-	-
Fringe Benefits	3,263,970	-	-
Materials & Supplies	1,250,371	-	-
Facility & Plant	534,746	-	-
Purchased Services	2,564,726	-	1,275
Other Staff Costs	69,380	-	-
Equipment / other *	152,867	12,100,720	3,412,260
Total Expenditures	<u>15,772,460</u>	<u>12,100,720</u>	<u>3,413,535</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>-</u>	<u>(3,357,720)</u>	<u>(406,125)</u>
OTHER FINANCING SOURCES (USES):			
Other Financing Sources	-	-	406,125
Long-Term Debt Issued	-	-	-
Transfers In	-	-	-
Transfers Out	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>406,125</u>
NET CHANGE IN FUND BALANCE		(3,357,720)	-
FUND BALANCE - BEGINNING	4,401,130	11,200,755	(495,320)
FUND BALANCE - ENDING	<u>\$ 4,401,130</u>	<u>\$ 7,843,035</u>	<u>\$ (495,320)</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
\$ 7,147,372	\$ -	\$ 20,669,899
-	-	\$ 1,843,819
-	-	\$ 1,054,350
-	-	\$ 754,589
3,466,000	3,585,995	\$ 7,473,180
268,203	147,752	\$ 10,321,230
17,800	6,000	\$ 44,925
<u>10,899,375</u>	<u>3,739,747</u>	<u>42,161,992</u>
760,149	135,000	8,831,549
205,489	1,270	3,470,729
64,900	29,850	1,345,121
-	3,000	537,746
92,008	431,741	3,089,750
2,070	-	71,450
8,646,509	1,955,301	26,267,657
<u>9,771,125</u>	<u>2,556,162</u>	<u>43,614,002</u>
<u>1,128,250</u>	<u>1,183,585</u>	<u>(1,452,010)</u>
-	-	406,125
-	-	-
-	-	-
-	-	-
<u>-</u>	<u>-</u>	<u>406,125</u>
1,128,250	1,183,585	(1,045,885)
16,989,239	10,440,632	42,536,436
<u>\$ 18,117,489</u>	<u>\$ 11,624,217</u>	<u>\$ 41,490,551</u>

CITY OF MEQUON
Comparative Schedule of Changes in Fund Balances
2014-2016 Summary by Appropriated Fund

	Ending 12/31/13	2014 changes	Ending 12/31/14	% change in 2014	2015 changes	Ending 12/31/15	% change in 2015	2016 budgeted changes	Projected Ending 12/31/16	% change in 2016
General Fund	\$ 3,814,097									
Surplus/(Deficit)		\$434,399	\$ 4,248,496	11.4%						
Surplus/(Deficit)					\$152,634	\$ 4,401,130	3.6%			
Surplus/(Deficit)								-	\$4,401,130	0.0%
Capital Projects	\$ 4,778,357									
Surplus/(Deficit)		(1,848,095)	\$ 2,930,262	-38.7%						
Surplus/(Deficit)					3,519,493	\$ 11,200,755	120.1%			
Surplus/(Deficit)								(3,357,720)	\$ 7,843,035	-30.0%
Debt Service	\$ (528,720)									
Surplus/(Deficit)		\$230,212	\$ (298,508)	-43.5%						
Surplus/(Deficit)					\$33,400	\$ (495,320)	-11.2%			
Surplus/(Deficit)								-	\$ (495,320)	0.0%
Sewer Fund	\$11,245,913									
Surplus/(Deficit)		\$2,011,801	\$13,257,714	17.9%						
Surplus/(Deficit)					\$2,544,499	\$16,989,239	19.2%			
Surplus/(Deficit)								1,128,250	\$18,117,489	6.6%
Water Fund	\$ 2,044,892									
Surplus/(Deficit)		1,137,222	\$ 3,182,114	55.6%						
Surplus/(Deficit)					6,402,100	\$10,440,632	201.2%			
Surplus/(Deficit)								1,183,585	\$11,624,217	11.3%
Totals:	\$21,354,539	\$1,965,540	\$23,320,079		\$12,652,125	\$42,536,436		(\$1,045,885)	\$41,490,551	

Narrative Explanation of Changes in Fund Balances

In 2013: General fund revenues were almost \$225,000 more in total than the original budget projection. Most notably, permitting fees exceeded budget by \$152,000, Cell tower revenues were \$24,000 over budget Cable TV revenues were also \$24,000 higher than budgeted, both due to increased services. General fund expenditures were also \$525,000 under budget due to several factors.

The contingency budget was under budget by more than \$81,000. The police department had a positive variance of almost \$127,000 due to vacant positions. The Highway department had a positive variance of almost \$148,000 due to vacant positions not being immediately refilled.

In the Capital Project fund, the City issued \$3.71 million of general obligation debt. The proceeds will be used to complete several major roadwork projects over the next two years. In the Debt Service Fund in addition to recurring principal and interest payments, the city refunded \$1.3 million to close the city's unfunded WRS pension liability. The Sewer fund had an operating contribution of \$1.85 million in 2013. 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.

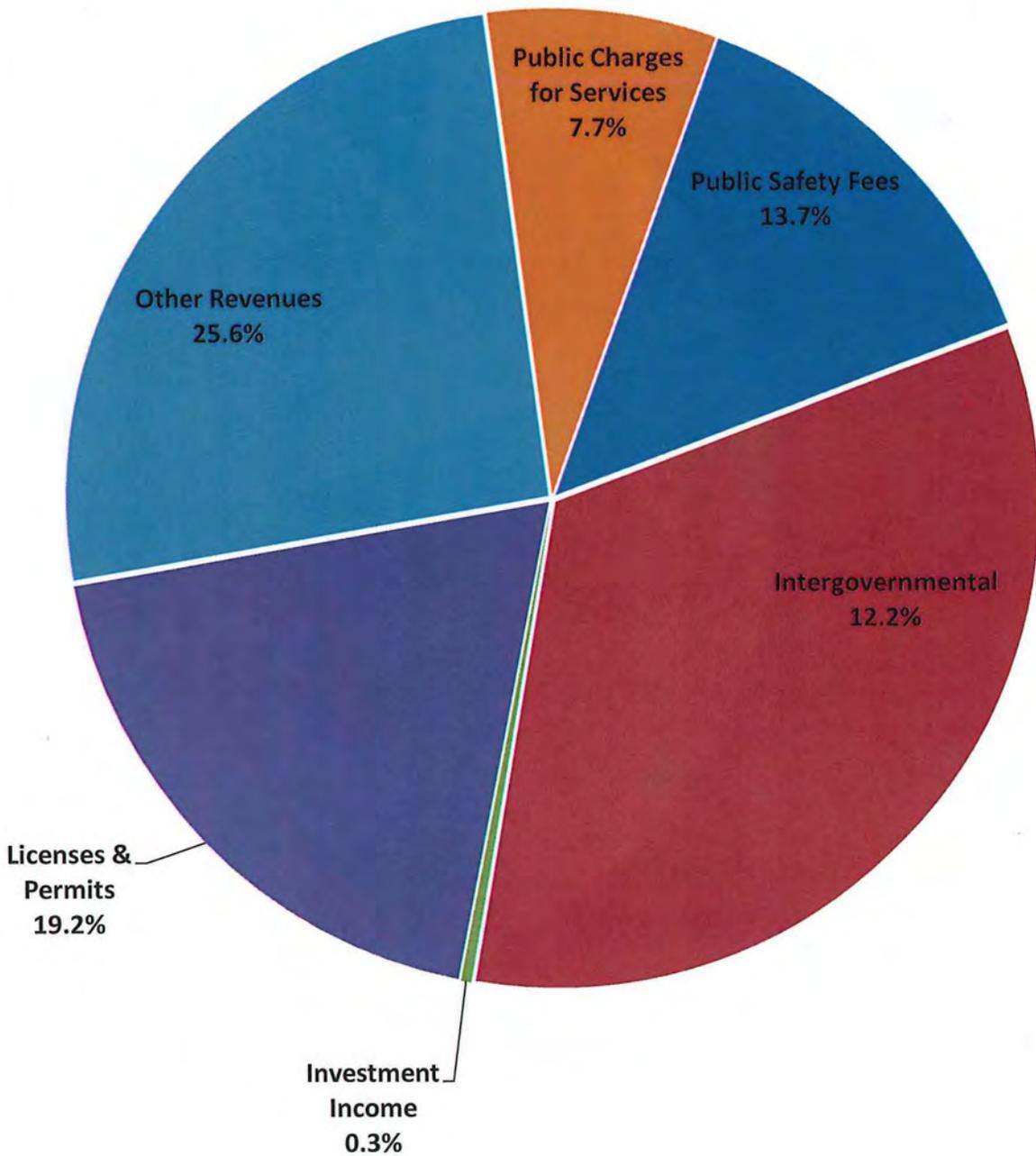
In 2014: In the Capital projects fund the city anticipates using \$2 million of reserves to complete several major road projects as well as the expected normal variations due to multiyear planning in the Capital Projects fund. The City also expended approximately \$2 million for park land acquisition. The sewer utility operations are expected to continue to contribute roughly \$1.2 million to the fund balance. A rate increase enabled the Water fund is generate approximately \$850,000 from operations.

In 2015: In the Capital projects fund the city anticipates using approximately \$2.6 million of a \$7,125,000 general obligation debt issue for road projects as well as the expected normal variations due to multiyear planning. The city also expects to spend roughly \$1.5 million in reserves in 2015 for the TIF district developments. 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 \$856,000 from operations.

In 2016: In the Capital projects fund the city anticipates using approximately \$3.3 million from multi year planning funds set aside for various projects anticipated in fiscal year 2016. The sewer utility operations are expected to continue to contribute roughly \$1.1 million to the fund balance. The Water fund is expected to contribute approximately \$1.1 million from operations to the fund balance.

CITY OF MEQUON

2016 General Fund Revenues by Funding Type



CITY OF MEQUON
Budgetary Comparison Schedule of Revenues
General Fund

	2013 Actual	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES					
TAXES:					
General Property Taxes	10,228,055	10,050,900	10,158,540	10,158,540	10,268,517
INTERGOVERNMENTAL:					
Shared Revenues	306,642	306,642	306,641	300,498	306,641
Utility Tax	36,658	42,424	40,726	56,264	54,013
Fire Insurance Dues	126,138	142,642	127,000	145,373	145,000
General Highway Aid	1,185,147	1,171,536	1,244,800	1,242,393	1,201,425
Connecting Streets	67,652	67,790	68,200	68,248	68,740
Recycling Grants	15,453	15,436	15,000	15,433	15,000
Law Enforcement	-	5,440	-	-	-
Computer Aid	61,997	49,985	45,000	54,897	50,000
State Grants	-	3,134	-	3,487	3,000
Use value Penalty	-	-	-	-	-
Total Intergovernmental	1,799,687	1,805,030	1,847,367	1,886,592	1,843,819
LICENSES & PERMITS:					
Liquor and Beverage Licenses	23,876	25,694	23,640	27,825	27,500
Tavern Operators Licenses	8,211	11,963	10,320	10,266	10,000
Business Licenses	4,546	3,698	3,930	3,892	4,000
Cigarette Licenses	1,300	1,400	1,200	1,200	1,200
Amusement Device Licenses	2,375	1,725	2,549	1,875	1,750
Food Licenses	8,720	10,000	7,680	10,412	10,000
Building Permits	345,733	383,456	410,000	331,500	541,000
Compliance Permits	19,698	19,668	18,000	13,975	-
Electrical Permits	97,031	124,621	100,000	98,293	135,000
Plumbing Permits	108,395	141,550	105,000	114,041	150,000
Heating & Air Permits	70,244	86,926	75,000	87,966	100,000
Temporary Occupancy Permits	1,152	2,011	2,500	2,378	4,000
Occupancy Permits	4,438	5,605	8,000	5,050	9,000
Brush Permits	32,315	32,635	32,000	39,995	40,000
Burning Permits	10,395	10,132	10,312	10,049	10,400
Sign Permits	24,943	6,934	15,000	8,900	7,500
Other Permits	2,930	2,900	3,000	2,812	3,000
Total Licenses and Permits	766,302	870,918	828,131	770,429	1,054,350
PUBLIC SAFETY FEES:					
Court Penalties and Fines	163,778	147,638	180,000	149,108	160,000
False Alarms - Police	13,980	20,405	15,000	19,117	75,000
Parking Violations	1,510	1,621	1,500	1,000	1,500
Weapon Permits	4,800	4,735	4,000	6,790	5,500
Police fees	28,823	19,353	25,000	26,190	31,000
Ambulance Fees	420,518	361,878	450,000	469,614	450,000
Fire Inspections Fees	9,365	8,869	9,000	10,504	10,676
Accident Response Fees	5,456	7,300	7,000	12,325	9,085
False Alarms - Fire	13,075	10,200	10,125	15,700	11,828
Total Fines and Forfeitures	661,305	581,998	701,625	710,348	754,589

CITY OF MEQUON
Budgetary Comparison Schedule of Revenues
General Fund

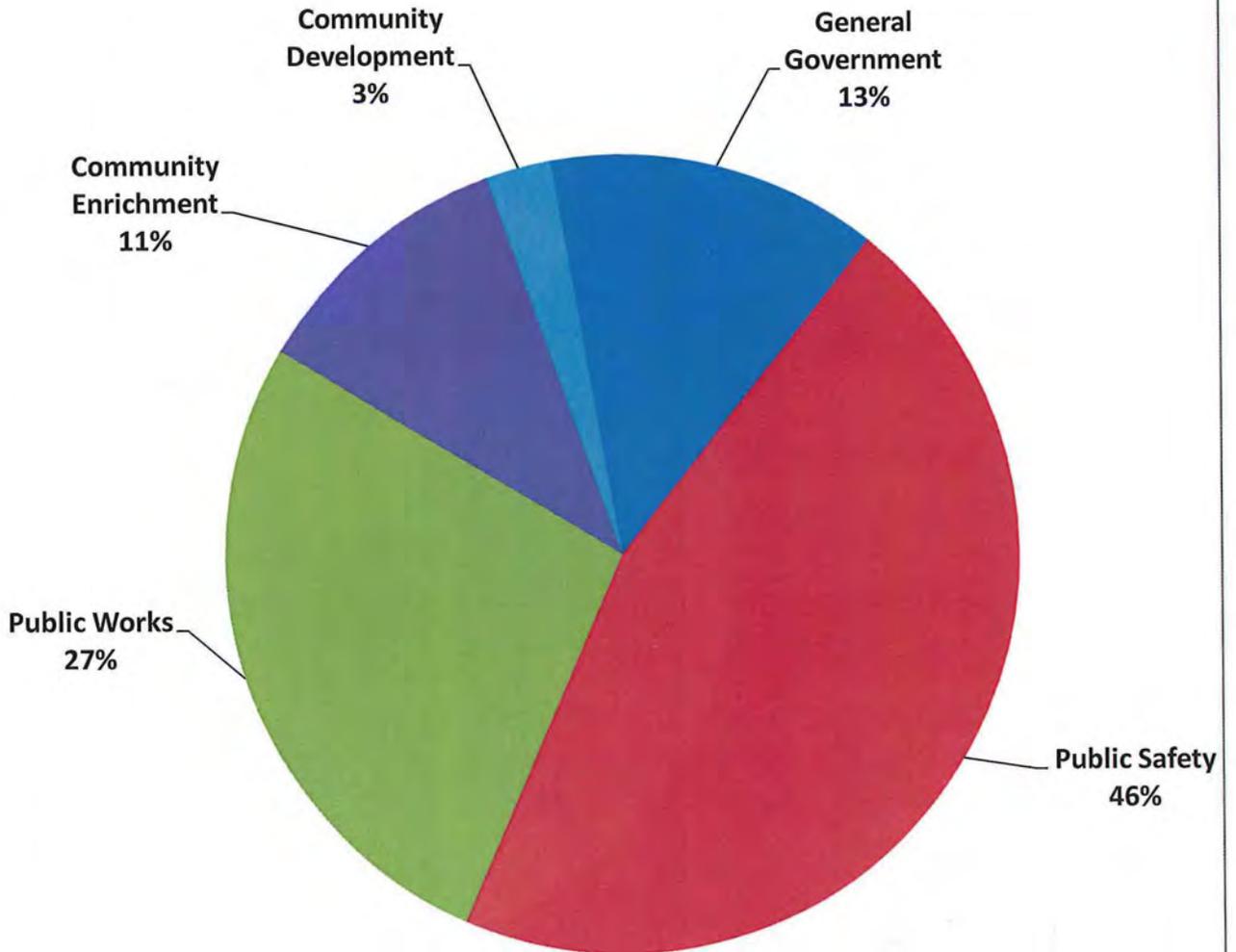
	2013 Actual	2014 Actual	2015 Budget	2015 Actual	2016 Budget
PUBLIC CHARGES FOR SERVICES:					
Dog Licenses	7,645	7,924	7,900	7,704	8,000
Fees - Clerk	305	285	250	710	500
Photocopying / maps	6,848	6,606	295	7,607	6,500
Sale of Materials	45,386	61,251	25,000	56,107	40,000
Miscellaneous	14,631	2,973	30,000	52,576	15,000
Fees - Treasurer	3,495	4,523	3,000	6,564	5,000
Fees - Engineering / PC	14,368	39,400	15,000	80,316	20,000
Fees - Planning Commission	42,428	12,104	-	-	-
Fees - Consultants	-	-	100,000	40,085	120,000
Fees - Highway	16,341	6,566	2,500	2,202	2,000
Street Lights	12,003	12,069	3,000	1,442	2,500
Recycling	-	-	-	7,771	-
Storm Sewers	6,150	-	3,000	-	-
Holding Tank Fees	588	1,235	300	588	600
Pool Concessions	1,674	627	1,500	984	1,000
Swimming Pool Fees	51,822	43,522	55,500	63,037	62,585
Park Reservations	35,385	32,830	30,000	30,497	35,000
Landscaping / Mowing	-	-	2,400	-	10,000
Zoning Fees	60,954	65,925	72,000	72,691	92,500
Total Public Charges	<u>320,023</u>	<u>297,842</u>	<u>351,645</u>	<u>430,882</u>	<u>421,185</u>
OTHER REVENUES:					
Tax Penalties and Interest	2,041	2,625	2,500	2,900	2,500
Special Assessments	10,095	-	1,000	1,592	-
Special Assessments Interest	2,988	860	50	32	-
Sewer Utility Chargebacks	290,198	298,612	340,000	284,699	350,000
Water Utility Chargebacks	126,473	124,345	125,000	151,792	135,000
Cell Tower Leases	142,337	130,764	125,000	199,594	150,000
Cable Franchise Fees	365,359	268,521	360,000	352,070	360,000
Insurance Dividends	25,365	41,666	35,000	34,487	40,000
Worker Compensation	-	-	-	-	-
Event Fees	-	2,200	-	250	-
Event Donations	-	9,533	-	-	-
Payments in Lieu of Taxes	213,245	213,656	72,000	68,607	72,000
Revenue Reduction	-	-	301,000	-	301,500
Other Grants	-	200	-	4,090	-
Prior Years Expense	-	-	-	-	-
Proceeds from Capital Leases	-	-	-	-	-
Total Other Revenues	<u>1,178,101</u>	<u>1,092,982</u>	<u>1,361,550</u>	<u>1,100,113</u>	<u>1,411,000</u>
INVESTMENT INCOME					
Investment Income	<u>13,307</u>	<u>14,393</u>	<u>10,000</u>	<u>14,393</u>	<u>19,000</u>
TOTAL REVENUES	<u>\$14,966,780</u>	<u>\$14,714,062</u>	<u>\$15,258,858</u>	<u>\$15,071,297</u>	<u>\$15,772,460</u>

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

	2013 Actual	2014 Actual	2015 Budget	2015 Actual	2016 Budget
GENERAL GOVERNMENT:					
Common Council	\$ 84,728	\$ 96,338	\$ 73,557	\$ 88,323	\$ 82,217
Mayor	11,322	12,010	11,820	11,448	11,168
Administrator	243,844	927,347	408,503	263,664	389,708
Clerk	212,245	237,787	251,922	230,824	258,258
Elections	35,822	39,878	40,706	25,536	83,901
Information Services	270,446	285,234	324,095	317,191	318,534
Finance	379,608	483,308	455,281	419,238	457,949
Assessor	92,676	108,540	117,709	220,360	209,724
Human Resources	127,015	199,248	185,161	197,353	193,817
Legal Counsel	166,056	171,525	130,600	97,583	113,300
Total General Government	<u>1,623,762</u>	<u>2,561,217</u>	<u>1,999,354</u>	<u>1,871,519</u>	<u>2,118,576</u>
PUBLIC SAFETY:					
Police	4,087,343	4,507,308	4,680,985	4,698,087	4,853,610
Fire / EMS	1,175,816	1,270,382	1,213,915	1,436,629	1,300,370
Communications	548,023	610,948	604,347	605,291	637,283
Police Reserve	5,547	4,047	10,367	4,546	8,359
Inspections	332,874	368,399	368,959	356,356	436,734
Total Public Safety	<u>6,149,603</u>	<u>6,761,084</u>	<u>6,878,573</u>	<u>7,100,909</u>	<u>7,236,356</u>
PUBLIC WORKS:					
Building Maintenance	649,868	760,924	802,430	759,748	762,145
Vehicle Maintenance	519,803	541,205	577,909	483,392	562,373
Engineering	558,577	614,357	764,351	765,765	792,091
Highway	1,903,229	2,113,776	2,090,083	1,991,607	2,121,200
Recycling	19,099	21,444	23,434	20,475	23,455
Total Public Works	<u>3,650,576</u>	<u>4,051,706</u>	<u>4,258,207</u>	<u>4,020,988</u>	<u>4,261,264</u>
COMMUNITY ENRICHMENT:					
Library Services Grant	993,640	1,050,158	1,048,315	1,048,315	1,048,315
Swimming Pool	115,949	117,537	132,948	105,028	121,115
Parks	599,579	603,951	527,516	541,175	566,580
Cemetery	4,211	3,606	1,000	2,692	1,500
Total Community Enrichment	<u>1,713,379</u>	<u>1,775,252</u>	<u>1,709,779</u>	<u>1,697,210</u>	<u>1,737,510</u>
COMMUNITY DEVELOPMENT:					
Community Development	361,639	410,624	412,945	411,457	418,754
Total Community Development	<u>361,639</u>	<u>410,624</u>	<u>412,945</u>	<u>411,457</u>	<u>418,754</u>
Other Financing Uses	-	-	-	-	-
TOTAL EXPENDITURES	<u><u>13,498,959</u></u>	<u><u>15,559,883</u></u>	<u><u>15,258,858</u></u>	<u><u>15,102,083</u></u>	<u><u>15,772,460</u></u>

CITY OF MEQUON

2016 General Fund Expenditures by Functional Area

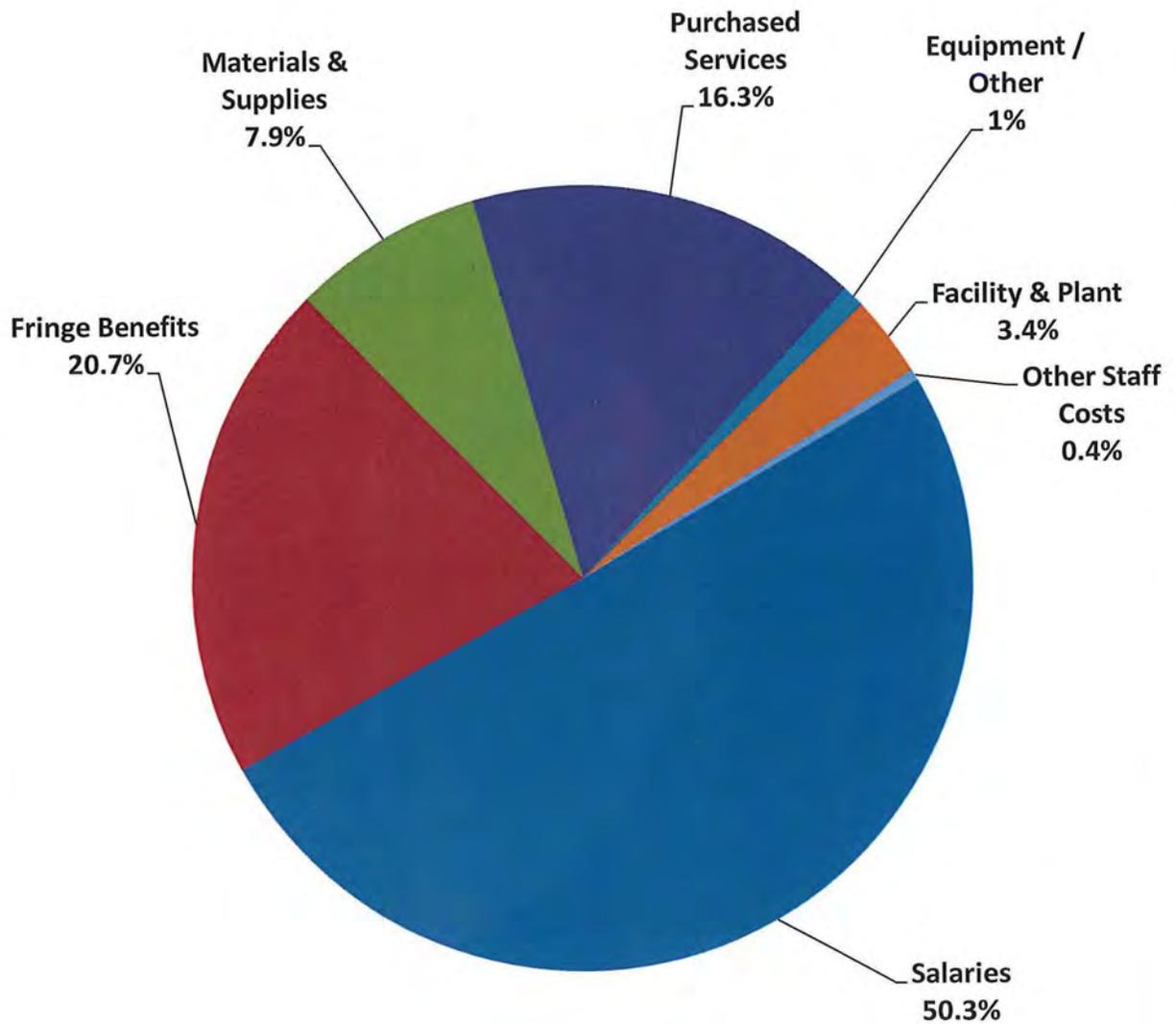


CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
General Fund

	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES:				
General Property Taxes	10,050,900	10,158,540	10,158,540	10,268,517
Intergovernmental	1,805,030	1,847,367	1,886,592	1,843,819
Licenses & Permits	870,918	828,131	770,429	1,054,350
Fines and Forfeitures	581,998	701,625	710,348	754,589
Public Charges for Services	297,842	351,645	430,882	421,185
Other revenues	1,092,982	1,361,550	1,100,113	1,411,000
Investment income	14,393	10,000	14,393	19,000
Total Revenues	<u>14,714,062</u>	<u>15,258,858</u>	<u>15,071,297</u>	<u>15,772,460</u>
EXPENDITURES:				
Salaries	7,625,354	7,606,607	7,625,354	7,936,400
Fringe Benefits	3,168,548	3,191,423	3,168,548	3,263,970
Materials & Supplies	1,094,953	1,222,907	1,094,953	1,250,371
Facility & Plant	600,293	632,364	600,293	534,746
Purchased Services	2,232,524	2,362,549	2,232,524	2,564,726
Other Staff Costs	60,581	69,440	60,581	69,380
Equipment / other *	136,410	173,568	136,410	152,867
Total Expenditures	<u>14,918,663</u>	<u>15,258,858</u>	<u>14,918,663</u>	<u>15,772,460</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(204,601)</u>	-	<u>152,634</u>	-
OTHER FINANCING SOURCES (USES):				
Other Financing Sources		-		-
Long-Term Debt Issued		-		-
Transfers In		-		-
Transfers Out	639,000	-	-	-
Fund Balance Applied		-	-	-
Total Other Financing Sources (Uses)	<u>639,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	434,399	-	152,634	-
FUND BALANCE - BEGINNING	3,814,097	4,248,496	4,248,496	4,401,130
FUND BALANCE - ENDING	<u>\$ 4,248,496</u>	<u>\$ 4,248,496</u>	<u>\$ 4,401,130</u>	<u>\$ 4,401,130</u>

CITY OF MEQUON

2016 General Fund Expenditures by Classification



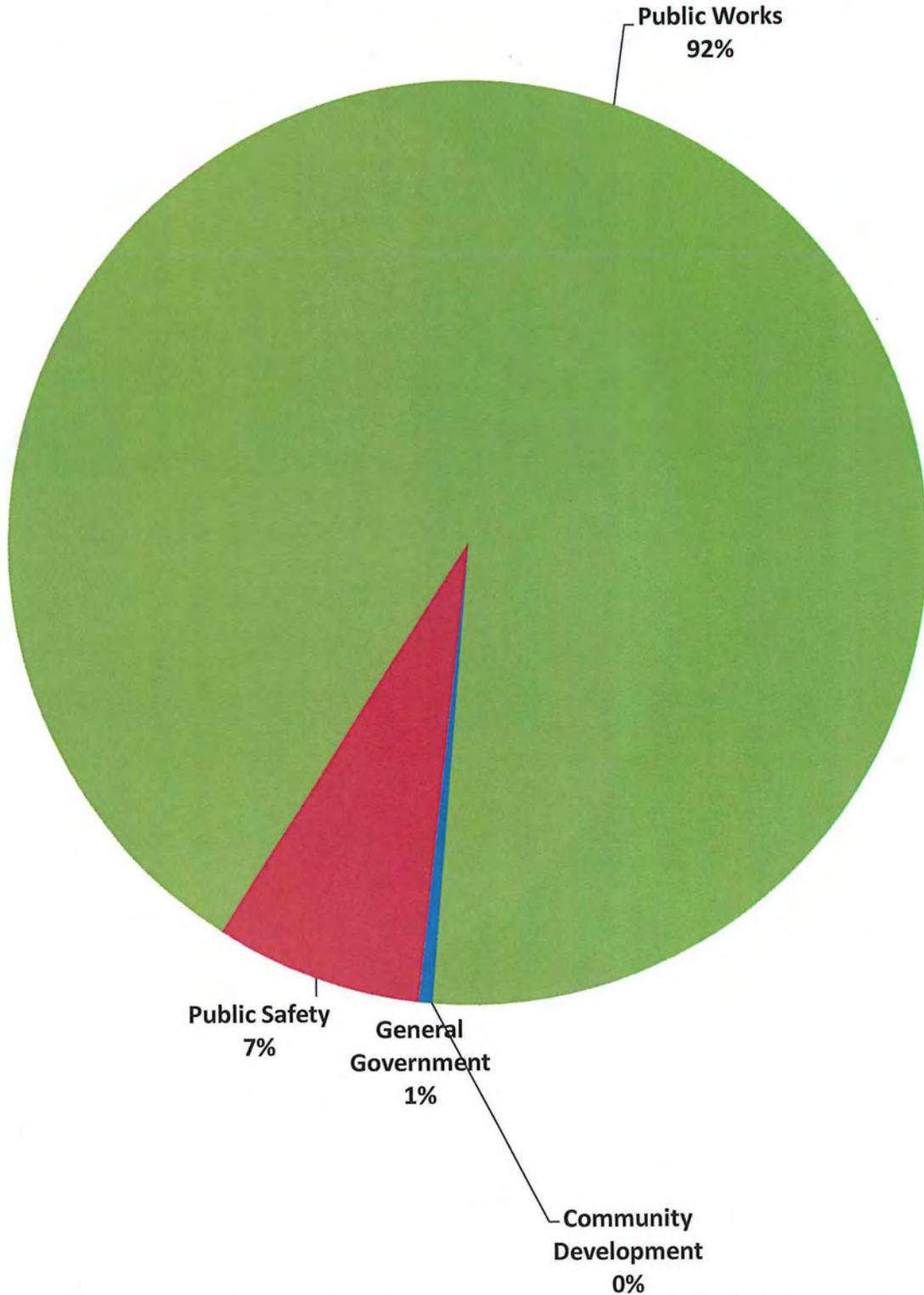
CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
Capital Project Fund

