

City of Mequon, Wisconsin 2013 Annual Budget



Preserving Quality of Life



2013 ANNUAL BUDGET CITY OF MEQUON, WISCONSIN

Mayor Curt Gielow

Common Council

District 1	Alderman Dan Abendroth	District 2	Alderman Ken Zganjar
District 3	Alderman Dale Mayr	District 4	Alderman John Wirth
District 5	Alderman Mark Seider	District 6	Alderman John Hawkins
District 7	Alderman Andrew Nerbun	District 8	Alderman Pamela Adams

Lee Szymborski, City Administrator/City Clerk

Melissa Bohse, Assistant City Administrator

David Bialk, Fire Chief

Nathan Check, Public Works Director/City Engineer

Don Curran, Operations Manager/Parks Director

Steve Graff, Police Chief

Diane Kowalchuk, Deputy City Clerk

Kim Tollefson, Planning and Community Development Director

Thomas Watson, Finance Director

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Mequon
Wisconsin

For the Fiscal Year Beginning

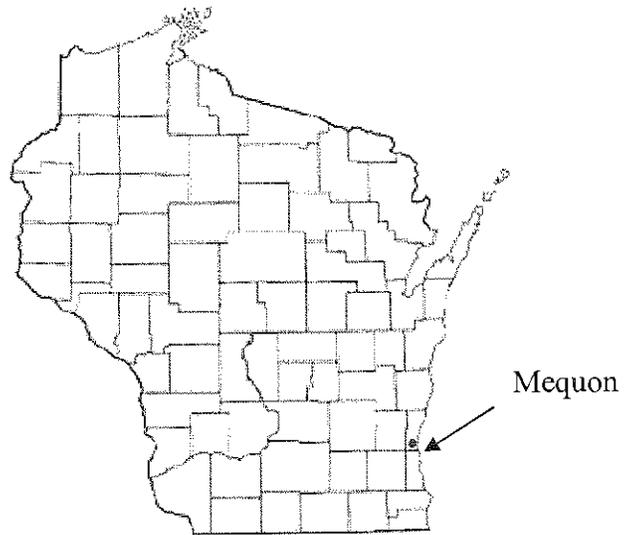
January 1, 2012

Christopher P. Morill
President

Jeffrey L. Esser
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.

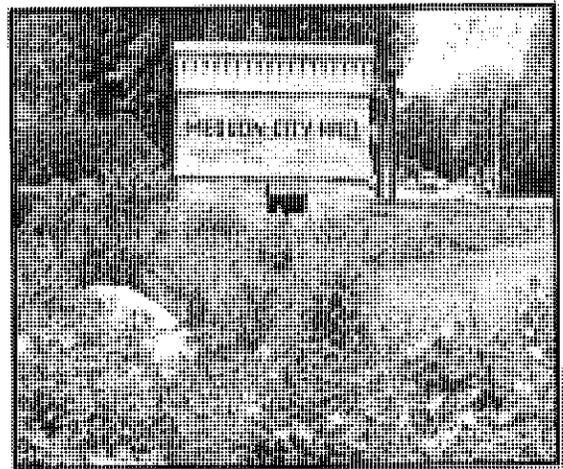


Population: 23,178
(U.S. Census Bureau-2011 Estimate)

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.

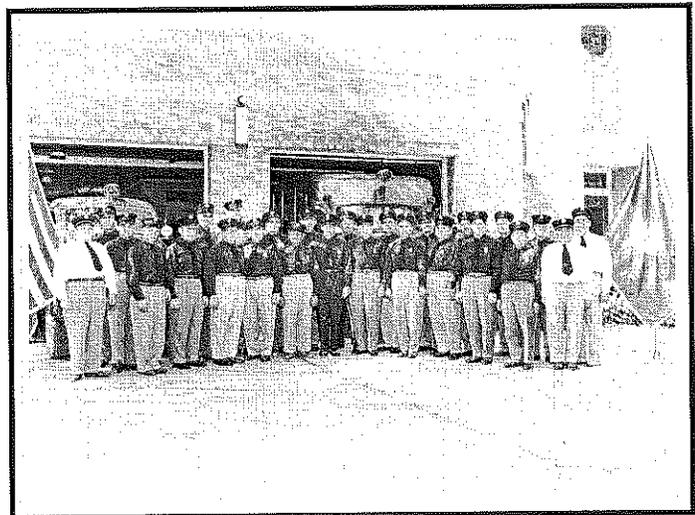
That same year, 43 families, all members of a Lutheran congregation, came from Northern Germany and settled in the western part of Mequon. They named their tiny colony, Freistadt, loosely translated as "free city." These people came in search of religious freedom and held their initial church service 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>2011</u>	<u>2012</u>	(%)	Housing Valuations	<u>2011</u>	<u>2012</u>
Total Dwelling Units	9,283	9,309		\$0 - \$99,000	0.48%	49.00%
Single Family	7,041	7,065	76%	\$100,000 - \$199,000	8.90%	8.96%
Plex (2-4 units/bldg.)	1,551	1,555	17%	\$200,000 - \$299,000	30.99%	30.86%
Multi-Family (5+ units/bldg.)	689	689	7%	\$300,000 - \$399,000	19.95%	19.96%
				\$400,000 - \$499,000	13.10%	13.33%
				\$500,000 - \$799,000	18.63%	18.54%
				\$800,000 - \$1,000,000	3.82%	3.76%
				\$1,000,000 and up	4.06%	4.10%
Gender Composition	<u>2000</u>	<u>2010</u>		Average Assessed Value	\$422,730	\$423,700
Female	50.7%	51.4%		Median Assessed Value	\$338,400	\$338,800
Male	49.3%	48.6%		Average Persons Per Household		2.50
Race Comparison	<u>2000</u>	<u>2010</u>		Educational Attainment - 2007*		
White	94.2%	93.0%		Ninth Grade Education or lower		1.0%
Black or African American	2.3%	2.8%		High School Diploma or higher		96.4%
American Indian, Eskimo	0.1%	1.0%		Bachelors degree or higher		63.4%
Asian or Pacific Islander	2.4%	3.1%		* Population 25 years and older		
Other	1.0%	1.0%		Occupational Composition - 2007		
Age Composition	<u>2000</u>	<u>2010</u>		Managerial & Professional		56.4%
Under 5 years	5.5%	4.3%		Service Occupations		9.2%
5 - 14 years	17.2%	14.0%		Sales and office occupations		25.8%
15 - 19 years	7.3%	9.1%		Farming, fishing and forestry		0.0%
20 - 24 years	2.3%	5.2%		Construction and maintenance		2.7%
25 - 34 years	6.0%	5.0%		Production and transportation		5.9%
35 - 44 years	16.9%	11.0%				
45 - 54 years	19.3%	18.0%		Population:	1960	8,543
55 - 64 years	11.9%	16.0%			1970	12,150
Over 64 years	13.6%	17.0%			1980	16,193
					1990	18,885
					2000	21,823
					2010	23,132
					2011	23,191
					2012	23,226
Household Income	<u>2000</u>	<u>2010</u>				
Less than \$15,000	3.3%	3.6%				
\$15,000 - \$24,999	4.0%	4.6%				
\$25,000 - \$34,999	6.3%	5.9%				
\$35,000 - \$49,999	9.1%	11.7%				
\$50,000 - \$74,999	16.8%	12.5%				
\$75,000 - \$99,999	16.0%	13.4%				
\$100,000 - 149,999	19.7%	23.2%				
\$150,000 +	24.8%	25.1%				
Median Household Income	\$90,733	\$90,733				

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

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

Population numbers from 2005 - 2010 are based on State of Wisconsin estimates.

Housing valuations are per City Assessor records.

**CITY OF MEQUON
OTHER COMMUNITY INFORMATION**

GENERAL:	2008	2009	2010	2011	2012
Area in Square Miles	46.88	46.88	46.88	46.88	46.88
Households	9,229	9,258	9,283	9,304	9,336
Population	23,670	23,660	23,132	23,191	23,226
Equalized Valuations (\$000)	4,500,403	4,367,555	4,223,167	4,095,830	3,972,167

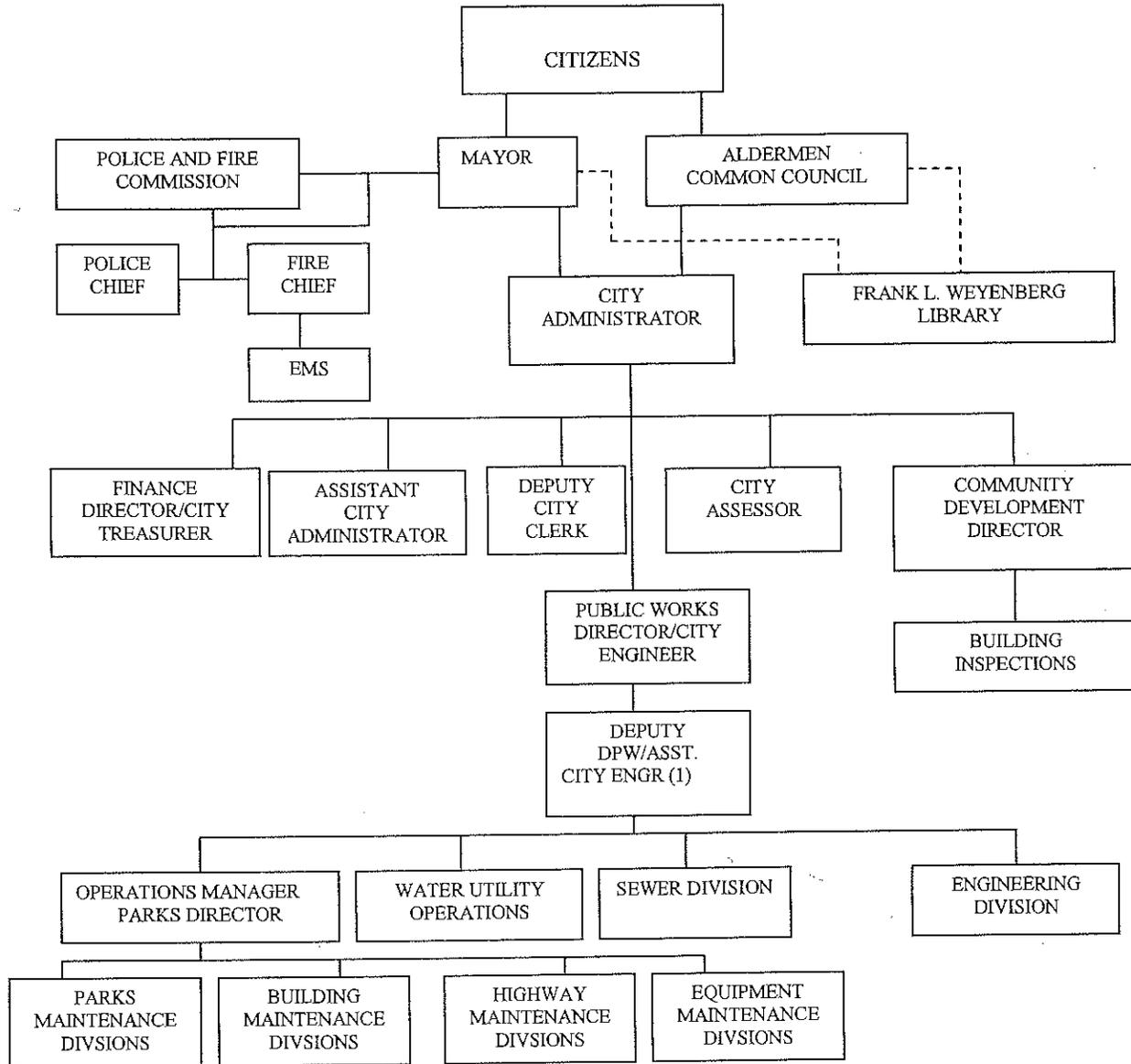
PUBLIC SAFETY	2008	2009	2010	2011	2012
Number of Police Stations	1	1	1	1	1
Number of Sworn Police Officers	38	38	38	38	38
Number of Fire Stations	2	2	2	2	2

PARKS	2008	2009	2010	2011	2012
Acres of Parkland	1177.8	1177.8	1177.8	1177.8	1177.8
Number of Parks	25	25	25	25	25

LIBRARY:	2008	2009	2010	2011	2012
Circulation	327,760	335,654	332,219	323,005	310,386
Total Items Owned	115,521	128,515	123,723	154,155	191,726

INFRASTRUCTURE	2008	2009	2010	2011	2012
Miles of State Highway System	17.2	15.45	15.45	15.45	15.45
Miles of County Highway System	6.08	7.7	7.7	7.7	7.73
Miles of Local Roads and Streets	212.4	211.4	211.4	211.4	211.77
Miles of Sanitary Sewer Main	152.82	152.87	152.87	152.87	153.21
Miles of Water Main	75.03	76.92	77.13	77.13	77.88
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
2013 Budgeted Full-time Equivalency (FTE)

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

Department	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
PUBLIC WORKS					
Administration					
Public Works Director *	1.00	1.00		1.00	
Administrative Secretary I	1.00		1.00	0.875	
	2.00	1.00	1.00	1.875	
Engineering Division					
Deputy Director DPW / Engineering *	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 I	1.00	1.00		1.00	
Summer Worker	2.00		2.00		
	8.00	6.00	2.00	6.00	
Highway Division					
DPW Operations Manager *	1.00	1.00		1.00	
Highway Section Foreman	5.00	5.00		5.00	
Street Operations Foreman	1.00	1.00		1.00	
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	2.00	2.00		2.00	
Summer Worker	5.00		5.00		
Recycling/Landfill Attendant	1.00		1.00		
	23.00	17.00	6.00	17.00	
Parks Maintenance Division					
Administrative Secretary I	1.00		1.00	0.40	
City Forester	1.00	1.00		1.00	
Parks Maint. Worker	2.00	2.00		2.00	
Summer Worker	5.00		5.00		
	8.00	3.00	5.00	3.40	
Buildings Division					
Buildings Supervisor *	1.00	1.00		1.00	
Bldgs. Maint. Worker	2.00	2.00		2.00	
Custodian	1.00		1.00	0.75	
	4.00	3.00	1.00	3.75	
Equipment Maintenance Division					
Chief Mechanic *	1.00	1.00		1.00	
Mechanics	2.00	2.00		2.00	
	3.00	3.00	0.00	3.00	
Sewer Division					
Sewer Superintendent *	1.00	1.00		1.00	
Sewer Maintenance Foreman	1.00	1.00		1.00	
Sewer Equipment Operator	1.00	1.00		1.00	
Sewer Maintenance Worker	3.00	3.00		3.00	
	6.00	6.00	0.00	6.00	
Mequon Pool					
Assistant Managers	2.00		2.00		
Life Guards	32.00		32.00		
Bathhouse Assistant	3.00		3.00		
	37.00	0.00	37.00	0.00	41.025