	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES:				
General Property Taxes	\$ 897,097	\$ 833,097	\$ 833,097	\$ 743,000
Borrowed Proceeds	-	7,125,000	7,125,000	8,000,000
Special Assessment	-	-	-	-
Investment Income	28,454	-	-	-
Grants	115,116	-	-	-
Other Revenues	137,718	-	-	-
Total Revenues	<u>1,178,386</u>	<u>7,958,097</u>	<u>7,958,097</u>	<u>8,743,000</u>
EXPENDITURES:				
General Government	246,648	126,597	25,000	59,000
Public Safety	578,931	427,000	572,319	883,206
Public Works	1,660,238	2,653,500	3,841,285	11,158,514
Community Development	1,106,674	-	-	-
Total Expenditures	<u>3,592,491</u>	<u>3,207,097</u>	<u>4,438,604</u>	<u>12,100,720</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(2,414,105)</u>	<u>4,751,000</u>	<u>3,519,493</u>	<u>(3,357,720)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	95,540	-	-	-
Long-Term Debt Issued	-	-	-	-
Transfers In	470,470	-	-	-
Transfers Out	-	-	-	-
Sales of assets	-	-	-	-
Total Other Financing Sources (Uses)	<u>566,010</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	(1,848,095)	4,751,000	3,519,493	(3,357,720)
FUND BALANCE - BEGINNING	4,778,357	2,930,262	7,681,262	11,200,755
FUND BALANCE - ENDING	<u>\$ 2,930,262</u>	<u>\$ 7,681,262</u>	<u>\$ 11,200,755</u>	<u>\$ 7,843,035</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

2016 Capital Projects Fund Expenditures by Function Area



CITY OF MEQUON

2016 CAPITAL PROJECTS FUNDING / EXPENDITURE SUMMARY

	2015 Budgeted Funding	2015 Ending Balance	2016 Budgeted Funding	1/1/16 Beginning Balance	2016 Projected Expenses	2016 Ending Balance
Buildings						
City-Wide Buildings	\$40,000	\$54,329	\$0	\$54,329	\$0	\$54,329
Logemann Center	0	38,497	0	38,497	0	38,497
Consolidated Public Works Center	100,000	0	0	0	0	0
Parking Lot Resurfacing	<u>50,000</u>	<u>130,000</u>	<u>0</u>	<u>130,000</u>	<u>0</u>	<u>130,000</u>
	\$190,000	\$51,245	\$0	\$222,826	\$0	\$222,826
Information Services						
Blade Center	\$0	\$0	\$0	\$0	\$0	\$0
City Hall Server Array Replacement	0	0	49,000	49,000	49,000	0
PD Server Array Replacement	0	0	10,000	10,000	10,000	0
City Hall Security	0	15,000	0	15,000	0	15,000
MUNIS - Implementation and Training	0	31,192	0	31,192	0	31,192
Paperless Meeting Project	<u>0</u>	<u>10,000</u>	<u>0</u>	<u>\$10,000</u>	<u>0</u>	<u>10,000</u>
	\$10,000	\$5,000	\$0	\$10,000	\$0	\$56,192
Elections						
Voting machines	(\$73,403)	<u>\$20,000</u>	<u>\$0</u>	<u>\$20,000</u>	<u>\$0</u>	<u>\$20,000</u>
	(\$73,403)	\$0	\$0	\$20,000	\$0	\$20,000
Engineering						
Major Drainage Projects	\$50,000	\$167,914	\$50,000	\$217,914	\$0	\$217,914
Small Bridge & Culvert	0	48,223	0	48,223	0	48,223
Local Drainage Program	15,000	15,000	0	15,000	0	15,000
Engineering Software	7,500	16,036	8,000	24,036	0	24,036
Master Stormwater Mgmt	<u>0</u>	<u>87,625</u>	<u>0</u>	<u>87,625</u>	<u>0</u>	<u>87,625</u>
	\$72,500	\$230,860	\$58,000	\$392,798	\$0	\$392,798
Engineering - Roads						
Arterial Road Program	\$750,000	\$750,000	\$750,000	\$1,500,000	\$1,500,000	\$0
Subdivision (Local) Paving	950,000	3,208,602	950,000	4,158,602	2,000,000	2,158,602
Bike Lanes	25,000	34,104	10,000	44,104	0	44,104
County Line Road	<u>500,000</u>	<u>530,514</u>	<u>500,000</u>	<u>1,030,514</u>	<u>1,000,000</u>	<u>30,514</u>
	\$2,225,000	\$581,509	\$2,210,000	\$6,733,220	\$4,500,000	\$2,233,220
Fire Department						
Fire & EMS Vehicles	\$95,000	\$417,873	\$100,000	\$517,873	\$490,000	\$27,873
Hydraulic Rescue Equipment	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>	<u>32,000</u>	<u>0</u>	<u>32,000</u>
	\$111,000	\$329,493	\$116,000	\$549,873	\$490,000	\$59,873
Parks Maintenance						
Park Planning & Imp.	\$0	\$37,306	\$0	\$37,306	\$0	\$37,306
Interurban Trail	16,000	1,117	0	1,117	0	1,117
Parking Lot Resurfacing - Parks	50,000	100,000	0	100,000	0	100,000
Swimming Pool Imp.	<u>15,000</u>	<u>15,732</u>	<u>0</u>	<u>15,732</u>	<u>0</u>	<u>15,732</u>
	\$81,000	\$91,153	\$0	\$154,155	\$0	\$154,155

CITY OF MEQUON

2016 CAPITAL PROJECTS FUNDING / EXPENDITURE SUMMARY

	2015 Budgeted Funding	2015 Ending Balance	2016 Budgeted Funding	1/1/16 Beginning Balance	2016 Projected Expenses	2016 Ending Balance
Buildings						
City-Wide Buildings	\$40,000	\$54,329	\$0	\$54,329	\$0	\$54,329
Logemann Center	0	38,497	0	38,497	0	38,497
Consolidated Public Works Center	100,000	0	0	0	0	0
Parking Lot Resurfacing	<u>50,000</u>	<u>130,000</u>	<u>0</u>	<u>130,000</u>	<u>0</u>	<u>130,000</u>
	\$190,000	\$51,245	\$0	\$222,826	\$0	\$222,826
Police						
Police Vehicles	\$95,000	\$208,333	\$150,000	\$358,333	\$325,000	\$33,333
Information Tech Replacement	12,000	36,000	0	36,000	0	36,000
Police Officer Equipment	15,000	42,073	40,000	82,073	65,000	17,073
Police Weapons	<u>10,000</u>	<u>24,997</u>	<u>0</u>	<u>24,997</u>	<u>20,000</u>	<u>4,997</u>
	\$132,000	\$209,947	\$190,000	\$501,403	\$410,000	\$91,403
Police Communications Center						
Mobile data terminals	\$10,000	\$31,491	\$0	\$31,491	\$0	\$31,491
911 System Replacement	<u>174,000</u>	<u>(2,830)</u>	<u>0</u>	<u>(2,830)</u>	<u>0</u>	<u>(2,830)</u>
	\$184,000	\$11,491	\$0	\$28,661	\$0	\$28,661
Public Works						
DPW Small Projects	\$5,000	\$9,477	\$0	\$9,477	\$0	\$9,477
Roadway Lighting	10,000	14,727	10,000	24,727	20,000	4,727
DPW Vehicles	260,000	107,165	260,000	367,165	360,000	7,165
Emerald Ash Bore Response Program	<u>0</u>	<u>24,408</u>	<u>40,000</u>	<u>64,408</u>	<u>64,000</u>	<u>408</u>
	\$275,000	\$191,202	\$310,000	\$465,777	\$444,000	\$21,777
Community Development						
TIF #2	\$0	\$1,949	\$0	\$1,949	\$0	\$1,949
TIF #3	0	(142,242)	0	(142,242)	0	(142,242)
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	(\$393,326)	\$0	(\$393,326)	\$0	(\$393,326)
Grand Totals:	<u>3,007,097</u>	<u>1,252,329</u>	<u>2,884,000</u>	<u>8,452,561</u>	<u>5,844,000</u>	<u>2,608,561</u>

CITY OF MEQUON CAPITAL IMPROVEMENT FUND BUDGET

The City adopts an annual capital improvement budget, based on a five-year capital improvement program (CIP). The annual budget and CIP are prepared by department heads and reviewed by the City Administrator and Director of Finance as part of the review of department and program operating budgets. The annual capital improvement budget is then presented to a joint session of the Finance & Personnel and Public Works Committees for review. As part of the budget review process, the impact of capital projects on future operating budgets is considered. Such analysis is necessary as new capital facilities can affect ongoing operating costs, either increasing such costs (e.g., electricity for new buildings), or lowering costs through more efficient use of equipment or reduced maintenance (e.g., road maintenance costs may be reduced if repaving is done proactively). Deferred or delayed maintenance of capital facilities can actually increase costs over the long term, as the costs of minor maintenance plus ultimate replacement of a facility can be higher than major maintenance costs done proactively.

Capital improvement expenditures must be made in accordance with the budgeted amounts. The Common Council must approve variances from the approved budget, including supplemental appropriations or additions/deletions of projects. As a general guideline, capital improvement expenditures are defined as those amounts expended for equipment or other assets with a useful life of ten or more years and/or which involve amounts exceeding \$10,000. This includes multi-year projects where the total cost is estimated to be more than \$10,000. Expenditures not meeting these criteria, or which have a useful life of less than the payback period of any borrowed funds used for the item's purchase, are generally included in the operating budgets of departments.

The City seeks to finance capital improvement expenditures through all feasible means, such as special assessments; deposits or fees collected from developers as called for in the City code; issuance of debt (for long-term projects or long-lived assets), and grants or other intergovernmental assistance. Budgets for general government projects, that is, those funded primarily by debt supported by property tax levy, are included in the following schedules. The capital improvement programs for utility enterprise funds are not shown in this document.

The 2016-2020 CIP includes those projects that are considered for funding based on completed infrastructure and land use plans, as well as certain items (e.g., Transportation - Development) that represent tentative needs related to development. The CIP does not include capital costs related to Tax Incremental Financing (TIF) District No. 3 in the Mequon Town Square area, which were identified in the overall project budget per the TIF project plan. Other redevelopment areas where TIF financing may be considered are identified in the project narratives. The CIP does not necessarily include costs related to future infrastructure necessary to support redevelopment efforts for which TIF financing could not be used. In such cases it may be necessary for the Council to amend the CIP and substitute or re-prioritize projects in accordance with the process described above.

**CITY OF MEQUON
CAPITAL IMPROVEMENT FUND
CIP PROJECT DESCRIPTIONS**

	Project Name/Funding Source	Project Description
Building Maintenance		
	City Wide Building Repairs (Tax Levy Allocation and Focus on Energy grants)	Sinking fund created to address aging building fixtures and equipment across the City's building inventory. Utility cost savings are expected from updated windows and lighting.
	Logemann Center (Tax Levy Allocation)	Sinking fund created to address aging building fixtures and equipment at this community center. Utility cost savings are expected from updated HVAC equipment and lighting.
	Consolidated Public Works Center (Tax Levy Allocation and City borrowing)	Construction of a combined facility replacing three separate buildings will improve work efficiencies and reduce energy consumption over the existing aged buildings.
	Parking Lot Resurfacing (Tax Levy Allocation)	Maintenance and resurfacing of City parking lots in order to extend the useful life of these assets.
Elections		
	Election Machine Equipment (Tax Levy Allocation)	Replace aging voter machines nearing their end of life expectancy. Replacement machines will comply with County specifications and improve dependability.
Engineering		
	Major Drainage way Program (Tax Levy Allocation)	Response to the increasing demand for cleaning and re-profiling of the City's major drainage ways that service regional areas which has the potential to reduce Sewer treatment costs by reducing infiltration into the sewer system. Reduces exposure to clean up costs associated with flooding.
	Small Bridge and Culvert Replacement (Tax Levy Allocation)	Annual appropriation to replace deteriorating and potentially unsafe or undersized drainage structures. Unexpected failure of a structure under a road surface can produce catastrophic situations requiring inordinate expenditures of money and manpower to effect emergency repairs. Continued use of an undersized structure can cause upstream flooding of property and facilities, road overtopping, and undermining the road itself.

	Engineering Asset Management Software (Tax Levy Allocation)	Ongoing costs for the implementation of the tools and support for asset management software used by many of the divisions in Public Works. Costs will be shared with the Sanitary, Water and Engineering departments. Implementation of additional tools provides departmental efficiencies and reduces staff time spent on reporting requirements.
	Local Drainage way Program (Tax Levy Allocation)	The City is experiencing increased demand from residents to address localized flooding and drainage issues. This program addresses projects defined by the City's Drainage Policy. Continued funding could reduce sanitary sewer treatment costs by reducing infiltration in to the sewer system and reduce the occurrence of sanitary sewer overflow events, saving staff time and property damage costs.
	Master Storm Water Management (Tax Levy Allocation)	Funding to address expected Federal and State mandates that will require the City to update its storm water modeling, ordinances, development guidelines and monitoring programs. Federal and State mandates required as part of the City's MS4 and WPDES permitting.

Engineering –Roads

	Arterial Road Program (City Borrowing)	The annual expenditure of funds for the reconditioning of Mequon's 74+ centerline miles of arterial roads is necessary in order to keep streets in useable condition. Failure to provide adequate funds will result in the degradation of the roads having a negative impact on all road operations from snow plowing to simple vehicle utilization and vehicle safety. Maintaining the City's roads in an acceptable condition, PASER program evaluated service condition rating of 6 on a scale of 1 to 10 was stated as a CIP goal by the City Common Council.
	Subdivision Road Program (City Borrowing)	The annual expenditure of funds for the reconditioning of Mequon's 142 centerline miles of subdivision streets is necessary in order to keep streets in useable condition. Failure to provide adequate funds will result in the degradation of the roads having a negative impact on all road operations from snow plowing to simple vehicle utilization and vehicle safety. Maintaining the City's roads in an acceptable condition, PASER program evaluated service condition rating of 6 on a scale of 1 to 10 was stated as a CIP goal by the City Common Council.

	Bike Lane Construction (Tax Levy Allocation)	Construction of bike and pedestrian lanes in accordance with the Common Council approved 2010-2030 Mequon-Thiensville Bike and Pedestrian Plan. Construction of the bike/pedestrian lanes in concert with the annual road reconstruction program could save up to 50% of scale.
	County Line Road (5100-12400 West) (City Borrowing)	Funding for Phase III of a section of County Line Road which is the lowest rated road in the City. Completion of the project leverages the cost sharing agreement with the City of Milwaukee and reduces maintenance costs. SEWRPC's 2035 Ozaukee County Jurisdictional Highway System Plan suggests a change in jurisdiction of this section of County Line Road to Ozaukee and/or Milwaukee Counties. A jurisdictional transfer would further reduce maintenance costs and road budget burdens on the local road program.

Fire Department

	Fire & EMS Vehicle Replacement Program (Tax Levy Allocation)	Sinking fund to fund the replacement of Fire and EMS vehicles. Planned replacements minimize down time, reduce repair costs and improve the ability to respond to emergency situations.
	Hydraulic Rescue Equipment (Tax Levy Allocation)	Replacement of hydraulic rescue tools used in vehicle rescue efforts to better cope with modern cars stronger built manufacturing processes enables faster extrication of passengers from the vehicle improving public safety.

Information Services

	Blade Center #2 (Tax Levy Allocation)	Network server to host applications for the Police and Fire Departments and as a mirrored backup to the one located at City Hall. In case of an outage, services could be restored quickly on the remaining blade, maximizing up time.
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Parks Maintenance

	Park Planning & Improvement (Tax Levy Allocation)	Funding for anticipated repairs to park pavilions, and equipment promotes asset longevity.
	Interurban Trail (Tax Levy Allocation)	Crack filling and seal coating of the Interurban Trail extends the useful life of this asset and makes the pavement safer for bicyclists and pedestrians.
	Parking Lot Resurfacing (Tax Levy Allocation)	Preventative maintenance of parking lots at the City's park sites will reduce future repair costs.
	Swimming Pool Equipment (Tax Levy Allocation)	The replacement of water treatment and other equipment reduces equipment down time and unanticipated repair costs.

Police

Police Vehicle Equipment Program (Tax Levy Allocation)	Sinking fund created to systematically replace squad cars. Maintaining the scheduled replacement of the fleet vehicles helps to provide safe, reliable public safety vehicles, reducing down time, repair costs and leverages improvements in fuel efficiency.
Information Technology Replacement Program (Tax Levy Allocation)	Sinking fund created to provide funding replacement and upgrades for computer aided dispatch (CAD) and records management software which improves workflow and efficiency.
Police Officer's Equipment Replacement Program (Tax Levy Allocation)	Sinking fund created to provide funding for equipment used by officers in the field including a speed board trailer, defibrillators and squad card video recorders. Dependable, modernized equipment can help save lives and minimize risk to the City.
Weapon Replacement (Tax Levy Allocation)	Planned replacement of firearms to maintain a level of functionality during critical incidents.

Police Communications Center

Mobile Data Computers (Tax Levy Allocation)	Replacement of the laptops used in squad cars to maximize up time in challenging environmental conditions improves police officer efficiency and reduces repair time incurred by the IT department.
Portable and Mobile Radio Replacement (Tax Levy Allocation)	Sinking fund created to fund radios used in squad cars and carried by police officers to maximize communications, improving efficiency and officer safety.

Public Works

DPW Equipment Replacement Program (Tax Levy Allocation)	Sinking fund for the scheduled replacement of DPW equipment to reduce equipment down time and manage repair and maintenance costs.
Emerald Ash Bore Response Program (Tax Levy Allocation)	Program to mitigate the damage caused by the Emerald Ash Bore insect on the City's tree inventory includes treatment, removal and replanting of irreparably damaged ash trees in order to reduce the likelihood of a catastrophic loss to the City's tree canopy.
DPW Small Projects (Tax Levy Allocation)	Sinking fund for unanticipated repairs to DPW motor vehicles reduces erratic funding requirements year to year.
Roadway Light Replacement (Tax Levy Allocation)	Replacement of City owned street light fixtures saves on long term maintenance and repair costs.

City of Mequon, WI

Capital Plan

FY '16 thru FY '20

PROJECTS BY DEPARTMENT

Department	Project#	Priority	FY '16	FY '17	FY '18	FY '19	FY '20	Total
Building Maintenance								
City-Wide Building Repairs	2619	2	157,000	75,000	75,000	75,000	75,000	457,000
Consolidated Public Works Center	2620	1	5,000,000					5,000,000
Safety Building Remodel	2621	1	63,000					63,000
Festivals Electrical	2622	2	30,000					30,000
Parking Lot Resurfacing	263	2	100,000	50,000	50,000	50,000	50,000	300,000
Building Maintenance Total			5,350,000	125,000	125,000	125,000	125,000	5,850,000
Elections								
Election Equipment	131	1	15,000	15,000	15,000	15,000	15,000	75,000
Elections Total			15,000	15,000	15,000	15,000	15,000	75,000
Engineering								
Major and Secondary Drainageway Programs	5842	1	100,000	100,000	100,000	100,000	100,000	500,000
Small Bridge and Culvert Replacement Program	5844	2	0	25,000	25,000	25,000	25,000	100,000
Engineering Asset Management Software	5849	2	10,000	10,000	10,000	10,000	10,000	50,000
Local Drainageway Program	5850	1	0	25,000	25,000	25,000	25,000	100,000
Master Storm Water Management	5851	2		25,000	30,000	35,000	50,000	140,000
Highland Road Interchange	5852	1	200,000	100,000	200,000	250,000	2,755,000	3,505,000
Fire Cistern Abandonment	5853	1	32,000	32,000	32,000	32,000	32,000	160,000
Engineering Total			342,000	317,000	422,000	477,000	2,997,000	4,555,000
Engineering - Roads								
Arterial Road Program	5802	1	750,000	750,000	750,000	750,000	750,000	3,750,000
Subdivision Road Program	5803	1	950,000	950,000	950,000	950,000	950,000	4,750,000
Bike Lane Construction	581	2	100,000	100,000	100,000	100,000	100,000	500,000
Engineering - Roads Total			1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000
Fire & EMS								
Fire & EMS Vehicle Replacement Program	361	1	100,000	140,000	145,000	150,000	150,000	685,000
Hydraulic Rescue Equipment	366	1	16,000	16,000	16,000	16,000	0	64,000
Computer Replacement	367	1	10,000	5,000	5,000	10,000	5,000	35,000
Fire & EMS Total			126,000	161,000	166,000	176,000	155,000	784,000
Information Services								
MUNIS - Implementation and Training	171	2	120,000	58,000	6,000	6,000	6,000	196,000
City Hall security	177	3	0	30,000	22,000	0	0	52,000
City Wide PC Computer Replacement	179	2	38,000	0	0	0	38,000	76,000
PD PC Computer Replacement	180	2	0	0	18,000	0	0	18,000
New Printers	181	2	32,500	16,000	0	0	0	48,500
City Hall Server Array Replacement	182	2	22,000	5,000	0	30,000	20,000	77,000
PD Server Array Replacement	183	2	10,000	0	60,000	20,000	0	90,000

Department	Project#	Priority	FY '16	FY '17	FY '18	FY '19	FY '20	Total
Network Infrastructure Replacement	184	2	0	15,000	0	15,000	0	30,000
UPS Replacement	185	2	0	0	0	18,000	0	18,000
City Hall Network Re-Wiring	186	2	38,000					38,000
Fiber Project - City to Off-site Data Center	187	2	20,000	18,000				38,000
Fiber Project - Fire Station 2	188	2	0	0	19,000	0	0	19,000
Fiber Project - Mequon and Port Wash Intersection	189	2	124,000					124,000
City Website and Social Media	192	2	35,000					35,000
Fleet Maintenance Software	193	2	28,000					28,000
Information Services Total			467,500	142,000	125,000	89,000	64,000	887,500
Parks Maintenance								
Park Planning & Improvement	7401	3	12,000	12,000	12,000	12,000	12,000	60,000
Parking Lot Resurfacing	7403	1	50,000	50,000	50,000	50,000	50,000	250,000
Swimming Pool Equipment	7404	2	15,000	15,000	15,000	15,000	15,000	75,000
Parks Maintenance Total			77,000	77,000	77,000	77,000	77,000	385,000
Police								
Police Vehicle Replacement Program	351	1	175,000	140,000	145,000	155,000	125,000	740,000
Information Technology Replacement Program	355	1	12,000	12,000	12,000	12,000	12,000	60,000
Police Officer's Equipment Replacement Program	356	1	85,000	45,000	45,000	45,000	45,000	265,000
Weapons Replacement	358	1	10,000	10,000	10,000	10,000	10,000	50,000
Forensic Investigation	359	1	38,000	10,000	10,000	10,000	10,000	78,000
Police Total			320,000	217,000	222,000	232,000	202,000	1,193,000
Police - Communications Center								
Mobile Data Computers - Police	372	1	10,000	10,000	10,000	10,000	10,000	50,000
Portable and Mobile Radio Replacement Program	373	1	30,000	30,000	30,000	30,000	30,000	150,000
Police - Communications Center Total			40,000	40,000	40,000	40,000	40,000	200,000
Public Works								
DPW Equipment Replacement Program	551	2	450,750	450,750	450,750	450,750	460,000	2,263,000
Emerald Ash Bore Response Program/Urban Forestry	593	1	75,000	85,000	95,000	105,000	115,000	475,000
DPW Small Projects	594	3	5,000	5,000	5,000	5,000	5,000	25,000
Roadway Light Replacement	595	2	10,000	10,000	10,000	10,000	10,000	50,000
Public Works Total			540,750	550,750	560,750	570,750	590,000	2,813,000
Sewer								
Manhole Seals Replacement	6926	1	0	0	0	70,000	70,000	140,000
Equipment Replacement	6928	1	45,000	45,000	45,000	45,000	45,000	225,000
Emergency Generators	6930	2	60,000	60,000	60,000			180,000
Asset Management Software	6932	2	7,500	7,500	7,500	7,500	7,500	37,500
Cedarburg Road 36" Line Upgrades	6933	1	0	400,000				400,000
Cedarburg Road - Parallel Sewer	6934	2	0	50,000	100,000			150,000
Donges Bay Rd - Capacity Increase	6936	2				2,000,000		2,000,000
East Trunk Sewer Capacity Upgrades	6937	1	1,600,000	22,000,000				23,600,000
Replacement On-site Generator	6938	2	60,000	50,000	50,000	50,000	50,000	260,000
Lift Station Transfer Switch	6939	2	0	0	10,000	10,000	10,000	30,000
Lift Station/Force Main Upgrades/Siphons	6940	1	200,000	175,000	225,000	200,000	200,000	1,000,000
Sewer Total			1,972,500	22,787,500	497,500	2,382,500	382,500	28,022,500
Water								

Department	Project#	Priority	FY '16	FY '17	FY '18	FY '19	FY '20	Total
On Main Not Using	7001	2	27,500	27,500	27,500	27,500	27,500	137,500
Water Trust Connections	7002	2	0	0	0	0	100,000	100,000
Off Main Connections	7003	2	0	0	0	0	50,000	50,000
Betterment of Service Projects	7004	2	40,000	50,000	2,000,000	2,000,000	50,000	4,140,000
Major Repair, Road Projects, Facility Abandonments	7005	1	50,000	50,000	25,000	25,000	25,000	175,000
Water Total			117,500	127,500	2,052,500	2,052,500	252,500	4,602,500
GRAND TOTAL			11,168,250	26,359,750	6,102,750	8,036,750	6,700,000	58,367,500

City of Mequon, WI

Capital Plan

FY '16 thru FY '20

PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	FY '16	FY '17	FY '18	FY '19	FY '20	Total
Bonding								
Consolidated Public Works Center	2620	1	5,000,000					5,000,000
Arterial Road Program	5802	1	750,000	750,000	750,000	750,000	750,000	3,750,000
Subdivision Road Program	5803	1	950,000	950,000	950,000	950,000	950,000	4,750,000
Highland Road Interchange	5852	1	200,000	100,000	200,000	250,000	2,755,000	3,505,000
Donges Bay Rd - Capacity Increase	6936	2				2,000,000		2,000,000
East Trunk Sewer Capacity Upgrades	6937	1	1,600,000	22,000,000				23,600,000
Bonding Total			8,500,000	23,800,000	1,900,000	3,950,000	4,455,000	42,605,000

Capital Project Fund								
Election Equipment	131	1	15,000	15,000	15,000	15,000	15,000	75,000
MUNIS - Implementation and Training	171	2	120,000	58,000	6,000	6,000	6,000	196,000
City Hall security	177	3	0	30,000	22,000	0	0	52,000
City Wide PC Computer Replacement	179	2	38,000	0	0	0	38,000	76,000
PD PC Computer Replacement	180	2	0	0	18,000	0	0	18,000
New Printers	181	2	32,500	16,000	0	0	0	48,500
City Hall Server Array Replacement	182	2	22,000	5,000	0	30,000	20,000	77,000
PD Server Array Replacement	183	2	10,000	0	60,000	20,000	0	90,000
UPS Replacement	185	2	0	0	0	18,000	0	18,000
City Hall Network Re-Wiring	186	2	38,000					38,000
Fiber Project - City to Off-site Data Center	187	2	20,000	18,000				38,000
Fiber Project - Fire Station 2	188	2	0	0	19,000	0	0	19,000
Fiber Project - Mequon and Port Wash Intersection	189	2		124,000				124,000
City Website and Social Media	192	2	35,000					35,000
Fleet Maintenance Software	193	2	28,000					28,000
City-Wide Building Repairs	2619	2	157,000	75,000	75,000	75,000	75,000	457,000
Safety Building Remodel	2621	1	63,000					63,000
Festivals Electrical	2622	2	30,000					30,000
Parking Lot Resurfacing	263	2	100,000	50,000	50,000	50,000	50,000	300,000
Police Vehicle Replacement Program	351	1	175,000	140,000	145,000	155,000	125,000	740,000
Information Technology Replacement Program	355	1	12,000	12,000	12,000	12,000	12,000	60,000
Police Officer's Equipment Replacement Program	356	1	85,000	45,000	45,000	45,000	45,000	265,000
Weapons Replacement	358	1	10,000	10,000	10,000	10,000	10,000	50,000
Forensic Investigation	359	1	38,000	10,000	10,000	10,000	10,000	78,000
Fire & EMS Vehicle Replacement Program	361	1	100,000	140,000	145,000	150,000	150,000	685,000
Hydraulic Rescue Equipment	366	1	16,000	16,000	16,000	16,000	0	64,000
Computer Replacement	367	1	10,000	5,000	5,000	10,000	5,000	35,000
Mobile Data Computers - Police	372	1	10,000	10,000	10,000	10,000	10,000	50,000
Portable and Mobile Radio Replacement Program	373	1	30,000	30,000	30,000	30,000	30,000	150,000
DPW Equipment Replacement Program	551	2	450,750	450,750	450,750	450,750	460,000	2,263,000
Bike Lane Construction	581	2	100,000	100,000	100,000	100,000	100,000	500,000
Major and Secondary Drainageway Programs	5842	1	100,000	100,000	100,000	100,000	100,000	500,000
Small Bridge and Culvert Replacement Program	5844	2	0	25,000	25,000	25,000	25,000	100,000
Engineering Asset Management Software	5849	2	10,000	10,000	10,000	10,000	10,000	50,000

Source	Project#	Priority	FY '16	FY '17	FY '18	FY '19	FY '20	Total
Local Drainageway Program	5850	1	0	25,000	25,000	25,000	25,000	100,000
Master Storm Water Management	5851	2		25,000	30,000	35,000	50,000	140,000
Fire Cistern Abandonment	5853	1	32,000	32,000	32,000	32,000	32,000	160,000
Emerald Ash Bore Response Program/Urban Forestry	593	1	75,000	85,000	95,000	105,000	115,000	475,000
DPW Small Projects	594	3	5,000	5,000	5,000	5,000	5,000	25,000
Roadway Light Replacement	595	2	10,000	10,000	10,000	10,000	10,000	50,000
Park Planning & Improvement	7401	3	12,000	12,000	12,000	12,000	12,000	60,000
Parking Lot Resurfacing	7403	1	50,000	50,000	50,000	50,000	50,000	250,000
Swimming Pool Equipment	7404	2	15,000	15,000	15,000	15,000	15,000	75,000
Capital Project Fund Total			2,054,250	1,753,750	1,652,750	1,636,750	1,610,000	8,707,500
Revenue Bonds								
Betterment of Service Projects	7004	2	40,000	50,000	2,000,000	2,000,000	50,000	4,140,000
Revenue Bonds Total			40,000	50,000	2,000,000	2,000,000	50,000	4,140,000
Sewer Utility Fund								
Manhole Seals Replacement	6926	1	0	0	0	70,000	70,000	140,000
Equipment Replacement	6928	1	45,000	45,000	45,000	45,000	45,000	225,000
Emergency Generators	6930	2	60,000	60,000	60,000			180,000
Asset Management Software	6932	2	7,500	7,500	7,500	7,500	7,500	37,500
Cedarburg Road 36" Line Upgrades	6933	1	0	400,000				400,000
Cedarburg Road - Parallel Sewer	6934	2	0	50,000	100,000			150,000
Replacement On-site Generator	6938	2	60,000	50,000	50,000	50,000	50,000	260,000
Lift Station Transfer Switch	6939	2	0	0	10,000	10,000	10,000	30,000
Lift Station/Force Main Upgrades/Siphons	6940	1	200,000	175,000	225,000	200,000	200,000	1,000,000
Sewer Utility Fund Total			372,500	787,500	497,500	382,500	382,500	2,422,500
Water Utility Fund								
On Main Not Using	7001	2	27,500	27,500	27,500	27,500	27,500	137,500
Water Trust Connections	7002	2	0	0	0	0	100,000	100,000
Off Main Connections	7003	2	0	0	0	0	50,000	50,000
Major Repair, Road Projects, Facility Abandonments	7005	1	50,000	50,000	25,000	25,000	25,000	175,000
Water Utility Fund Total			77,500	77,500	52,500	52,500	202,500	462,500
GRAND TOTAL			11,044,250	26,468,750	6,102,750	8,021,750	6,700,000	58,337,500

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

	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES:				
General Property Taxes	\$ 2,215,084	\$ 2,366,271	\$ 2,366,271	\$ 2,511,010
Tax Incremental Revenue	218,428	255,000	252,585	372,000
Miscellaneous Revenue	122,409	122,400	364,359	122,275
Investment Income	1,206	1,800	9,942	2,125
Total Revenues	<u>2,557,127</u>	<u>2,745,471</u>	<u>2,993,157</u>	<u>3,007,410</u>
EXPENDITURES:				
Debt Service				
Principal - General Obligation Bonds	1,830,000	2,070,000	1,845,000	2,065,000
Principal - Tax Incremental Financing	135,000	300,000	413,438	475,000
Interest - General Obligation Bonds	385,309	296,496	296,496	446,485
Interest - Tax Incremental Financing	438,728	435,938	397,500	425,775
Debt Issuance Costs	2,878	1,275	7,323	1,275
Total Expenditures	<u>2,791,915</u>	<u>3,103,709</u>	<u>2,959,757</u>	<u>3,413,535</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(234,788)</u>	<u>(358,238)</u>	<u>33,400</u>	<u>(406,125)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	465,000	380,475	-	406,125
Long-Term Debt Issued	-	-	-	-
Transfers In	-	-	-	-
Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>465,000</u>	<u>380,475</u>	<u>-</u>	<u>406,125</u>
NET CHANGE IN FUND BALANCE	230,212	22,237	33,400	-
FUND BALANCE - BEGINNING	(528,720)	(298,508)	(528,720)	(495,320)
FUND BALANCE - ENDING	<u>\$ (298,508)</u>	<u>\$ (276,271)</u>	<u>\$ (495,320)</u>	<u>\$ (495,320)</u>

ADDITIONAL BACKGROUND ON OUTSTANDING DEBT ISSUES

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 will be used for the refunding of the 2003A TID2 Bonds.

GENERAL OBLIGATION BONDS – 2011B

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

GENERAL OBLIGATION PROMISSORY NOTES – 2013A

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

GENERAL OBLIGATION PROMISSORY NOTES – 2013B

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

GENERAL OBLIGATION CORPORATE PURPOSE BONDS – 2015A

The proceeds of the \$7,050,000 Bonds were used to finance street improvement and sewer extension projec

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

**10 YEAR PRINCIPAL PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2015**

Year	2005B Refunding Bonds	2008A G.O. Notes	2009A G.O. Notes	2009C G.O. Bonds	2011A G.O. Bonds	2011B G.O. Bonds	2013A G.O. Notes	2013B G.O. Notes	2015A G.O. Corp. Purp. Bonds	Totals
2016	1,635,000	215,000	600,000	250,000	225,000	500,000	350,000	160,000	240,000	4,175,000
2017	1,625,000	215,000	600,000	250,000	225,000	500,000	400,000	160,000	115,000	4,090,000
2018		215,000	600,000	300,000	225,000	500,000	400,000	160,000	380,000	2,780,000
2019			600,000	350,000	250,000	530,000	400,000	165,000	435,000	2,730,000
2020				400,000	250,000	550,000	400,000	165,000	510,000	2,275,000
2021				450,000	300,000	550,000	400,000	170,000	535,000	2,405,000
2022				550,000	300,000		400,000		820,000	2,070,000
2023							400,000		825,000	1,225,000
2024									1,155,000	1,155,000
2025									1,155,000	1,155,000
2026									590,000	590,000
2027									290,000	290,000
Totals	<u>\$3,260,000</u>	<u>\$645,000</u>	<u>\$2,400,000</u>	<u>\$2,550,000</u>	<u>\$1,775,000</u>	<u>\$3,130,000</u>	<u>\$3,150,000</u>	<u>\$980,000</u>	<u>\$7,050,000</u>	<u>\$24,940,000</u>

**10 YEAR INTEREST PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2015**

<u>Year</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>2015A G.O. Corp. Purp. Bonds</u>	<u>Totals</u>
2016	163,000	25,263	69,000	370,875	54,900	86,400	55,500	12,021	248,302	1,085,261
2017	81,250	17,200	50,250	359,625	50,175	71,400	48,000	11,075	171,138	860,113
2018		8,815	30,750	347,750	44,887	56,400	40,000	9,915	163,713	702,230
2019			10,500	332,750	38,700	40,950	32,000	8,435	151,488	614,823
2020				315,250	31,762	24,750	24,000	6,523	137,313	539,598
2021				295,250	23,700	8,250	16,000	4,213	124,313	471,726
2022				272,750	14,475		9,000	1,488	106,663	404,376
2023							3,000		81,988	84,988
2024									58,063	58,063
2025									33,519	33,519
2026									13,888	13,888
2027									3,625	3,625
Totals	<u>\$244,250</u>	<u>\$51,278</u>	<u>\$160,500</u>	<u>\$2,294,250</u>	<u>\$258,599</u>	<u>\$288,150</u>	<u>\$227,500</u>	<u>\$53,670</u>	<u>\$1,294,013</u>	<u>\$4,872,210</u>

**10 YEAR PRINCIPLE & INTEREST PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2015**

Year	2005B Refunding Bonds	2008A G.O. Notes	2009A G.O. Notes	2009C G.O. Bonds	2011A G.O. Bonds	2011B G.O. Bonds	2013A G.O. Notes	2013B G.O. Notes	2015A G.O. Corp. Purp. Bonds	Totals
2016	1,798,000	240,263	669,000	620,875	279,900	586,400	405,500	172,021	488,302	5,260,261
2017	1,706,250	232,200	650,250	609,625	275,175	571,400	448,000	171,075	286,138	4,950,113
2018		223,815	630,750	647,750	269,887	556,400	440,000	169,915	543,713	3,482,230
2019			610,500	682,750	288,700	570,950	432,000	173,435	586,488	3,344,823
2020				715,250	281,762	574,750	424,000	171,523	647,313	2,814,598
2021				745,250	323,700	558,250	416,000	174,213	659,313	2,876,726
2022				822,750	314,475		409,000	1,488	926,663	2,474,376
2023							403,000		906,988	1,309,988
2024									1,213,063	1,213,063
2025									1,188,519	1,188,519
2026									603,888	603,888
2027									293,625	293,625
Totals	<u>\$3,504,250</u>	<u>\$696,278</u>	<u>\$2,560,500</u>	<u>\$4,844,250</u>	<u>\$2,033,599</u>	<u>\$3,418,150</u>	<u>\$3,377,500</u>	<u>\$1,033,670</u>	<u>\$8,344,013</u>	<u>\$29,812,210</u>

CITY OF MEQUON

COMPUTATION OF LEGAL DEBT MARGIN AS OF DECEMBER 31, 2015

Equalized Value of Real and Personal Property	\$4,434,357,420
Real Property	\$4,367,465,300
Personal Property	\$66,892,120
Legal Debt Limit, 5% of Equalized Valuation (Wisconsin Statutory Limitation)	\$221,717,871
 <u>Amount of Debt Applicable to Debt Limitation:</u>	
Total General Obligation Bonds, Notes, Purchase Contracts Outstanding December 31, 2015	\$29,812,210
Remaining Legal Debt Margin	\$191,905,662
Percent of Debt Outstanding to Equalized Value	0.67%
Percent of Legal Debt Limit Used	13.45%
Percent of Legal Debt Limit Available	86.55%

ADDITIONAL DIRECT AND OVERLAPPING DEBT INFORMATION

Taxing Authority	Debt as of 12/31/15	% Applicable to City	Direct and Overlapping Debt	Total Debt per Capita
City of Mequon	\$ 29,812,210	100.00%	\$ 29,812,210	1,275
MATC	105,825,000	5.463%	5,781,326	247
Ozaukee County	32,090,000	38.889%	12,479,480	534
Mequon-Thiensville School	24,385,000	0.927%	226,029	10
Cedarburg School District	10,010,000	8.631%	863,963	37
Totals:	\$ 202,122,210		\$ 49,163,007	\$ 2,065

Source: City of Mequon Annual Financial Reports, Official Statements on EMMA, and WI Dept of Public Instruction

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

	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES:				
General Property Taxes	\$ 6,450,765	\$ 7,025,377	\$ 7,024,285	\$ 7,147,372
Operating Revenues	3,271,396	3,397,000	3,184,320	3,466,000
Investment Income	5,423	5,000	8,622	17,800
Other revenues	212,777	116,823	307,719	268,203
Total Revenues	<u>9,940,362</u>	<u>10,544,200</u>	<u>10,524,946</u>	<u>10,899,375</u>
EXPENDITURES:				
Salaries	387,359	683,228	654,021	760,149
Fringe Benefits	189,309	199,709	194,283	205,489
Materials & Supplies	58,655	44,870	62,396	78,970
Purchased Services	65,748	82,500	56,713	92,008
Operating Expenses	6,923,990	7,424,070	7,363,956	7,734,469
Non-Operating Expenses	303,500	922,797	970,854	900,040
Total Expenditures	<u>7,928,561</u>	<u>9,357,174</u>	<u>9,302,224</u>	<u>9,771,125</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>2,011,801</u>	<u>1,187,026</u>	<u>1,222,722</u>	<u>1,128,250</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources	-	-	1,321,776	-
Long-Term Debt Issued	-	-	-	-
Transfers In	-	-	-	-
Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>1,321,776</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	2,011,801	1,187,026	2,544,499	1,128,250
FUND BALANCE - BEGINNING	11,245,913	13,257,714	14,444,740	16,989,239
FUND BALANCE - ENDING	<u>\$ 13,257,714</u>	<u>\$ 14,444,740</u>	<u>\$ 16,989,239</u>	<u>\$ 18,117,489</u>

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

	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES:				
General Property Taxes	\$ -	\$ -	\$ -	\$ -
Operating Revenues	2,973,636	3,217,207	2,955,132	3,670,360
Non-Operating Revenues	38,846	58,815	66,185	63,387
Investment Income	1,626	2,900	4,243	6,000
Total Revenues	<u>3,014,108</u>	<u>3,278,922</u>	<u>3,025,560</u>	<u>3,739,747</u>
EXPENDITURES:				
Admin-General Salaries	125,000	130,000	151,792	135,000
Fringe Benefits	-	-	-	1,270
Materials & Supplies	21,653	24,600	24,016	29,850
Purchased Services	375,787	421,600	376,947	431,741
Operating Expenses	687,088	1,200,398	1,249,868	1,336,603
Non-Operating Expenses	667,358	645,906	645,289	621,698
Total Expenditures	<u>1,876,886</u>	<u>2,422,504</u>	<u>2,447,912</u>	<u>2,556,162</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>1,137,222</u>	<u>856,418</u>	<u>577,648</u>	<u>1,183,585</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources	-	-	-	-
Long-Term Debt Issued	-	-	-	-
Transfers In	-	-	5,824,452	-
Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>5,824,452</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	1,137,222	856,418	6,402,100	1,183,585
FUND BALANCE - BEGINNING	2,044,892	3,182,114	4,038,532	10,440,632
FUND BALANCE - ENDING	<u>\$ 3,182,114</u>	<u>\$ 4,038,532</u>	<u>\$ 10,440,632</u>	<u>\$ 11,624,217</u>

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

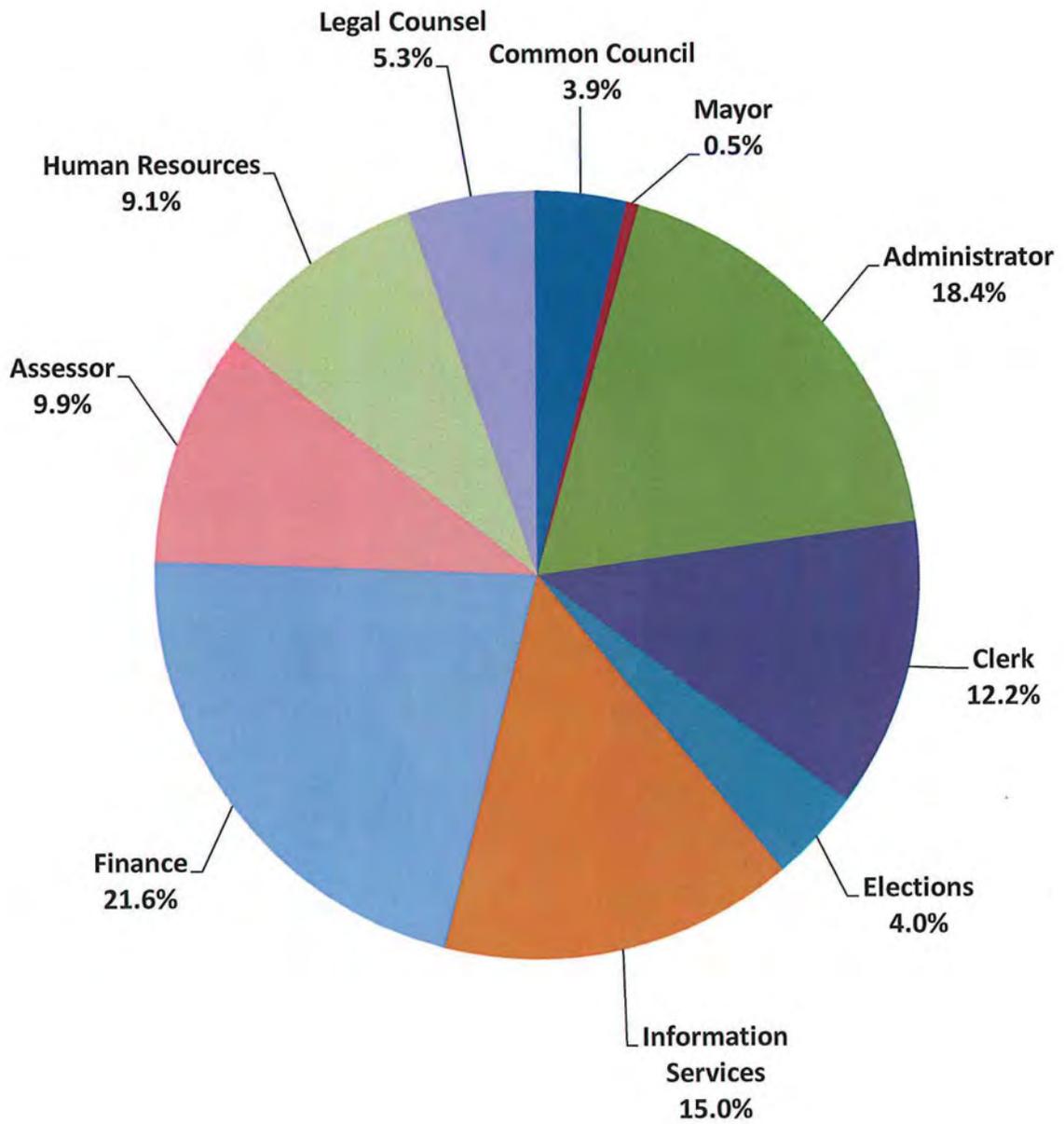
	2014 Actual	2015 Budget	2015 Actual	2016 Budget
REVENUES:				
General Property Taxes	\$ 19,613,846	\$ 20,383,285	\$ 20,382,193	\$ 20,669,899
Tax Incremental Revenue	218,428	255,000	252,585	372,000
Intergovernmental	1,805,030	1,847,367	1,886,592	1,843,819
Licenses & Permits	870,918	828,131	770,429	1,054,350
Fines and Forfeitures	581,998	701,625	710,348	754,589
Public Charges for Services	297,842	351,645	430,882	421,185
Borrowed Proceeds	-	7,125,000	7,125,000	8,000,000
Other revenues	6,279,696	1,600,773	1,772,192	1,801,478
Investment income	51,102	19,700	37,199	44,925
Operating Revenues	<u>6,283,879</u>	<u>13,798,022</u>	<u>6,205,637</u>	<u>7,199,747</u>
Total Revenues	<u>36,002,738</u>	<u>46,910,548</u>	<u>39,573,057</u>	<u>42,161,992</u>
EXPENDITURES:				
Salaries	8,137,714	8,419,835	8,431,168	8,831,549
Fringe Benefits	3,357,856	3,391,132	3,362,830	3,470,729
Materials & Supplies	1,175,261	1,292,377	1,181,366	1,359,191
Purchased Services	2,674,059	2,866,649	2,666,184	3,088,475
Facility & Plant	600,293	632,364	600,293	534,746
Other Staff Costs	60,581	69,440	60,581	69,380
Equipment / Other *	136,410	173,568	136,410	152,867
General Government (Capital)	246,648	126,597	25,000	59,000
Public Safety (Capital)	578,931	427,000	572,319	883,206
Public Works (Capital)	1,660,238	2,653,500	3,841,285	11,158,514
Community Development (Capital)	1,106,674	-	-	-
Principal - GO (Debt)	1,830,000	2,070,000	1,845,000	2,065,000
Principal - TIF (Debt)	135,000	300,000	413,438	475,000
Interest - GO (Debt)	385,309	296,496	296,496	446,485
Interest - TIF (Debt)	438,728	435,938	397,500	425,775
Issuance Costs (Debt)	2,878	1,275	7,323	1,275
Operating Expenses (Sewer & Water)	7,611,078	8,624,468	8,613,824	9,071,072
Non-Operating Expenses (Sewer & Water)	970,858	1,568,703	1,616,143	1,521,738
Total Expenditures	<u>31,108,516</u>	<u>33,349,342</u>	<u>34,067,160</u>	<u>43,614,002</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>4,894,222</u>	<u>13,561,206</u>	<u>5,505,897</u>	<u>(1,452,010)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	560,540	380,475	1,321,776	406,125
Long-Term Debt Issued	-	-	-	-
Transfers In	470,470	-	5,824,452	-
Transfers Out	639,000	-	-	-
Sale of Assets	-	-	-	-
Total Other Financing Sources (Uses)	<u>1,670,010</u>	<u>380,475</u>	<u>7,146,228</u>	<u>406,125</u>
NET CHANGE IN FUND BALANCE	6,564,232	13,941,681	12,652,125	(1,045,885)
FUND BALANCE - BEGINNING	23,320,079	29,884,311	29,884,311	42,536,436
FUND BALANCE - ENDING	<u>\$ 29,884,311</u>	<u>\$ 43,825,992</u>	<u>\$ 42,536,436</u>	<u>\$ 41,490,551</u>

General Government

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

CITY OF MEQUON

2016 General Government Expenditures Budget Percentages by Department



Mayor & Common Council

Program Description

In Mequon, a responsive representative government is headed by the chief executive officer who is an 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 in appointing qualified citizens to boards and commissions, which make recommendations to the Council and help to ensure a democratic, citizen-centered process. The Common Council is the duly elected legislative and policy-making body of the City. The fundamental job of the Common Council is to make policy decisions for the City based on full, relevant and accurate information provided by City staff. Additionally, four standing committees render recommendations regarding projects, facilities, and finance/personnel, as well as issues related to the health, safety, and welfare of the community-at-large.

FY2015 Accomplishments

- Engaged daily with staff to encourage and facilitate progress on programs and initiatives.
- Represented the City before citizens, businesses, community groups, and other government entities.
- Worked with the Economic Development Board on long-range planning and initiatives to increase development opportunities in the Town Center area.
- Established a Coyote Management Policy and Response Plan.
- Participated with City staff in outreach visits with local businesses.
- Completed planning for the City's Central Growth Area.
- Worked to resolve matters relating to the addition of 140 acres to the City's park system.

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Ordinances Adopted	22	16	28	23	23
Resolutions Passed	51	75	68	78	75
Common Council Meetings	16	16	21	14	15
Standing Committee Meetings *Or see below for breakdown	50	47	51	55	53

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Public safety	11	13	12	12	12
Public works	11	9	9	12	12
F&P	14	13	17	14	15
Public welfare	14	12	13	17	14
Totals	50	47	51	55	53

FY2016 Objectives

- Maintain the City's conservative fiscal reputation and low tax rate.
- Uphold the City's standards and values.
- Encourage consensus-building on major issues through listening and communication.
- Continue branding efforts and establish a City marketing program.
- Continue coordinated strategic planning with Mequon-Thiensville School District and Village of Thiensville.
- Initiate a planning process for East Growth Area.
- Continue business outreach efforts.
- Integrate infrastructure and long range fiscal planning.

Elected Positions for FY2016

Elected Positions	FY2014	FY2015	FY2016
Mayor	1	1	1
Alderman	8	8	8

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$92,835



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
110 Mayor		11,733.48	11,447.63	11,820.00	11,168.00	-5.5%
70 SALARIES		9,600.00	9,360.00	9,600.00	9,600.00	0.0%
<u>110110 670101</u>	Salaries	9,600.00	9,360.00	9,600.00	9,600.00	0.0%
Total		9,600.00	9,360.00	9,600.00	9,600.00	0.0%
73 FRINGE BENEFITS		1,576.56	1,540.83	1,568.00	1,568.00	0.0%
<u>110110 673101</u>	Social Security	734.40	716.04	734.00	734.00	0.0%
<u>110110 673102</u>	Retirement	744.00	720.72	739.00	749.00	1.4%
<u>110110 673103</u>	Worker's Comp Insurance	30.72	26.55	28.00	0.00	-100.0%
<u>110110 673203</u>	Life Insurance	67.44	77.52	67.00	85.00	26.9%
Total		1,576.56	1,540.83	1,568.00	1,568.00	0.0%
80 MATERIALS & SUPPLIES		556.92	546.80	652.00	0.00	-100.0%
<u>110110 680301</u>	Work Supplies-Admin	9.57	0.00	100.00	0.00	-100.0%
<u>110110 680504</u>	Telephone services	547.35	546.80	552.00	0.00	-100.0%
Total		556.92	546.80	652.00	0.00	-100.0%



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
101 Common Council		95,304.69	88,214.49	73,557.00	81,667.00	11.0%
70 SALARIES		38,400.00	37,440.00	38,400.00	38,400.00	0.0%
<u>110101 670101</u>	Salaries	38,400.00	37,440.00	38,400.00	38,400.00	0.0%
Total		38,400.00	37,440.00	38,400.00	38,400.00	0.0%
73 FRINGE BENEFITS		3,055.97	2,971.27	3,057.00	3,067.00	0.3%
<u>110101 673101</u>	Social Security	2,937.60	2,864.16	2,944.00	2,944.00	0.0%
<u>110101 673103</u>	Worker's Comp Insurance	118.37	107.11	113.00	123.00	8.8%
Total		3,055.97	2,971.27	3,057.00	3,067.00	0.3%
80 MATERIALS & SUPPLIES		11,158.62	14,450.92	13,600.00	13,000.00	-4.4%
<u>110101 680101</u>	Office Supplies	99.30	0.00	100.00	0.00	-100.0%
<u>110101 680501</u>	Memberships	8,790.44	12,489.03	11,000.00	10,750.00	-2.3%
<u>110101 680502</u>	Printing/Publications	2,268.88	1,961.89	2,500.00	2,250.00	-10.0%
Total		11,158.62	14,450.92	13,600.00	13,000.00	-4.4%
83 PURCHASED SERVICES		42,690.10	33,352.30	18,500.00	27,200.00	47.0%
<u>110101 683211</u>	Communications-Cable TV	4,700.00	4,760.00	5,500.00	5,200.00	-5.5%
<u>110101 683702</u>	Miscellaneous Services	37,990.10	28,592.30	13,000.00	22,000.00	69.2%
Total		42,690.10	33,352.30	18,500.00	27,200.00	47.0%

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 apprised of county, state and federal government activities as they may affect Mequon.

FY2015 Objectives

Assure that the FY2015 budget stays within its targets.

Manage the FY2016 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 FY2015+ 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 Police union as the contract expired at year-end 2014; 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.

FY2015 Accomplishments

Completed. The 2015 budget is on-track to meet organizational goals and targets, per mid-year report projections.

In Process.

Completed. A 2016-2020 Capital Improvement Plan, and capital funding plan, are part of the FY2016 budget presentation.

Completed. Capital projects either completed on time, or still in progress in accord with their project timeline.

A long-term road integrity/condition rating goal, and a financial assessment, were presented during FY2016 budgeting.

Completed. A new 2-year labor contract (FY2015-16) was negotiated and approved.

The Classification and Compensation Study has been completed and a new pay structure was implemented; the creation of a new performance evaluation system is ongoing.

FY2015 Objectives

Undertake an insurance study to analyze if ETF continues to be the most cost effective solution for the City.

Continue work on elements of a comprehensive economic development & redevelopment strategy for the City.

Enhance external communication tools including an overhaul of the City's website, 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.

Complete an organizational strategic plan.

FY2015 Accomplishments

Initial research commenced in FY2015. Analysis & Recommendation deferred to FY2016.

Ongoing.

On-going. External Communications Work Plan to be finalized in the 4th Quarter of FY2015.

The City's utilities are financially healthy and have the ability to expand as needed.

Deferred to FY2016/17.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Agenda Items Approved as Initially Proposed	87.3%	94.9%	94.1%	94.4%	TBD
Full-Time Equivalents (FTE) per 1,000 Residents	4.70	4.67	4.64	4.58	TBD
Tax Levy	\$13,049,595	\$13,101,821	\$13,202,145	\$13,413,068	TBD
Mill Rate	3.036	3.041	3.047	3.061	TBD
Percentage Change in General Fund Budget	-0.035%	+12.11%	+10.43%	+2.36%	TBD
General Government (Administrative)* Expenses as a Percentage of Total Budget	9.16%	8.84%	10.61%	10.33%	TBD

FY2016 Objectives

- Assure that the FY2016 budget stays within its targets.
- Manage the FY2017 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.
- Continually review and update a FY 2016+ financial strategy for the City's road improvement program and other capital needs 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 at year-end in 2015 and 2016, respectively.
- Complete and implement an updated performance evaluation system for all non-represented employees.
- Undertake an insurance study to analyze if the state health plan 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 external communication tools including an overhaul to the City's website, re-establishment of a periodic newsletter, and continued expansion of the use of social media.
- Provide management oversight of the City's municipal water and sewer utility operations.
- Investigate the feasibility of shared fire protection services with the Village of Thiensville.
- Update fee schedule.