Department	Number of Employees	Full-time	Part-time	Full-time Equivalent	Department Total FTE
POLICE					
Office of Chief of Police					
Chief of Police *	1.00	1.00		1.00	
Executive Secretary	1.00	1.00		1.00	
	2.00	2.00	0.00	2.00	
Administration Division					
Captain *	1.00	1.00		1.00	
Sergeant	1.00	1.00		1.00	
Receptionist/Clerk	1.00		1.00	0.60	
Telecommunicator	7.00	7.00		7.00	
Telecommunicator	3.00		3.00	1.60	
	13.00	9.00	4.00	11.20	
Operations Division					
Captain *	1.00	1.00		1.00	
Sergeant	6.00	6.00		6.00	
Detective	2.00	2.00		2.00	
Drug Enforcement Officer	1.00	1.00		1.00	
School Liaison Officer	1.00	1.00		1.00	
Patrol Officer	24.00	24.00		22.00	
Police Reserves (25 - Volunteer)	---	---	---	---	
	35.00	35.00	0.00	33.00	46.20
FIRE					
Fire Chief *	1.00	1.00		1.00	
Administrative Secretary I	1.00		1.00	0.50	
Fire Fighter/EMT *	60.00		60.00		
	62.00	1.00	61.00	1.50	1.50
GRAND TOTAL	232.00	101.00	131.00	106.98	

Summary of Budgeted FTE Positions 2009 - 2013

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Net Change 2009-2013</u>
Administration	3.75	3.75	3.75	3.75	3.75	0.00
Assessor	1.00	1.00	1.00	1.00	1.00	0.00
Clerk	2.75	2.75	2.75	2.75	2.75	0.00
Community Development	3.50	3.50	3.50	3.50	3.50	0.00
Inspections	5.50	4.00	3.50	3.50	3.50	(2.00)
Finance/Treasury	3.50	3.50	3.50	3.50	3.50	0.00
Public Works	43.90	43.00	43.00	41.00	41.00	(2.90)
Police & Dispatch	48.20	46.20	46.20	46.20	46.20	(2.00)
*Fire	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>0.00</u>
Total FTE's Authorized:	113.60	109.20	108.70	106.70	106.70	(6.90)

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

2013 Budget Message

- ❖ Ordinance No. 2012-1388 2013 Appropriations-General
- ❖ Ordinance No. 2012-1389 2013 Appropriations-Sewer
- ❖ Budget Transmittal Letter

- Mission Statement
- Goals and Objectives for the FY2013 Budget
- Conditions and Considerations Affecting the FY2013 Budget
- The FY2013 Budget's Areas of Emphasis
- Capital Project Fund
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- Expenditure Summary

COMMON COUNCIL
OF THE
CITY OF MEQUON

ORDINANCE NO. 2012-1388

APPROPRIATING THE NECESSARY FUNDS FOR THE OPERATIONS OF THE
GOVERNMENT AND ADMINISTRATION OF THE CITY OF MEQUON FOR THE YEAR 2013

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 2013 including monies received from the general property tax levy and such other funds as may be designated, to the various funds and purposes stated herein, the amounts set forth in the said itemization in the total amount of:

2013 Budget	\$18,377,191
Less Anticipated Revenues	(<u>5,314,242</u>)
Total Amount of Tax Levy	<u>\$13,062,949</u>

SECTION II: There is hereby levied a tax of \$13,062,949 upon all taxable property within the City of Mequon as returned by the Assessor in the year 2012 for uses and purposes set forth in said budget.

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

SECTION IV: This ordinance shall take effect and be in full force from and after January 1, 2013, upon its passage and publication.

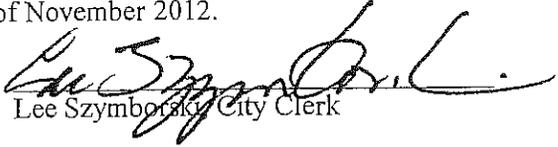
Approved by: _____


Curtis Gielow, Mayor

Date Approved: _____

12-04-12

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 13th day of November 2012.


Lee Szymborski, City Clerk

Published: Dec. 11, 2012

Final Vote on this Ordinance if
Recorded on page 11499 of
The Common Council minutes.

COMMON COUNCIL
OF THE
CITY OF MEQUON

ORDINANCE NO. 2012-1389

Appropriating the necessary funds from the City of Mequon's Sewer Utility District for the year 2013 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 2013, the amount set forth in the total of:

Total Amount of Tax Levy \$6,521,117

SECTION II: There is hereby levied a tax of \$6,521,117 upon all taxable property within the City of Mequon Sewer Utility District as returned by the Assessor in 2012 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: 
Curtis Gielow, Mayor

Date Approved: 12-04-12

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 13th day of November, 2012.


Lee Szymborski, City Clerk

Published: Dec. 11, 2012

Final Vote on this Ordinance if
Recorded on page 11499 of
The Common Council minutes.



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Office of the City Administrator

January 2013

**The Honorable Curtis Gielow, Mayor, and
Members of the Common Council
City of Mequon
Mequon, Wisconsin 53092**

Subject: Adopted FY 2013 Budget

Dear Mayor and Members of the Common Council:

Contained herein is the City of Mequon annual program budget for the fiscal year beginning January 1, 2013. Approved by the Common Council at its meeting of November 13, 2012, the FY 2013 Budget entails all aspects of city operations and capital expenses. This budget reflects a commitment that city staff and I share with respect to operating effective, efficient and customer-oriented municipal government that meets the needs and goals of the Common Council and the residents of Mequon.

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

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

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

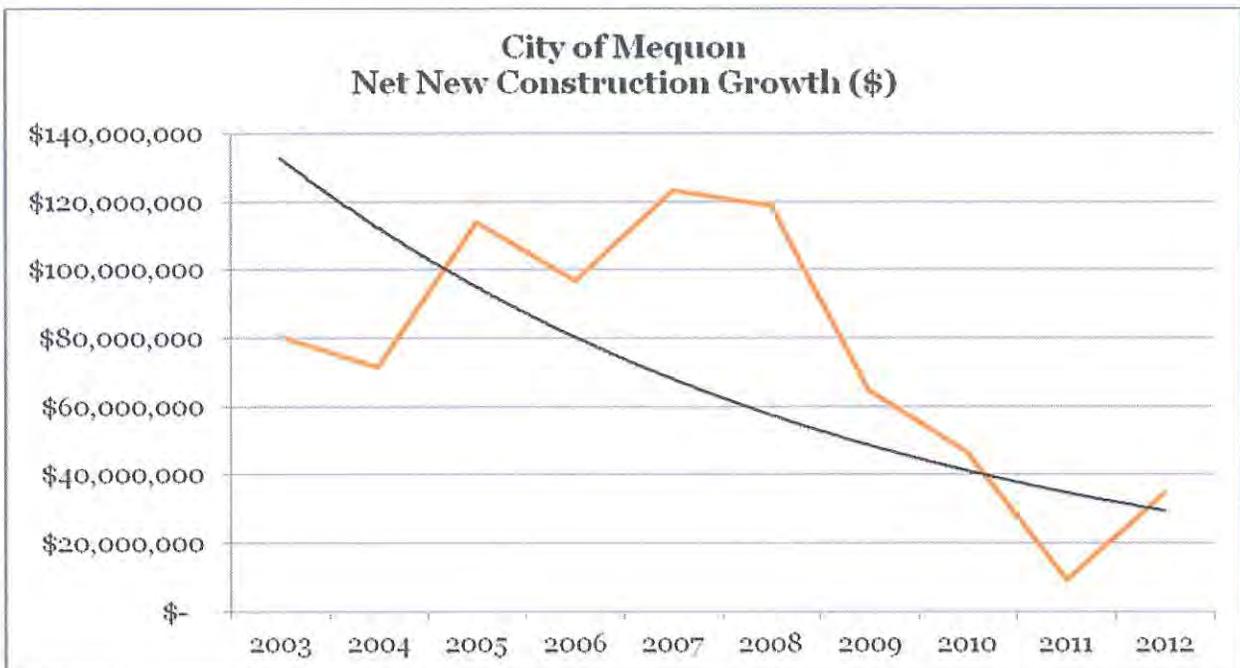
I. Goals and objectives for the FY 2013 budget

The FY 2013 budget focuses on organizational goals such as keeping taxes low, preserving excellent city infrastructure and maintaining high quality public safety services.

These goals share the stage with limits set by the state under 2011 Wisconsin Act 32. While these circumstances are not that unfamiliar from what has been the case in the last several years' budgets, it is more restrictive when compared to the city's own, but now expired, levy limit adopted in 2007.

The state's limit, under Act 32, allows for an increase to the levy attributed to new development, or 0 %, whichever is greater. As in the past, the levy limit does not apply to a municipality's debt service on general obligation debt authorized on or anytime after July 1, 2005. The city's

percentage of new construction growth is 0.802%. The city's new construction increased to \$34 million in 2012, up from \$9 million in 2011.



This year's approach to 2013 budgetary goal setting was different than in the past where elected officials were asked to prioritize their top three city goals. It was instead informed by several discussions about long-range financial planning with the Council – meeting as a Committee of the Whole – in workshops held in the spring and summer of 2012.

In those workshops the Council reviewed a ten-year forecast of city finances within the context of rising costs in relation to new construction. The forecast illustrated the financial challenges that the City faces, particularly as costs continue to rise at a rate unequal to that of new development. With inflation bumping costs even at a modest rate of one to two percent, Mequon's allowable levies and fees may not move in concert with its projected needs. Due to the City's equalized value of \$3.9 billion, a tremendous amount of new growth would be required to keep pace with a commensurate inflationary increase.

After reviewing the forecast and deliberating several fiscal policy implications and potential initiatives at meetings in May, July and September, the Council paused the discussion to make way for staff to develop the FY 2013 budget, all with the idea of picking up again the conversation about long-range planning in 2013.

Based on the Council's history of budgetary goal setting which reveals consistent targets, along with the discussions from workshops mentioned above, the following citywide goals were emphasized in the FY2013 budget. They include:

- Maintaining low property taxes.
- Maintaining city infrastructure, roads and public works.
- Maintaining high quality public safety services.
- Maintaining the city's fiscal vitality with a strong and diverse tax base by encouraging community-sensitive economic development.

This executive summary highlights what the FY 2013 budget emphasizes. In addition and further noted in the budget document, each departmental budget outlines 2012 accomplishments and details 2013 objectives as departments endeavor to meet the FY2013 citywide goals.

II. Conditions and considerations affecting the FY 2013 budget

Significant factors shaping the FY 2013 budget include:

- Achieving the property tax levy limit. In fact, the FY 2013 budget delivers a levy below last year's. Done in the context of limited alternative revenue sources, this budget's property taxes comprise 69% of general fund revenues. Mequon relies significantly on the property tax to fund its operations because other sources are not available to the city. For instance, the city receives about 9% of its revenue from intergovernmental aids compared to a higher statewide average of more than 20%. State shared revenues will return about \$13.20 per capita to Mequon, down from last year's \$13.26 per capita.
- Emphasizing and maintaining core municipal services.
- Accommodating within the levy limit additional debt service, debt taken on for road project borrowing totaling \$11.9 million since November 2008. Noteworthy is this budget's ability to mitigate the peak of the city's debt service schedule in 2013, an increase amounting to more than \$660,000.
- Building the balance in the undesignated reserve fund (the "fund balance") to meet a fiscal policy goal of at least 10 % of the overall general fund. Presently, the fund balance stands at more than \$2 million, or 13.8 % of the budget.

III. The FY2013 Budget's Areas of Emphasis

Taking into consideration the conditions affecting the community, the FY 2013 budget addresses the goals of the city. How that was achieved, and how those goals and annual objectives are met, is summarized as follows:

- Changes to the workforce. The continued benefit of reductions achieved in the last few years by consolidating jobs, using limited-term employees, and filling long-held positions with new employees at a lower salary are again found in this year's budget. The city also continues to benefit from workforce reductions of approximately 13% over the last 12 years.
- This budget contains a modest salary hike in FY 2013, with specific increases linked to the outcome of a compensation and classification study earmarked for completion in early 2013. This follows a two-year wage freeze. All employees did not receive a wage increase in 2011; most employees did not receive a wage increase in 2012, except for protective service employees who in 2012 have, or will, receive a retroactive wage boost. Non-protective employees in 2012 also experienced a net reduction in compensation of approximately 9% because of contributions to the Wisconsin Retirement System (WRS) and health insurance in 2012.
- Workforce costs comprise approximately 72 % of the city's general fund budget. That is down from last year's 77%, and further declining from FY 2011's 79%.

- In 2013, Wisconsin Retirement System (WRS) pension contributions by the employer will range from 6.65 % for general employees to 15.9% of wages for police and fire personnel. For police, at four percent less than the state-set level of 21.8% for protective services, reflects the November 2012 arbitrated settlement.
- Employee Trust Funds (ETF), the state health insurance fund, increases rates by 8 % in 2013. This compares to last year's increase of 2.5 %. The overall increase, however, is mitigated by concessions achieved through collective bargaining, bringing the overall increase down to 6.58%. The increase to ETF's health insurance premium rate under the State of Wisconsin Group Health Insurance Program is shared between the employer and employees, with employees paying the percentage of their insurance costs at a rate higher than what is required by 2011 Wisconsin Act 10.
- When employee fringe benefits are considered in the aggregate – health insurance, pensions and other fringe benefit costs decline.
- This budget accommodates debt service for road project borrowing totaling \$11.9 million since November 2008. Total debt service for FY 2013 is \$2,687,978, an increase of more than 18% from last year's \$2.26 million. Even though this increase of more than \$660,000 is not subject to the state's levy limit, the FY 2013 budget offsets most of this increase by lowering general tax and capital project fund levies in order to attain the goal of keeping taxes low.
- The Council's September 2011 approval of paying off the city's \$1.42 million unfunded pension liability by borrowing from the state trust fund affects the city's debt service schedule for the first time, starting in March 2013. The city began benefiting from this action by eliminating the retirement fund surcharge imposed on municipalities with the liability, and the start of the net present value savings projected at close to \$700,000 began in 2012.
- Interest income is down again, a decrease of 40%, an estimate that also takes into account that last year's projected decline of 10% proved too optimistic.
- For FY 2013, state shared revenues are exactly the same as last year; however, general transportation aids increase by 10%, reversing last year's cut by the same percent.
- Building permit fees, and other development related revenue, are projected to rise as the result of a trend analysis of the past year's revenues and an uptick in building activity.
- The FY 2013 budget slightly increases spending in the category of materials and supplies by less than \$5,500. This category of expenditures consists of items such as office supplies, hand tools, motor fuel, uniform and tool allowances, road maintenance supplies (tar, road salt, and sealant), building maintenance supplies, and culverts.
- The City of Mequon has a long-standing tradition of maintaining sinking funds for large capital purchases such as automobiles, squad cars, park maintenance mowers and equipment, snow plows, public works trucks, fire department equipment, ambulances and road equipment. For FY 2013, funding for this purpose is less than 4% higher than the FY 2012 level to address a longer replacement cycle that was occurring as a result of funding that generally remained flat since 2006.