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
City Administrator/City Clerk	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$369,708



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
111 City Administrator		211,249.96	241,360.62	265,824.00	369,708.00	39.1%
70 SALARIES		124,569.77	172,197.66	176,451.00	191,425.00	8.5%
<u>110111 670101</u>	Salaries	123,664.21	172,110.31	173,451.00	191,025.00	10.1%
<u>110111 670201</u>	OverTime	905.56	87.35	3,000.00	400.00	-86.7%
Total		124,569.77	172,197.66	176,451.00	191,425.00	8.5%
73 FRINGE BENEFITS		70,931.78	55,169.19	78,515.00	58,598.00	-25.4%
<u>110111 673101</u>	Social Security	12,510.48	13,425.66	12,586.00	14,236.00	13.1%
<u>110111 673102</u>	Retirement	8,253.23	12,176.59	11,795.00	11,784.00	-0.1%
<u>110111 673103</u>	Worker's Comp Insurance	514.16	491.08	518.00	457.00	-11.8%
<u>110111 673201</u>	Health Insurance	47,154.47	26,072.73	50,120.00	28,524.00	-43.1%
<u>110111 673202</u>	Dental Insurance	858.06	1,282.21	1,367.00	1,367.00	0.0%
<u>110111 673203</u>	Life Insurance	666.90	667.40	1,003.00	1,104.00	10.1%
<u>110111 673204</u>	Long Term Disability	974.48	1,053.52	1,126.00	1,126.00	0.0%
Total		70,931.78	55,169.19	78,515.00	58,598.00	-25.4%
80 MATERIALS & SUPPLIES		4,484.09	4,049.47	3,625.00	3,885.00	7.2%
<u>110111 680101</u>	Office Supplies	474.06	689.68	700.00	500.00	-28.6%
<u>110111 680501</u>	Memberships	2,938.90	1,713.67	2,200.00	2,225.00	1.1%
<u>110111 680503</u>	Books & Periodicals	360.94	642.04	200.00	360.00	80.0%
<u>110111 680504</u>	Telephone services	322.81	771.78	300.00	600.00	100.0%
<u>110111 680505</u>	Postage	387.38	232.30	225.00	200.00	-11.1%
Total		4,484.09	4,049.47	3,625.00	3,885.00	7.2%
83 PURCHASED SERVICES		11,264.32	9,944.30	7,233.00	115,800.00	1501.0%
<u>110111 683501</u>	Training/Conferences	1,371.51	4,444.30	1,000.00	3,800.00	280.0%
<u>110111 683901</u>	Contingency	9,892.81	5,500.00	6,233.00	112,000.00	1696.9%
Total		11,264.32	9,944.30	7,233.00	115,800.00	1501.0%

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.

FY2015 Objectives

Re-launch the City's IQM2 agenda management software implementation and train new employees on its function.

Rework/reorganize the Clerk's office area for enhanced utilization of space and increase efficiency and better work flow.

Explore options to modify existing permits/licenses or create new permits/licenses to streamline special events and vendors in the City.

Train all Board of Review members prior to the first meeting in 2015.

Distribute Common Council packets on Thursday before meetings instead of Friday in order to give the Council more time to review information.

Continue department staff education on the Common Council, Committee of the Whole, Board of Appeals, Board of Review, liquor licensing and open records law.

FY2015 Accomplishments

Re-launch was postponed in order to re-evaluate the needs of the city hall staff.

A work space was added in the Department to allow all employees to have permanent desk space.

Processes were clarified and meetings are anticipated to streamline the process in Fall 2015.

Six of the seven members have had the training. The seventh will have training prior to the first full meeting of the Board of Review.

All packets were distributed on Thursday in 2015.

Ongoing training continues to be a priority not only on existing laws and procedures, but also on ever changing legislation.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Alcohol Licenses	47	55	55	57	57
Active Bartenders	161	134	191	159	175
Food	95	88	105	111	111
Peddlers, Canvassers, Solicitors	30	45	12	17	15
Open Record Requests	11	14	9	21	28
Board of Appeal filings	4	3	0	5	4
Board of Review filings	20	1	3	4	4

FY2016 Objectives

- Integrate the electronic agenda management software into every department.
- Educate staff on record retention best practices.
- Begin licensing in Munis.
- Continue department staff education on the Common Council, Committee of the Whole, Board of Appeals, Board of Review, liquor licensing and open records law.

Staffing for FY2016

Position (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Deputy City Clerk	1.00	1.00	1.00
Administrative Secretary (2)	1.75	1.75	1.75

Estimated FY2016 Revenue

\$45,950

Adopted FY2016 Budget

\$258,258



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
112 City Clerk		228,994.43	219,457.73	254,946.40	258,256.00	1.3%
70 SALARIES		139,517.89	133,698.02	149,714.00	153,491.00	2.5%
<u>110112 670101</u>	Salaries	136,667.36	133,356.28	148,214.00	148,491.00	0.2%
<u>110112 670201</u>	OverTime	2,850.53	341.74	1,500.00	5,000.00	233.3%
Total		139,517.89	133,698.02	149,714.00	153,491.00	2.5%
73 FRINGE BENEFITS		47,740.58	51,071.13	52,040.00	53,527.00	2.9%
<u>110112 673101</u>	Social Security	9,846.47	10,598.80	10,825.00	10,826.00	0.0%
<u>110112 673102</u>	Retirement	9,122.61	9,077.50	8,866.00	8,601.00	-3.0%
<u>110112 673103</u>	Worker's Comp Insurance	457.23	414.29	437.00	386.00	-11.7%
<u>110112 673201</u>	Health Insurance	26,713.60	29,296.00	30,428.00	32,065.00	5.4%
<u>110112 673202</u>	Dental Insurance	349.08	433.91	349.00	349.00	0.0%
<u>110112 673203</u>	Life Insurance	559.24	502.16	455.00	600.00	31.9%
<u>110112 673204</u>	Long Term Disability	692.35	748.47	680.00	700.00	2.9%
Total		47,740.58	51,071.13	52,040.00	53,527.00	2.9%
80 MATERIALS & SUPPLIES		12,741.95	15,531.40	20,915.00	18,825.00	-10.0%
<u>110112 680101</u>	Office Supplies	3,369.23	4,961.85	5,000.00	4,500.00	-10.0%
<u>110112 680103</u>	Office Supplies-Copiers	2,320.00	3,123.04	4,000.00	4,000.00	0.0%
<u>110112 680501</u>	Memberships	80.00	115.00	180.00	115.00	-36.1%
<u>110112 680502</u>	Printing/Publications	4,800.33	3,096.46	5,200.00	5,200.00	0.0%
<u>110112 680504</u>	Telephone services	53.68	6.00	135.00	10.00	-92.6%
<u>110112 680505</u>	Postage	2,118.71	4,229.05	6,400.00	5,000.00	-21.9%
Total		12,741.95	15,531.40	20,915.00	18,825.00	-10.0%
83 PURCHASED SERVICES		24,993.45	15,137.62	28,127.40	28,385.00	0.9%
<u>110112 683201</u>	Contracted Services - General	24,183.09	13,644.77	26,852.40	27,110.00	1.0%
<u>110112 683501</u>	Training/Conferences	810.36	1,492.85	1,275.00	1,275.00	0.0%
Total		24,993.45	15,137.62	28,127.40	28,385.00	0.9%
88 EQUIPMENT / LEASES		4,000.56	4,019.56	4,150.00	4,030.00	-2.9%
<u>110112 680401</u>	Equip / Small Tools	4,000.56	4,019.56	4,150.00	4,030.00	-2.9%
Total		4,000.56	4,019.56	4,150.00	4,030.00	-2.9%

Elections

Program Description

The City Clerk's Office performs the duties required by Wisconsin State Statutes relating to conducting the city's election process. The City of Mequon has an estimated 23,400 residents, with 17,400 registered voters, divided into 21 wards, at eight polling locations.

FY2015 Objectives

Train Staff on new voting machines, new statewide voter registration software and new legislative updates.

Train Chief Inspectors and election inspectors on new voting machines, Election Day issues and paperwork.

Continue to expand Chief Inspector Assistant training.

Train and expand duties of Registration Specialist.

Create an Election Contingency Plan specific to each polling location.

Continue absentee ballot processing efficiencies.

Continue to mentor, educate and support to City Clerk Staff in elections process.

FY2015 Accomplishments

Anticipate training to occur in September through December and ongoing into 2016.

Anticipate training election inspectors September through January 2016 on new voting equipment. Other training is ongoing.

Fully trained five election workers as Chief Inspectors, able to run an election in any poll site on election is called upon.

Continued to emphasize importance of registration specialists. Targeted training done in 2015.

Plans are being developed and anticipate completion in 2015.

Began processing in-person absentee ballots using computer instead of paper-based data entry.

Attended eight election webinars, volunteered as a software tester for the new Statewide Voter Registration System, participated in vendor demos for new election machines and electronic poll books.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Event Vendors	0	22	22	22	22
Registered Voters	19226	18274	17442	17916	19000
Elections Held	6	3	3	1	4
New Voter Registrations	2901	222	1220	101	3000
Absentee Ballots Issued	14960	2550	6756	1418	15000

FY2016 Objectives

- Train staff and poll workers on the proper way to implement photo ID before and on election day.
- Train staff and poll workers on the proper way to administer provisional ballots to those voters that do not have proper photo ID.
- Fully train staff to utilize the new Voter Registration/Election Administrative software.
- Computerize in-person voting for presidential election.
- Recruit and train new poll workers.
- Continue to mentor, educate and support City Clerk Staff in elections process.

Staffing for FY2016

Position (LTE)	FY2014	FY2015	FY2016
Election Clerk	0.50	0.50	0.50

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$83,901



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
113 Elections		39,878.08	25,535.72	40,706.00	83,901.00	106.1%
73 FRINGE BENEFITS		82.23	53.09	56.00	81.00	44.6%
<u>110113 673103</u>	Worker's Comp Insurance	82.23	53.09	56.00	81.00	44.6%
Total		82.23	53.09	56.00	81.00	44.6%
80 MATERIALS & SUPPLIES		5,470.57	1,951.48	2,000.00	18,620.00	831.0%
<u>110113 680101</u>	Office Supplies	2,227.00	1,054.93	1,000.00	10,620.00	962.0%
<u>110113 680505</u>	Postage	3,243.57	896.55	1,000.00	8,000.00	700.0%
Total		5,470.57	1,951.48	2,000.00	18,620.00	831.0%
83 PURCHASED SERVICES		34,325.28	23,531.15	38,650.00	65,200.00	68.7%
<u>110113 683201</u>	Contracted Services - General	31,217.68	21,781.27	27,450.00	51,600.00	88.0%
<u>110113 683202</u>	Contracted Services - Maint.	3,107.60	1,685.88	3,200.00	4,000.00	25.0%
<u>110113 683501</u>	Training/Conferences	0.00	64.00	8,000.00	9,600.00	20.0%
Total		34,325.28	23,531.15	38,650.00	65,200.00	68.7%

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.

FY2015 Objectives

Continue to follow the City's strategic IT plan with short and long term goals to automate and streamline the business functions of each department.

Support Services - Provide full time IT computer and telecommunications support service resources that cover all departments Citywide including Police and Fire.

Telecommunication Phone Systems replacement final implementation.

FY2015 Accomplishments

IT Consultant continued to complete recommended projects from the City's strategic IT plan. These technology projects ensure structured and productive implementation of necessary IT City-wide functions. Began the new next 5 year IT Strategic Plan initiative to build upon the foundation of the previous 5 year plan.

Significant time and resources are needed for daily systems operational 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. This included network reconfigurations which enhanced and secured City communications and data resources.

IT Consultant serves the role of IT Coordinator 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.

Significant IT Consultant and IT Support staff time was logged in supporting and troubleshooting day-to-day support requests (over 800 tickets, both formal and informal, averaging just over 3 tickets per every work day in 2015)

IT Consultant coordinated project work and managed resources during final implementation of the new VOIP telephone system.

FY2015 Objectives

Police computer hardware/software related technical support and implementation system support assistance for the continued upgrades/updates and support of current systems installed.

Continued implementation of IQM2 agenda and packet building software with video capture of meetings potential.

Support and management of the "City-wide" application software solution (CWASS) that reaches all departments, and allows for extensive access to information, analysis tools, and reporting.

FY2015 Accomplishments

IT Consultant with IT Support services with significant PD staff efforts, work with the County, hardware and software Vendors for continued support and upgrades/updates of the computer systems and PD equipment technology. Significant formal and informal weekly systems support tickets for daily operations 24/7. Strategic planning with key PD staff for IT related initiatives. One important example of strategic effort is the multi-vendor and DOT partnership planning and negotiations for traffic accident/crime investigation intersection surveillance.

Project work for replacement of end-of-life and broken equipment includes Desktop PC's, squad car laptops and communication equipment, department-wide software updates/upgrades bring the PD in-line with current operating system and software standards. Including network and telecommunication continued work and configuration adjustments.

Project on-hold until end of 2015 and beginning of 2016 due to multiple project lead-staff turnovers. During this time IT Consultant coordinated a temporary solution for the recording of the City Council and Planning meetings to be offered via Internet.

Continued CWASS project support, troubleshooting and updates. This project initiative includes continued MUNIS semi-monthly maintenance updates. This provides the newest features and functionality available. Planning coordination with MUNIS vendor for 2016 software implementation initiatives.

FY2015 Objectives

Implement 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.

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

FY2015 Accomplishments

IT Consultant coordinated the final second half of deployment of hardware for the new HP server array and storage area network to support the core virtualized server and software applications environment, replacing the existing IBM Blade server which is now redeployed and reconfigured for PD use.

Evaluated troubled or failing individual building network cabling as needed at all City sites, and replace problem cabling to ensure proper network data and phone system traffic integrity.

Final cutover for the PD Internet access to be independent of the County's Internet services previously provided. The IT Consultant coordinated and negotiated for secure off site data backup storage solution and secondary City Internet connectivity with a strategic project partnership with local businesses. This allows for disaster recover protection at reasonable rates that is geographically separated over 5 miles from all City buildings. This also allows City full protection and control with alternative systems recovery support options and resources which the City did not have.

City staff and the IT Consultant worked together on department specific small projects. Small initiatives from nearly all departments. Fire Department (FD) initiatives include new FD KnoxBox in-vehicle secure building access vaults and extended on-wall incident map presentation systems. Transition of new City Assessor vendor that included extensive system data conversion to new assessing software. Water Department acquisition of additional new Badger handheld unit compatible with newest meters and upgraded meter reading software to current version. Continued Pool facility initiatives include security camera planning and installation. Continued City-Wide initiatives that included replacement of old system equipment as needed and proper disposal of decommissioned technology.

FY2015 Objectives

Provide City-wide IT training needs.

Emergency IT Response

FY2015 Accomplishments

Training was provided individually to new hire and existing staff on an as-needed or requested basis.

The IT Consultant facilitates continued 24/7 response to critical IT related emergencies and outages. These also included City server operating system crash with major file recovery and minimal data loss, a few telecommunications and internet outages.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
<i>Equipment:</i>					
Routers	2	2	3	3	3
Switches	8	8	10	10	12
Servers	19	21	22	24	26
Department Printers	16	17	19	19	20
Multi-function Copiers	5	5	5	5	5
PC's	87	75	76	82	82
Laptops	8	14	15	17	17
Thin clients	0	15	22	19	19
Mobile Devices	0	0	10	10	15
<i>Enhancements / Projects:</i>					
Major Project Completed (City-wide)	3	4	5	5	9
<i>Support Incidents:</i>					
Support Tickets Generated	800	600	700	800	750
<i>Systems Availability & Performance:</i>					
Network/Server systems "Uptime"	NA	NA	98.73%	99.91%	99.95%
Server Performance "capacity"	NA	NA	93%	100%	100%
<i>Data Protection Backups:</i>					
Completed Backups	NA	NA	95%	87%	98%
No reporting from 2012 and 2013.					
<i>Communication Interruptions:</i>					
Internet City	4	3	3	1	0
Internet PD	6	4	2	2	0
Telephone Systems	6	8	10	2	0
<i>Infrastructure Integrity:</i>					
Fiber Outage Issues	0	1	1	0	0
Fiber Connected facilities (of 6 facilities)	4	5	5	5	6
% of CAT 5 or Less (City-wide)	60%	55%	40%	38%	10%
% CAT 5E (City-wide)	38%	35%	25%	25%	20%
% CAT 6 (City-wide)	2%	10%	35%	37%	70%

FY2016 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.
- Begin funding and implementation of the recommendations of the “new” City’s Strategic IT Plan and adjust plan for future initiatives.
- Re-developing current City Website presence and Social Media experience to meet today's quality of experience standards for information delivery and public interaction.
- Operating system software version licensing upgrades and other updates for future application software requirements which include major MUNIS version upgrade.
- Implement PC hardware replacement City-wide (exception: PD has its own replacement cycle) also dispose/recycle existing equipment or redeploy to less critical use.
- Implement network printer replacement City-wide including network reconfiguration.
- Continued system documentation and business continuity planning by Department with a focus on Disaster Prevention/Recovery initiatives including failover internet/email connectivity, automated off-site storage backup. This includes a security assessment.
- Private network fiber project between City system and off-site storage facility utilizing potential cost efficiencies with strategic partnership with local vendors and organizations.
- PD project for comprehensive twelve (12) camera high resolution surveillance system to fully cover the intersection of Mequon and Port Washington roads.
- Provide continued management of VOIP telephone system.
- Plan new network configuration for more efficient network traffic routing.
- Network infrastructure replacement of City Hall building wiring and PD server room wiring/network closets reconfigurations and cleanup.
- Replacement of existing outdated Fleet Maintenance software includes implementation, data conversion and training.
- CWASS MUNIS software support and version upgrades and end-user experience deployment including advance reporting and dashboard interface features. Go-Live and conversions modules (GIS Map link/Permits & Code Enforcement); and implementation of (Business Licenses/Asset & Facilities Management/Special Assessments)
- Re-start deployment of the IQM2 paperless agenda and packet building software that was initiated in 2013-2014 which includes online video feed of Common Council Meetings. Includes device initiatives for council use during committee and council meetings providing quick information access and presentation.

Staffing for FY2016

Position	FY2014 Actual	FY2015 Actual	FY2016 Budget
IT Consultant	Contracted Services	Contracted Services	Contracted Services

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$318,534



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
117 Information Services		494,064.86	327,151.21	324,095.00	318,534.00	-1.7%
80 MATERIALS & SUPPLIES		5,832.11	6,438.20	5,000.00	6,000.00	20.0%
<u>110117 680102</u>	Technology Supplies	5,832.11	6,438.20	5,000.00	6,000.00	20.0%
Total		5,832.11	6,438.20	5,000.00	6,000.00	20.0%
83 PURCHASED SERVICES		382,307.36	197,824.78	171,207.00	237,992.00	39.0%
<u>110117 683201</u>	Contracted Services - General	144,658.06	177,846.96	159,423.00	152,620.00	-4.3%
<u>110117 683202</u>	Contracted Services - Maint.	237,649.30	19,977.82	11,784.00	85,372.00	624.5%
Total		382,307.36	197,824.78	171,207.00	237,992.00	39.0%
86 FACILITY & PLANT		48,524.72	53,909.75	70,250.00	0.00	-100.0%
<u>110117 686550</u>	M & R	48,524.72	53,909.75	70,250.00	0.00	-100.0%
Total		48,524.72	53,909.75	70,250.00	0.00	-100.0%
88 EQUIPMENT / LEASES		57,400.67	68,978.48	77,638.00	74,542.00	-4.0%
<u>110117 680401</u>	Equip / Small Tools	8,954.86	6,440.77	15,000.00	12,000.00	-20.0%
<u>110117 688110</u>	Other Leased Equipment	48,445.81	62,537.71	62,638.00	62,542.00	-0.2%
Total		57,400.67	68,978.48	77,638.00	74,542.00	-4.0%

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.

FY2015 Objectives

All monthly reports and any additional demand reports are produced and issued on a timely basis each month.

Coordinate development of annual budget process with City Administrator and staff in order to deliver a balanced budget for Appropriations Committee action.

Complete audit fieldwork on a timely basis.

FY2015 Accomplishments

All monthly reports and financial information were produced and issued on time. Created a new monthly financial status report for review by the Common Council.

The budget process was completed within established timetable. The 2015 Budget document was submitted to GFOA and was awarded a Certificate of Recognition.

2014 audit fieldwork was completed on schedule with the final Comprehensive Annual Financial Report presented in June 2015.

FY2015 Objectives

Collect and deposit tax payments in order to maximize investment earnings.

Redistribute tax receipts with other taxing jurisdictions by settlement deadlines.

Improve transparency of City operations to stakeholders.

FY2015 Accomplishments

All City revenues including property tax collections were collected on a timely basis and invested to maximize investment earnings.

Property taxes collected through December 2014 and January 31, 2015 was distributed to all taxing jurisdictions on time.

Submitted the first Popular Annual Financial Report to Government Financial Officers Association for review. Posted the report on the City's web site and provided copies to elected officials.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Bond Rating	Aa1	Aa1	Aa1	Aa1	Aa1
Investment Yield					
Debt service ratio – borrowing capacity used(%)	14.91	15.13	12.75	14.00	15.00
Purchase orders issued	1,774	1,702	1,657	1,700	1,700
Vendor Checks issued	4,467	4,024	4,278	4,500	4,600
Total Procurement card Spending	\$34,838	\$65,772	\$116,849	\$120,000	\$150,000
Customer invoices issued	463	485	480	450	470
Payroll-Percentage of Employees on Direct Deposit	85%	85%	93%	100%	100%
Utility Customers	8,127	8,435	8,486	9,050	9,200
Water/Sewer Payments via ACH	5,607	5,640	5,716	5,702	5,720
Water/Sewer Payments via Online Payments*	N/A	395	3,662	7,220	7,330
Property tax bills – personal	1,047	1,177	810	830	850
Property tax bills – real estate	10,176	10,191	10,198	10,215	10,230
Tax Payments online (%)	1.2%	1.7%	2.2%	2.5%	2.7%

*Data only available starting mid-year 2013.

FY2016 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 investment management services.
- Submit the City's Comprehensive Annual Financial Report to the Government Financial Officers Association for review to win a distinguished presentation award.
- 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 reflect rate adjustments approved after adoption of the 2014 Classification and Compensation study.
2. The decrease in pension costs reflects an approximately .2% decrease in Wisconsin Retirement System rates and is net of the required contribution by employees pursuant to Wisconsin Act10.
3. Health insurance budgets reflect a 3.3% premium increase from 2014 rates.
4. 2016 staffing levels reflect the dedication of an Accounting Assistant's labor costs being charged directly to two Utility funds.

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Finance Director	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Accounting Assistant	1.55	1.63	1.20

Estimated FY2016 Revenue

\$34,575

Adopted FY2016 Budget

\$457,949



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
118 Finance		468,786.20	426,549.96	460,774.00	457,949.00	-0.6%
70 SALARIES		198,074.04	213,018.80	229,799.00	223,906.00	-2.6%
<u>110118 670101</u>	Salaries	198,074.04	213,018.80	229,799.00	223,906.00	-2.6%
Total		198,074.04	213,018.80	229,799.00	223,906.00	-2.6%
73 FRINGE BENEFITS		83,603.55	87,812.64	89,950.00	90,838.00	1.0%
<u>110118 673101</u>	Social Security	20,993.42	16,869.59	16,728.00	16,272.00	-2.7%
<u>110118 673102</u>	Retirement	14,504.91	15,958.19	15,521.00	14,669.00	-5.5%
<u>110118 673103</u>	Worker's Comp Insurance	693.98	687.32	725.00	597.00	-17.7%
<u>110118 673201</u>	Health Insurance	43,330.34	49,973.01	52,470.00	54,695.00	4.2%
<u>110118 673202</u>	Dental Insurance	2,131.24	2,264.45	2,146.00	2,210.00	3.0%
<u>110118 673203</u>	Life Insurance	742.01	754.51	793.00	828.00	4.4%
<u>110118 673204</u>	Long Term Disability	1,207.65	1,305.57	1,567.00	1,567.00	0.0%
Total		83,603.55	87,812.64	89,950.00	90,838.00	1.0%
80 MATERIALS & SUPPLIES		16,826.64	13,202.03	14,770.00	12,980.00	-12.1%
<u>110118 680101</u>	Office Supplies	388.09	241.18	400.00	400.00	0.0%
<u>110118 680102</u>	Technology Supplies	559.63	597.83	250.00	250.00	0.0%
<u>110118 680501</u>	Memberships	585.00	460.00	720.00	930.00	29.2%
<u>110118 680502</u>	Printing/Publications	442.04	0.00	200.00	200.00	0.0%
<u>110118 680503</u>	Books & Periodicals	15.00	0.00	200.00	200.00	0.0%
<u>110118 680505</u>	Postage	14,836.88	11,903.02	13,000.00	11,000.00	-15.4%
Total		16,826.64	13,202.03	14,770.00	12,980.00	-12.1%
83 PURCHASED SERVICES		159,131.95	99,285.38	112,580.00	116,175.00	3.2%
<u>110118 683201</u>	Contracted Services - General	47,542.92	25,465.06	26,200.00	27,400.00	4.6%
<u>110118 683401</u>	Liability Insurance	101,594.99	67,339.00	79,780.00	79,675.00	-0.1%
<u>110118 683501</u>	Training/Conferences	5,894.04	1,881.32	2,000.00	4,000.00	100.0%
<u>110118 683601</u>	Misc Service-Bonds	100.00	100.00	100.00	100.00	0.0%
<u>110118 683603</u>	Misc. Serv- A/R Expense	4,000.00	4,500.00	4,500.00	5,000.00	11.1%
Total		159,131.95	99,285.38	112,580.00	116,175.00	3.2%
86 FACILITY & PLANT		675.00	2,675.00	1,675.00	2,050.00	22.4%
<u>110118 686550</u>	M & R	675.00	2,675.00	1,675.00	2,050.00	22.4%
Total		675.00	2,675.00	1,675.00	2,050.00	22.4%
88 EQUIPMENT / LEASES		10,475.02	10,556.11	12,000.00	12,000.00	0.0%
<u>110118 688101</u>	Photocopiers	10,475.02	10,556.11	12,000.00	12,000.00	0.0%
Total		10,475.02	10,556.11	12,000.00	12,000.00	0.0%

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.

FY2015 Accomplishments

- Completed the 2015 assessment roll, including interior inspections as needed and valuation in a professional, efficient manner.
- Made transition to Grota Appraisals after mid-year departure of Accuval.
- Continued to represent the City in a professional manner.
- Recruited and filled Assessment Technician position after retirement of incumbent.
- 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 Market Drive by city assessment staff.
- Continued to analyze current market conditions.

FY2016 Objectives

- Continue to monitor current market conditions and discuss the potential need for a 2017 or 2018 revaluation.
- Continue on-going training with assessment staff on the use of Market Drive. In particular, reporting functions.
- Complete electronic sketches of all improved properties as required by the Department of Revenue for 2015.
- Install Market Drive for other departments and complete training within city hall on how to extract data from the Market Drive 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.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Assessment Value Increase	83,407,500	(172,209,810)	123,655,100	4,538,240	4,629,005
Board of Review Hearings	4	2	3	4	3
Real Estate Parcels	9,948	9,990	9,997	10,178	10,200
Personal Property accounts	999	1,176	809	1,111	1,125

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
City Assessor	Contracted Services	Contracted Services	Contracted Services
Assessment Technician	1.00	1.00	1.00

Estimated FY2016 Revenues

None

Adopted FY2016 Budget

\$209,624



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
119 Assessor		103,635.45	209,539.23	168,725.00	209,624.00	24.2%
70 SALARIES		41,539.51	43,392.59	45,282.00	37,752.00	-16.6%
<u>110119 670101</u>	Salaries	41,539.51	43,392.59	45,282.00	37,752.00	-16.6%
Total		41,539.51	43,392.59	45,282.00	37,752.00	-16.6%
73 FRINGE BENEFITS		16,235.68	29,920.03	16,243.00	28,522.00	75.6%
<u>110119 673101</u>	Social Security	3,384.99	3,523.26	3,365.00	2,649.00	-21.3%
<u>110119 673102</u>	Retirement	3,180.14	2,700.97	3,079.00	2,492.00	-19.1%
<u>110119 673103</u>	Worker's Comp Insurance	139.16	126.09	133.00	98.00	-26.3%
<u>110119 673201</u>	Health Insurance	8,573.28	22,924.28	8,717.00	22,873.00	162.4%
<u>110119 673202</u>	Dental Insurance	349.08	201.19	349.00	0.00	-100.0%
<u>110119 673203</u>	Life Insurance	336.31	149.41	310.00	120.00	-61.3%
<u>110119 673204</u>	Long Term Disability	272.72	294.83	290.00	290.00	0.0%
Total		16,235.68	29,920.03	16,243.00	28,522.00	75.6%
80 MATERIALS & SUPPLIES		1,108.55	1,646.03	1,600.00	1,600.00	0.0%
<u>110119 680101</u>	Office Supplies	93.28	120.42	100.00	100.00	0.0%
<u>110119 680505</u>	Postage	1,015.27	1,525.61	1,500.00	1,500.00	0.0%
Total		1,108.55	1,646.03	1,600.00	1,600.00	0.0%
83 PURCHASED SERVICES		44,751.71	134,580.58	105,600.00	141,750.00	34.2%
<u>110119 683201</u>	Contracted Services - General	44,751.71	134,580.58	105,500.00	141,500.00	34.1%
<u>110119 683501</u>	Training/Conferences	0.00	0.00	100.00	250.00	150.0%
Total		44,751.71	134,580.58	105,600.00	141,750.00	34.2%

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 applicable labor/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 services. 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.

FY2015 Accomplishments

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.

FY2015 Objectives

Complete and implement and launch, for all non-represented employees, an employee evaluation system.

Provide management and general employee training.

Provide support to all departments for human resources activities.

Continue to document and formalize internal human resources procedures.

Continue the expanded use of the MUNIS system for internal record keeping.

Coordinate with City Administrator an ETF health insurance study.

Coordinate with City Administrator the completion of collective bargaining.

FY2015 Accomplishments

This project was underway during the crafting of the FY2016 budget. Finalization is anticipated by the end of FY2015.

Coordinated annual safety training for Public Works and Police Department employees.

Assisted various departments with recruitment benefit administration and inquiries, as well as the handling of disciplinary issues.

This process is ongoing in perpetuity as the Department continually adjusts to new laws/regulations as well as changes to the work-force.

Staff continues to improve its proficiency in producing reports and benefit audits rather than updating current data bases. Refine contact information and use of codes to better communicate w/employees.

This project was postponed due to the transition in the City Administrator's office.

Collective bargaining is tentatively scheduled for December 2015.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
New FT Hires	9	5	9	3	3
# of FTE's	109.2	108.7	108.48	108.83	109
Workers Compensation Experience Modification Factor*	0.93	1.11	1.10	1.11	1.10
Workers Compensation Claims	34	22	19	11	10

* The experience modification factor is a value that compares the claim profile of the City of Mequon to the claim profile that would be expected of a municipal employer of similar size. A value of 1.00 is average, meaning the frequency and severity of actual losses equaled the expected losses. A mod factor greater than 1.00 means the City experienced worse than expected losses, and a mod of less than 1.00 indicates the number of losses were lower than expected for the rating period.

FY2016 Objectives

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

- Provide management and general employee training.
- Provide support to all departments for human resources activities.
- Document internal Human Resource procedures.
- Review the City of Mequon's health insurance program.
- Complete collective bargaining activities, as needed.
- Streamline the internal records through expanded use of the Munis system including the potential for online application software.

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Assistant City Administrator/HR Director	1.00	1.00	1.00
Human Resource Assistant	.75	.75	.75

Estimated FY2016 Revenues

None

Adopted FY2016 Budget

\$193,817



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
120 Human Resources		192,003.40	184,492.73	188,063.00	193,817.00	3.1%
70 SALARIES		111,523.15	107,094.60	113,745.00	118,175.00	3.9%
<u>110120 670101</u>	Salaries	111,523.15	107,094.60	113,745.00	118,175.00	3.9%
Total		111,523.15	107,094.60	113,745.00	118,175.00	3.9%
73 FRINGE BENEFITS		47,581.49	46,048.06	46,968.00	48,487.00	3.2%
<u>110120 673101</u>	Social Security	8,718.02	8,768.89	8,306.00	8,581.00	3.3%
<u>110120 673102</u>	Retirement	8,301.45	8,147.78	7,734.00	7,789.00	0.7%
<u>110120 673103</u>	Worker's Comp Insurance	292.77	316.64	334.00	295.00	-11.7%
<u>110120 673201</u>	Health Insurance	29,433.53	27,981.77	29,780.00	30,997.00	4.1%
<u>110120 673203</u>	Life Insurance	341.51	298.71	314.00	325.00	3.5%
<u>110120 673204</u>	Long Term Disability	494.21	534.27	500.00	500.00	0.0%
Total		47,581.49	46,048.06	46,968.00	48,487.00	3.2%
80 MATERIALS & SUPPLIES		3,675.96	3,400.19	1,700.00	1,800.00	5.9%
<u>110120 680101</u>	Office Supplies	91.15	86.79	250.00	150.00	-40.0%
<u>110120 680501</u>	Memberships	3,310.00	3,114.00	1,000.00	1,200.00	20.0%
<u>110120 680502</u>	Printing/Publications	67.25	77.25	150.00	150.00	0.0%
<u>110120 680503</u>	Books & Periodicals	0.00	0.00	100.00	100.00	0.0%
<u>110120 680505</u>	Postage	207.56	122.15	200.00	200.00	0.0%
Total		3,675.96	3,400.19	1,700.00	1,800.00	5.9%
83 PURCHASED SERVICES		29,222.80	27,949.88	25,650.00	25,355.00	-1.2%
<u>110120 683201</u>	Contracted Services - General	21,394.80	24,585.67	20,000.00	19,500.00	-2.5%
<u>110120 683501</u>	Training/Conferences	338.36	568.06	650.00	855.00	31.5%
<u>110120 683602</u>	Misc. Services-Recruiting	7,489.64	2,796.15	5,000.00	5,000.00	0.0%
Total		29,222.80	27,949.88	25,650.00	25,355.00	-1.2%

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.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Citations Processed*	-	3,325	2,795	1,100	3,000
Fines Paid to City*	-	\$ 154,808	\$ 143,269	\$ 64,645	\$ 150,000
Collective Bargaining	2	0	3	0 **	1

* The City of Mequon began participating in the Mid-Moraine Municipal Court system in 2012 therefore records preceding the changeover are either non-existent or inaccurate.

** A bargaining session with the MEQUON FIRE AND EMS ASSOCIATION is scheduled for late FY2015.

Staffing for FY2016

Position	FY2014 Actual	FY2015 Actual	FY2016 Budget
City Attorney	Contracted Service	Contracted Service	Contracted Service

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.



City of Mequon 2016 Budgetary Comparisons
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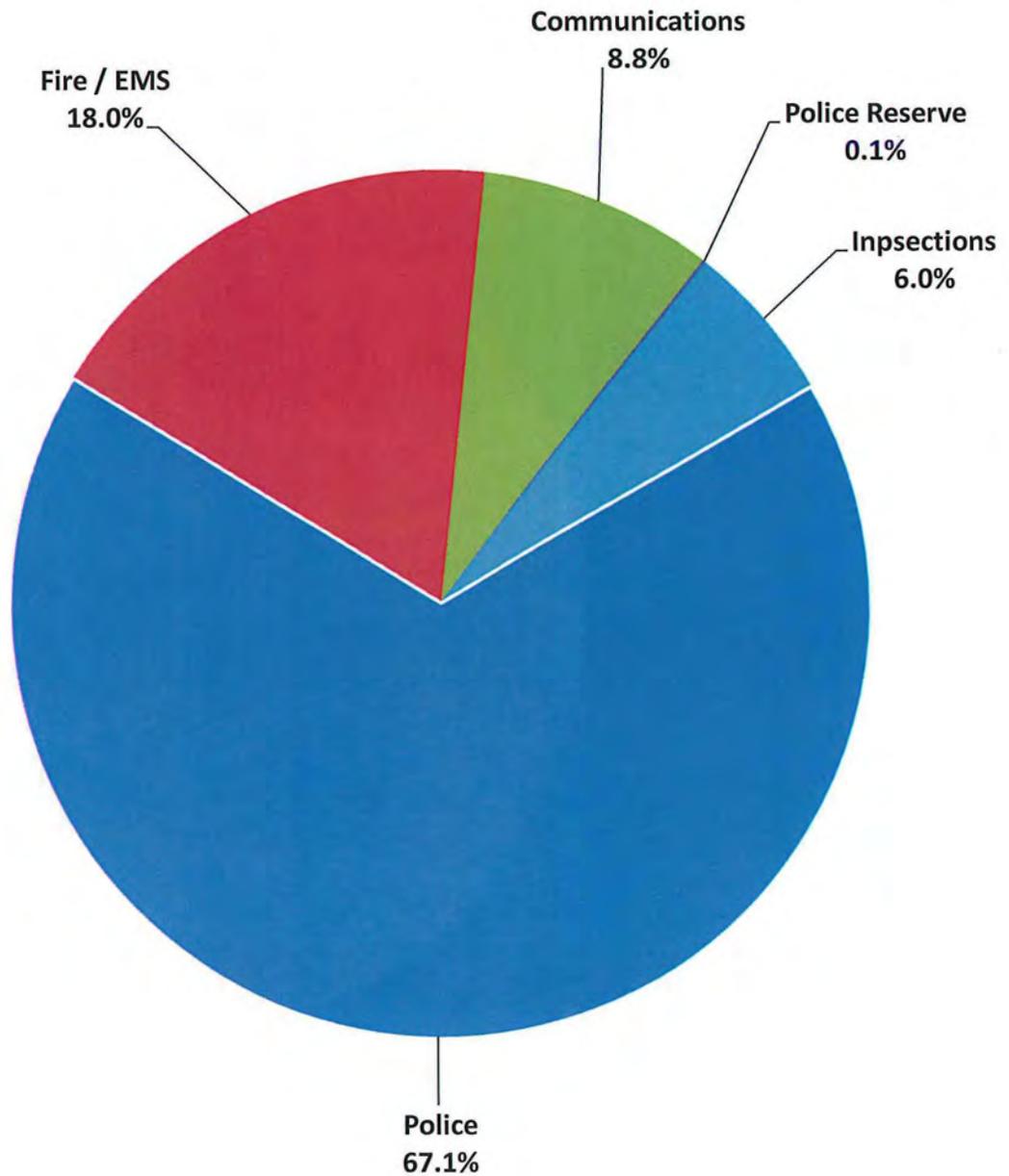
Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
124 Legal Counsel		171,525.37	134,951.17	130,600.00	113,300.00	-13.2%
83 PURCHASED SERVICES		171,525.37	134,951.17	130,600.00	113,300.00	-13.2%
<u>110124 683301</u>	Special Serv-Retainer	124,000.00	75,800.00	75,000.00	64,800.00	-13.6%
<u>110124 683302</u>	Spec Serv-Court Operations	12,054.00	14,200.00	13,200.00	13,200.00	0.0%
<u>110124 683303</u>	Court Fees & Expenses	209.50	167.67	400.00	300.00	-25.0%
<u>110124 683311</u>	Special Legal Counsel - Genera	20,533.49	29,783.50	18,000.00	15,000.00	-16.7%
<u>110124 683312</u>	Spec Legal Counsel-Labo	14,728.38	15,000.00	24,000.00	20,000.00	-16.7%
Total		171,525.37	134,951.17	130,600.00	113,300.00	-13.2%

Public Safety

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

CITY OF MEQUON

2016 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.

2015 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.

Hire an additional clerical employee

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.

2015 Accomplishments

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

Cell phones were upgraded; a new Automated License Plate Reader (ALPR) system was installed in one squad.

Due to other personnel needs (dispatch), this hiring was delayed.

Grant money was secured for replacing bullet resistant vests.

Officers continued to aggressively enforce traffic regulations, especially those involving safety-belt and alcohol violations. Participated in a countywide OWI Task Force.

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 2016.

2015 Objectives

Hire an additional officer

Maintain a high citizen satisfaction rating.

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 17th Mequon Citizens Police Academy class.

Promote an additional detective

2015 Accomplishments

Officer Sean Kilpatrick was hired to bring our strength to 38 sworn officers.

Contacts with the public continue to be made in a professional manner. One formal written complaint was received; Informal complaints were effectively handled by supervisors to citizen satisfaction; prevailed on Federal civil rights lawsuit.

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. Both positions are very important in strengthening our relationship with the community.

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.

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.

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 17th 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.

Promoted an officer to detective resulting in 3 full time detective positions.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Sworn personnel per 1,000 population	1.55	1.55	1.55	1.62	1.62
Calls for Service	23,927	22,488	24,337	25,890	26,500
Part I Crimes reported	214	163	154	184	200
Clearance Rate	17%	38%	52%	54%	N/A
Adult Arrests	876	815	771	746	750
Juvenile Arrests	131	92	38	62	75
# of Citations Issued	5,413	4,930	3,578	3,856	4,000
Traffic Accidents	475	628	562	520	500
# of Police Reserve hours worked	2,436	2,405	2,233	2,400	2,500

FY2016 Objectives

- Continue to provide professional police services to the community while maintaining a low crime rate
- Replace all of the marked squad cars with newer models
- Implement updated Emergency Operations Plan
- Replace squad video cameras and purchase body worn video cameras
- Work with Fire Department on developing a Tactical EMS Unit
- Host another open house at the Police Department
- Continue to search out and secure grant money available for public safety agencies
- Hire an additional part-time clerical employee
- Purchase and implement Lexipol risk management and policy maintenance program
- 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 18th Mequon Citizens Police Academy class

Staffing for FY2016

Positions (FTE)	FY2014	FY2015	FY2016
Chief of Police	1.00	1.00	1.00
Captain of Police	2.00	2.00	2.00
Sergeant of Police	7.00	7.00	7.00
Police Detectives	3.00	3.00	3.00
Police Officers	24	25	28
Records Clerks	1.00	1.00	2.00
Executive Secretary	1.00	1.00	1.00

Estimated FY2016 Revenue

\$273,000

Adopted FY2016 Budget

\$4,853,610



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
235 Police		4,090,179.20	4,274,149.97	4,689,667.00	4,853,610.00	3.5%
70 SALARIES		2,501,027.64	2,688,151.74	3,004,733.00	3,182,215.00	5.9%
110235 670101	Salaries	2,313,301.74	2,470,881.17	2,839,237.00	2,997,829.00	5.6%
110235 670103	Holiday	92,326.00	104,507.59	90,000.00	93,000.00	3.3%
110235 670201	OverTime	80,659.90	97,042.98	70,000.00	75,000.00	7.1%
110235 670301	Longevity	14,740.00	15,720.00	5,496.00	16,386.00	198.1%
Total		2,501,027.64	2,688,151.74	3,004,733.00	3,182,215.00	5.9%
73 FRINGE BENEFITS		1,303,690.98	1,324,778.76	1,356,797.00	1,334,753.00	-1.6%
110235 673101	Social Security	216,197.04	234,348.97	192,576.00	200,096.00	3.9%
110235 673102	Retirement	304,032.23	307,056.32	284,945.00	291,453.00	2.3%
110235 673103	Worker's Comp Insurance	96,630.05	117,355.77	127,561.00	114,004.00	-10.6%
110235 673201	Health Insurance	641,316.89	618,732.12	701,261.00	682,197.00	-2.7%
110235 673202	Dental Insurance	24,453.43	25,029.60	27,050.00	25,014.00	-7.5%
110235 673203	Life Insurance	4,880.58	4,763.11	4,917.00	5,489.00	11.6%
110235 673204	Long Term Disability	16,180.96	17,492.87	18,487.00	16,500.00	-10.7%
Total		1,303,690.98	1,324,778.76	1,356,797.00	1,334,753.00	-1.6%
75 OTHER STAFF COSTS		39,562.10	30,282.14	39,000.00	39,000.00	0.0%
110235 675101	Uniforms & Clothing	29,410.10	25,575.14	30,000.00	30,000.00	0.0%
110235 675301	Incentive	10,152.00	4,707.00	9,000.00	9,000.00	0.0%
Total		39,562.10	30,282.14	39,000.00	39,000.00	0.0%
80 MATERIALS & SUPPLIES		128,457.77	108,515.37	151,150.00	138,950.00	-8.1%
110235 680101	Office Supplies	6,291.68	6,072.78	7,000.00	7,000.00	0.0%
110235 680301	Work Supplies - Police	18,408.15	22,809.74	22,000.00	22,000.00	0.0%
110235 680402	Motor Fuels & Lubricant	77,534.09	55,479.50	90,000.00	78,000.00	-13.3%
110235 680501	Memberships	910.92	944.00	1,200.00	1,200.00	0.0%
110235 680502	Printing/Publications	846.75	551.00	750.00	750.00	0.0%
110235 680503	Books & Periodicals	1,420.43	1,409.05	1,500.00	1,500.00	0.0%
110235 680504	Telephone services	21,711.51	19,711.63	27,000.00	27,000.00	0.0%
110235 680505	Postage	1,334.24	1,537.67	1,700.00	1,500.00	-11.8%
Total		128,457.77	108,515.37	151,150.00	138,950.00	-8.1%
83 PURCHASED SERVICES		97,288.12	96,352.46	107,487.00	131,192.00	22.1%
110235 683101	Consultants - General	1,410.00	0.00	2,000.00	2,000.00	0.0%
110235 683201	Contracted Services - General	12,054.05	11,009.93	17,881.00	36,919.00	106.5%
110235 683202	Contracted Services - Maint.	30,089.60	31,343.24	31,239.00	33,439.00	7.0%
110235 683401	Liability Insurance	17,436.00	18,687.00	18,308.00	18,751.00	2.4%
110235 683402	Auto Insurance	11,557.84	11,810.18	12,059.00	12,083.00	0.2%
110235 683501	Training/Conferences	20,332.28	17,148.28	21,000.00	22,000.00	4.8%
110235 683702	Miscellaneous Services	4,408.35	6,353.83	5,000.00	6,000.00	20.0%
Total		97,288.12	96,352.46	107,487.00	131,192.00	22.1%
86 FACILITY & PLANT		15,018.58	20,483.05	25,000.00	22,000.00	-12.0%
110235 686550	M & R	15,018.58	20,483.05	25,000.00	22,000.00	-12.0%
Total		15,018.58	20,483.05	25,000.00	22,000.00	-12.0%
88 EQUIPMENT / LEASES		5,134.01	5,586.45	5,500.00	5,500.00	0.0%
110235 688101	Photocopiers	4,774.01	5,226.45	5,000.00	5,000.00	0.0%
110235 688120	Rentals	360.00	360.00	500.00	500.00	0.0%
Total		5,134.01	5,586.45	5,500.00	5,500.00	0.0%

Fire/EMS Department

Program Description

The Mequon Fire Department provides fire prevention, fire suppression, and paramedic level emergency medical services to the community. The fire department is responsible for plan review of new construction, inspection of all commercial, industrial and multi-family residences twice a year. The fire 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.

FY2015 Objectives

FY2015 Accomplishments

Have all officers of the Mequon fire department complete Blue Card Command Certification Program.

All the officers have started the Blue Card Command Certification Program and 60% have completed the program.

Locate and add all static water sources in the city assessable for fire department operations to the water system database

All static water sources have been entered into the iamresponding database. All static and pressurized water systems are now available to members on displays at the fire station, in the first out fire apparatus, and via a smart phone.

Train all members to proficiency with exchanging cardiac information from the heart monitor to the electronic patient care record.

All members have been trained in how to upload information from the Lifepak Heart monitors into the electronic patient care reports.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Total Calls:	1504	1608	1730	1780	1800
Fire calls answered	392	394	469	450	450
Accident Responses:					
EMS Responses	1112	1214	1261	1330	1350
Fire Inspections	1071	1160	1256	1300	1350
Code Violations					
BLS Transports	897	927	888	953	960

FY2016 Objectives

- Complete the Blue Card Command Certification Program for all officers and offer the program to members who are acting officers during fire and EMS calls. Incorporate Blue Card into weekly training sessions and offer a mentoring program for non officer.
- Work with Ozaukee County GIS services to enter pressurized and static water source into the computer aided dispatch system.
- Train all members to proficiency with exchanging cardiac information from the heart monitor to the electronic patient care record.

Staffing for FY2015

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2015 Budget
Fire Chief	1.00	1.00	1.00
Administrative Secretary	0.50	0.62	0.62
Fire Fighter/EMTs Paid on Call	60	60	60

Estimated FY2016 Revenue
\$491,989

Adopted FY2016 Budget
\$1,295,762



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
236 Fire / EMS		1,258,128.98	1,421,475.05	1,217,124.60	1,295,762.00	6.5%
70 SALARIES		825,091.18	919,513.03	800,447.60	865,743.00	8.2%
110236 670101	Salaries	110,543.21	118,761.83	126,960.00	121,160.00	-4.6%
110236 670150	EMS Responder	185,450.29	195,423.28	145,000.00	183,820.00	26.8%
110236 670151	Fire Calls	96,491.83	105,482.61	111,360.00	135,720.00	21.9%
110236 670160	Station Work	39,845.19	47,338.84	28,875.00	51,000.00	76.6%
110236 670161	Vehicle Inspection	24,913.70	27,940.93	16,889.60	19,302.00	14.3%
110236 670162	Staff Training	124,258.41	124,776.23	86,768.00	94,656.00	9.1%
110236 670163	Fire Inspections	6,071.58	5,859.33	9,900.00	11,550.00	16.7%
110236 670164	Community Education	2,018.57	3,756.73	2,475.00	2,475.00	0.0%
110236 670171	First Responder POC	43,712.90	45,970.75	45,060.00	42,360.00	-6.0%
110236 670172	Ambulance POC	81,816.00	92,134.50	87,000.00	63,540.00	-27.0%
110236 670173	Paramedic POC	109,969.50	152,068.00	140,160.00	140,160.00	0.0%
Total		825,091.18	919,513.03	800,447.60	865,743.00	8.2%
73 FRINGE BENEFITS		159,648.22	194,497.76	122,894.00	145,661.00	18.5%
110236 673101	Social Security	63,864.46	70,970.19	61,169.00	65,947.00	7.8%
110236 673102	Retirement	58,980.50	64,624.45	11,631.00	11,124.00	-4.4%
110236 673103	Worker's Comp Insurance	12,592.80	34,869.38	25,527.00	43,740.00	71.3%
110236 673201	Health Insurance	21,359.58	20,903.62	21,711.00	22,873.00	5.4%
110236 673202	Dental Insurance	1,017.96	1,017.96	1,018.00	1,018.00	0.0%
110236 673203	Life Insurance	1,235.87	1,466.71	354.00	359.00	1.4%
110236 673204	Long Term Disability	597.05	645.45	1,484.00	600.00	-59.6%
Total		159,648.22	194,497.76	122,894.00	145,661.00	18.5%
75 OTHER STAFF COSTS		4,291.25	9,025.67	13,000.00	13,000.00	0.0%
110236 675101	Uniforms & Clothing	4,291.25	9,025.67	13,000.00	13,000.00	0.0%
Total		4,291.25	9,025.67	13,000.00	13,000.00	0.0%
80 MATERIALS & SUPPLIES		113,361.17	95,851.83	106,920.00	98,275.00	-8.1%
110236 680101	Office Supplies	2,047.43	969.73	2,500.00	2,000.00	-20.0%
110236 680301	Work Supplies-Fire	72,186.86	62,577.14	55,000.00	55,000.00	0.0%
110236 680402	Motor Fuels & Lubricant	31,295.24	23,079.14	39,020.00	31,500.00	-19.3%
110236 680501	Memberships	3,039.08	2,944.70	4,200.00	4,275.00	1.8%
110236 680503	Books & Periodicals	739.18	290.00	2,700.00	2,000.00	-25.9%
110236 680504	Telephone services	3,635.39	5,465.53	3,100.00	3,100.00	0.0%
110236 680505	Postage	417.99	525.59	400.00	400.00	0.0%
Total		113,361.17	95,851.83	106,920.00	98,275.00	-8.1%
83 PURCHASED SERVICES		81,847.50	110,982.78	88,833.00	91,115.00	2.6%
110236 683201	Contracted Services - General	45,240.82	75,636.00	57,935.00	60,180.00	3.9%
110236 683401	Liability Insurance	1,299.35	1,299.35	1,300.00	1,300.00	0.0%
110236 683402	Auto Insurance	17,872.93	18,250.39	18,648.00	18,685.00	0.2%
110236 683501	Training/Conferences	17,434.40	15,797.04	10,950.00	10,950.00	0.0%
Total		81,847.50	110,982.78	88,833.00	91,115.00	2.6%
86 FACILITY & PLANT		46,220.37	65,691.56	49,000.00	49,338.00	0.7%
110236 686304	Sewer-E.S. Firehous	486.67	740.93	400.00	587.00	46.8%
110236 686404	Water-E.S. Firehous	699.12	964.75	600.00	751.00	25.2%
110236 686550	M & R	45,034.58	63,985.88	48,000.00	48,000.00	0.0%
Total		46,220.37	65,691.56	49,000.00	49,338.00	0.7%
88 EQUIPMENT / LEASES		27,669.29	25,912.42	36,030.00	32,630.00	-9.4%
110236 680401	Equip / Small Tools	25,960.93	24,184.89	33,450.00	30,050.00	-10.2%
110236 688101	Photocopiers	1,708.36	1,727.53	2,580.00	2,580.00	0.0%
Total		27,669.29	25,912.42	36,030.00	32,630.00	-9.4%

Dispatch

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.

2015 Objectives

Continue to provide 24-hour professional police, fire, and EMS dispatching services.

Complete required professional re-certifications.

Purchase Emergency Medical Dispatch Software Program and train all communication center employees (dispatchers) in Emergency Medical Dispatching

2015 Accomplishments

Dispatched over 25,000 police calls for service, and over 1,800 EMS and fire calls.

All dispatchers were either trained or recertified in required certifications needed for their positions.

EMD implementation is anticipated in 2016.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
9-1-1- Calls processed	2,300	2,578	2,461	3,306	3,500
Calls for Service Processed	23,927	22,488	24,337	25,890	26,500
Non-emergency calls processed	52,180	54,828	50,535	55,282	56,000

2016 Objectives

- Continue to provide 24-hour professional police, fire, and EMS dispatching services.
- Complete required professional re-certifications.
- Begin accepting and answering 911 cellular calls originating in Mequon
- Purchase Emergency Medical Dispatch Software Program and train all communication center employees (dispatchers) in Emergency Medical Dispatching.
- Promote a dispatcher to a supervisory position, while maintaining 10 dispatcher positions

Staffing for FY2016

Positions (FTE)	FY2014	FY2015	FY2016
Telecommunicators	7.00	7.00	7.00
Telecommunicators	3.00	3.00	3.00
Telecommunications Supervisor	0.00	0.00	1.00

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$637,283



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
237 Communications		548,966.88	553,851.25	614,405.00	637,283.00	3.7%
70 SALARIES		363,835.19	382,741.95	429,566.00	441,531.00	2.8%
<u>110237 670101</u>	Salaries	336,694.15	353,352.60	403,566.00	415,531.00	3.0%
<u>110237 670103</u>	Holiday	12,663.32	12,019.29	11,000.00	11,000.00	0.0%
<u>110237 670201</u>	OverTime	14,477.72	17,370.06	15,000.00	15,000.00	0.0%
Total		363,835.19	382,741.95	429,566.00	441,531.00	2.8%
73 FRINGE BENEFITS		179,336.02	164,727.75	176,939.00	187,652.00	6.1%
<u>110237 673101</u>	Social Security	31,586.02	32,420.66	29,113.00	30,290.00	4.0%
<u>110237 673102</u>	Retirement	30,007.46	29,070.77	27,411.00	24,465.00	-10.7%
<u>110237 673103</u>	Worker's Comp Insurance	1,351.81	1,186.93	1,252.00	1,108.00	-11.5%
<u>110237 673201</u>	Health Insurance	108,518.91	94,712.76	111,452.00	125,267.00	12.4%
<u>110237 673202</u>	Dental Insurance	4,770.00	4,130.10	4,770.00	3,403.00	-28.7%
<u>110237 673203</u>	Life Insurance	923.06	851.12	890.00	919.00	3.3%
<u>110237 673204</u>	Long Term Disability	2,178.76	2,355.41	2,051.00	2,200.00	7.3%
Total		179,336.02	164,727.75	176,939.00	187,652.00	6.1%
75 OTHER STAFF COSTS		3,450.00	3,445.70	4,800.00	4,800.00	0.0%
<u>110237 675101</u>	Uniforms & Clothing	3,450.00	3,445.70	4,800.00	4,800.00	0.0%
Total		3,450.00	3,445.70	4,800.00	4,800.00	0.0%
80 MATERIALS & SUPPLIES		1,759.38	1,002.20	1,100.00	1,300.00	18.2%
<u>110237 680101</u>	Office Supplies	603.65	598.12	600.00	800.00	33.3%
<u>110237 680301</u>	Work Supplies-Admin	1,155.73	404.08	500.00	500.00	0.0%
Total		1,759.38	1,002.20	1,100.00	1,300.00	18.2%
83 PURCHASED SERVICES		586.29	1,142.13	1,000.00	1,000.00	0.0%
<u>110237 683501</u>	Training/Conferences	586.29	1,142.13	1,000.00	1,000.00	0.0%
Total		586.29	1,142.13	1,000.00	1,000.00	0.0%
88 EQUIPMENT / LEASES		0.00	791.52	1,000.00	1,000.00	0.0%
<u>110237 680401</u>	Equip / Small Tools	0.00	791.52	1,000.00	1,000.00	0.0%
Total		0.00	791.52	1,000.00	1,000.00	0.0%

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.

FY2015 Accomplishments

- Maintained adequate staffing of the Police Reserve. One new officer was hired to fill vacancies. There are currently 25 members of the Police Reserve.
- Training occurred in the following areas: Emergency Vehicle Operation and Control, Defense and Arrest Tactics – Escort Holds and Cuffing.
- During 2015, reserve officers will have participated in approximately 75 event dates totaling well over 2,000 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 5 days requiring from 2 to 12 officers per event.

FY2016 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 and hockey games, graduation), Concordia University (graduation, concerts, and other special events as requested) and Chinooks baseball games.

Staffing for FY2016

Positions	FY2014 Actual	FY2015 Actual	FY2016 Budget
Volunteers	26	25	25

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$8,359



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
239 Police Reserve		4,046.75	4,546.03	10,367.00	8,359.00	-19.4%
70 SALARIES		1,460.00	1,680.00	1,500.00	1,500.00	0.0%
<u>110239 670102</u>	Volunteers - Paid on Call	1,460.00	1,680.00	1,500.00	1,500.00	0.0%
Total		1,460.00	1,680.00	1,500.00	1,500.00	0.0%
73 FRINGE BENEFITS		56.93	63.52	67.00	59.00	-11.9%
<u>110239 673103</u>	Worker's Comp Insurance	56.93	63.52	67.00	59.00	-11.9%
Total		56.93	63.52	67.00	59.00	-11.9%
75 OTHER STAFF COSTS		784.55	1,217.50	1,600.00	1,600.00	0.0%
<u>110239 675101</u>	Uniforms & Clothing	784.55	1,217.50	1,600.00	1,600.00	0.0%
Total		784.55	1,217.50	1,600.00	1,600.00	0.0%
80 MATERIALS & SUPPLIES		1,549.29	1,286.59	4,500.00	3,600.00	-20.0%
<u>110239 680301</u>	Work Supplies-Admin	1,032.54	798.65	3,500.00	2,500.00	-28.6%
<u>110239 680402</u>	Motor Fuels & Lubricant	248.78	123.75	400.00	500.00	25.0%
<u>110239 680502</u>	Printing/Publications	0.00	52.00	200.00	200.00	0.0%
<u>110239 680504</u>	Telephone services	267.97	312.19	400.00	400.00	0.0%
Total		1,549.29	1,286.59	4,500.00	3,600.00	-20.0%
83 PURCHASED SERVICES		129.54	119.63	500.00	600.00	20.0%
<u>110239 683501</u>	Training/Conferences	129.54	119.63	500.00	600.00	20.0%
Total		129.54	119.63	500.00	600.00	20.0%
86 FACILITY & PLANT		66.44	178.79	2,200.00	1,000.00	-54.5%
<u>110239 686550</u>	M & R	66.44	178.79	2,200.00	1,000.00	-54.5%
Total		66.44	178.79	2,200.00	1,000.00	-54.5%

Community Development: Inspection Division

Program Description

The Department of Community Development Department Inspection Division provides 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.

FY2015 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.
- Evaluation of the impacts of the design policies and development decisions and how those relate to the overall character and economy of the city.
- Serve as liaison to the Architectural Review Board and Board of Appeals.

Key Performance Indicators

Construction Inspections					
Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Permits Issued:					
-Building	599	755	745	225	820
-Electrical	869	919	980	289	940
-Plumbing	958	979	1008	287	1000
-HVAC	551	535	578	185	650
-Wells	17	41	18	0	15
-Architectural Board	47	127	127	41	160
-Occupancy Final/Temp.	96	123	175	55	200
-Permits Processed:	3406	3834	3978	1199	4200
Permit Fees Collected	\$ 630,607	\$ 734,540	\$ 869,248	\$ 238,624	\$1,000,000

Construction Valuations					
Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
New Homes	28	66	65	13	85
Valuation for Homes	\$ 11,460,553	34,922,632	30,638,103	\$ 6,386,956	\$40,800,000
New Commercial (New & Additions)	17	6	14	2	15
Valuation Commercial	\$ 26,279,847	\$12,421,000	\$20,753,815	\$ 1,500,000	\$27,000,000
Code Enforcement					
Complaints:	85	45	166	185	
-Signs	36	16	35	41	
-Use or Maintenance	49	29	131	144	
New Commercial Development Site Compliance	9	4	3	3	

FY2016 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.
- Technology, scheduling and process related functions will continue to evolve with an eye towards even greater streamlining as the division transition to Munis software and technology equipment upgrades for field inspections.