IV. Capital Project Fund

Capital projects are a stand-alone fund with its own sources of revenue. Similar to the approach in the city's capital improvement program (CIP), individual capital projects costing more than \$10,000 or sinking funds spanning multiple fiscal years are included. Those that fail to make that threshold remain funded out of the general fund. The total levy for the capital project fund budget for FY 2013 is \$867,250, down 24 % from last year's \$1,154,750. The FY 2012 budget was up 31% from the previous year.

Last year's reallocation of several sinking funds – projects dependent on decisions that will not take place within the next year or require an intergovernmental effort – helped rebalance a number of the funds. Projects selected for inclusion in the FY 2013 budget come from the FY 2013 – 17 capital improvement plan developed by staff and presented during the long-range financial workshops. Significant projects are highlighted here and included under the budget book's capital project tab.

A. City facilities –

- 1.** An assortment of city-wide building repairs or replacements is required to assure our facilities' fixtures, features and equipment remain in working condition for many are worn and in need of replacement. The five-year CIP identified more than \$300,000 in projects. In 2013 \$80,000 is set aside to address such needs, a list that includes:
 - Garage door replacements. All of the overhead doors are original and range in age from 26 – 40 years old.
 - The safety building's generator is unrepairable.
 - The Council Chambers ceiling needs waterproofing and re-painting.
 - All city buildings fluorescent fixtures and ballasts need replacement with more energy efficient fixtures.
 - Carpeting in City Hall and the Safety Building is showing signs of wear.
- 2.** A continuation of resurfacing city parking lots
- 3.** Repairs and maintenance of park pavilions

B. Roads

1. Background

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

A 10-year note in the amount of \$1.6 million was issued in May 2005 for strategic arterial streets and bike path improvements over a three-year period. This discussion also acknowledged that each year's appropriation would be allocated among roads rated from 2 – 7, with maintenance applications emphasized for those roads with a higher surface condition rating (SCR). Despite these efforts, it was also acknowledged that over the five-year period of time not all roads at the

lower end of the SCR scale would be resurfaced or reconditioned. For these reasons, and since then, the Common Council has consistently said that the road program is a high community goal.

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

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

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

The bid for the city's 2009 road improvement program (at \$2.38 million) was below staff's estimate of \$3.2 million. Due to low bid prices, the Public Works Committee then endorsed a proposed change order to the 2009 road improvement program amounting to approximately \$394,287. Factoring in other road program costs, a contingency, federal stimulus funding, the city engineer estimated the funds available for FY 2010 at about \$3,300,000. An estimate in June 2009 that accompanied a proposed transfer to the undesignated reserve of \$566,252 from the annual local road program, left about \$2.8 million available for road programs in FY 2010. An annual pay-as-you-go appropriation of \$600,000 supplemented that amount.

For 2011 the city had two arterial road projects to undertake. They included County Line Road and Pioneer Road. These two projects were proposed to be funded by long-term borrowing. In addition, the Committee agreed with a similar strategy adopted in 2009 where the city borrowed \$4 million for arterial roads and an additional \$1.2 million to supplement the city's pay-as-you-go, levy-funded local road improvement program for 2009 and 2010. In 2011, an additional borrowing of \$1,700,000 for the local road program in 2011 and 2012 would make up the effort for local roads, as no monies were levied for road projects in 2011 or 2012.

Accordingly, in March 2011 a ten-year promissory note to borrow \$4.2 million for the County Line Road, Pioneer Road and two-year's worth of subdivision streets was approved, including \$161,000 for the Freistadt Road structure. Excess borrowed proceeds were applied in 2012 to fund the subdivision paving program.

2. Long-range planning and financing for the road program

With that history as background, the Council, meeting as a Committee of the Whole in mid-2012, looked at how the city could financially position itself after a number of years of borrowing for roads. The Committee discussed whether the city should continue to ride a wave of historically low interest rates, or should it pivot back to the city's method of financing roads

and other infrastructure on a pay-as-you-go basis. Other questions raised were how we balance this in an era of levy limits and limited new construction to fuel budget growth.

At the May 15, 2012 meeting staff presented an overview of the city's roads system, using the road surface condition rating system, and the results of spending since 2007. In that six year period, the city has funded its road improvement program approximately with \$14 million. This amount includes both annual, levy-supported funding as well as through long-term financing. The following two charts show a summary of how the road program has been funded as well as how those dollars have been specifically spent.

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

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

	2007	2008	2009	2010	2011	2012(Ant.)	
ANNUAL ROAD PROGRAM							
Subdivision Streets	\$977,564	\$1,277,255	\$566,252[^]	\$600,000	\$1,088,306	\$600,224	
(Miles)							Totals
Rehab/Reconstruct	7.00	6.20	6.20	4.80	4.50	2.50	31.20
Hot In Place		9.00					9.00
Seal Coating	5.20	17.50			1.00		23.70
GSB-88 Fog Seal				1.00	3.00	2.00	6.00
Crack Sealing	25.00	10.00	32.00	14.80	18.13	30.00	129.93
Total	37.20	42.70	38.20	20.60	26.63	34.50	199.83
Main Roads							
	\$30,000	\$2,000,000	\$3,100,000	\$2,100,000	\$796,380	\$1,637,000	
(Miles)							Totals
Rehab/Reconstruct		5.30	8.60	6.50	2.00	1.75	25.90
Hot In Place							0.00
Seal Coating		3.50			2.00	1.00	6.50
GSB-88 Fog Seal				1.00			1.00
Crack Sealing	11.00	6.00	8.60	3.90	5.87	12.00	47.37
Total	11.00	14.80	17.20	11.40	9.87	14.75	80.77
Funding Sources							
Annual Budget	\$1,007,564	\$1,277,255	\$566,252	\$600,000	\$0	\$0	
Bonding		\$2,000,000	\$5,200,000		\$4,045,000		

[^]Transferred to fund balance as result of favorable bids on road program

Mequon's 1/2 of 3.5 mile project

a. Road spending results

As evidenced by the charts above, the city has invested significantly in its local road system over the past six years. With close to \$14 million of city funds allocated in this time period, the following improvements were achieved:

Subdivision Streets (142 miles)

- 22% local street miles rehabbed/reconstructed
- 27% of local street miles with surface treatment
- 90% of local street miles crack-filled

Main Roads (69 miles)

- 37% main road miles rehabbed/reconstructed
- 11% of main road miles with surface treatment
- 68% of main road miles crack-filled

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

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

Subdivision Streets

- Beginning 2008 – 17 miles, 14% of system
- Beginning 2012 – 8 miles, 6% of system

Main Roads

- Beginning 2008 – 10 miles, 14% of system
- Beginning 2012 – 5 miles, 7% of system

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

Subdivision Streets – With an average funding of approximately \$900k/year, the average SCR was maintained at approximately 6.4.

Main Roads - With an average funding of approximately \$1.6M/year, the average SCR was increased from 5.7 to 6.4.

b. Planning Ahead

Based on these results, the engineering staff conducted an analysis on future funding needs for the system with the main goals of: 1. Maintaining an appropriate amount of road miles with SCR<3 in order to limit the City's financial liabilities for expensive rehabilitation/reconstruction projects; and, 2. maintaining an equalized distribution for the road system which allows for long-term planning and budget goals while maintaining a consistent level of service for residents and the traveling public.

The systems were both analyzed from a system life approach as well as modeling the system with various funding scenarios on a projected needs approach. Ultimately, staff recommended funding the road program at \$1.7 million/year.

When the Committee reviewed these achievements in May, the funding goal seemed reasonable. With additional information and discussion at the workshops in July and September, the Committee suggested the need for an analysis of what the future road conditions might look like if the city were to appropriate less than the recommended \$1.7 million. At those same summer meetings, the Committee also looked at policy options for future funding, including debt financing.

Again, questions were raised if the road program was funded at a level under the recommended \$1.7 million/year, specifically at an amount of \$1million/year. The engineering department analyzed different funding scenarios for the road program and their five year impacts. At 60% of the recommended \$1.7 million funding, the impact is summarized below:

Projected five-year impact on surface condition ratings				
Subdivision Streets	SCR Condition, 2008	SCR Condition, 2012	2017 SCR @ Recommended funding - \$950,000	2017 SCR @ Reduced Funding - \$550,000
SCR < 3	12 miles	8 miles	10 miles	20 miles
Average SCR	6.4	6.4	6.0	5.5
Main Roads	SCR Condition, 2008	SCR Condition, 2012	2017 SCR @ Recommended funding - \$750,000	2017 SCR @ Reduced Funding - \$450,000
SCR < 3	10 miles	5 miles	7 miles	17 miles
Average SCR	5.7	6.4	6.5	5.9

The road system has benefited from approximately \$2.25 million/year over the past five years, which has resulted in a reduction of liabilities and equalization of the surface condition rating distribution. If the funding level was reduced to \$1 million/year for a period of five years, the system would deteriorate to a level of service worse than experienced in 2008.

For the FY 2013 budget, no levy funding for the road program is included. Additional long-range funding analysis, including a multi-year funding of roads not unlike what has been done in the last several years, is required. With this analysis at hand, staff recommends \$3.4 million (\$1.7 million/year) for 2013 and 2014 road program by means of long-term borrowing, understanding that the current budget constraints do not make it feasible to self-fund roads under the general levy.

C. Vehicles

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

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

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

For example, the public works department earlier this year analyzed their equipment replacement needs for the period covering 2013 – 16. Their study concluded that about \$310,000/year was needed to address an aging rolling stock – such as a 1994 plow truck, a 1995 plow truck and a 2000 tri-axle hauler – large pieces of equipment with more than 100,000 miles, and in one case more than 170,000 miles. All of these trucks cost more than \$140,000 each.

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

Dep't	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Fire /EMS	\$135,000	\$121,500	\$123,023	\$165,000	\$165,000	\$165,000
Police	\$80,000	\$72,000	\$72,000	\$95,000	\$100,000	\$100,000
Police Reserve	\$10,000	\$10,000	\$0	\$30,000	\$0	\$20,000
Public Works	\$195,000	\$175,500	\$175,500	\$200,000	\$270,000	\$270,000
Total	\$420,000	\$379,000	\$370,523	\$490,000	\$535,000	\$555,000
Total after capital project inter-fund transfer					\$385,000	

V. Workforce issues

1. Staffing levels –

There were eleven retirements or separations in 2012 which equals a 10% turnover in staff. These changes spanned the entire organization. Moving forward, the 2013 budget reduces the overall amount of salaries and staffing, not taking into account a recommended appropriation for wage increases set aside in the contingency fund. No retirements in 2013 have been announced, but some are expected. When those vacancies become available, the positions will be looked at with a critical eye. This compares to reductions in 2011 amounting to more than two FTEs and another four FTEs in 2010. The city's overall staffing levels since 2001 have been reduced by almost 17 FTEs positions, or approximately 13%. As for the police department, 2013 staffing is budgeted for 37 police officers as it was last year.

2. Salaries and fringe benefits –

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

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

All five units agreed to contracts that froze their 2011 wages. Wages for the fire union were settled for a mid-year 2012 increase as well as an increase in 2013. A wage increase in 2012 and 2013 for the police union is scheduled as a result of an arbitrator's ruling. After two years with a wage freeze in place, the FY 2013 budget contains a wage boost for the rest of the workforce.

The approach to wages in this budget is as follows:

- The agreement with the Fire and EMS Association runs through the end of 2013, and their wages have been budgeted based on the contract's wage schedule and projected call volume.
- The city's agreement with the police association, settled in arbitration in November 2012 (yet under appeal) will end in 2013.
- Wage adjustments in 2013 for non-represented employees, including management, are planned and money is set aside in the contingency fund. A final decision on the actual increase is reserved for the Common Council to make in early 2013, depending on the outcome of a compensation and classification study.

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

The 2013 budget builds on 2011 Wisconsin Act 10 changes accordingly:

- Wisconsin Retirement System (WRS) pension contributions by the employer will range from 6.65 % for general employees to 15.9% of wages for police and fire personnel. For police, at four percent less than the state-set level of 21.8% for protective services reflects the arbitrated settlement agreement.
- In the spirit of Act 10, the City will require all non-protective service employees to contribute 12% of health insurance costs.

The following table illustrates the changes in salaries and benefits. Employee Trust Funds (ETF), the state health insurance fund insurance rates rise 8% in 2013. This compares to last year's increase of 2.5 %. Yet, this premium increase is offset by a commensurate increase in employee contributions, as well as organization-wide savings achieved through collective bargaining.

General Fund	FY 2012 Adopted Budget	FY 2013 Approved Budget	Increase or (decrease)	%
Salaries (All wages, including Fire and EMS paid-on-call salaries. Does not include sewer and water utility personnel or charge-backs.)	\$7,459,402	\$7,335,640	(\$123,762)	(1.65%)
Health insurance*	\$1,484,336	\$1,583,242	\$98,906	6.67%
Retirement	\$812,344	\$774,497	(37,847)	(4.65)

*General employees will be paying 12% of the premium – in 2013 that is \$227/month for family coverage, up from \$210/month in 2012; it is \$91/month for single coverage, up from \$84/month in 2012.

City Employee Health Insurance Cost Trends –

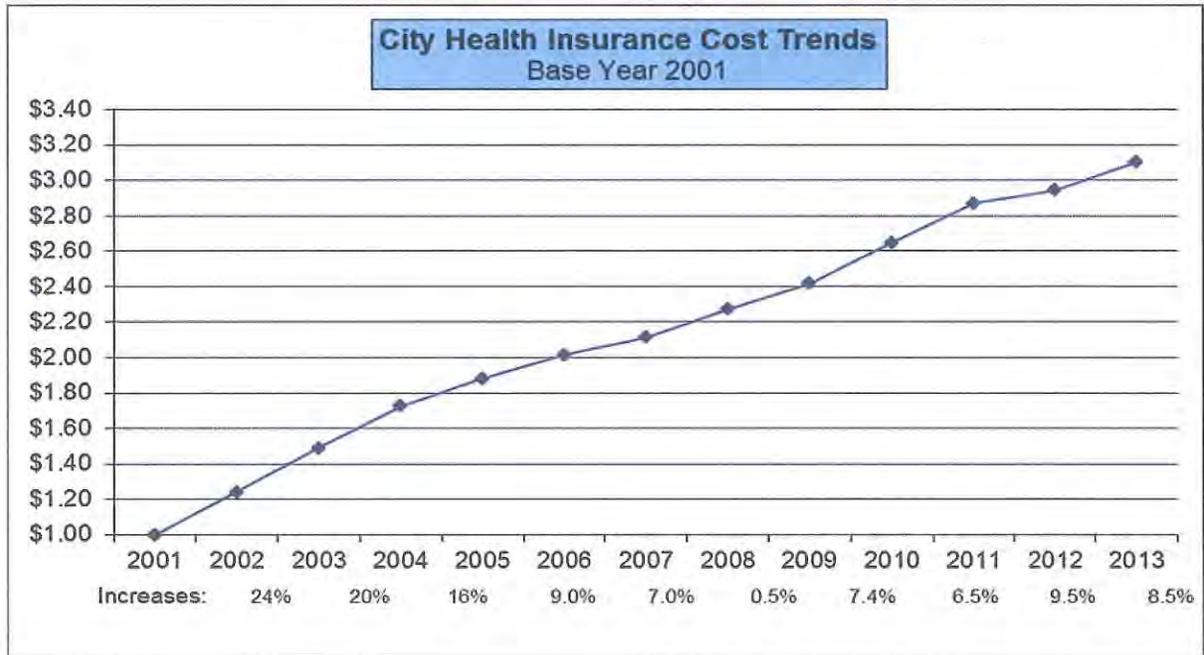
Fiscal Year	*Percent increase to the family plan premiums
2013	8.0%
2012	2.5%
2011	8.5%
2010	9.5%
2009	6.5%
2008	7.4%

*Plan most taken by employees

Single Coverage for 2013	Employee Share	Employer Share	Full Premium
United Healthcare SE	\$91.08	\$667.92	\$759.00

Family Coverage for 2013	Employee Share	Employer Share	Full Premium
United Healthcare SE	\$227.12	\$1,665.58	\$1,892.70

City Employee Health Insurance Cost Trends –



VI. Library Contribution

Funding of the F.L. Weyenberg Library has been subject to changes and variables in the last couple years, including the elimination of the maintenance of effort requirement under 2011 Wisconsin Act 32. The “maintenance of effort” clause said library funding can be no lower than the average of the last three years. With that requirement now gone, two formulas remain. They are:

1. The joint library agreement between the City and Village of Thiensville; and
2. The county library tax exemption formula that establishes a minimal threshold of appropriations based on the amount of county funding needed to provide services to the non-library areas of the county and each municipality’s equalized value. This formula is established by state statute.

These facts are balanced with a memorandum of understanding (MOU) the city and library board agreed to in April 2010. In the MOU, treatment of post-debt retirement funds were addressed, acknowledging that the city traditionally viewed the sum of its debt service payments on the 1992 building-addition bond as part of its annual appropriation to the Weyenberg Library qualifying the city for an exemption to the county library tax. Resolution 2948 approving the MOU further acknowledged that the last debt service payment in FY 2011 would be approximately \$270,000. The MOU required the library to develop a five-year capital improvement plan, earmarking funds for building improvements that had otherwise been set aside for debt service. The MOU sunsets September 2013.

These factors are taken into consideration as it concerns the city’s contribution to the library.

Joint Library Agreement formula –

Village and city staff agreed to use a contribution of \$1,007,330 as a base value.	Mequon	Thiensville
\$1,007,330 is divided by:	\$900,620	\$106,710
This is derived by using the joint library agreement formula: <div style="text-align: center;"> 1/3 Equalized value 1/3 Population 1/3 Circulation </div>		

* The base value assumes each municipality seeks to not increase its levy from last year.

2013 County Library Tax Exemption Requirements –

<i>FY 2012 Mequon appropriation needed to maintain county library tax exemption, per statutory formula</i>	<i>\$1,069,933</i>
<i>FY 2013 Mequon appropriation needed to maintain county library tax exemption, per statutory formula</i>	<i>\$993,640</i>

The FY 2013 budget contains an appropriation of \$993,640, which is what is required to remain exempt from the county library tax, yet \$76,293 less than last year’s contribution. However, this amount still honors the MOU and the capital needs identified by the library by contributing more than \$87,000 toward capital when the FY 2013 contribution is compared to the city’s FY 2011 operating fund contribution to the library, the last year of the city’s debt obligation.

This budget, while maintaining for comparison purposes the library fund established in 2010, it moves the library from a separate fund to a grant expense in the General Fund, addressing a concern staff and our auditors have about achieving an unqualified audit.

VII. Long Term Borrowing

In the last few years, the city has borrowed for the following projects:

- \$2.4 million (10-year general obligation note) for road improvements and the County Line culvert project, November 2008.
- \$5.2 million (10-year general obligation note) for road improvements, April 2009.
- \$6.95 million (20-year general obligation community development bonds) for the Town Center TIF District infrastructure improvements, July 2009.
- \$3.275 million (10-year general obligation refunding bonds) for refinancing TIF #2, December 2010.
- \$4.34 million (10-year general obligation note) for road improvements, March 2011.
- \$1.45 million (10-year state trust fund loan) for retiring the city’s unfunded pension liability, September 2011.

Based on this memo’s earlier discussion in the section “long-range planning and financing for the road program,” long-term borrowing for the road improvement program is anticipated in FY 2013, however, more discussion and analysis will occur in early 2013. All the same, no additional debt is scheduled for FY 2013, for a late spring borrowing can be scheduled where the debt service begins in 2014.

VIII. Revenues, tax levy and tax rate

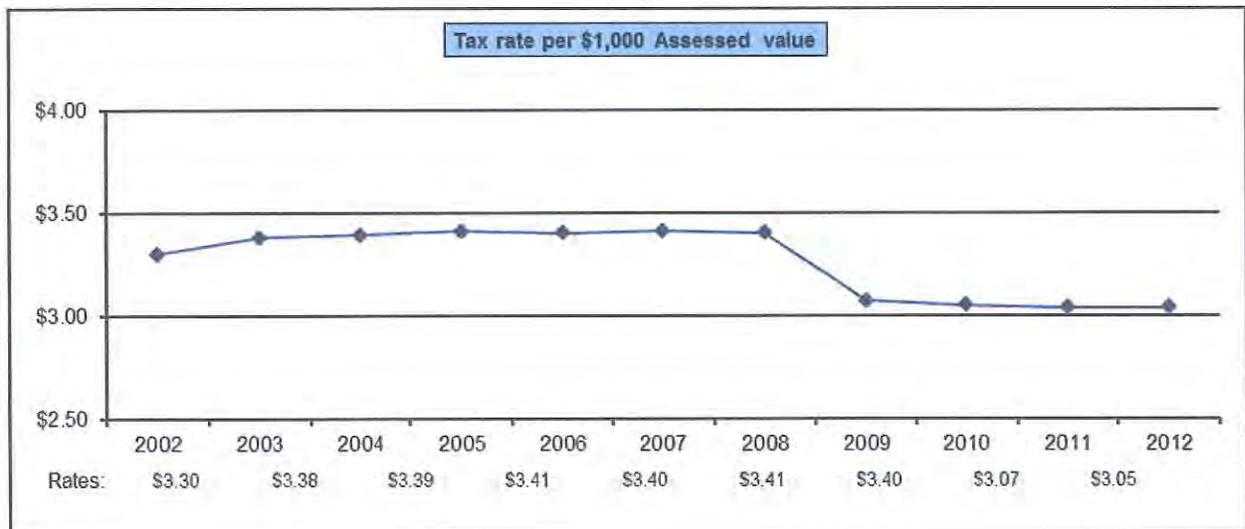
The city's general tax levy is comprised of three funds: the general fund, the debt service fund, and the capital project fund. Combined, the total levy of these three funds is \$13,062,949, a 1.32 % decrease from last year.

Revenue Summary –

Revenues	2013 Budgeted	2012 Budgeted	Change	%
Taxes	10,228,221	9,479,882	748,339	7.9
Intergovernmental	1,798,810	1,681,948	116,862	6.9
Licenses and Permits	596,761	540,322	56,439	10.4
Fines and Forfeitures	585,415	553,750	31,665	5.7
Public Charges for Services	266,881	298,300	(31,419)	(10.5)
Other Revenues	1,333,600	1,143,524	190,076	16.6
Investment Income	20,000	35,000	(15,000)	(42.9)
Total Revenue	14,829,688	13,732,726	1,096,962	8.0

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

Ten-Year Tax Rate Summary –



IX. Municipal spending and tax rates – a comparative analysis

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

In that same vein, when looking at the city's basic spending per capita (as defined by the Alliance as "per capita spending for general government, street maintenance, law enforcement, and fire-ambulance"), Mequon measures up to its cohort municipalities with a population of 17,500 to 30,000. Mequon's 2010 basic spending was \$532 per capita. This compares to the cohort range, consisting of a high of \$791/capita, a low of \$343/capita and median of \$522/capita.

X. Expenditure Summary

The Council approved FY 2013 expenditures of \$18,377,191 or 0.56 % higher than the FY 2012 adopted budget of \$18,274,874.

Five Year Expenditure History

Fiscal Year	Amount	Percent Increase
2013	\$18,377,191	0.8%
2012	\$18,056,239	(0.51%)
2011	\$18,149,021	(1.2%)
2010	\$18,365,917	3.6%
2009	\$17,722,829	0.87%

Expenditure Budget by Type

Expenditures	2013 Budgeted	2012 Budgeted	Net Increase (Decrease)	Percent Change
Salaries	7,335,640	7,446,874	(111,234)	-1.5%
Fringe Benefits	3,290,385	3,170,670	119,715	3.8%
Materials/Supplies	1,199,685	1,239,037	(39,352)	-3.2%
Purchased Services	1,845,598	1,747,111	98,487	5.6%
Library Grant*	993,640	1,069,933	(76,293)	-7.1%
Equipment/Leases	164,740	129,034	35,706	27.7%
Debt Service	2,680,253	2,266,830	413,423	18.2%
Capital Projects*	867,250	1,154,750	(287,500)	-24.9%
Total Expenditures	18,377,191	18,224,239	152,952	0.8%

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

Expenditure Summary by Service Category

Expenditures	2013 Budgeted	2012 Budgeted	Percent Change
General Government	1,881,257	1,882,049	0.0%
Public Safety	6,716,055	6,619,973	1.5%
Public Works	4,111,768	4,131,807	-0.5%
Community Enrichment*	1,721,588	694,189	148%
Community Development	399,020	404,708	-1.4%
Library Fund	0	1,069,933	-100%
Debt Service	2,680,253	2,266,830	18.2%
Capital Projects**	867,250	1,154,750	-24.9%
Total Expenditures	18,377,191	18,224,239	0.8%

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

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

XI. Acknowledgments

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


 Lee Szymborski
 City Administrator

2013 Budget Development, Structure, and Financial Policies

Budget Development and Framework

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

Budget Organization and Structure by Fund

- ❖ General Fund
- ❖ Capital Project Fund
- ❖ Debt Service Fund
- ❖ Sewer Utility Fund
- ❖ Water Utility Fund
- ❖ Library Fund

Financial Policies

- ❖ Introduction
- ❖ Budgeting
- ❖ Amending the Budget
- ❖ Reserve Requirements
- ❖ Revenues
- ❖ Cash Management/Investments
- ❖ Expenditures
- ❖ Capital Planning
- ❖ Long Term Financial Planning
- ❖ Debt Management
- ❖ Accounting, Auditing, and Financial Reporting

Budget Development and Framework

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

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

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

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

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

General Budget Calendar

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

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

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

Explanations of budgetary basis

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

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

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

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

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

Amending the budget

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

Budget Organization and Structure by Fund

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

General Fund

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

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

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

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

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

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

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

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

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.

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 0.8% of debt to equalized value outstanding as of 12/31/11. A schedule showing this calculation and other debt information is included debt service section of this publication.

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

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

In order for the City to be able to respond to unforeseen situations, as well as to positively impact the investment credit rating of the City, the City will strive to maintain an undesignated General fund balance of not less than ten (10) percent of the current General fund operating budget.