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Building Inspector	2.00	2.00	2.00
Electrical Inspector	.50	.50	.50
Administrative Secretary	1.00	1.00	1.00
Plan Review (Contract)	X	X	.50
Health Inspector (Contract)	X	X	X
Chief Inspector	0.00	0.00	1.00

Estimated FY2016 Revenue

\$939,000

Adopted FY2016 Budget

\$436,734



City of Mequon 2016 Budgetary Comparisons

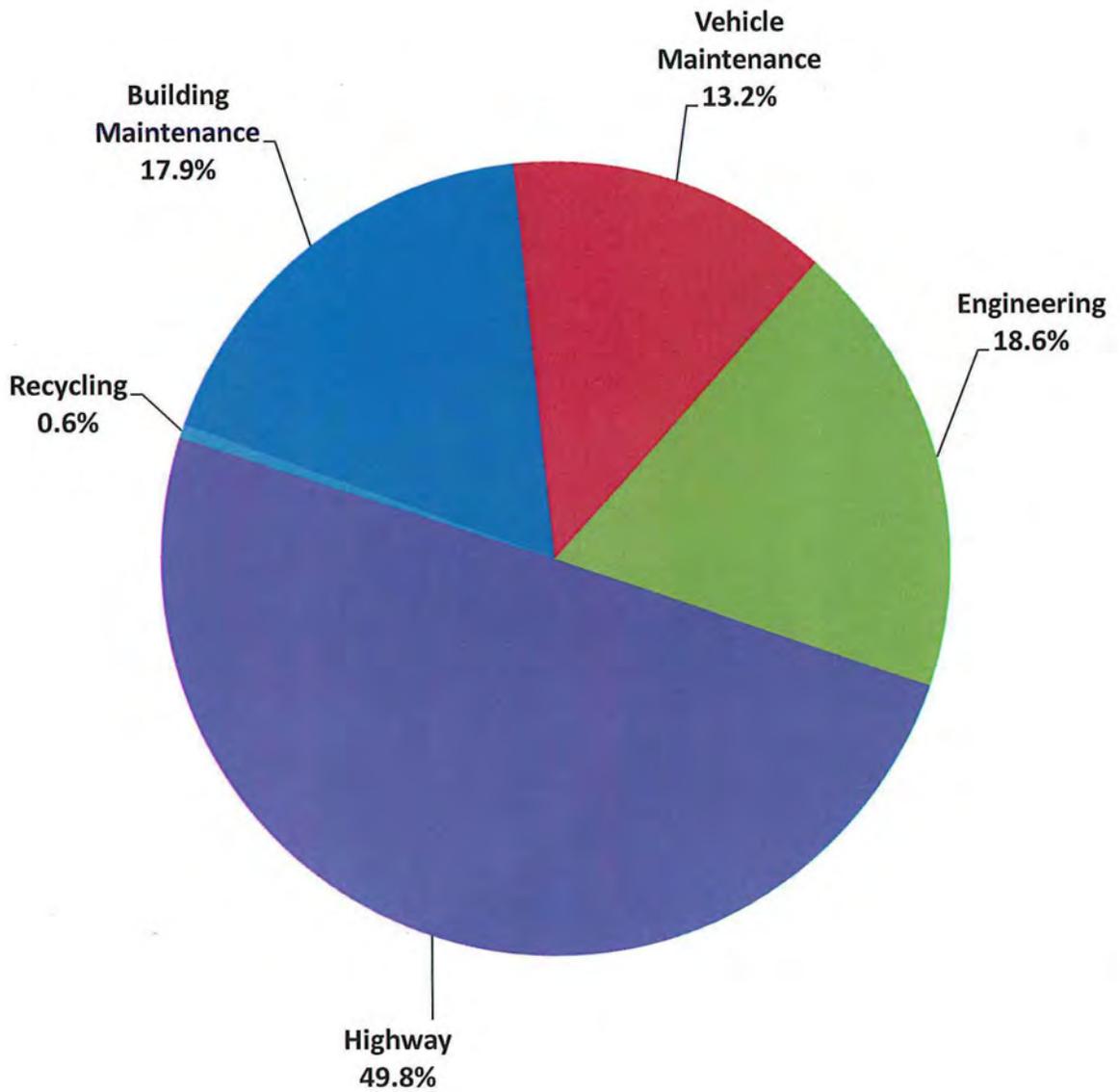
Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
244 Inspections		351,616.09	353,177.95	373,504.00	436,734.00	16.9%
70 SALARIES		199,696.78	209,900.77	210,029.00	262,894.00	25.2%
110244 670101	Salaries	193,493.06	202,579.74	202,529.00	256,894.00	26.8%
110244 670201	OverTime	6,203.72	7,321.03	7,500.00	6,000.00	-20.0%
Total		199,696.78	209,900.77	210,029.00	262,894.00	25.2%
73 FRINGE BENEFITS		118,403.75	116,149.63	121,287.00	143,798.00	18.6%
110244 673101	Social Security	15,460.44	16,601.29	14,315.00	18,345.00	28.2%
110244 673102	Retirement	15,203.87	16,053.06	23,241.00	22,317.00	-4.0%
110244 673103	Worker's Comp Insurance	7,837.97	8,708.61	9,186.00	8,445.00	-8.1%
110244 673201	Health Insurance	75,918.04	70,572.64	70,616.00	90,618.00	28.3%
110244 673202	Dental Insurance	2,210.52	2,353.55	2,211.00	2,211.00	0.0%
110244 673203	Life Insurance	643.25	639.19	670.00	712.00	6.3%
110244 673204	Long Term Disability	1,129.66	1,221.29	1,048.00	1,150.00	9.7%
Total		118,403.75	116,149.63	121,287.00	143,798.00	18.6%
80 MATERIALS & SUPPLIES		5,626.91	7,193.49	9,700.00	8,400.00	-13.4%
110244 680101	Office Supplies	953.10	548.59	1,000.00	1,000.00	0.0%
110244 680301	Work Supplies-Admin	2,864.64	2,582.45	2,500.00	2,500.00	0.0%
110244 680501	Memberships	322.83	372.00	1,200.00	1,000.00	-16.7%
110244 680503	Books & Periodicals	0.00	170.00	200.00	200.00	0.0%
110244 680504	Telephone services	214.44	1,752.08	1,800.00	1,500.00	-16.7%
110244 680505	Postage	1,271.90	1,768.37	3,000.00	2,200.00	-26.7%
Total		5,626.91	7,193.49	9,700.00	8,400.00	-13.4%
83 PURCHASED SERVICES		27,888.65	19,894.06	32,238.00	21,442.00	-33.5%
110244 683101	Consultants - General	0.00	0.00	5,000.00	0.00	-100.0%
110244 683201	Contracted Services - General	24,755.00	17,255.00	23,500.00	18,200.00	-22.6%
110244 683402	Auto Insurance	2,144.75	2,187.46	2,238.00	2,242.00	0.2%
110244 683501	Training/Conferences	988.90	451.60	1,500.00	1,000.00	-33.3%
Total		27,888.65	19,894.06	32,238.00	21,442.00	-33.5%
88 EQUIPMENT / LEASES		0.00	40.00	250.00	200.00	-20.0%
110244 680401	Equip / Small Tools	0.00	40.00	250.00	200.00	-20.0%
Total		0.00	40.00	250.00	200.00	-20.0%

Public Works

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

CITY OF MEQUON

2016 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, street light maintenance, data, phone and electrical cable projects and exterior winter maintenance activities. Management of all contract related building maintenance.

FY2015 Objectives

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

FY2015 Accomplishments

- Completed all repairs possible with City Staff. Utilized contractors when needed. All utilities are monitored monthly.
- Completed Phase 3 Safety Building Lighting Upgrade. Completed Lighting Upgrade to DPW Maintenance Garage.
- CIP Schedule updated yearly based on needs of City. Repaired and or replaced items as needed.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Work Orders	No Records	1760 (partial)	3405	4,225	5,000
Number of City Facilities	14	14	14	14	14
Number of Facilities with Janitorial Services	2	2	4	4	4
Street Lights Repaired	Contractor	20	49	60	65
Pool Open %	100%	100%	100%	100%	100%

FY2016 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 FY2016

Positions (FTE)	FY2014	FY2015	FY2016
Building Supervisor	1.00	1.00	1.00
Building Foreman	1.00	1.00	1.00
Maintenance Worker	1.00	1.00	1.00
Custodian (PT)	.75	2.00	2.00

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$762,145



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
326 Building maintenance		721,520.19	728,799.11	808,494.00	762,145.00	-5.7%
70 SALARIES		218,879.45	244,195.28	286,688.00	273,714.00	-4.5%
110326 670101	Salaries	215,178.41	242,784.53	282,688.00	270,214.00	-4.4%
110326 670201	OverTime	3,701.04	1,410.75	4,000.00	3,500.00	-12.5%
Total		218,879.45	244,195.28	286,688.00	273,714.00	-4.5%
73 FRINGE BENEFITS		116,124.29	123,221.15	126,058.00	133,299.00	5.7%
110326 673101	Social Security	18,473.98	19,951.80	20,561.00	19,533.00	-5.0%
110326 673102	Retirement	16,310.07	18,010.73	16,677.00	17,835.00	6.9%
110326 673103	Worker's Comp Insurance	9,560.26	10,079.47	10,632.00	14,426.00	35.7%
110326 673201	Health Insurance	66,554.35	69,506.17	72,233.00	75,637.00	4.7%
110326 673202	Dental Insurance	3,148.47	3,402.96	3,403.00	3,403.00	0.0%
110326 673203	Life Insurance	957.65	1,059.73	986.00	1,265.00	28.3%
110326 673204	Long Term Disability	1,119.51	1,210.29	1,566.00	1,200.00	-23.4%
Total		116,124.29	123,221.15	126,058.00	133,299.00	5.7%
75 OTHER STAFF COSTS		1,380.00	1,380.00	1,380.00	1,380.00	0.0%
110326 675101	Uniforms & Clothing	1,380.00	1,380.00	1,380.00	1,380.00	0.0%
Total		1,380.00	1,380.00	1,380.00	1,380.00	0.0%
80 MATERIALS & SUPPLIES		36,388.16	26,268.49	51,250.00	37,250.00	-27.3%
110326 680201	Janitor Supp-City Bldgs	7,292.67	2,255.49	16,000.00	13,000.00	-18.8%
110326 680302	Work Supp-City Bldgs	8,490.65	9,285.15	9,250.00	9,250.00	0.0%
110326 680303	Work Supp-Safety Bldg	7,243.97	6,488.45	6,500.00	6,500.00	0.0%
110326 680304	Work Supp-DPW Bldgs	4,557.49	3,265.11	5,500.00	5,500.00	0.0%
110326 680504	Telephone services	8,803.38	4,974.29	14,000.00	3,000.00	-78.6%
Total		36,388.16	26,268.49	51,250.00	37,250.00	-27.3%
83 PURCHASED SERVICES		44,709.73	41,237.69	47,138.00	37,591.00	-20.3%
110326 683201	Contracted Services - General	42,326.67	38,807.84	44,652.00	35,100.00	-21.4%
110326 683402	Auto Insurance	2,383.06	2,429.85	2,486.00	2,491.00	0.2%
Total		44,709.73	41,237.69	47,138.00	37,591.00	-20.3%
86 FACILITY & PLANT		303,008.16	291,693.86	294,980.00	277,911.00	-5.8%
110326 686101	Electric - City Hall	42,657.13	43,596.36	42,850.00	44,100.00	2.9%
110326 686102	Electric - Safety Bldg	57,276.52	63,892.11	57,385.00	62,650.00	9.2%
110326 686103	Electric - E.S. Firehouse	16,566.69	16,873.15	16,195.00	17,000.00	5.0%
110326 686105	Electric - Green Bay Shop	1,154.46	936.16	1,205.00	1,100.00	-8.7%
110326 686106	Electric - Highway Bldg	16,256.67	15,803.73	16,500.00	16,000.00	-3.0%
110326 686107	Electric - 6300 W Mequon	12,181.51	10,880.66	12,350.00	11,100.00	-10.1%
110326 686112	Electric - Logemann Ctr.	16,952.06	17,018.61	16,850.00	17,100.00	1.5%
110326 686201	Gas-City Hall	14,005.73	9,782.54	11,500.00	8,000.00	-30.4%
110326 686202	Gas-Safety Bldg	35,641.78	24,587.26	27,925.00	19,900.00	-28.7%
110326 686203	Gas-E.S. Firehouse	7,049.78	4,147.26	6,060.00	3,500.00	-42.2%
110326 686205	Gas-6300 W Mequon Rd	8,896.26	6,334.05	7,475.00	5,300.00	-29.1%
110326 686206	Gas-Green Bay Shop	3,608.00	2,366.79	3,050.00	2,000.00	-34.4%
110326 686207	Gas-Highway Bldg	17,685.48	13,363.90	14,875.00	11,200.00	-24.7%
110326 686212	Gas-Logemann Ctr	11,935.44	8,196.47	9,890.00	6,600.00	-33.3%
110326 686301	Sewer-City Hall	664.61	737.02	1,200.00	1,320.00	10.0%
110326 686302	Sewer-Safety Bldg	1,434.07	6,307.17	2,400.00	2,440.00	1.7%
110326 686308	Sewer-Logemann Ctr.	341.45	322.87	600.00	1,265.00	110.8%
110326 686401	Water-City Hall	1,297.07	1,798.63	2,185.00	2,403.00	10.0%
110326 686402	Water-Safety Bldg	2,641.11	7,407.21	3,335.00	3,668.00	10.0%
110326 686408	Water-Logemann Ctr.	663.85	659.78	1,150.00	1,265.00	10.0%
110326 686501	M & R - City Bldgs	7,559.14	9,381.41	9,250.00	9,250.00	0.0%
110326 686502	M & R - Safety Bldg	17,025.21	15,299.22	18,000.00	18,000.00	0.0%
110326 686503	M & R - DPW Bldgs	6,743.39	7,075.94	9,750.00	9,750.00	0.0%
110326 686504	M & R Logemen Center	2,770.75	4,925.56	3,000.00	3,000.00	0.0%
Total		303,008.16	291,693.86	294,980.00	277,911.00	-5.8%
88 EQUIPMENT / LEASES		1,030.40	802.64	1,000.00	1,000.00	0.0%
110326 680401	Equip / Small Tools	1,030.40	802.64	1,000.00	1,000.00	0.0%
Total		1,030.40	802.64	1,000.00	1,000.00	0.0%

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.

FY2015 Objectives

FY2015 Accomplishments

Continue to provide cost effective vehicle and equipment repairs for all departments.

Processed between 800-850 repairs and preventive maintenance services for all departments, not including unrecorded repairs. Most repairs take longer than 3 hours.

Improve on customer service approach on how we provide service to all departments.

Prioritized repairs and services on the basis of emergency and critical time dependent needs of the City at that time.
Kept equipment downtime to a minimum as much as possible.

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.

In 2015, \$270,000 was appropriated for DPW vehicle replacement which allowed us to purchase a Hwy. plow, wing, salter, dump truck. A Forman's pickup, and Parks plow pickup truck, a larger skid steer loader, Parks utility carts, and start a Lease/Purchase for a Wheeled Excavator.

Monitor and utilize resources to more accurately estimate fuel usage and prices for 2015.

Unleaded and diesel usage is on track to be under the original estimate. We still have the beginning of winter yet. Fuel prices have been lower than the projected estimated ranges, a spike in mid. August caused a large increase in fuel prices, expecting another increase later this year.

Tools for technicians.

Purchased A.C. equipment, misc. hand power tools. Scan tools updates.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Equipment in Fleet	340	340	340	340	340
Repair Operations	No Data	1075	890	850	850+

FY2016 Objectives

- Provide cost effective vehicle and equipment repairs for all departments.
- Improve customer informational feedback to all departments.
- Manage the DPW equipment replacement fund within the annual budget appropriation.
- Utilize resources to estimate fuel usage and prices. For 2016, Public Works expects to use about 12,000 gallons of Unleaded gasoline, and about 35,000 gallons of Clear diesel fuel, based on yearly averages. Budget is based on estimate of \$2.83 per gallon for unleaded and \$2.91 for diesel fuel based on US Energy Information Administration outlook. Staff will investigate fuel saving strategies to minimize effect of rising fuel costs.
- Configure a workable workshop in the new DPW Combined Facility.

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Chief Mechanic	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00

Estimated FY2016 Revenue

None

Adopted FY2016 Budget

\$562,373



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
355 Fleet Services		524,816.26	464,114.56	582,112.00	562,373.00	-3.4%
70 SALARIES		174,039.27	171,931.44	190,698.00	190,679.00	0.0%
110355 670101	Salaries	170,948.24	168,800.08	187,198.00	187,179.00	0.0%
110355 670201	OverTime	3,091.03	3,131.36	3,500.00	3,500.00	0.0%
Total		174,039.27	171,931.44	190,698.00	190,679.00	0.0%
73 FRINGE BENEFITS		102,791.80	101,801.39	104,014.00	107,840.00	3.7%
110355 673101	Social Security	13,825.71	13,955.11	13,455.00	13,506.00	0.4%
110355 673102	Retirement	13,383.11	13,058.01	12,731.00	12,355.00	-3.0%
110355 673103	Worker's Comp Insurance	7,745.80	8,398.60	8,859.00	9,545.00	7.7%
110355 673201	Health Insurance	64,015.28	62,562.84	65,133.00	68,619.00	5.4%
110355 673202	Dental Insurance	2,035.92	2,022.04	2,036.00	2,036.00	0.0%
110355 673203	Life Insurance	646.89	573.32	600.00	629.00	4.8%
110355 673204	Long Term Disability	1,139.09	1,231.47	1,200.00	1,150.00	-4.2%
Total		102,791.80	101,801.39	104,014.00	107,840.00	3.7%
75 OTHER STAFF COSTS		1,485.00	1,484.90	1,485.00	1,485.00	0.0%
110355 675101	Uniforms & Clothing	1,035.00	1,035.00	1,035.00	1,035.00	0.0%
110355 675102	Tool Allowance	450.00	449.90	450.00	450.00	0.0%
Total		1,485.00	1,484.90	1,485.00	1,485.00	0.0%
80 MATERIALS & SUPPLIES		226,716.91	174,015.83	264,900.00	241,350.00	-8.9%
110355 680101	Office Supplies	0.00	317.36	300.00	300.00	0.0%
110355 680301	Work Supplies	69,449.48	85,269.43	84,000.00	85,000.00	1.2%
110355 680402	Motor Fuels & Lubricant	157,246.08	88,420.21	180,000.00	156,000.00	-13.3%
110355 680504	Telephone services	21.35	8.83	600.00	50.00	-91.7%
Total		226,716.91	174,015.83	264,900.00	241,350.00	-8.9%
83 PURCHASED SERVICES		1,787.29	1,822.88	1,865.00	1,869.00	0.2%
110355 683402	Auto Insurance	1,787.29	1,822.88	1,865.00	1,869.00	0.2%
Total		1,787.29	1,822.88	1,865.00	1,869.00	0.2%
86 FACILITY & PLANT		15,640.36	11,403.72	16,150.00	16,150.00	0.0%
110355 686303	Sewer - DPW bldgs	290.62	255.17	350.00	350.00	0.0%
110355 686403	Water - DPW bldgs	616.56	594.77	800.00	800.00	0.0%
110355 686550	M & R	14,733.18	10,553.78	15,000.00	15,000.00	0.0%
Total		15,640.36	11,403.72	16,150.00	16,150.00	0.0%
88 EQUIPMENT / LEASES		2,355.63	1,654.40	3,000.00	3,000.00	0.0%
110355 680401	Equip / Small tools	2,355.63	1,654.40	3,000.00	3,000.00	0.0%
Total		2,355.63	1,654.40	3,000.00	3,000.00	0.0%

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 regulations.
- 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 Plan 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.

FY2015 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.

FY2015 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.

Performed annual road evaluations on the 210 miles of city roads and developed recommendations for repair, reconstruction of roads and modifications to the City's administration of its drainage policy.

Continued to provide support to the Common Council, Planning Commission, Public Works Committee, Joint Pedestrian and Bikeway Commission and other standing and ad-hoc committees as required.

FY2015 Objectives

Provide active input and support to the MMSD for incorporation/compliance with the new 2050 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 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

Development of a Pilot PPI/I Program

Continue to administer the City's drainage policy & make any policy change recommendations

FY2015 Accomplishments

Staff continues to routinely attend the MMSD Technical Advisory Team meetings and provide input and to discuss relevant area issues.

Managed the design, implementation, and/or construction of approximately \$2.3 million dollars in subdivision roads, arterial roads, bridge projects, and sanitary sewer projects. A road reconstruction project on County Line Road was completed in conjunction with the City of Milwaukee. The Wauwatosa Road sanitary sewer project was completed from Donges Bay road north to Knights Bridge Drive, which provides sanitary sewer service to the central growth development area. The Ozaukee County Interurban Trail relocation project was also completed.

Staff continues to provide engineering review comments and recommendations for all development plats and site plans. The City of Mequon Standard Specifications for Land Development was updated.

Continued locating infrastructure with the department's GPS equipment.

Met with local officials, WisDOT and FHWA regarding the Mequon Road and I-43 corridor studies.

Developed a three part discussion with the Sanitary Utility District Commission to facilitate the generation of a pilot PPI/I policy.

Developed a Capital Improvement Plan to help facilitate remediation for the outstanding drainage complaints and presented it to the Public Works Committee. Presentation included resident correspondence, field inspection, survey and analysis of outstanding drainage issues. An inventory of the location and condition of existing roadway culverts progressed to 25% completion.

FY2016 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 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. Continue to inventory the location and condition of the City's culvert network to identify immediate and future drainage needs.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Development Plan Reviews	40	34	35	50	54
Right-of-way permits issued	150	162	266	180	215
Number of Fill Permits Issued	15	18	20	22	25
Number of Erosion Control Permits Inspected	20	23	26	18	20
Pond certifications	15	11	17	14	25
Drainage complaints received and inspected	22	47	43	61	60
Publicly Bid Projects	N/A	N/A	5	11	10
Designed Drainage Improvement Projects	72	73	37	75	75

Key Performance Indicators

Roads					
Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Miles of Subdivision Roads	140.11	141.06	140.16	139.84	139.84
Miles of Arterial Roads	70.01	70.71	68.33	70	70
Miles of Roads Crack Sealed	42.0	8.6	110.0	36.0	20.0
Miles of Road GSB-88	2.0	11.5	10	8.6	9.0
Miles of Roads Seal Coated	0	11.0	5.0	3.92	4.0
Miles of Roads Milled or Wedged and Overlay	0	2.71	0.86	6.20	1.50
Miles of Roads Pulverized and Paved	2.41	3.20	5.10	6.33	4.50
Percentage of Roadways Inspected	100%	100%	100%	100%	100%

Staffing for FY2016

Positions (FTE)	FY2014	FY2015	FY2016
City Engineer/Public Works Director	1.00	1.00	1.00
Assistant City Engineer/Public Works	1.00	1.00	1.00
Engineering Services Manager	1.00	1.00	1.00
Engineering Field 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	1.00	1.00	1.00
Summer LTE	2.00	2.00	2.00

Estimated FY2016 Revenue

\$143,600

Adopted FY2016 Budget

\$790,056



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
358 Engineering		556,027.23	736,813.51	771,781.00	790,056.00	2.4%
70 SALARIES		313,214.47	392,139.12	424,284.00	423,565.00	-0.2%
<u>110358 670101</u>	Salaries	313,214.47	392,139.12	424,284.00	423,565.00	-0.2%
Total		313,214.47	392,139.12	424,284.00	423,565.00	-0.2%
73 FRINGE BENEFITS		173,957.79	200,244.97	203,862.00	204,551.00	0.3%
<u>110358 673101</u>	Social Security	26,915.93	32,436.23	30,492.00	30,625.00	0.4%
<u>110358 673102</u>	Retirement	24,744.61	29,285.13	28,428.00	27,522.00	-3.2%
<u>110358 673103</u>	Worker's Comp Insurance	17,007.87	21,390.42	22,563.00	19,549.00	-13.4%
<u>110358 673201</u>	Health Insurance	98,145.01	109,872.71	114,038.00	119,210.00	4.5%
<u>110358 673202</u>	Dental Insurance	3,402.96	3,402.96	3,403.00	3,403.00	0.0%
<u>110358 673203</u>	Life Insurance	1,213.07	1,124.19	1,188.00	1,242.00	4.5%
<u>110358 673204</u>	Long Term Disability	2,528.34	2,733.33	3,750.00	3,000.00	-20.0%
Total		173,957.79	200,244.97	203,862.00	204,551.00	0.3%
80 MATERIALS & SUPPLIES		5,214.25	5,049.42	6,600.00	5,900.00	-10.6%
<u>110358 680101</u>	Office Supplies	965.99	221.01	1,000.00	1,000.00	0.0%
<u>110358 680301</u>	Work Supplies-Admin	914.76	791.09	1,000.00	1,000.00	0.0%
<u>110358 680501</u>	Memberships	856.00	700.00	700.00	700.00	0.0%
<u>110358 680502</u>	Printing/Publications	220.00	0.00	200.00	0.00	-100.0%
<u>110358 680504</u>	Telephone services	1,679.93	2,148.37	2,500.00	2,000.00	-20.0%
<u>110358 680505</u>	Postage	577.57	1,188.95	1,200.00	1,200.00	0.0%
Total		5,214.25	5,049.42	6,600.00	5,900.00	-10.6%
83 PURCHASED SERVICES		57,865.32	133,716.89	129,735.00	148,740.00	14.6%
<u>110358 683101</u>	Consultants - General	6,205.33	9,271.78	15,000.00	14,000.00	-6.7%
<u>110358 683102</u>	Consultants - Plan Comm Suprt	41,535.47	110,234.27	100,000.00	120,000.00	20.0%
<u>110358 683201</u>	Contracted Services - General	7,093.16	10,837.61	9,000.00	9,000.00	0.0%
<u>110358 683402</u>	Auto Insurance	2,621.36	2,673.23	2,735.00	2,740.00	0.2%
<u>110358 683501</u>	Training/Conferences	410.00	700.00	3,000.00	3,000.00	0.0%
Total		57,865.32	133,716.89	129,735.00	148,740.00	14.6%
86 FACILITY & PLANT		0.00	30.00	300.00	300.00	0.0%
<u>110358 686550</u>	M & R	0.00	30.00	300.00	300.00	0.0%
Total		0.00	30.00	300.00	300.00	0.0%
88 EQUIPMENT / LEASES		5,775.40	5,633.11	7,000.00	7,000.00	0.0%
<u>110358 680401</u>	Equip / Small Tools	277.45	164.37	500.00	500.00	0.0%
<u>110358 688101</u>	Photocopiers	5,497.95	5,468.74	6,500.00	6,500.00	0.0%
Total		5,775.40	5,633.11	7,000.00	7,000.00	0.0%

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.)

FY2015 Objectives

Maintain safe service levels for winter snowplowing and road maintenance to meet all conditions.

Complete Urban Forestry Management Plan and evaluate effectiveness of EAB action plan.

Highway crew will do as much as possible toward roadway drainage project improvements in conjunction with the annual road program.

Continue to work on drainage complaint backlog. Implement program introduced by the Engineering Department in 2014.

Continue to work with engineering staff to meet requirements of NR21 DNR storm water program.

FY2015 Accomplishments

Provided adequate snow/ice removal services despite shortage of personnel and large, frequent storm events. Multiple DPW divisions contributed to snow control operations through inter-divisional personnel sharing.

Emerald Ash Borer (EAB) located in the City in 2014. EAB removal plan implemented in 2015 with City tree removal on roads associated with the road program.

Accomplished significant storm sewer and ditching work in conjunction with the road program. Completed over 9,500 feet of ditching and restoration as well as 2,200 feet of culvert/storm sewer installation. Resulted in city staff contributing well over \$170,000 in labor and equipment toward road project support from the operating budget.

Several projects were addressed from the Drainage CIP in conjunction with the annual road program.

Completed the required road sweeping and catch basin cleaning.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Driveway Culverts Installed	27	46	53	40	45
Catch basins inspected	101	65	0	60	60
Tree Removal	581	1075	680	630	650
Tree Planting	85	64	160	110	200
Tree Pruning		800	720	350	400
Christmas Tree Chipping	1500	1505	1417	1282	1200

FY2016 Objectives

- Maintain safe service levels for winter snowplowing and road maintenance to meet all conditions.
- Continue Urban Forestry Management Plan, evaluate effectiveness of EAB action plan and implement EAB tree replacement program.
- Highway crew will do as much as possible toward roadway drainage project improvements in conjunction with the annual road program.
- Continue to work on drainage complaint backlog. Continue to implement program introduced by the Engineering Department in 2015.
- Continue to work with engineering staff to meet requirements of NR21 DNR storm water program.
- Construct Combined DPW Facility to provide operational efficiencies.

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Director of Public Works/City Engineer	0.5	0.5	0.5
Administrative Secretary (PT)	.875	.875	1.00
Director of Parks & Operations	0.5	0.5	0.5
Equipment Operations Foreman	1.00	1.00	1.00
Highway Section Foreman	4.00	4.00	4.00
Highway Equipment Operator-Heavy	3.00	3.00	3.00
Heavy Equipment Operator-Regular	1.00	1.00	1.00
Highway Worker	4.00	4.00	4.00
Highway/Parks & Buildings Maintenance Worker (50/50 Parks & Highway)	1.00	1.00	1.00
Summer Seasonal	5.00	5.00	5.00

Estimated FY2016 Revenue

\$44,500

Adopted FY2016 Budget

\$2,121,200



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
359 Highway		1,988,823.50	1,885,706.84	2,113,277.00	2,121,200.00	0.4%
70 SALARIES		844,351.49	905,079.40	968,963.00	995,353.00	2.7%
110359 670101	Salaries	796,159.29	873,889.09	918,963.00	945,353.00	2.9%
110359 670201	OverTime	48,192.20	31,190.31	50,000.00	50,000.00	0.0%
Total		844,351.49	905,079.40	968,963.00	995,353.00	2.7%
73 FRINGE BENEFITS		480,049.90	444,221.77	470,392.00	472,046.00	0.4%
110359 673101	Social Security	69,512.09	73,104.30	64,969.00	67,277.00	3.6%
110359 673102	Retirement	64,794.02	66,640.42	62,491.00	62,397.00	-0.2%
110359 673103	Worker's Comp Insurance	50,319.70	29,983.94	34,868.00	44,572.00	27.8%
110359 673201	Health Insurance	277,049.98	256,143.85	290,591.00	280,285.00	-3.5%
110359 673202	Dental Insurance	9,556.11	9,252.79	10,195.00	8,682.00	-14.8%
110359 673203	Life Insurance	2,849.04	2,643.55	2,549.00	2,833.00	11.1%
110359 673204	Long Term Disability	5,968.96	6,452.92	4,729.00	6,000.00	26.9%
Total		480,049.90	444,221.77	470,392.00	472,046.00	0.4%
75 OTHER STAFF COSTS		4,935.50	5,432.25	5,175.00	5,175.00	0.0%
110359 675101	Uniforms & Clothing	4,935.50	5,432.25	5,175.00	5,175.00	0.0%
Total		4,935.50	5,432.25	5,175.00	5,175.00	0.0%
80 MATERIALS & SUPPLIES		451,400.71	325,024.68	451,350.00	451,450.00	0.0%
110359 680101	Office Supplies	781.51	370.50	1,000.00	800.00	-20.0%
110359 680301	Work Supplies-Admin	763.13	83.13	2,000.00	1,500.00	-25.0%
110359 680320	Work Supp-Snow & Ice	334,589.15	199,398.14	282,850.00	282,850.00	0.0%
110359 680321	Work Supp-Street Maint	53,012.02	51,431.33	73,400.00	85,000.00	15.8%
110359 680322	Work Supp-Signs/Stripin	34,838.95	37,962.69	45,000.00	40,000.00	-11.1%
110359 680323	Work Supp-Culverts	21,796.80	29,698.99	40,000.00	35,000.00	-12.5%
110359 680351	Work Supplies-Forestry	2,593.85	3,362.52	3,500.00	3,500.00	0.0%
110359 680501	Memberships	245.00	245.00	250.00	250.00	0.0%
110359 680504	Telephone services	2,768.34	2,460.29	3,300.00	2,500.00	-24.2%
110359 680505	Postage	11.96	12.09	50.00	50.00	0.0%
Total		451,400.71	325,024.68	451,350.00	451,450.00	0.0%
83 PURCHASED SERVICES		90,092.34	86,994.12	98,147.00	80,426.00	-18.1%
110359 683201	Contracted Services - General	60,925.65	36,697.90	38,810.00	31,030.00	-20.0%
110359 683202	Contracted Services - Maint.	0.00	20,828.00	27,000.00	17,000.00	-37.0%
110359 683402	Auto Insurance	28,596.69	29,163.22	29,837.00	29,896.00	0.2%
110359 683501	Training/Conferences	570.00	305.00	2,500.00	2,500.00	0.0%
Total		90,092.34	86,994.12	98,147.00	80,426.00	-18.1%
86 FACILITY & PLANT		114,613.65	116,131.13	112,750.00	112,750.00	0.0%
110359 686115	Electric - Street Lights	100,514.39	105,202.61	98,000.00	98,000.00	0.0%
110359 686303	Sewer - DPW bldgs	1,633.09	1,656.81	2,500.00	2,500.00	0.0%
110359 686403	Water - DPW bldgs	3,194.01	3,232.14	3,500.00	3,500.00	0.0%
110359 686550	M & R	9,272.16	6,039.57	8,750.00	8,750.00	0.0%
Total		114,613.65	116,131.13	112,750.00	112,750.00	0.0%
88 EQUIPMENT / LEASES		3,379.91	2,823.49	6,500.00	4,000.00	-38.5%
110359 680401	Equip / Small Tools	1,053.84	1,052.69	1,500.00	1,500.00	0.0%
110359 688101	Photocopiers	1,426.07	1,452.47	1,500.00	1,500.00	0.0%
110359 688120	Rentals	900.00	318.33	3,500.00	1,000.00	-71.4%
Total		3,379.91	2,823.49	6,500.00	4,000.00	-38.5%

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 2016. Permit revenues exceed out-of-pocket expenses.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Number of brush permits	1582	1615	1618	1550	1550

Staffing for FY2016

Positions (FTE)	FY2014 Actual	FY2015 Actual	FY2016 Budget
Recycling Landfill Attendant (PT)	0.5	0.5	0.5

Estimated FY2016 Revenue

\$40,000

Adopted FY2016 Budget

\$23,455



City of Mequon 2016 Budgetary Comparisons

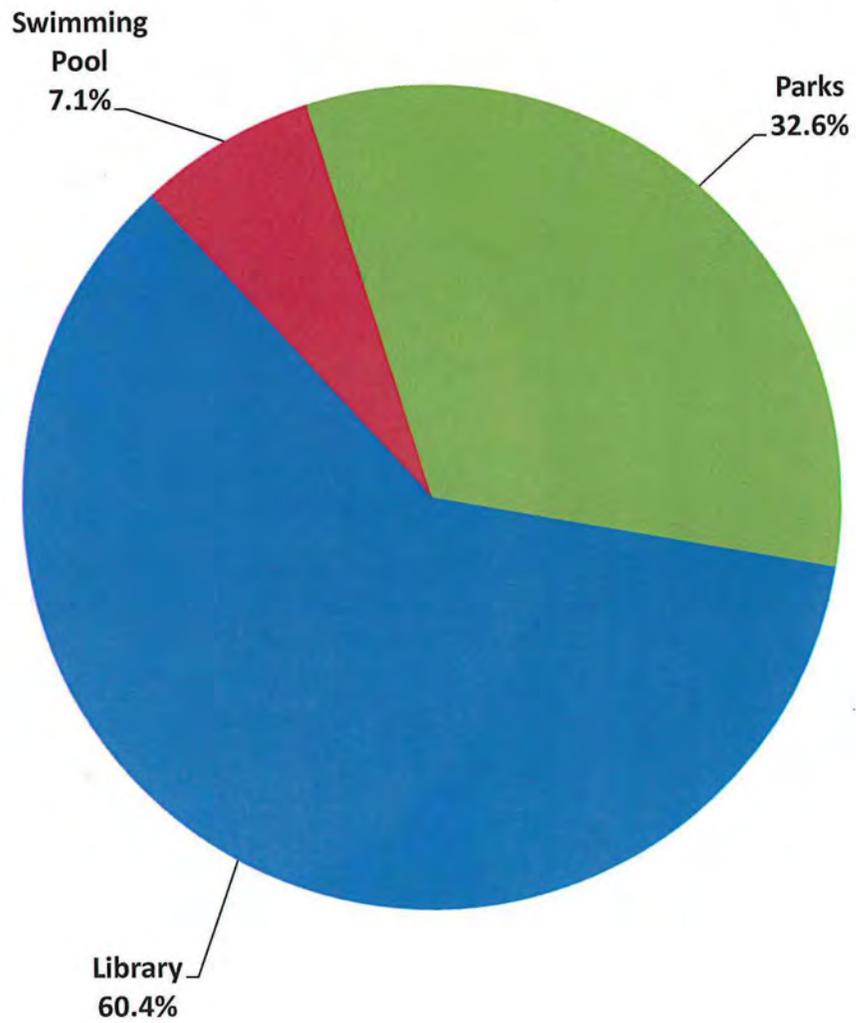
Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
368 Recycling		21,444.04	20,475.50	23,434.00	23,455.00	0.1%
70 SALARIES		7,081.25	7,089.50	5,720.00	5,720.00	0.0%
<u>110368 670101</u>	Salaries	7,081.25	7,089.50	5,720.00	5,720.00	0.0%
Total		7,081.25	7,089.50	5,720.00	5,720.00	0.0%
73 FRINGE BENEFITS		788.39	804.00	714.00	735.00	2.9%
<u>110368 673101</u>	Social Security	541.70	542.33	438.00	438.00	0.0%
<u>110368 673103</u>	Worker's Comp Insurance	246.69	261.67	276.00	297.00	7.6%
Total		788.39	804.00	714.00	735.00	2.9%
83 PURCHASED SERVICES		1,603.40	0.00	3,000.00	16,000.00	433.3%
<u>110368 683201</u>	Contracted Services - General	1,603.40	0.00	3,000.00	16,000.00	433.3%
Total		1,603.40	0.00	3,000.00	16,000.00	433.3%
88 EQUIPMENT / LEASES		11,971.00	12,582.00	14,000.00	1,000.00	-92.9%
<u>110368 688120</u>	Rentals	11,971.00	12,582.00	14,000.00	1,000.00	-92.9%
Total		11,971.00	12,582.00	14,000.00	1,000.00	-92.9%

Community Enrichment

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

CITY OF MEQUON

**2016 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.

FY2015 Objectives

Provide general maintenance of pool facility and monitor operations.
Resurface Baby Pool

FY2015 Accomplishments

Provided general maintenance of pool facility and monitored operations.
Baby Pool resurfaced May 2015

Update 2014 Staff Handbook and establish standard operating procedure manual.

Manual was updated 2015.

FY2016 Objectives

- Provide general maintenance of pool facility and monitor operations.
- Establish standard operating procedure manual.
- Diving boards replaced

Estimated FY2016 Revenue

\$63,585

Adopted FY2016 Budget

\$121,115



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
472 Swimming Pool		117,537.01	106,074.49	132,948.00	121,115.00	-8.9%
70 SALARIES		56,749.98	50,993.91	61,000.00	59,250.00	-2.9%
<u>110472 670101</u>	Salaries	56,741.32	50,977.15	60,000.00	59,000.00	-1.7%
<u>110472 670201</u>	OverTime	8.66	16.76	1,000.00	250.00	-75.0%
Total		56,749.98	50,993.91	61,000.00	59,250.00	-2.9%
73 FRINGE BENEFITS		6,680.05	6,898.64	7,829.00	7,532.00	-3.8%
<u>110472 673101</u>	Social Security	4,341.49	3,900.96	4,667.00	4,533.00	-2.9%
<u>110472 673103</u>	Worker's Comp Insurance	2,338.56	2,997.68	3,162.00	2,999.00	-5.2%
Total		6,680.05	6,898.64	7,829.00	7,532.00	-3.8%
75 OTHER STAFF COSTS		1,213.93	1,104.16	1,600.00	1,500.00	-6.3%
<u>110472 675101</u>	Uniforms & Clothing	1,213.93	1,104.16	1,600.00	1,500.00	-6.3%
Total		1,213.93	1,104.16	1,600.00	1,500.00	-6.3%
80 MATERIALS & SUPPLIES		10,587.39	7,978.44	16,650.00	14,000.00	-15.9%
<u>110472 680301</u>	Work Supplies-Admin	10,586.79	7,978.44	16,350.00	14,000.00	-14.4%
<u>110472 680504</u>	Telephone services	0.60	0.00	300.00	0.00	-100.0%
Total		10,587.39	7,978.44	16,650.00	14,000.00	-15.9%
83 PURCHASED SERVICES		9,564.49	8,115.00	7,350.00	8,136.00	10.7%
<u>110472 683201</u>	Contracted Services - General	9,564.49	8,115.00	7,350.00	8,136.00	10.7%
Total		9,564.49	8,115.00	7,350.00	8,136.00	10.7%
86 FACILITY & PLANT		32,290.72	30,984.34	38,019.00	30,197.00	-20.6%
<u>110472 686150</u>	Electric - Other	10,051.20	9,318.82	9,864.00	9,602.00	-2.7%
<u>110472 686250</u>	Gas-Other	11,067.89	6,923.43	9,760.00	5,500.00	-43.6%
<u>110472 686305</u>	Sewer - Pool	357.92	363.24	1,500.00	1,600.00	6.7%
<u>110472 686405</u>	Water - Pool	7,374.59	8,579.81	8,395.00	8,495.00	1.2%
<u>110472 686550</u>	M & R	3,439.12	5,799.04	8,500.00	5,000.00	-41.2%
Total		32,290.72	30,984.34	38,019.00	30,197.00	-20.6%
88 EQUIPMENT / LEASES		450.45	0.00	500.00	500.00	0.0%
<u>110472 680401</u>	Equip / Small Tools	450.45	0.00	500.00	500.00	0.0%
Total		450.45	0.00	500.00	500.00	0.0%

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.

FY2015 Objectives

Provide landscape maintenance and support for all Park and Nature Preserve activities. Provide median maintenance and snow removal as required.

Work with sports and community groups to support improvements to facilities.

Promote and provide support to volunteers and scout groups.

Support and maintain Rotary Riverwalk

FY2015 Accomplishments

Provided landscape maintenance to all parks, nature preserves and medians. Also carried out snow removal at all City facilities.

Continued to work with civic and sports groups to upgrade facilities. Supported work days and the volunteer maintenance effort at sports fields.

Scouts added several upgrades; volunteers participated in clean up projects and planting trees and shrubs.

Civic groups coordinated clean up events and removal of invasive species. Assisted with maintenance of the Town Center and Riverwalk. Installed fencing around Community Park playground.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Ball Fields		10	10	11	11
Athletic Fields		17	17	17	17
Playgrounds		6	6	6	6
Shelters		4	4	4	4
Piers		2	2	2	2
Acres of Maintained Turf		160	160	170	170
Miles of Pathways Trails:					
- Hard Surfaced		6	6	6	6
- Gravel/Chips		7.5	7.5	7.5	9.5

FY2016 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. Also promote and provide support to volunteers and scout groups.
- Continue with building maintenance projects, upgrades and park improvements identified in the Comprehensive Park, Recreation and Open Space Plan.
- Continue with the removal and control of invasive species.
- Support and maintain Rotary Riverwalk/Town Center/Opitz Cemetery.
- Initiate planning and improvements at Shoreland Nature Preserve.

Staffing for FY2016

Positions (FTE)	FY2014	FY2015	FY2016
Director of Parks & Operations	.50	.50	.50
Parks Maintenance Workers	2.00	2.00	2.00
Highway/Parks Maintenance (50/50 Parks & Highway)	1.00	1.00	1.00
City Forester	1.00	1.00	1.00
Summer Worker	5.00	5.00	5.00
Seasonal Weekend Worker	1.00	1.00	1.00
Administrative Secretary	.40	.40	.40

Estimated FY2016 Revenue

\$35,000

Adopted FY2016 Budget

\$567,880



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
474 Parks		574,199.42	510,597.01	533,722.00	566,380.00	6.1%
70 SALARIES		317,553.83	268,402.69	262,177.00	286,590.00	9.3%
110474 670101	Salaries	300,637.26	265,532.52	256,177.00	281,590.00	9.9%
110474 670201	OverTime	16,916.57	2,870.17	6,000.00	5,000.00	-16.7%
Total		317,553.83	268,402.69	262,177.00	286,590.00	9.3%
73 FRINGE BENEFITS		169,730.46	147,323.97	139,778.00	156,225.00	11.8%
110474 673101	Social Security	24,521.84	21,419.00	18,068.00	19,880.00	10.0%
110474 673102	Retirement	22,429.22	18,823.68	17,420.00	18,587.00	6.7%
110474 673103	Worker's Comp Insurance	10,556.95	13,669.66	14,419.00	10,775.00	-25.3%
110474 673201	Health Insurance	104,816.51	86,621.01	83,292.00	100,247.00	20.4%
110474 673202	Dental Insurance	4,593.00	4,079.72	3,628.00	3,913.00	7.9%
110474 673203	Life Insurance	1,177.36	942.72	1,001.00	1,073.00	7.2%
110474 673204	Long Term Disability	1,635.58	1,768.18	1,950.00	1,750.00	-10.3%
Total		169,730.46	147,323.97	139,778.00	156,225.00	11.8%
75 OTHER STAFF COSTS		1,380.00	1,035.00	1,440.00	1,440.00	0.0%
110474 675101	Uniforms & Clothing	1,380.00	1,035.00	1,440.00	1,440.00	0.0%
Total		1,380.00	1,035.00	1,440.00	1,440.00	0.0%
80 MATERIALS & SUPPLIES		36,270.82	46,062.10	64,300.00	55,350.00	-13.9%
110474 680101	Office Supplies	263.52	150.81	400.00	350.00	-12.5%
110474 680204	Janitor Supplies-Parks	2,202.68	3,986.46	3,000.00	3,250.00	8.3%
110474 680301	Project Supplies	13,462.16	24,700.22	29,000.00	20,000.00	-31.0%
110474 680324	Work Supp-Blvd	2,603.07	2,135.84	4,500.00	4,500.00	0.0%
110474 680340	Work Supp-Rotary Park	4,993.34	3,854.28	7,750.00	7,750.00	0.0%
110474 680341	Work Supp-City Hall	3,776.54	2,662.43	5,000.00	5,000.00	0.0%
110474 680342	Work Supplies-River Barn	2,379.86	3,143.46	5,500.00	5,500.00	0.0%
110474 680343	Work Supplies-Lemke	2,619.73	2,545.20	4,000.00	4,000.00	0.0%
110474 680344	Work Supp-Garrisons Gle	0.00	0.00	500.00	500.00	0.0%
110474 680345	Work Supp-Settlers Park	2,513.75	1,125.55	2,500.00	2,500.00	0.0%
110474 680501	Memberships	293.00	330.00	450.00	450.00	0.0%
110474 680503	Books & Periodicals	0.00	64.90	150.00	150.00	0.0%
110474 680504	Telephone services	941.88	713.10	1,200.00	1,000.00	-16.7%
110474 680505	Postage	221.29	649.85	350.00	400.00	14.3%
Total		36,270.82	46,062.10	64,300.00	55,350.00	-13.9%
83 PURCHASED SERVICES		25,550.01	26,141.61	39,127.00	39,135.00	0.0%
110474 683201	Contracted Services - General	7,737.00	2,600.00	4,900.00	4,900.00	0.0%
110474 683202	Contracted Services - Maint.	13,346.81	19,470.05	29,400.00	29,400.00	0.0%
110474 683402	Auto Insurance	4,051.20	4,131.56	4,227.00	4,235.00	0.2%
110474 683501	Training/Conferences	415.00	(60.00)	600.00	600.00	0.0%
Total		25,550.01	26,141.61	39,127.00	39,135.00	0.0%
86 FACILITY & PLANT		20,187.96	18,780.68	21,900.00	22,210.00	1.4%
110474 686121	Electric - Rotary Park	9,653.78	8,403.22	10,000.00	10,020.00	0.2%
110474 686122	Electric-River Barn	1,465.62	1,577.94	1,500.00	1,500.00	0.0%
110474 686124	Electric - Lemke Park	180.51	256.33	500.00	540.00	8.0%
110474 686150	Electric - Batzler	156.03	264.25	300.00	300.00	0.0%
110474 686221	Gas-Rotary Park	2,533.25	992.52	1,800.00	1,800.00	0.0%
110474 686222	Gas-River Barn Park	1,127.75	716.14	1,300.00	1,200.00	-7.7%
110474 686306	Sewer - Parks	2,802.02	1,610.33	1,000.00	1,350.00	35.0%
110474 686550	M & R	2,269.00	4,959.95	5,500.00	5,500.00	0.0%
Total		20,187.96	18,780.68	21,900.00	22,210.00	1.4%
88 EQUIPMENT / LEASES		3,526.34	2,850.96	5,000.00	5,430.00	8.6%
110474 680401	Equip / Small Tools	925.17	1,164.57	1,500.00	1,750.00	16.7%
110474 688120	Rentals	2,601.17	1,686.39	3,500.00	3,680.00	5.1%
Total		3,526.34	2,850.96	5,000.00	5,430.00	8.6%



City of Mequon 2016 Budgetary Comparisons
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Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
477 Cemetary		3,605.60	2,691.56	1,000.00	1,500.00	50.0%
70 SALARIES		400.00	0.00	800.00	800.00	0.0%
<u>110477 670101</u>	Salaries	400.00	0.00	600.00	600.00	0.0%
<u>110477 670201</u>	OverTime	0.00	0.00	200.00	200.00	0.0%
Total		400.00	0.00	800.00	800.00	0.0%
73 FRINGE BENEFITS		30.60	0.00	60.00	60.00	0.0%
<u>110477 673101</u>	Social Security	30.60	0.00	60.00	60.00	0.0%
Total		30.60	0.00	60.00	60.00	0.0%
86 FACILITY & PLANT		3,175.00	2,691.56	140.00	640.00	357.1%
<u>110477 686550</u>	M & R - Other	3,175.00	2,691.56	140.00	640.00	357.1%
Total		3,175.00	2,691.56	140.00	640.00	357.1%



City of Mequon 2016 Budgetary Comparisons
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Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
471 Library Services - Grant		1,050,262.06	1,048,315.00	1,048,315.00	1,048,315.00	0.0%
83 PURCHASED SERVICES		1,050,262.06	1,048,315.00	1,048,315.00	1,048,315.00	0.0%
<u>110471 683801</u>	Library Support Grant	1,050,262.06	1,048,315.00	1,048,315.00	1,048,315.00	0.0%
Total		1,050,262.06	1,048,315.00	1,048,315.00	1,048,315.00	0.0%

Community Development

Community Development: Planning Division

Program Description

The Department of Community Development Planning Division is responsible for policy analysis, long range planning, current development 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.

FY2015 Accomplishments

- Advise and coordinate the development approval process and policy analysis by managing multiple stakeholder interests.
- Serve as staff liaison to the Common Council, Planning Commission, Economic Development Board, Open Space Preservation Commission, Landmarks Commission, JETZCO Committee and Board of Appeals providing adequate information to enable these boards to make sound judgements in their rulings.
- Enhance the level of service regarding Zoning and Sign Code enforcement by establishing administrative guidelines and coordinating efforts with the City Attorney and Police Department related to municipal court.
- Maintain current level of service regarding webmaster responsibilities.
- Continue the GIS program's short and long range work plan.
- Implementation of Town Center planning initiatives through education and promotion of the opportunities with developers, property owners and other interested stakeholders.
- Successfully negotiate terms for the purchase of a redevelopment site within Town Center and prepared for marketing to general development community.
- Successfully negotiate terms for the approval of two major redevelopment projects in Town Center generating an estimated \$26m new increment for the TID. An additional \$25m new increment potential based on 2015 projects in que for city approval.
- Complete planning and infrastructure improvements for Central Growth neighborhood including assisting developers in the approval of 250 single-family lots.
- Initiate Branding Commission.
- Conduct annual comprehensive sign enforcement sweep.

Key Performance Indicators

Activity	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted
CSM/Land splits	5	9	11	10	13
Conditional Use/Special Exceptions	30	28	20	11	25
Land Use	2	4	4	3	6

Key Performance Indicators

Activity	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Budgeted
Plats	5	0	3	6	8
Developer Conferences ¹	18,000	18,000	18,000	18,000	18,000
Plan Commission Meetings	11	11	11	8	13
Special Sessions	3	3			2
Development Agreements	2	2	2	3	5
Landscape Plan	1	0	0	0	25
Rezoning recommendations	4	5	17	7	15
Consultation	2	1	1	3	6
Minor Requests	19	20	17	13	18
Concept Plan	3	0	3	3	10
Building/Site Plan Reviews	17	20	17	11	20
Open Space Place	1	0	1	2	5
Specimen Tree removal requests	6	4	3	1	5
Master Sign Plan Approval	12	3	3	3	5
Sign Permits	65	32	32	27	40

FY2016 Objectives

- Manage and advise multiple stakeholders throughout the process for development proposals and policy analysis.
- Serve as staff liaison to our respective boards and commissions.
- 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.

¹ Includes unscheduled one-on-one contacts on phone, email and at counter

FY2016 Objectives

- Seek out economic development strategies and initiative for implementation including implementation of ED Work Program related to business outreach with the Mayor and City Administrator and business/resident focus groups and measure success of TIF #3, TIF #4 and #5.
- Continue to evaluate necessary text amendment related to Zoning and Sign Code administration.
- Coordinate and assist in the further evaluation of the East Growth neighborhood study.
- Manage all enforcement cases to resolve in manner that meets city standards and policies.
- Transition fully to the County GIS program and develop and implement a new website pending Council approval.
- Coordinate and assist in furthering necessary technology and software improvements.

Staffing for FY2016

Positions (FTE)	FY2014	FY2015	FY2016
Community Development Director	1.00	1.00	1.00
Assistant Community Development Director	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00
Administrative Secretary	.50	.50	.50

Estimated FY2016 Revenue

\$110,000

Adopted FY2016 Budget

\$418,754



City of Mequon 2016 Budgetary Comparisons

Accounts	Description	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
578 Planning (Community Developmen		379,000.35	378,603.45	419,597.00	418,754.00	-0.2%
70 SALARIES		254,781.22	247,811.75	278,937.00	277,097.00	-0.7%
<u>110578 670101</u>	Salaries	253,852.39	247,811.75	277,937.00	276,097.00	-0.7%
<u>110578 670201</u>	OverTime	928.83	0.00	1,000.00	1,000.00	0.0%
Total		254,781.22	247,811.75	278,937.00	277,097.00	-0.7%
73 FRINGE BENEFITS		89,994.00	83,259.59	84,175.00	85,071.00	1.1%
<u>110578 673101</u>	Social Security	20,982.24	21,212.92	20,573.00	20,343.00	-1.1%
<u>110578 673102</u>	Retirement	19,259.72	17,586.09	17,574.00	16,908.00	-3.8%
<u>110578 673103</u>	Worker's Comp Insurance	858.44	785.92	829.00	722.00	-12.9%
<u>110578 673201</u>	Health Insurance	45,559.07	40,210.17	41,805.00	43,572.00	4.2%
<u>110578 673202</u>	Dental Insurance	1,367.04	1,367.04	1,367.00	1,367.00	0.0%
<u>110578 673203</u>	Life Insurance	418.15	422.57	377.00	509.00	35.0%
<u>110578 673204</u>	Long Term Disability	1,549.34	1,674.88	1,650.00	1,650.00	0.0%
Total		89,994.00	83,259.59	84,175.00	85,071.00	1.1%
80 MATERIALS & SUPPLIES		9,220.52	9,329.11	13,985.00	13,186.00	-5.7%
<u>110578 680101</u>	Office Supplies	1,380.05	1,745.75	3,200.00	2,500.00	-21.9%
<u>110578 680501</u>	Memberships	1,280.00	1,850.50	2,035.00	2,996.00	47.2%
<u>110578 680502</u>	Printing/Publications	2,407.92	1,902.83	4,000.00	3,000.00	-25.0%
<u>110578 680503</u>	Books & Periodicals	49.45	0.00	200.00	440.00	120.0%
<u>110578 680504</u>	Telephone services	6.05	6.00	50.00	50.00	0.0%
<u>110578 680505</u>	Postage	4,097.05	3,824.03	4,500.00	4,200.00	-6.7%
Total		9,220.52	9,329.11	13,985.00	13,186.00	-5.7%
83 PURCHASED SERVICES		25,004.61	38,203.00	42,500.00	43,400.00	2.1%
<u>110578 683101</u>	Consultants - General	0.00	16,326.00	8,000.00	8,000.00	0.0%
<u>110578 683102</u>	Consultants - Plan Comm Suprt	400.00	2,800.00	3,000.00	5,000.00	66.7%
<u>110578 683201</u>	Contracted Services - General	19,352.25	13,765.00	23,000.00	23,000.00	0.0%
<u>110578 683211</u>	Communications-Cable TV	4,015.00	3,965.00	6,500.00	5,000.00	-23.1%
<u>110578 683501</u>	Training/Conferences	1,237.36	1,347.00	2,000.00	2,400.00	20.0%
Total		25,004.61	38,203.00	42,500.00	43,400.00	2.1%

Utilities

- Sewer

- Water

Department

669 – Sewer Operations

Program Description

- Manages, maintains, and operates the City’s sanitary sewer main, 23 lift stations, manholes, and siphons.
- Monitors, manages, and operates City's sanitary sewer system including compliance with the CMOM and CMAR requirements and other applicable State and Federal requirements.
- Utilizes City sanitary infrastructure mapping and asset tracking.
- Jets, rods and televises the City’s sanitary sewer mains.
- Provides personnel and equipment in emergency sanitary sewer situations.
- Continue efforts toward compliance with the CMAR and CMOM programs.

FY2015 Objectives	FY2015 Accomplishments
Work to ensure required upgrades, modifications and/or improvements and maintenance are performed to the public sanitary sewer system so as to provide a consistent level of service in all but the most extreme and unfavorable conditions.	Cleaned 190,300 lineal feet and televised 5,000 lineal feet of sanitary sewer main to locate areas for potential rehabilitation. Maintained communication equipment and replaced 9 failing generator hut roofs.
Work to ensure preventive maintenance is performed on manholes, lift stations and sewer pipes on regular intervals. Ensure that appropriate condition assessments are conducted on sewer assets.	Televised mainline sanitary sewer and assessed the condition of the sewer. Performed inspections and provided maintenance to the City’s lift stations. Inspected cathodic protection and made repairs to maintain protection of the City’s in ground lift stations.
Confirm the existence of any sanitary system components that do not function according to established reliability standards.	Replaced pumps, transfer switches, and generator. Purchased an additional 6” trash pump for additional bypass capabilities. Replaced two obsolete 4” pumps and one 3” pump.
Make all collection system workers aware of potential hazards, equip them with proper safety gear, and provide proper equipment and hazard training.	Staff attended safety training and TV truck operation training. Replaced old wood ladders with new aluminum and fiberglass ladders.
Continue to collect and update City’s infrastructure data and incorporate into GIS.	Developed and utilized GIS tools to enter information into the City’s GIS system regarding the sanitary sewer system.
Continue efforts toward compliance with the CMAR and CMOM programs.	Provided data for the 2014 CMOM and CMAR report and provided operational information for the 2014 CMOM audit.

FY 2016 Objectives

- Work to ensure required upgrades, modifications and/or improvements and maintenance are performed to the public sanitary sewer system so as to provide a consistent level of service in all but the most extreme and unfavorable conditions.
- Work to ensure preventive maintenance is performed on manholes and sewer pipes on regular intervals. Ensure that appropriate condition assessments are conducted on sewer assets.
- Confirm the existence of any sanitary system components that do not function according to established reliability standards.
- Make all collection system workers aware of potential hazards, equip them with proper safety gear, and provide proper equipment and hazard training.
- Continue to collect and update City’s infrastructure data and incorporate into GIS.
- Add onsite generators to lift stations that currently do not have any and replace older obsolete generators.
- Continue efforts toward compliance with the CMAR and CMOM programs.