Process overview:

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

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

POLICY STATEMENT 4 - REVENUES

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

Process overview:

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

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

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

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

POLICY STATEMENT 5 - CASH MANAGEMENT / INVESTMENTS

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

Process overview:

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

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

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

POLICY STATEMENT 6 - EXPENDITURES

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

Process overview:

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

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

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

POLICY STATEMENT 7 - CAPITAL PLANNING

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

Process overview:

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

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

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

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

POLICY STATEMENT 8 - LONG TERM FINANCIAL PLANNING

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

Process overview:

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

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

POLICY STATEMENT 9 - DEBT MANAGEMENT

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

Process overview:

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

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

POLICY STATEMENT 10 - ACCOUNTING, AUDITING, & FINANCIAL REPORTING

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

Process overview:

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

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

2013 Financial Overview

Citywide Budget Summary

- ❖ 2012 Tax Levy Distribution Mequon-Thiensville School District with Sewer Service (chart)
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance 2013 Budget-Summary by Appropriated Fund
- ❖ Comparative Schedule of Changes in Fund Balances 2011-2013 Summary by Appropriated Fund
- ❖ Narrative Explanation of Changes in Fund Balances

General Fund-Revenues Details

- ❖ 2013 General Fund by Revenue by Funding Types (chart)
- ❖ Budgetary Comparison Schedule of Revenues General Fund
- ❖ Revenue Sources and Trends

General Fund-Expenditure Details

- ❖ Budgetary Comparison and Expenditure Summary by Functional Area-General Fund
- ❖ 2013 General Fund Expenditures by Functional Area (chart)
- ❖ Schedules of Revenues, Expenditures and Change in Fund Balance General Fund
- ❖ 2013 General Fund Expenditures by classification (chart)

Capital Projects Fund

- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance Capital Project Fund
- ❖ 2013 Capital Projects Fund, Expenditures by Functional Area chart)
- ❖ 2013 Capital Projects Funding/Expenditure Summary

2013 Financial Overview

Debt Service Fund

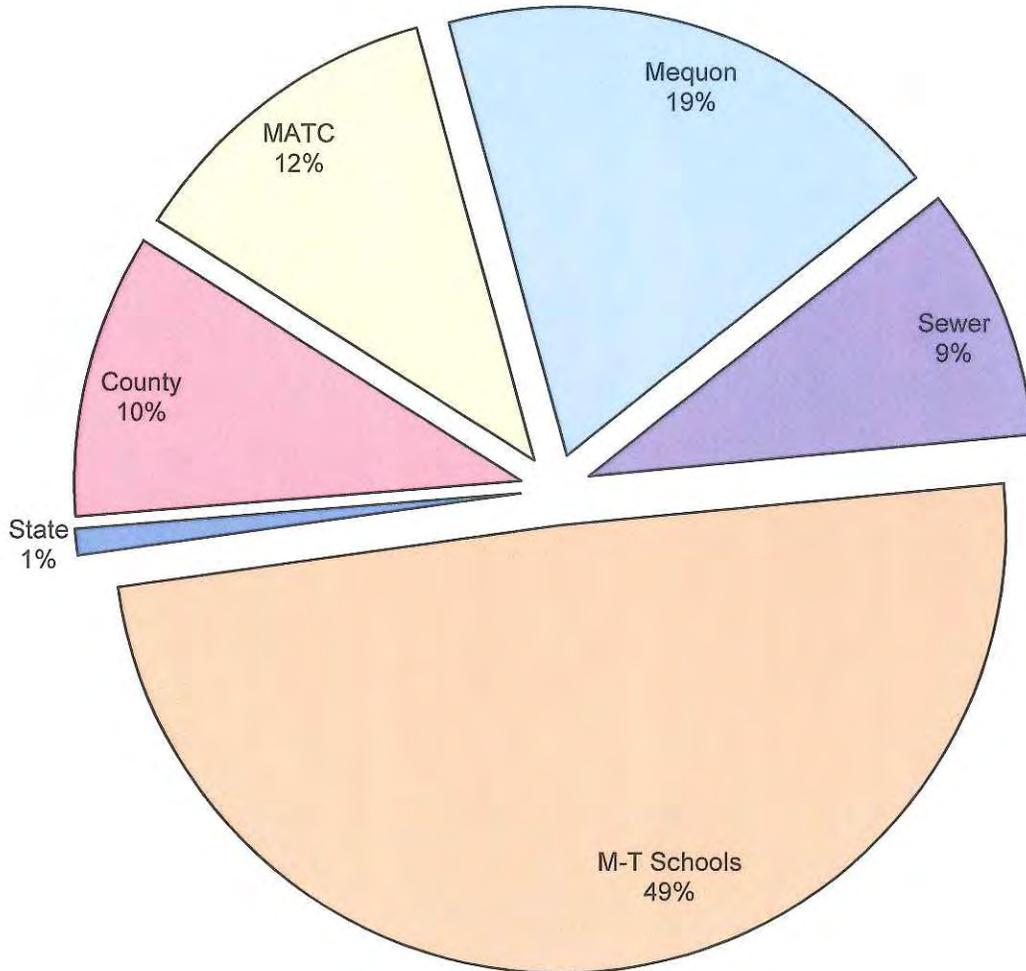
- ❖ Schedule of Revenues, Expenditures and Change in Fund Balance
Debt Service Fund
- ❖ Additional Background on Outstanding Debt Issues
- ❖ Schedule of General Obligation Debt Payments
- ❖ Computation of Legal Debt Margin as of December 31, 2012

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 2012 Tax Levy Distribution

Mequon-Thiensville School District with Sewer Service



2012 Tax Levy information

<u>State</u>	<u>County</u>	<u>MATC</u>	<u>Mequon</u>	<u>Sewer</u>	<u>M-T Schools</u>	<u>Total</u>
\$674,101	\$7,317,180	\$8,388,881	\$13,276,503	\$6,521,117	\$35,147,815	\$71,489,490

CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
2013 Budget - Summary by Appropriated Fund

	General Fund	Capital Fund	Debt Service Fund
REVENUES:			
General Property Taxes	\$ 10,228,221	\$ 867,250	\$ 1,967,478
Intergovernmental	1,798,810	-	-
Licenses & Permits	596,761	-	-
Fines and Forfeitures	585,415	-	-
Public Charges for Services	266,881	-	-
Other revenues	1,333,600	-	333,900
Investment income	20,000	-	2,000
Total Revenues	<u>14,829,688</u>	<u>867,250</u>	<u>2,303,378</u>
EXPENDITURES:			
Salaries	7,335,640		
Fringe Benefits	3,290,385		
Materials & Supplies	1,199,685		
Purchased Services	2,839,238		
Equipment / other *	164,740	4,477,000	2,680,253
Total Expenditures	<u>14,829,688</u>	<u>4,477,000</u>	<u>2,680,253</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>-</u>	<u>(3,609,750)</u>	<u>(376,875)</u>
OTHER FINANCING SOURCES (USES):			
Other Financing Sources			376,875
Long-Term Debt Issued			
Transfers In			
Transfers Out			
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>376,875</u>
NET CHANGE IN FUND BALANCE	0	(3,609,750)	0
FUND BALANCE - BEGINNING	3,138,565	2,726,877	(186,013)
FUND BALANCE - ENDING	<u>\$ 3,138,565</u>	<u>\$ (882,873)</u>	<u>\$ (186,013)</u>

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

Sewer Fund	Water Fund	TOTAL
\$ 6,521,117	\$ -	\$ 19,584,066
-	-	1,798,810
-	-	596,761
-	-	585,415
2,898,665	2,734,642	3,165,546
222,016	17,500	1,889,516
7,500	5,000	29,500
<u>9,649,298</u>	<u>2,757,142</u>	<u>27,649,614</u>
651,820	80,000	7,987,460
187,775	0	3,478,160
40,982	24,050	1,240,667
103,071	402,000	2,942,309
<u>7,036,764</u>	<u>1,787,048</u>	<u>14,358,757</u>
<u>8,020,412</u>	<u>2,293,098</u>	<u>30,007,353</u>
<u>1,628,886</u>	<u>464,044</u>	<u>(2,357,739)</u>
		376,875
		-
		-
		-
<u>-</u>	<u>-</u>	<u>376,875</u>
1,628,886	464,044	(1,980,864)
9,525,691	1,427,015	15,308,604
<u>\$ 11,154,577</u>	<u>\$ 1,891,059</u>	<u>\$ 13,327,740</u>

CITY OF MEQUON
Comparative Schedule of Changes in Fund Balances
2011-2013 Summary by Appropriated Fund

	Ending 12/31/10	2011 changes	Ending 12/31/11	% change in 2011	2012 changes	Ending 12/31/12	% change in 2012	2013 budgeted changes	Projected Ending 12/31/13	% change in 2013
General Fund	\$ 1,955,750									
Surplus/(Deficit)		\$337,294	\$2,293,044	17.2%						
Surplus/(Deficit)					\$845,521	\$3,138,565	36.9%			
Surplus/(Deficit)								\$0	\$3,138,565	0.0%
Capital Projects	\$ 5,019,116									
Surplus/(Deficit)		1,852,617	\$6,871,733	36.9%						
Surplus/(Deficit)					(\$4,144,856)	\$2,726,877	-60.3%			
Surplus/(Deficit)								(\$3,609,750)	(\$882,873)	-132.4%
Debt Service	\$ 411,022									
Surplus/(Deficit)		\$1,311,735	\$1,722,757	319.1%						
Surplus/(Deficit)					(\$1,908,770)	(\$186,013)	-110.8%			
Surplus/(Deficit)								\$0	(\$186,013)	0.0%
Sewer Fund	\$ 6,605,647									
Surplus/(Deficit)		\$1,454,306	\$8,059,953	22.0%						
Surplus/(Deficit)					\$1,165,738	\$9,225,691	14.5%			
Surplus/(Deficit)								\$1,278,866	\$10,504,557	13.9%
Water Fund	\$ 584,144									
Surplus/(Deficit)		\$267,041	\$851,185	45.7%						
Surplus/(Deficit)					\$575,830	\$1,427,015	67.7%			
Surplus/(Deficit)								\$464,044	\$1,891,059	32.5%
Totals:	\$ 14,575,679	\$5,222,993	\$19,798,672		(\$3,466,537)	\$16,332,135		(\$1,866,840)	\$14,465,295	

Narrative Explanation of Changes in Fund Balances

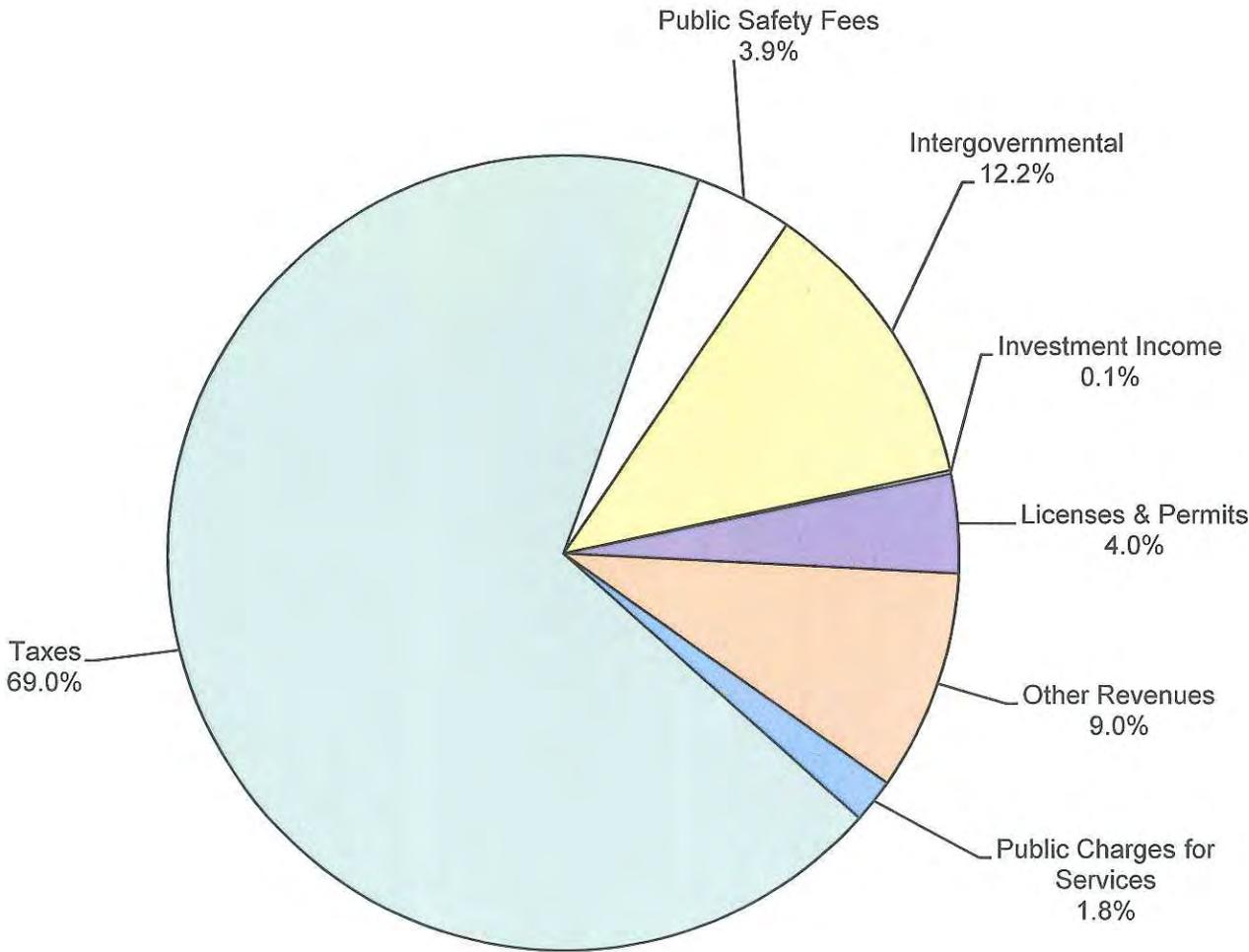
In 2011: General fund revenues were almost \$250,000 more in total than the original budget projection. Most notably, permitting fees exceeded budget by \$120,000 and Cable TV revenues were also \$120,000 higher than budgeted due to the timing of when these payments are recognized. Continued expenditure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

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

In 2013: 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 expects to spend roughly \$1 million in reserves in 2013 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 \$500,000 from operations.

CITY OF MEQUON

2013 General Fund Revenues by Funding Type



CITY OF MEQUON
Budgetary Comparison Schedule of Revenues
General Fund

	2010 Actual	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES					
TAXES:					
General Property Taxes	9,684,509	9,770,258	9,479,882	9,476,827	10,228,221
INTERGOVERNMENTAL:					
Shared Revenues	352,813	360,756	306,641	306,642	306,641
Utility Tax	28,404	35,514	34,093	34,632	33,246
Fire Insurance Dues	116,269	120,665	118,000	127,238	127,000
General Highway Aid	1,115,543	1,187,372	1,068,634	1,068,634	1,185,840
Connecting Streets	67,146	67,280	67,580	67,538	67,650
Recycling Grants	23,847	15,418	24,000	15,433	15,433
Law Enforcement	2,344	-	-	5,580	-
Computer Aid	71,748	63,317	63,000	62,939	63,000
State Grants	-	(7,681)	-	2,386	-
Use value Penalty	2,791	-	-	-	-
Total Intergovernmental	1,780,905	1,842,640	1,681,948	1,691,022	1,798,810
LICENSES & PERMITS:					
Liquor and Beverage Licenses	21,400	20,916	21,800	23,614	22,220
Tavern Operators Licenses	7,750	6,783	6,950	10,021	6,396
Business Licenses	15,263	17,176	4,492	19,812	3,496
Cigarette Licenses	1,900	1,700	1,600	1,400	1,400
Amusement Device Licenses	2,450	2,100	2,450	100	2,749
Food Licenses	6,880	7,302	6,880	8,652	7,200
Building Permits	219,383	184,185	185,000	273,545	240,000
Compliance Permits	12,828	14,037	14,000	17,234	15,000
Electrical Permits	90,559	79,659	80,000	97,686	85,000
Plumbing Permits	83,219	85,917	82,000	101,037	85,000
Heating & Air Permits	71,191	59,636	70,000	78,642	63,000
Temporary Occupancy Permits	1,063	1,098	400	1,194	2,000
Occupancy Permits	4,506	4,344	4,000	5,229	5,000
Brush Permits	33,464	32,379	33,000	31,640	33,000
Burning Permits	11,410	11,239	11,250	10,594	11,000
Sign Permits	26,065	29,549	13,200	27,275	11,000
Other Permits	4,856	3,124	3,300	2,865	3,300
Total Licenses and Permits	614,187	561,144	540,322	710,541	596,761
PUBLIC SAFETY FEES:					
Court Penalties and Fines	116,606	119,835	130,000	160,141	130,000
False Alarms - Police	30,740	38,088	25,000	21,775	25,000
Parking Violations	745	1,875	1,500	1,645	1,000
Weapon Permits	3,669	4,268	3,500	4,670	3,500
Police fees	4,117	26,558	3,500	18,615	10,000
Ambulance Fees	409,777	300,469	362,000	481,298	400,000
Fire Inspections Fees	8,100	7,520	11,250	12,082	8,415
Accident Response Fees	6,300	5,479	7,000	6,300	2,500
False Alarms - Fire	-	-	10,000	5,050	5,000
Total Fines and Forefeitures	580,054	504,091	553,750	711,576	585,415

CITY OF MEQUON
Budgetary Comparison Schedule of Revenues
General Fund

	2010 Actual	2011 Actual	2012 Budget	2012 Actual	2013 Budget
PUBLIC CHARGES FOR SERVICES:					
Dog Licenses	8,231	9,502	8,000	8,198	7,500
Fees - Clerk	536	405	-	719	251
Photocopying / maps	5,316	6,314	5,100	8,339	5,730
Sale of Materials	4,827	24,831	2,000	7,289	5,000
Miscellaneous	95,078	(10,537)	20,000	28,348	20,000
Fees - Treasurer	2,275	3,320	2,100	3,380	2,000
Fees - Engineering / PC	6,888	44,225	75,000	21,727	6,000
Fees - Planning Commission	55,623	60,160	3,000	34,844	45,000
Fees - Highway	1,408	1,806	1,500	659	1,500
Street Lights	2,068	2,598	2,100	2,136	2,100
Recycling	221	565	500	-	1,000
Storm Sewers	29,855	17,086	25,000	20,414	25,000
Holding Tank Fees	294	441	500	294	300
Pool Concessions	2,034	2,368	2,500	2,407	2,500
Swimming Pool Fees	70,939	63,016	63,000	70,485	65,000
Park Reservations	33,315	22,760	31,000	50,306	32,000
Landscaping / Mowing	7,376	5,037	7,000	5,028	6,000
Zoning Fees	50,169	13,296	50,000	58,902	40,000
Total Public Charges	<u>376,453</u>	<u>267,194</u>	<u>298,300</u>	<u>323,475</u>	<u>266,881</u>
OTHER REVENUES:					
Tax Penalties and Interest	5,394	4,059	3,500	2,474	2,500
Special Assessments	12,320	24,816	9,896	10,929	10,000
Special Assessments Interest	3,426	5,526	1,628	2,807	600
Sewer Utility Chargebacks	292,832	312,818	318,000	300,115	320,000
Water Utility Chargebacks	72,250	98,908	98,000	101,366	105,000
Library Fees	11,066	12,001	12,000	13,753	-
Cell Tower Leases	112,278	189,178	112,000	152,858	115,000
Cable Franchise Fees	309,422	338,197	315,000	369,614	341,000
Insurance Dividends	47,843	47,260	48,000	51,011	29,500
Worker Compensation	7,240	24,426	5,500	27,477	10,000
Payments in Lieu of Taxes	211,817	213,782	213,000	212,899	214,000
Other Grants	-	2,350	7,000	1,000	186,000
Prior Years Expense	135,240				
Proceeds from Capital Leases			-		-
Total Other Revenues	<u>1,221,128</u>	<u>1,273,321</u>	<u>1,143,524</u>	<u>1,246,303</u>	<u>1,333,600</u>
INVESTMENT INCOME					
Investment Income	<u>33,657</u>	<u>13,693</u>	<u>35,000</u>	<u>20,951</u>	<u>20,000</u>
TOTAL REVENUES	<u><u>\$14,290,893</u></u>	<u><u>\$14,232,341</u></u>	<u><u>\$13,732,726</u></u>	<u><u>\$14,180,694</u></u>	<u><u>\$14,829,688</u></u>

City of Mequon Revenue Sources and Trends

The City of Mequon's revenue sources are relatively free from economic factors. Over 85% of the city's budgeted revenues are derived from property taxes and utility charges, which generally are not as impacted by economic fluctuations as other revenues sources such as sales taxes. However, some other revenues may still be impacted by external factors, such as changes in state budget policy, which can cause changes from one year to the next.

Property Taxes

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

Tax Levy Distribution

The General Fund tax levy to support the 2013 budget is \$9,234,581, a 2.59% decrease from last year's levy of \$9,479,882. The levy for the Sewer Utility fund decreased 4.59% to \$6,521,117. The levy for the City's share of support of the Weyenberg Library of \$993,640 decreased \$76,293 (7.13%). The Capital Project Fund levy of \$1,154,750 increased \$287,500 (24.9%). The Debt Service fund levy increased \$660,048 (50.48%). The total levy of these five funds is \$19,584,066, or a decrease of 1.32% from last year's levy.

Category	2012 Adopted	2013 Proposed	Difference	% Change
General Tax Levy	9,479,882	9,234,581	-245,301	-2.59%
Sewer Debt/Cap Charge	6,834,672	6,521,117	-313,555	-4.59%
Library Fund	1,069,933	993,640	-76,293	-7.13%
Capital Project Fund Levy	1,154,750	867,250	-287,500	-24.90%
Debt Service Tax Levy	1,307,430	1,967,478	660,048	50.48%
Total Tax Levy	19,846,667	19,584,066	-262,601	-1.32%
Other Revenue	4,115,856	4,349,585	233,729	5.68%
Total Revenue	\$23,962,523	\$23,933,651	-\$28,872	-0.12%
Est. City Tax Rate	\$3.04	\$3.04	\$0.00	0.00%

Other Revenue Information

The following information is provided for various revenue categories:

Inter-Governmental Revenues

State Shared Revenues – We received notice from the State Department of Revenue that they will maintain our shared revenue funding at last year's level of \$306,641. However, the State Utility tax will decrease 2.5% to \$33,246.

General Highway Aid – Road aid from the State Department of Transportation is anticipated to increase the maximum of 10%, or an \$117,206 increase from 2012.

Licenses & Permits

Permits – Total permit revenue is anticipated to increase for 2013. The total permit budget is \$553,300 compared to \$496,150 in 2012. The overall increase is due primarily to the changes in these following categories: building permits (up \$55,000), electrical permits (up \$5,000), plumbing permits (up \$3,000), Heating Ventilating and Air Conditioning (down \$7,000). Sign permits: (down \$2,200).

Fines & Forfeitures

Court Penalties - This budget is unchanged from 2012 based upon current projections and actual collections from the previous five years. This is our traffic citation revenue.

False Alarm Revenue – Police false alarms are unchanged at \$25,000. However, we are reducing false Fire alarms \$5,000 (50%) to reflect the projected shortfall in 2012.

Public Charges for Services

Ambulance Fees – Total budget increase of \$28,000 (10.5%) based on historical trends. The number of calls is projected to increase to 1,100. As always, there are still limitations on how much Medicare and Title 19 will pay for an ambulance transport.

Public Works Fees – Total fees for this category are decreasing due mainly to the corresponding drop in Plan Commission support consulting. In 2008, we changed how we accounted for charge backs as a revenue, rather than net the chargeback against the related Engineering Dept. consulting expense. For 2013, this amount is projected to be \$45,000, down \$30,000 from 2012.

Swim Fees - 2013 pool revenue is budgeted \$2,000 more than 2012 based on budget/actual comparisons over the past few years. Note that 2012 came in \$7,485 over budget. The last rate increase was 2010. Total revenue peaked in 2005 but has hit a plateau the past several years. Actual results are obviously weather-dependent.

Special Assessments – The anticipated revenue in 2013 is based on installments due for Fox Hollow Road and S Port Washington Rd. Interest is included. This line also assumes no new assessments such as the N Port Rd re-construction project. If the City approves a special assessment for the North Port Washington Road corridor, revenues will be recognized in the related Capital Project Fund project account.

Other General Revenues -

Fees for sewer and library are for the administrative charges passed through from the General Fund for staff time involved in support of those operations. The sewer fees reflect all staff time devoted to Sewer operations. Based on staff time incurred thru September, we are projecting the year-end chargeback to the Water UT will be greater than estimated due to staff time spent on billing and collection tasks. Similarly, the Sewer UT chargeback has been increased slightly, (0.6%); to reflect staff time spent on billing and collection tasks.

Cable TV revenue is tracking above budget this year. Revenue budgeted for 2013 is anticipated to increase \$26,000 (8.3%) over the current year. Erosion in the cable customer base appears to be offset by added revenues from remaining customers. In addition AT&T's U-Verse growth is adding to this line. The City does not derive any fees from satellite customers.

Revenue reduction is the application of surplus funds from the City's undesignated reserve. This amount is then carried forward to help balance the budget. The 2013 budget reflects the use of \$185,000 from fund balance in order to balance the budget.

Prior year expense revenue is similar to revenue reduction in that funds are identified to be used to help balance the budget. In this category, funds are potentially identified in the Capital Project Fund and the Special Revenue Fund that are no longer needed for their original intended purpose. There are not always funds available in this category because the annual review of these amounts has insured that appropriate funding is in place for all project appropriations. No monies of this type have been identified to sweep in to the 2013 budget.

Investment Revenue - Income in this category is again anticipated to decrease significantly due to historically low short-term interest rates. Four years ago, rates offered by the Local Government Investment Pool were well over 3 percent. At the time of this writing, they were .11 percent. At the time this document is being prepared, 90 T-bill rates are at .01 percent.

Other Financing Sources – This is a category in the Debt Service Fund (DSF). This total amount of \$376,875 assumes the Capital Project Fund will advance the DSF the amount of debt service related to the 2009 TID#3 Bonds. TID#3 has no increment in which to apply towards debt service. Capitalized interest has been applied in previous years. The City is choosing to make this intra-fund loan as a temporary measure rather than apply this shortfall to the general tax levy.

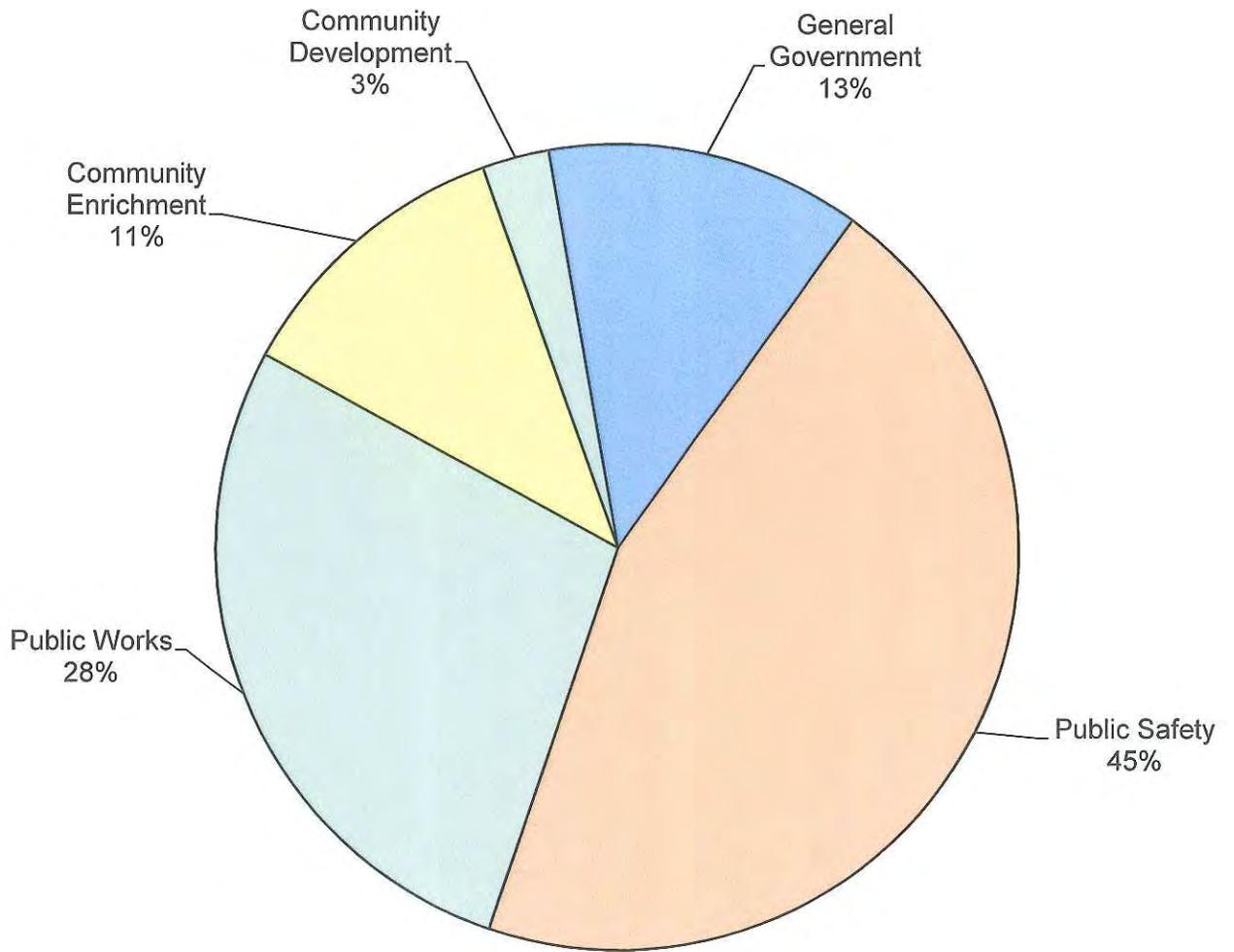
Tax Incremental Revenue – This category is included in the Debt Service Fund. For 2013, we derived the estimate based on total equalized growth in TID #2 of \$11,785,700 (a slight reduction from last year) and another decrement in base value in TID #3 (so -0-), an assessment ratio of 111% and a net composite mill rate of \$15.50 per 1000 for total TID revenue of \$202,000. So, in short, TIF3 is generating no increment and has debt service of \$376,875. TIF2 cash flows positive post 2011 re-financing with \$202,000 in expected revenues and \$163,230 in debt service.