Staffing through FY2016

FY2014	FY2015	FY2016 (projected)
Sewer Superintendent (1)	Sewer Superintendent (1)	Sewer Superintendent (1)
Sewer Maintenance Foreman (1)	Sewer Maintenance Foreman (1)	Sewer Maintenance Foreman (1)
Sewer Equipment Operator (1)	Sewer Equipment Operator (1)	Sewer Equipment Operator (1)
Sewer Maintenance Worker (3)	Sewer Maintenance Worker (3)	Sewer Maintenance Worker (3)

Estimated FY2016 Revenues: \$10,899,375

Proposed FY2016 Expense Budget: \$9,771,125

City of Mequon 2016 Budgetary Comparisons

Next Year Budget Historical Comparison

Projection: 616 - 2016 Utility Funds

Accounts	Description	2013 Actuals	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
669 Sewer Operations		(1,342,481.84)	(1,187,878.84)	(1,274,031.59)	(1,187,026.00)	(1,128,250.00)	-5.0%
35 TAXES		0.00	0.00	(0.20)	0.00	0.00	0.0%
610669 435101	General Property Tax	0.00	0.00	(0.20)	0.00	0.00	0.0%
Total		0.00	0.00	(0.20)	0.00	0.00	0.0%
45 GENERAL FEES		(1,400.00)	(1,200.00)	0.00	(1,000.00)	0.00	-100.0%
610669 445106	Miscellaneous Rev.	(1,400.00)	(1,200.00)	0.00	(1,000.00)	0.00	-100.0%
Total		(1,400.00)	(1,200.00)	0.00	(1,000.00)	0.00	-100.0%
55 SPECIAL ASSESSMENTS		0.00	0.00	(176,790.77)	0.00	(134,800.00)	0.0%
610669 455102	Special Assessment Rev	0.00	0.00	(176,790.77)	0.00	(130,000.00)	0.0%
610669 455103	S/A Interest	0.00	0.00	0.00	0.00	(4,800.00)	0.0%
Total		0.00	0.00	(176,790.77)	0.00	(134,800.00)	0.0%
58 OTHER REVENUE		(200,007.28)	(197,967.89)	(119,830.46)	(115,823.00)	(124,203.00)	8.2%
610669 458201	Long Term Debt Prclds	0.00	0.00	0.00	0.00	0.00	0.0%
610669 458203	Amort - Bond Premium	(74,822.62)	(74,822.86)	(77,438.26)	(74,823.00)	(80,203.00)	7.2%
610669 458301	PILOT Revenue	(125,184.66)	(123,145.03)	(42,392.20)	(41,000.00)	(44,000.00)	7.3%
610669 458302	Prior Years Expense	0.00	0.00	0.00	0.00	0.00	0.0%
610669 458303	Revenue Reduction	0.00	0.00	0.00	0.00	0.00	0.0%
610669 458501	Other Grants / Donations	0.00	0.00	0.00	0.00	0.00	0.0%
Total		(200,007.28)	(197,967.89)	(119,830.46)	(115,823.00)	(124,203.00)	8.2%
59 INVESTMENT REVENUE		(1,303.47)	(5,423.08)	(8,621.74)	(5,000.00)	(14,000.00)	180.0%
610669 459101	Interest-Investments	(1,303.47)	(5,423.08)	(8,621.74)	(5,000.00)	(14,000.00)	180.0%
610669 459102	Proceeds - Capital Lease	0.00	0.00	0.00	0.00	0.00	0.0%
Total		(1,303.47)	(5,423.08)	(8,621.74)	(5,000.00)	(14,000.00)	180.0%
60 SEWER - OPERATING		(3,158,325.13)	(3,271,396.42)	(3,184,320.00)	(3,383,000.00)	(3,466,000.00)	2.5%
610669 460201	Residential-Measured	(670,220.47)	(643,216.14)	(616,498.94)	(700,000.00)	(717,000.00)	2.4%
610669 460202	Public Authority	0.00	0.00	0.00	0.00	0.00	0.0%
610669 460203	Commercial-Measured	(872,226.61)	(1,065,897.67)	(942,603.51)	(1,100,000.00)	(1,106,000.00)	0.5%
610669 460204	Service-MMSD Capital	0.00	0.00	0.00	0.00	0.00	0.0%
610669 460205	Residential-Flat Rate	(1,246,347.07)	(1,259,139.21)	(1,275,640.01)	(1,278,000.00)	(1,294,000.00)	1.3%
610669 460206	Tax Exempt Capital Fees	(346,191.72)	(286,212.96)	(332,550.37)	(290,000.00)	(334,000.00)	15.2%
610669 460208	Misc Operating Revenue	(23,339.26)	(16,930.44)	(17,027.17)	(15,000.00)	(15,000.00)	0.0%
Total		(3,158,325.13)	(3,271,396.42)	(3,184,320.00)	(3,383,000.00)	(3,466,000.00)	2.5%
61 SEWER - NON OPERATIN		(6,520,794.03)	(6,450,765.07)	(7,024,285.10)	(7,025,377.00)	(7,147,372.00)	1.7%
610669 461101	Sewer Property Tax	(6,520,551.50)	(6,450,765.07)	(7,024,285.10)	(7,025,377.00)	(7,147,372.00)	1.7%
610669 461102	Sewer Grant Revenue	0.00	0.00	0.00	0.00	0.00	0.0%
610669 461302	Interest-S/A	(242.53)	0.00	0.00	0.00	0.00	0.0%
Total		(6,520,794.03)	(6,450,765.07)	(7,024,285.10)	(7,025,377.00)	(7,147,372.00)	1.7%

City of Mequon 2016 Budgetary Comparisons

Next Year Budget Historical Comparison

Projection: 616 - 2016 Utility Funds

Accounts	Description	2013 Actuals	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
63 WATER - OTHER OPERAT		(15,891.55)	(13,609.58)	(11,098.20)	(14,000.00)	(13,000.00)	-7.1%
610669 463701	Late Penalty Revenue	(15,891.55)	(13,609.58)	(11,098.20)	(14,000.00)	(13,000.00)	-7.1%
610669 463702	Tax Certification Fees	0.00	0.00	0.00	0.00	0.00	0.0%
Total		(15,891.55)	(13,609.58)	(11,098.20)	(14,000.00)	(13,000.00)	-7.1%
64 WATER - NON OPERATIN		0.00	(62,450.36)	0.00	0.00	0.00	0.0%
610669 465421	Capital Contributions	0.00	(62,450.36)	0.00	0.00	0.00	0.0%
Total		0.00	(62,450.36)	0.00	0.00	0.00	0.0%
70 SALARIES		569,177.19	632,512.41	602,712.36	683,228.00	760,149.00	11.3%
610669 670101	Salaries	256,804.56	313,151.21	297,579.48	359,228.00	368,149.00	2.5%
610669 670104	Vacation	(17.94)	0.00	0.00	0.00	0.00	0.0%
610669 670105	Sick Pay	(88.44)	0.00	0.00	0.00	0.00	0.0%
610669 670106	Comp Time	0.00	6,138.11	15,019.30	0.00	12,000.00	0.0%
610669 670201	OverTime	16,644.51	8,230.46	2,320.73	16,000.00	12,000.00	-25.0%
610669 670202	Stand By Pay	17,636.43	18,380.86	15,093.51	18,000.00	18,000.00	0.0%
610669 670301	Longevity	0.00	0.00	0.00	0.00	0.00	0.0%
610669 670401	Municipal Support Services	278,198.07	286,611.77	272,699.34	290,000.00	350,000.00	20.7%
Total		569,177.19	632,512.41	602,712.36	683,228.00	760,149.00	11.3%
73 FRINGE BENEFITS		183,416.69	189,308.72	194,282.72	199,709.00	205,489.00	2.9%
610669 673101	Social Security	24,051.71	27,944.71	27,508.70	30,082.00	28,313.00	-5.9%
610669 673102	Retirement	22,907.47	27,221.76	26,058.41	26,741.00	26,277.00	-1.7%
610669 673103	Worker's Comp Insurance	16,022.17	15,201.55	16,176.26	17,063.00	18,683.00	9.5%
610669 673104	Unemployment Compensation	0.00	0.00	0.00	0.00	0.00	0.0%
610669 673201	Health Insurance	113,501.91	110,345.41	115,976.95	117,273.00	123,557.00	5.4%
610669 673202	Dental Insurance	4,177.93	5,438.88	5,438.88	5,439.00	5,439.00	0.0%
610669 673203	Life Insurance	818.25	922.77	824.41	857.00	920.00	7.4%
610669 673204	Long Term Disability	1,937.25	2,233.64	2,299.11	2,254.00	2,300.00	2.0%
Total		183,416.69	189,308.72	194,282.72	199,709.00	205,489.00	2.9%
75 OTHER STAFF COSTS		2,070.00	2,070.00	2,070.00	2,070.00	2,070.00	0.0%
610669 675101	Uniforms & Clothing	2,070.00	2,070.00	2,070.00	2,070.00	2,070.00	0.0%
Total		2,070.00	2,070.00	2,070.00	2,070.00	2,070.00	0.0%
80 MATERIALS & SUPPLIES		40,706.99	56,584.51	48,326.48	42,800.00	64,900.00	51.6%
610669 680101	Office Supplies	1,363.58	1,789.23	2,305.04	3,000.00	3,000.00	0.0%
610669 680301	Work Supplies-Admin	16,931.38	18,602.55	16,946.74	17,000.00	17,000.00	0.0%
610669 680402	Motor Fuels & Lubricant	7,590.12	18,867.44	12,220.41	0.00	23,900.00	0.0%
610669 680504	Telephone services	2,643.27	1,417.23	1,935.06	3,800.00	2,000.00	-47.4%
610669 680505	Postage	12,178.64	15,908.06	14,919.23	19,000.00	19,000.00	0.0%
Total		40,706.99	56,584.51	48,326.48	42,800.00	64,900.00	51.6%
83 PURCHASED SERVICES		52,619.99	65,748.03	56,712.92	82,500.00	92,008.00	11.5%
610669 683101	Consultants - General	6,667.73	27,461.59	7,210.17	25,000.00	20,000.00	-20.0%
610669 683201	Contracted Services - General	17,298.00	11,483.56	20,595.82	20,000.00	20,000.00	0.0%
610669 683202	Contracted Services - Maint.	3,037.28	0.00	3,545.00	8,500.00	13,500.00	58.8%
610669 683401	Liability Insurance	20,817.78	22,036.76	21,417.38	19,000.00	22,500.00	18.4%
610669 683402	Auto Insurance	3,921.87	4,766.12	3,944.55	4,000.00	4,008.00	0.2%
610669 683501	Training/Conferences	877.33	0.00	0.00	4,000.00	4,000.00	0.0%
610669 683702	Miscellaneous Services	0.00	0.00	0.00	2,000.00	8,000.00	300.0%
Total		52,619.99	65,748.03	56,712.92	82,500.00	92,008.00	11.5%
88 EQUIPMENT / LEASES		12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
610669 688120	Rentals	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%
Total		12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.0%

City of Mequon 2016 Budgetary Comparisons

Next Year Budget Historical Comparison

Projection: 616 - 2016 UtilityFunds

Accounts	Description	2013 Actuals	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
95 OPERATING EXPENSES		6,617,242.39	6,849,850.25	7,363,956.02	7,412,070.00	7,734,469.00	4.3%
610669 695102	Power/Fuel - Pumping Stations	96,593.83	99,445.74	81,375.38	125,000.00	100,000.00	-20.0%
610669 695103	System Rehabilitation	98,058.75	37,005.00	105,089.78	109,260.00	109,260.00	0.0%
610669 695104	TV Equipment	5,055.18	920.31	0.00	4,500.00	2,500.00	-44.4%
610669 695105	System Repairs	44,199.04	31,136.61	29,681.69	50,000.00	50,000.00	0.0%
610669 695108	Sewage Treatment-O & M	1,090,461.41	1,224,697.69	1,230,316.74	1,204,734.00	1,224,337.00	1.6%
610669 695109	Sewage Treatment-Capita	4,879,337.00	4,952,166.00	5,538,623.00	5,523,576.00	5,728,372.00	3.7%
610669 695111	Transportation	13,605.18	4,478.90	3,169.43	15,000.00	15,000.00	0.0%
610669 695114	Equip Replacement	39,932.00	0.00	700.00	5,000.00	5,000.00	0.0%
610669 695201	Transfer to Capital Reserve	350,000.00	500,000.00	375,000.00	375,000.00	500,000.00	33.3%
Total		6,617,242.39	6,849,850.25	7,363,956.02	7,412,070.00	7,734,469.00	4.3%
96 NON-OPERATING EXPENS		1,078,006.37	1,006,859.64	970,854.38	922,797.00	900,040.00	-2.5%
610669 696101	Depreciation	698,473.37	708,489.64	743,532.55	700,000.00	720,000.00	2.9%
610669 696201	Amortization	0.00	0.00	0.00	0.00	0.00	0.0%
610669 696204	Amortization-Bond Discount	0.00	0.00	0.00	5,130.00	0.00	-100.0%
610669 696401	Principal-Bonds	0.00	0.00	0.00	0.00	0.00	0.0%
610669 696501	Interest-Bonds	379,533.00	298,370.00	227,321.83	217,667.00	180,040.00	-17.3%
Total		1,078,006.37	1,006,859.64	970,854.38	922,797.00	900,040.00	-2.5%

Water Operations

Program Description

The Water Utility manages the infrastructure within Mequon, Bayside and Thiensville, as it relates to the public drinking water system.

FY2015 Objectives

- Maintain safe drinking water for all customers of the Public Water Utility.

- Perform system maintenance on all hydrants and roughly 600 valves per the Clean Water Act and WDNR requirements.

- Continue to grow the utility, so that future customers help spread the fixed costs of operating and maintaining the system. As we add customers, the cost per customer will eventually go down.

- Abandon the Waverly emergency water well per WDNR code requirements.

- Continue to Loop the system to improve overall water quality and redundancy, and improve the fire flow characteristics of the system.

- Complete the following water main extension projects: Village of Bayside Water Project (10 miles of main, 553 new services), Village of Thiensville (3,000 feet of main, 33 services), Lumen Christi (3000 feet of main, 2 services), The Enclave (2500 feet of main, 17 services).

FY2015 Accomplishments

- Provided safe water service to all customers within the system. All testing parameters fell within Safe Drinking Water Act standards.

- In 2015, we will have flushed and lubricated every hydrant in the system, and exercised all valves that had not been turned in the last 2 years.

- In 2015, we will add roughly 11 miles of water main, and just short of 600 new utility customers.

- In 2015, we completed the abandonment of the Waverly Emergency Well and Pump in the Village of Bayside.

- In 2015 we tied together the Pelham Heath subdivision with the Port Road system, greatly improving system reliability and capacity in the Southern side of our Utility.

- All projects are projected to be in service by the end of the calendar year.

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Total lineal footage of water main	408,066	443,061	444,685	501,926	512,000
Number of Customers	3,284	3,582	3,670	4,220	4,300
Hydrants Flushed	650	737	840	840	840

Key Performance Indicators

Activity	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY2016 Budgeted
Valves Turned	290	683	272	300	500
Water Purchased (Gallons)	436,000,000	393,715,000	383,669,000	450,000,000	430,000,000
Water Sold (Gallons)	407,000,000	355,862,000	370,302,000	400,000,000	405,000,000
Water Not Sold but Accounted for (Gallons)	8,319,000	17,575,000	10,462,000	30,000,000	10,000,000
% water Lost and Un-Accounted for	5%	6%	1%	5%	4%
Max Day	2,531,000	3,181,000	3,091,000	3,200,000	3,200,000
Min Day	631,000	648,000	629,000	700,000	750,000

FY2016 Objectives

- Maintain safe drinking water for all customers of the Public Water Utility
- Maintain the system per regulatory requirements.
- Continue to grow the utility, so that future customers help spread the fixed costs of operating and maintaining the system. As we add customers, the cost per customer will eventually go down.
- Continue to abandon aging/redundant infrastructure within the water utility. We should abandon one of our remaining 3 Emergency Wells.
- Continue to Loop the system to improve overall water quality and redundancy, and improve the fire flow characteristics of the system.

Estimated FY2016 Revenues: \$3,739,747

Proposed FY2016 Expense Budget: \$2,556,162

City of Mequon 2016 Budgetary Comparisons

Next Year Budget Historical Comparison

Projection: 616 - 2016 UtilityFunds

Accounts	Description	2013 Actuals	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
679 Water Operations		(2,622,270.39)	(996,918.03)	(6,401,995.58)	(856,418.00)	(1,183,585.00)	38.3%
35 TAXES		0.00	0.00	0.00	0.00	0.00	0.0%
620679 435101	General Property Tax	0.00	0.00	0.00	0.00	0.00	0.0%
Total		0.00	0.00	0.00	0.00	0.00	0.0%
45 GENERAL FEES		(286.07)	31.29	0.00	0.00	0.00	0.0%
620679 445106	Miscellaneous Rev.	(286.07)	31.29	0.00	0.00	0.00	0.0%
Total		(286.07)	31.29	0.00	0.00	0.00	0.0%
55 SPECIAL ASSESSMENTS		0.00	0.00	0.00	0.00	0.00	0.0%
620679 455102	Special Assessment Rev	0.00	0.00	0.00	0.00	0.00	0.0%
620679 455103	S/A Interest	0.00	0.00	0.00	0.00	0.00	0.0%
Total		0.00	0.00	0.00	0.00	0.00	0.0%
58 OTHER REVENUE		(8,515.00)	(8,515.00)	(8,515.00)	(8,515.00)	(8,515.00)	0.0%
620679 458201	Long Term Debt Prcnds	0.00	0.00	0.00	0.00	0.00	0.0%
620679 458203	Amort - Bond Premium	(8,515.00)	(8,515.00)	(8,515.00)	(8,515.00)	(8,515.00)	0.0%
620679 458302	Prior Years Expense	0.00	0.00	0.00	0.00	0.00	0.0%
620679 458303	Revenue Reduction	0.00	0.00	0.00	0.00	0.00	0.0%
620679 458501	Other Grants / Donations	0.00	0.00	0.00	0.00	0.00	0.0%
Total		(8,515.00)	(8,515.00)	(8,515.00)	(8,515.00)	(8,515.00)	0.0%
59 INVESTMENT REVENUE		(3,013.51)	(1,625.80)	(4,243.28)	(2,900.00)	(6,000.00)	106.9%
620679 459101	Interest-Investments	(3,013.51)	(1,625.80)	(4,243.28)	(2,900.00)	(6,000.00)	106.9%
620679 459102	Proceeds - Capital Lease	0.00	0.00	0.00	0.00	0.00	0.0%
Total		(3,013.51)	(1,625.80)	(4,243.28)	(2,900.00)	(6,000.00)	106.9%
61 SEWER - NON OPERATIN		0.00	0.00	0.00	0.00	0.00	0.0%
620679 461302	Interest-S/A	0.00	0.00	0.00	0.00	0.00	0.0%
Total		0.00	0.00	0.00	0.00	0.00	0.0%
62 WATER - SALES		(2,706,783.52)	(2,973,636.24)	(2,902,496.76)	(3,217,207.00)	(3,582,495.00)	11.4%
620679 462401	Metered Residential Sales	(952,657.38)	(1,051,355.41)	(937,294.64)	(1,188,718.00)	(1,378,913.00)	16.0%
620679 462402	Metered Commercial Sales	(466,356.82)	(471,686.34)	(470,840.92)	(530,372.00)	(530,372.00)	0.0%
620679 462403	Metered Industrial Sales	0.00	0.00	0.00	0.00	0.00	0.0%
620679 462404	Metered Public Authority Sales	(6,499.40)	(9,748.22)	(17,483.27)	(10,140.00)	(11,965.00)	18.0%
620679 462405	Metered Multi-Family sales	(57,832.44)	(119,733.60)	(112,689.74)	(124,280.00)	(126,000.00)	1.4%
620679 462406	Metered Irrigation Sales	(68,893.05)	(69,948.15)	(79,842.46)	(72,746.00)	(73,473.00)	1.0%
620679 462411	Residential Service Charge	(441,609.40)	(468,271.61)	(486,641.38)	(494,495.00)	(573,614.00)	16.0%
620679 462412	Commercial Service Charge	(91,600.79)	(83,522.16)	(84,143.74)	(83,707.00)	(83,707.00)	0.0%
620679 462413	Industrial Service Charge	0.00	0.00	0.00	0.00	0.00	0.0%
620679 462414	Public Authority Service Chrg	(2,225.48)	(4,547.44)	(4,520.72)	(4,680.00)	(5,522.00)	18.0%
620679 462415	Multi Family Service Charge	(7,944.94)	(16,099.10)	(16,537.96)	(16,640.00)	(17,000.00)	2.2%
620679 462416	Irrigation Service Charge	0.00	(9,198.36)	(12,046.25)	(9,566.00)	(10,000.00)	4.5%
620679 462462	Private Fire Protection	(38,318.94)	(41,437.02)	(41,678.33)	(41,500.00)	(41,915.00)	1.0%
620679 462463	Public Fire Protection	(572,844.88)	(628,088.83)	(638,777.35)	(640,363.00)	(730,014.00)	14.0%
620679 462465	Other Sales of Water	0.00	0.00	0.00	0.00	0.00	0.0%
Total		(2,706,783.52)	(2,973,636.24)	(2,902,496.76)	(3,217,207.00)	(3,582,495.00)	11.4%
63 WATER - OTHER OPERAT		(15,579.26)	(30,217.13)	(44,120.20)	(49,300.00)	(79,350.00)	61.0%
620679 463701	Late Penalty Revenue	(5,644.36)	(7,410.54)	(6,418.26)	(7,500.00)	(8,550.00)	14.0%
620679 463702	Tax Certification Fees	(492.24)	(716.60)	(818.21)	(1,300.00)	(1,300.00)	0.0%
620679 463772	Water Rents / Cell Leases	(7,162.00)	(15,870.00)	(30,073.00)	(37,000.00)	(66,000.00)	78.4%
620679 463774	Water Other Customer Rev	(2,280.66)	(6,219.99)	(6,810.73)	(3,500.00)	(3,500.00)	0.0%
Total		(15,579.26)	(30,217.13)	(44,120.20)	(49,300.00)	(79,350.00)	61.0%
64 WATER - NON OPERATIN		(23,569.66)	(250,568.71)	(66,184.66)	(1,000.00)	(63,387.00)	6238.7%
620679 464421	Misc Non-Operating Income	(23,569.66)	(113.80)	(1,310.50)	(1,000.00)	(1,000.00)	0.0%
620679 465421	Capital Contributions	0.00	(250,454.91)	(64,874.16)	0.00	(62,387.00)	0.0%
Total		(23,569.66)	(250,568.71)	(66,184.66)	(1,000.00)	(63,387.00)	6238.7%
69 PROJECT FUNDING		(2,123,508.31)	0.00	(5,824,451.83)	0.00	0.00	0.0%
620679 469009	Transfers In	(2,123,508.31)	0.00	(5,824,451.83)	0.00	0.00	0.0%
Total		(2,123,508.31)	0.00	(5,824,451.83)	0.00	0.00	0.0%

City of Mequon 2016 Budgetary Comparisons

Next Year Budget Historical Comparison

Projection: 616 - 2016 UtilityFunds

Accounts	Description	2013 Actuals	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
70 SALARIES		126,472.89	124,345.49	151,792.38	130,000.00	135,000.00	3.8%
<u>620679 670101</u>	Salaries	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 670104</u>	Vacation	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 670105</u>	Sick Pay	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 670201</u>	OverTime	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 670401</u>	Municipal Support Services	126,472.89	124,345.49	151,792.38	130,000.00	135,000.00	3.8%
Total		126,472.89	124,345.49	151,792.38	130,000.00	135,000.00	3.8%
73 FRINGE BENEFITS		0.00	0.00	0.00	0.00	1,270.00	0.0%
<u>620679 673101</u>	Social Security	0.00	0.00	0.00	0.00	682.00	0.0%
<u>620679 673102</u>	Retirement	0.00	0.00	0.00	0.00	588.00	0.0%
Total		0.00	0.00	0.00	0.00	1,270.00	0.0%
80 MATERIALS & SUPPLIES		28,092.71	9,360.82	24,052.17	24,600.00	29,850.00	21.3%
<u>620679 680101</u>	Office Supplies	770.65	604.52	709.72	500.00	1,250.00	150.0%
<u>620679 680301</u>	Work Supplies-Admin	17,741.71	1,193.83	19,093.94	15,000.00	20,000.00	33.3%
<u>620679 680402</u>	Motor Fuels & Lubricant	9,256.64	7,562.47	4,248.51	8,500.00	8,500.00	0.0%
<u>620679 680504</u>	Telephone services	323.71	0.00	0.00	600.00	100.00	-83.3%
Total		28,092.71	9,360.82	24,052.17	24,600.00	29,850.00	21.3%
83 PURCHASED SERVICES		398,839.58	372,870.86	376,947.45	421,600.00	431,741.00	2.4%
<u>620679 683101</u>	Consultants - General	10,473.25	12,893.43	9,540.19	25,000.00	25,000.00	0.0%
<u>620679 683201</u>	Contracted Services - General	360,975.35	343,072.76	348,920.46	367,000.00	378,600.00	3.2%
<u>620679 683202</u>	Contracted Services - Maint.	14,491.80	9,941.33	6,110.82	18,000.00	18,540.00	3.0%
<u>620679 683205</u>	Admin / General Salaries	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 683206</u>	Employee Pensions & Benefits	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 683401</u>	Liability Insurance	3,471.46	3,610.25	3,266.07	3,500.00	3,500.00	0.0%
<u>620679 683402</u>	Auto Insurance	481.68	595.76	591.68	600.00	601.00	0.2%
<u>620679 683403</u>	Property Insurance	0.00	0.00	0.00	0.00	0.00	0.0%
<u>620679 683421</u>	Regulatory Commission E	8,743.19	2,632.33	8,393.23	5,000.00	5,000.00	0.0%
<u>620679 683702</u>	Miscellaneous Services	202.85	125.00	125.00	2,500.00	500.00	-80.0%
Total		398,839.58	372,870.86	376,947.45	421,600.00	431,741.00	2.4%
86 FACILITY & PLANT		519.22	2,916.17	2,572.76	0.00	3,000.00	0.0%
<u>620679 686550</u>	M & R - Other	519.22	2,916.17	2,572.76	0.00	3,000.00	0.0%
Total		519.22	2,916.17	2,572.76	0.00	3,000.00	0.0%
88 EQUIPMENT / LEASES		0.00	0.00	67.58	500.00	500.00	0.0%
<u>620679 688120</u>	Rental costs	0.00	0.00	67.58	500.00	500.00	0.0%
Total		0.00	0.00	67.58	500.00	500.00	0.0%

City of Mequon 2016 Budgetary Comparisons

Next Year Budget Historical Comparison

Projection: 618 - 2016 Utility Funds

Accounts	Description	2013 Actuals	2014 Actuals	2015 Actuals	2015 Budget	2016 Budget	Percent Change
95 OPERATING EXPENSES		1,021,737.53	1,090,762.21	1,247,295.05	1,199,898.00	1,333,103.00	11.1%
620679 695101	Purchased Water	600,483.30	615,213.35	716,302.99	694,398.00	815,362.00	17.4%
620679 695102	Electric / Power Pumping	10,826.19	15,312.52	11,849.28	17,000.00	17,000.00	0.0%
620679 695105	System Repairs	23,269.27	27,541.65	19,060.46	50,000.00	40,000.00	-20.0%
620679 695110	Water Chemicals	133.67	203.78	631.61	500.00	500.00	0.0%
620679 695113	T&D Op Supervision & Engineer	0.00	0.00	0.00	0.00	0.00	0.0%
620679 695114	Tools / Equip Replacement	1,831.00	6,639.32	1,438.32	7,000.00	2,500.00	-64.3%
620679 695115	Meter Supplies	0.00	0.00	0.00	0.00	0.00	0.0%
620679 695121	Meter Reading Labor	0.00	0.00	0.00	0.00	0.00	0.0%
620679 695131	Accounting / Collecting Labor	0.00	0.00	0.00	0.00	8,913.00	0.0%
620679 695132	Postage	4,683.10	4,419.56	7,450.17	7,000.00	8,000.00	14.3%
620679 695141	Bank Fees	0.00	0.00	0.00	0.00	0.00	0.0%
620679 695151	Uncollectable Accounts	0.00	0.00	0.00	0.00	0.00	0.0%
620679 695161	Customer Education Service	0.00	615.13	0.00	0.00	0.00	0.0%
620679 695250	Maintenance of Reservoirs	0.00	0.00	11,900.00	0.00	0.00	0.0%
620679 695251	Maintenance of Mains	0.00	0.00	323.00	0.00	0.00	0.0%
620679 695252	Maintenance of Services	0.00	6,568.50	0.00	7,000.00	7,000.00	0.0%
620679 695253	Maintenance of Meters	746.00	0.00	1,318.22	0.00	1,828.00	0.0%
620679 695254	Maintenance of Hydrants	0.00	6,607.40	0.00	7,000.00	7,000.00	0.0%
620679 696103	Transportation Depreciation	0.00	0.00	0.00	0.00	0.00	0.0%
620679 696121	MF Depreciation Expense	379,765.00	407,641.00	477,021.00	410,000.00	425,000.00	3.7%
620679 696601	Taxes Paid	0.00	0.00	0.00	0.00	0.00	0.0%
Total		1,021,737.53	1,090,762.21	1,247,295.05	1,199,898.00	1,333,103.00	11.1%
96 NON-OPERATING EXPENS		683,323.01	667,358.01	645,288.76	645,906.00	621,698.00	-3.7%
620679 696204	Amortization-Bond Discount	0.00	0.00	0.00	0.00	0.00	0.0%
620679 696401	Principal-Bonds	0.00	0.00	0.00	0.00	0.00	0.0%
620679 696501	Interest-Bonds	682,960.01	666,995.01	644,925.76	645,531.00	621,323.00	-3.8%
620679 696502	Water Debt Service	363.00	363.00	363.00	375.00	375.00	0.0%
620679 696701	Interest-Municipal Advances	0.00	0.00	0.00	0.00	0.00	0.0%
Total		683,323.01	667,358.01	645,288.76	645,906.00	621,698.00	-3.7%
Grand Total		(3,964,752.23)	(2,184,796.87)	(7,676,027.17)	(2,043,444.00)	(2,311,835.00)	13.1%

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

FUND BALANCE – The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

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