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

	2010 Actual	2011 Actual	2012 Budget	2012 Actual	2013 Budget
GENERAL GOVERNMENT:					
Common Council	\$ 92,593	\$ 83,172	\$ 105,399	\$ 99,628	\$ 75,454
Mayor	13,257	12,901	12,122	11,218	11,683
Administrator	222,226	220,926	280,737	252,593	339,538
Clerk	253,687	239,430	236,857	251,249	234,593
Elections	37,156	36,564	74,915	90,809	38,265
Information Services	226,217	273,592	298,360	226,939	311,637
Finance	537,134	463,838	450,356	426,552	445,084
Assessor	261,461	124,062	100,987	100,649	99,610
Human Resources	191,561	163,154	163,816	174,459	166,893
Legal Counsel	166,537	183,656	158,500	183,500	158,500
Total General Government	<u>2,001,829</u>	<u>1,801,294</u>	<u>1,882,049</u>	<u>1,817,596</u>	<u>1,881,257</u>
PUBLIC SAFETY:					
Police	4,370,943	4,458,781	4,577,543	4,371,618	4,621,221
Fire / EMS	1,195,592	1,158,972	1,150,898	1,225,084	1,213,107
Communications	578,667	601,879	549,495	560,553	560,955
Police Reserve	3,870	4,764	6,145	3,445	6,105
Inspections	355,212	361,782	335,892	389,574	314,667
Total Public Safety	<u>6,504,284</u>	<u>6,586,178</u>	<u>6,619,973</u>	<u>6,550,275</u>	<u>6,716,055</u>
PUBLIC WORKS:					
Building Maintenance	761,574	731,829	724,475	707,061	713,682
Vehicle Maintenance	503,690	543,300	554,108	512,062	570,112
Engineering	792,695	746,184	660,721	679,037	690,357
Highway	2,266,921	2,177,555	2,173,734	1,949,346	2,114,841
Recycling	22,608	20,328	18,769	21,900	22,776
Total Public Works	<u>4,347,488</u>	<u>4,219,196</u>	<u>4,131,807</u>	<u>3,869,405</u>	<u>4,111,768</u>
COMMUNITY ENRICHMENT:					
Library Services Grant	-	-	-	-	993,640
Swimming Pool	117,862	106,114	128,970	118,895	131,475
Parks	516,365	564,877	564,219	567,939	595,473
Cemetery	-	-	1,000	1,930	1,000
Total Community Enrichment	<u>634,227</u>	<u>670,991</u>	<u>694,189</u>	<u>688,765</u>	<u>1,721,588</u>
COMMUNITY DEVELOPMENT:					
Community Development	407,219	399,711	404,708	398,339	399,020
Total Community Development	<u>407,219</u>	<u>399,711</u>	<u>404,708</u>	<u>398,339</u>	<u>399,020</u>
Other Financing Uses	-	-	-	-	-
TOTAL EXPENDITURES	<u><u>13,895,047</u></u>	<u><u>13,677,370</u></u>	<u><u>13,732,726</u></u>	<u><u>13,324,381</u></u>	<u><u>14,829,688</u></u>

CITY OF MEQUON

2013 General Fund Expenditures by Functional Area

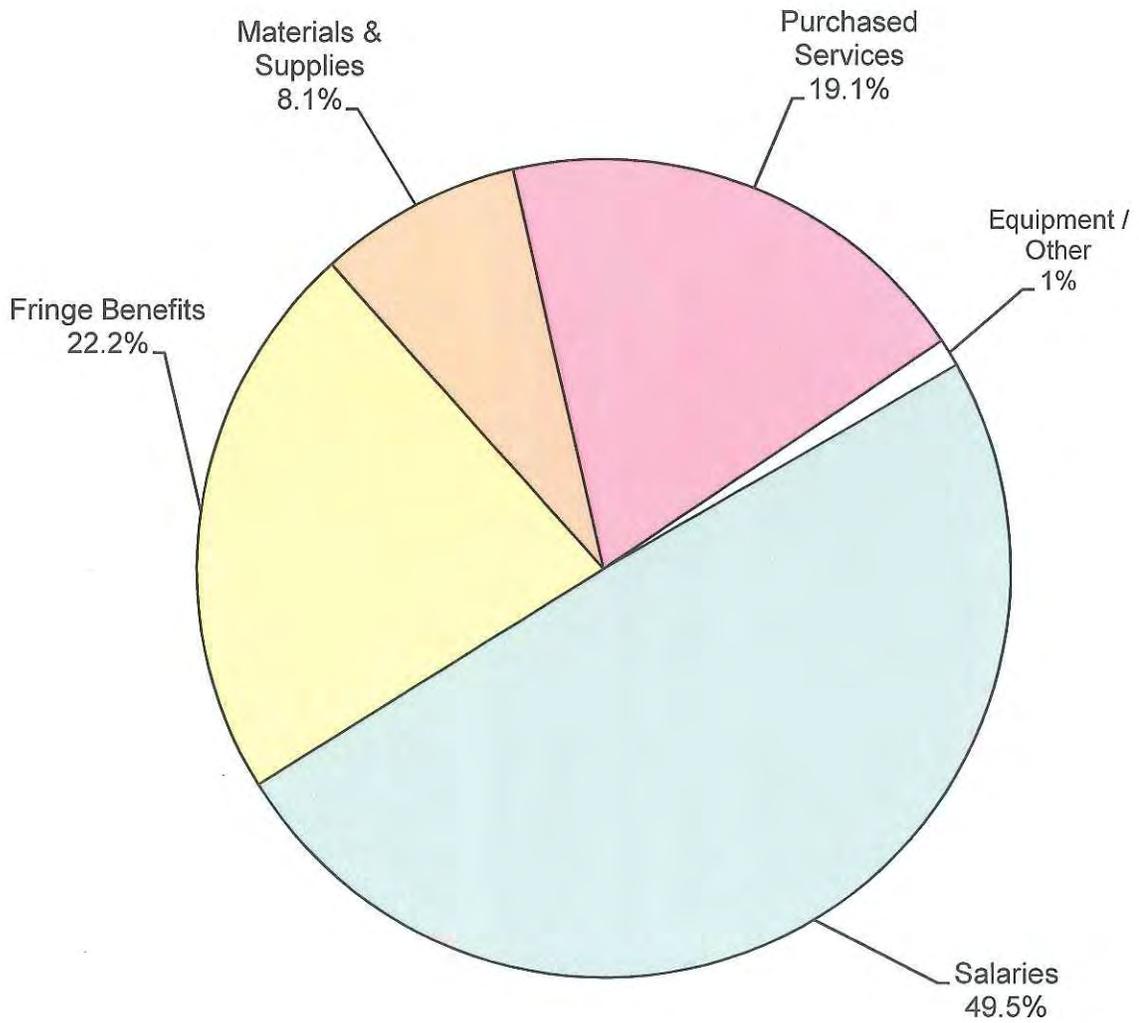


CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
General Fund

	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES:				
General Property Taxes	\$9,770,258	\$9,479,882	\$9,476,827	\$10,228,221
Intergovernmental	1,842,640	1,681,948	1,691,022	1,798,810
Licenses & Permits	561,144	540,322	710,541	596,761
Fines and Forfeitures	504,091	553,750	711,576	585,415
Public Charges for Services	267,194	298,300	323,475	266,881
Other revenues	1,273,321	1,143,524	1,246,303	1,333,600
Investment income	13,693	35,000	20,951	20,000
Total Revenues	<u>14,232,341</u>	<u>13,732,726</u>	<u>14,180,694</u>	<u>14,829,688</u>
EXPENDITURES:				
Salaries	7,626,085	7,446,874	7,424,970	7,335,640
Fringe Benefits	3,326,224	3,170,670	3,169,732	3,290,385
Materials & Supplies	991,907	1,239,037	1,084,113	1,199,685
Purchased Services	1,819,007	1,747,111	1,529,455	2,839,238
Equipment / Leases	131,824	129,034	95,680	164,740
Total Expenditures	<u>13,895,047</u>	<u>13,732,726</u>	<u>13,303,950</u>	<u>14,829,688</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>337,294</u>	<u>-</u>	<u>876,744</u>	<u>-</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources				
Long-Term Debt Issued				
Transfers In				
Transfers Out			(31,223)	
Fund Balance Applied				
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>(31,223)</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	337,294	-	845,521	-
FUND BALANCE - BEGINNING	1,955,750	2,293,044	2,293,044	3,138,565
FUND BALANCE - ENDING	<u>\$ 2,293,044</u>	<u>\$ 2,293,044</u>	<u>\$ 3,138,565</u>	<u>\$ 3,138,565</u>

CITY OF MEQUON

2013 General Fund Expenditures by Classification



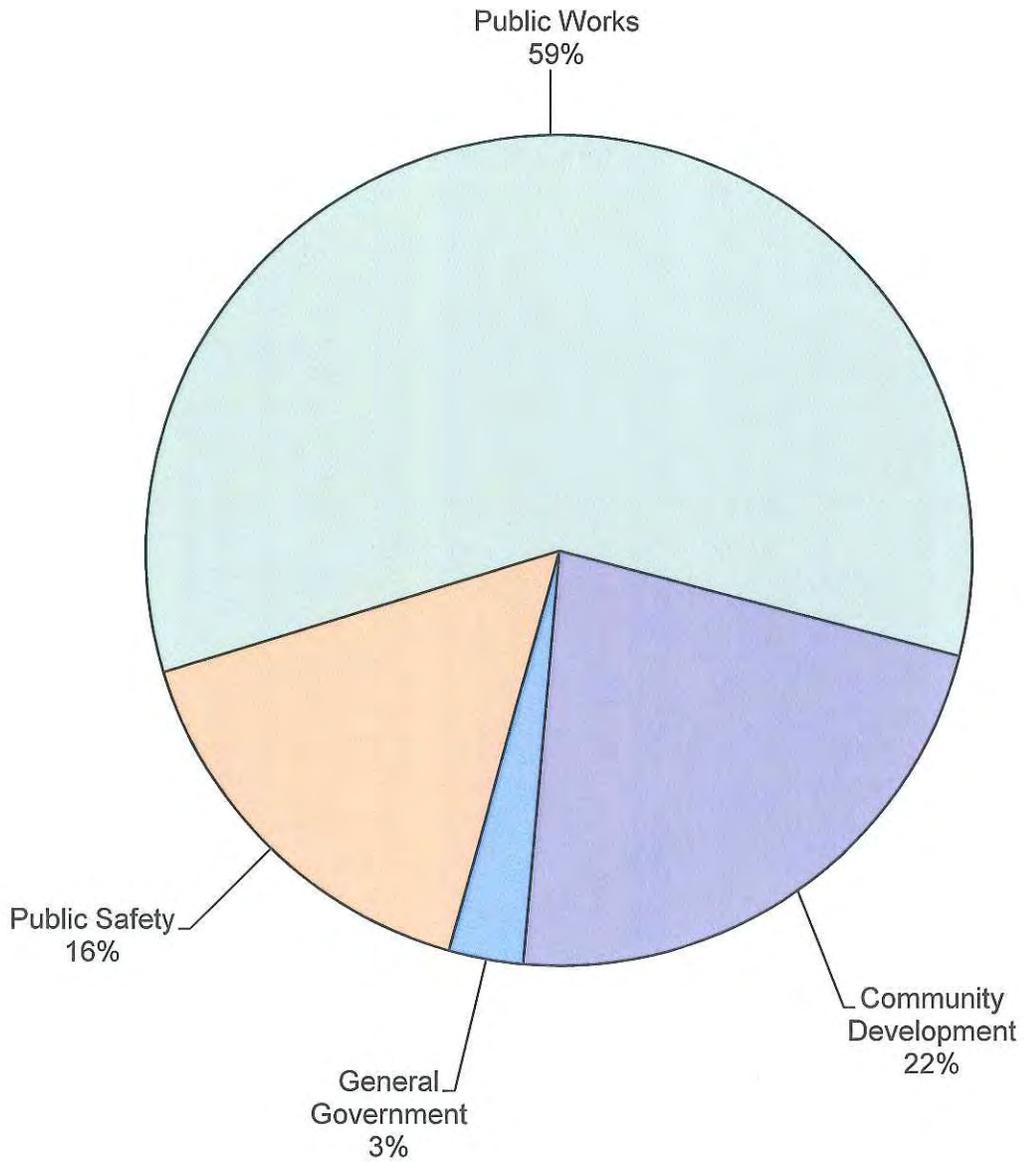
CITY OF MEQUON
Schedule of Revenues, Expenditures and Change in Fund Balance
Capital Project Fund

	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES:				
General Property Taxes	\$ 882,275	\$ 1,154,750	\$ 1,154,750	\$ 867,250
Intergovernmental	-	-	-	-
Investment Income	95,949	-	161,293	-
Grants	55,523	-	776,843	-
Reimbursements	183,532	-	134,198	-
Total Revenues	<u>1,217,279</u>	<u>1,154,750</u>	<u>2,227,083</u>	<u>867,250</u>
EXPENDITURES:				
General Government	212,815	160,000	276,374	130,000
Public Safety	212,935	800,750	671,341	715,000
Public Works	3,408,261	2,604,000	5,161,670	2,632,000
Community Development	-	500,000	541,300	1,000,000
Total Expenditures	<u>3,834,011</u>	<u>3,564,750</u>	<u>6,650,686</u>	<u>4,477,000</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(2,616,732)</u>	<u>(2,410,000)</u>	<u>(4,423,603)</u>	<u>(3,609,750)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	192,392		129,897	
Long-Term Debt Issued	4,167,960	-	-	-
Transfers In				
Transfers Out				
Sales of assets	108,996		148,850	
Total Other Financing Sources (Uses)	<u>4,469,348</u>	<u>-</u>	<u>278,747</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	1,852,617	(2,410,000)	(4,144,856)	(3,609,750)
FUND BALANCE - BEGINNING	5,019,116	6,871,733	6,871,733	2,726,877
FUND BALANCE - ENDING	<u>\$ 6,871,733</u>	<u>\$ 4,461,733</u>	<u>\$ 2,726,877</u>	<u>\$ (882,873)</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

2013 Capital Projects Fund Expenditures by Functional Area



CITY OF MEQUON
2013 CAPITAL PROJECTS FUNDING / EXPENDITURE SUMMARY

	2012 Budgeted Funding	12/31/12 Ending Balance	2013 Budgeted Funding	1/1/13 Beginning Balance	2013 Projected Expenses	2013 Ending Balance
General Government						
Logemann Center	\$10,000	\$55,541	\$0	\$55,541	\$0	\$55,541
Voting machines	0	69,903	0	69,903	0	69,903
City Hall Security	15,000	15,000	0	15,000	15,000	0
Disaster Recovery	25,000	25,000	0	25,000	25,000	0
IT Equipment / Software	<u>138,000</u>	<u>67,064</u>	<u>26,000</u>	<u>93,064</u>	<u>90,000</u>	<u>3,064</u>
	\$188,000	\$232,508	\$26,000	\$258,508	\$130,000	\$128,508
Public Safety						
Police Vehicles	\$100,000	\$164,656	\$100,000	\$264,656	\$150,000	\$114,656
Mobile data terminals	10,000	42,476	30,000	72,476	50,000	22,476
Portable / mobile radios	40,000	193,096	30,000	223,096	200,000	23,096
Police IT Equipment	12,000	12,000	0	12,000	0	12,000
Police Officer Equipment	25,000	105,355	15,000	120,355	0	120,355
Police Weapons	5,000	14,734	5,000	19,734	0	19,734
Police Reserve Van	0	55,396	20,000	75,396	75,000	396
Emergency warning sirens	0	78,882	(78,882)	0	0	0
Fire Vehicles	165,000	497,368	165,000	662,368	140,000	522,368
Self Contained Breathing	40,000	67,500	45,000	112,500	0	112,500
EKG Monitors	<u>33,750</u>	<u>33,750</u>	<u>66,250</u>	<u>100,000</u>	<u>100,000</u>	<u>0</u>
	\$430,750	\$1,265,213	\$397,368	\$1,662,581	\$715,000	\$947,581
Public Works						
Local road paving	\$0	\$18,946	\$0	\$18,946	\$1,500,000	(\$1,481,054)
County Line Road - 2012	0	1,286,272	0	1,286,272	450,000	836,272
County Line Bridge	0	169,586	(169,586)	0	0	0
General Bridge	25,000	72,493	25,000	97,493	0	97,493
Bike Lanes	30,000	\$30,000	5,000	\$35,000	0	\$35,000
Parking Lot Resurfacing	30,000	\$30,000	50,000	\$80,000	0	\$80,000
Pioneer Road - 2009	0	276,289	0	276,289	0	276,289
Pioneer Road - 2011	0	(70,540)	0	(70,540)	0	(70,540)
Port Washington Road	0	(408,237)	0	(408,237)	0	(408,237)
County Line Road - FEMA	0	(40,285)	0	(40,285)	0	(40,285)
Mequon Thiensville Dam	0	(104,480)	78,882	(25,597)	0	(25,597)
Master Stormwater Mgmt	0	88,000	0	88,000	15,000	73,000
Major Drainage Projects	50,000	27,070	50,000	77,070	75,000	2,070
DPW Facilities Study	0	8,161	(8,161)	0	0	0
Engineering Software	15,000	6,694	10,000	16,694	10,000	6,694
City-Wide Buildings	84,000	46,714	80,000	126,714	60,000	66,714
DPW Small projects	0	(8,352)	8,161	(191)	0	(191)
Roadway Lighting	20,000	22,922	15,000	37,922	35,000	2,922
DPW Vehicles	270,000	236,323	269,586	505,909	450,000	55,909
Urban Forestry	0	4,557	10,000	14,557	12,000	2,557
Park Planning & Imp.	12,000	18,036	14,760	32,796	10,000	22,796
Swimming Pool Imp.	0	(1,683)	20,000	18,317	15,000	3,317
Swimming Pool Fence	0	14,760	(14,760)	0	0	0
Various other projects	<u>0</u>	<u>8,800</u>	<u>0</u>	<u>8,800</u>	<u>0</u>	<u>8,800</u>
	\$536,000	\$1,732,046	\$443,882	\$2,175,929	\$2,632,000	(\$456,071)
Community Development						
TIF #2	\$0	\$1,949	\$0	\$1,949	\$0	\$1,949
TIF #3	0	2,857,758	0	2,857,758	1,000,000	1,857,758
TIF #4	0	(14,500)	0	(14,500)	0	(14,500)
TIF #5	0	(10,500)	0	(10,500)	0	(10,500)
Towne Center River Walk	<u>0</u>	<u>(228,033)</u>	<u>0</u>	<u>(228,033)</u>	<u>0</u>	<u>(228,033)</u>
	\$0	\$2,606,674	\$0	\$2,606,674	\$1,000,000	\$1,606,674
Grand Totals:	<u>1,154,750</u>	<u>5,836,441</u>	<u>867,250</u>	<u>6,703,691</u>	<u>4,477,000</u>	<u>2,226,691</u>

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

	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES:				
General Property Taxes	\$ 1,546,240	\$ 1,307,430	\$ 1,307,430	\$ 1,967,478
Tax Incremental Revenue	254,948	197,000	197,859	131,900
Miscellaneous Revenue	131,906	131,900	207,140	202,000
Investment Income	13,232	10,500	638	2,000
Total Revenues	<u>1,946,326</u>	<u>1,646,830</u>	<u>1,713,067</u>	<u>2,303,378</u>
EXPENDITURES:				
Debt Service				
Principal - General Obligation Bonds	845,000	1,365,000	1,365,000	1,229,265
Principal - Tax Incremental Financing	290,000	100,000	100,000	625,000
Interest - General Obligation Bonds	317,730	354,300	354,300	381,983
Interest - Tax Incremental Financing	431,997	446,255	446,255	442,730
Debt Issuance Costs	37,931	1,275	463	1,275
Total Expenditures	<u>1,922,658</u>	<u>2,266,830</u>	<u>2,266,018</u>	<u>2,680,253</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>23,668</u>	<u>(620,000)</u>	<u>(552,951)</u>	<u>(376,875)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	729,489	620,000	(1,355,819)	376,875
Long-Term Debt Issued	4,515,000		-	
Transfers In				
Transfers Out	(3,956,423)		-	
Total Other Financing Sources (Uses)	<u>1,288,066</u>	<u>620,000</u>	<u>(1,355,819)</u>	<u>376,875</u>
NET CHANGE IN FUND BALANCE	1,311,735	-	(1,908,770)	-
FUND BALANCE - BEGINNING	411,022	1,722,757	1,722,757	(186,013)
FUND BALANCE - ENDING	<u>\$ 1,722,757</u>	<u>\$ 1,722,757</u>	<u>\$ (186,013)</u>	<u>\$ (186,013)</u>

ADDITIONAL BACKGROUND ON OUTSTANDING DEBT ISSUES

GENERAL OBLIGATION NOTES – 2005A

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

GENERAL OBLIGATION REFUNDING BONDS – 2005B

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

GENERAL OBLIGATION PROMISSORY NOTES – 2008A

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

GENERAL OBLIGATION PROMISSORY NOTES – 2009A

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

TAXABLE GENERAL OBLIGATION COMMUNITY DEVELOPMENT BONDS – 2009C

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

GENERAL OBLIGATION REFUNDING BONDS (TIF2)– 2011A

The proceeds of the \$3,160,000 Bonds 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 BONDS – 2011C

The proceeds of the \$1,355,000 Bonds will be used to pay the City's unfunded WRS pension liability.

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

**10 YEAR PRINCIPAL PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2012**

Year	2005A G.O. Notes	2005B Refunding Bonds	2008A G.O. Notes	2009A G.O. Notes	2009C G.O. Bonds	2011A G.O. Bonds	2011B G.O. Bonds	2011C G.O. Bonds	Totals
2013	280,000	1,630,000	215,000	520,000	0	625,000	100,000	114,265	3,484,265
2014	200,000	1,610,000	215,000	585,000	0	135,000	500,000	133,479	3,378,479
2015		1,640,000	215,000	600,000	150,000	225,000	500,000	139,152	3,469,152
2016		1,635,000	215,000	600,000	250,000	225,000	500,000	144,953	3,569,953
2017		1,625,000	215,000	600,000	250,000	225,000	500,000	151,226	3,566,226
2018			215,000	600,000	300,000	225,000	500,000	157,653	1,997,653
2019				600,000	350,000	250,000	530,000	164,354	1,894,354
2020					400,000	250,000	550,000	171,298	1,371,298
2021					450,000	300,000	550,000	178,619	1,478,619
2022					550,000	300,000	0	0	850,000
Totals	<u>\$480,000</u>	<u>\$8,140,000</u>	<u>\$1,290,000</u>	<u>\$4,105,000</u>	<u>\$2,700,000</u>	<u>\$2,760,000</u>	<u>\$4,230,000</u>	<u>\$1,354,999</u>	<u>\$25,059,999</u>

**10 YEAR INTEREST PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2012**

Year	2005A G.O. Notes	2005B Refunding Bonds	2008A G.O. Notes	2009A G.O. Notes	2009C G.O. Bonds	2011A G.O. Bonds	2011B G.O. Bonds	2011C G.O. Bonds	Totals
2013	18,250	407,000	47,838	120,050	376,875	65,855	125,400	71,945	1,233,213
2014	7,750	325,500	40,850	104,775	376,875	61,852	116,400	52,731	1,086,733
2015		245,000	33,325	87,000	376,875	59,063	101,400	47,058	949,721
2016		163,000	25,263	69,000	370,875	54,900	86,400	41,257	810,695
2017		81,250	17,200	50,250	359,625	50,175	71,400	34,983	664,883
2018			8,815	30,750	347,750	44,887	56,400	28,557	517,159
2019				10,500	332,750	38,700	40,950	21,856	444,756
2020					315,250	31,762	24,750	14,912	386,674
2021					295,250	23,700	8,250	7,591	334,791
2022					272,750	14,475	0	0	287,225
Totals	<u>\$26,000</u>	<u>\$1,221,750</u>	<u>\$173,290</u>	<u>\$472,325</u>	<u>\$3,424,875</u>	<u>\$445,369</u>	<u>\$631,350</u>	<u>\$320,890</u>	<u>\$6,715,849</u>

**10 YEAR PRINCIPLE & INTEREST PAYMENTS SCHEDULE
AS OF DECEMBER 31, 2012**

Year	2005A G.O. Notes	2005B Refunding Bonds	2008A G.O. Notes	2009A G.O. Notes	2009C G.O. Bonds	2011A G.O. Bonds	2011B G.O. Bonds	2011C G.O. Bonds	Totals
2013	298,250	2,037,000	262,838	640,050	376,875	690,855	225,400	186,210	4,717,478
2014	207,750	1,935,500	255,850	689,775	376,875	196,852	616,400	186,210	4,465,212
2015	0	1,885,000	248,325	687,000	526,875	284,063	601,400	186,210	4,418,873
2016	0	1,798,000	240,263	669,000	620,875	279,900	586,400	186,210	4,380,648
2017	0	1,706,250	232,200	650,250	609,625	275,175	571,400	186,209	4,231,109
2018	0	0	223,815	630,750	647,750	269,887	556,400	186,210	2,514,812
2019	0	0	0	610,500	682,750	288,700	570,950	186,210	2,339,110
2020	0	0	0	0	715,250	281,762	574,750	186,210	1,757,972
2021	0	0	0	0	745,250	323,700	558,250	186,210	1,813,410
2022	0	0	0	0	822,750	314,475	0	0	1,137,225
Totals	<u>\$506,000</u>	<u>\$9,361,750</u>	<u>\$1,463,290</u>	<u>\$4,577,325</u>	<u>\$6,124,875</u>	<u>\$3,205,369</u>	<u>\$4,861,350</u>	<u>\$1,675,889</u>	<u>\$31,775,848</u>

CITY OF MEQUON

COMPUTATION OF LEGAL DEBT MARGIN AS OF DECEMBER 31, 2012

Equalized Value of Real and Personal Property	<u>\$3,972,167,500</u>
Real Property	\$3,908,363,100
Personal Property	\$63,804,400
Legal Debt Limit, 5% of Equalized Valuation (Wisconsin Statutory Limitation)	\$198,608,375
<u>Amount of Debt Applicable to Debt Limitation:</u>	
Total General Obligation Bonds, Notes, Purchase Contracts Outstanding December 31, 2012	<u>\$29,610,000</u>
Remaining Legal Debt Margin	<u>\$168,998,375</u>
Percent of Debt Outstanding to Equalized Value	0.75%
Percent of Legal Debt Limit Used	14.91%
Percent of Legal Debt Limit Available	85.09%

ADDITIONAL DIRECT AND OVERLAPPING DEBT INFORMATION

Taxing Authority	Debt as of 12/31/12	% Applicable to City	Direct and Overlapping Debt	Total Debt per Capita
City of Mequon	\$ 29,610,000	100.00%	\$ 29,610,000	\$ 1,244
MATC	99,775,000	5.463%	5,450,808	229
Ozaukee County	21,220,000	38.889%	8,252,246	347
Mequon-Thiensville School	24,259,000	0.927%	224,861	9
Cedarburg School District	24,382,000	8.631%	2,104,410	88
Totals:	<u>\$ 199,246,000</u>		<u>\$ 45,642,325</u>	<u>\$ 1,917</u>

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

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

	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES:				
General Property Taxes	\$ 6,805,924	\$ 6,834,672	\$ 6,828,800	\$ 6,521,117
Operating Revenues	2,642,867	2,730,386	3,010,326	2,898,665
Investment Income	43,104	40,000	9,368	7,500
Other revenues	230,289	227,516	224,910	222,016
Total Revenues	<u>9,722,184</u>	<u>9,832,574</u>	<u>10,073,404</u>	<u>9,649,298</u>
EXPENDITURES:				
Salaries	695,166	671,376	670,556	651,820
Fringe Benefits	211,780	167,206	195,840	187,775
Materials & Supplies	19,604	35,449	33,804	40,982
Purchased Services	110,396	159,000	67,855	103,071
Operating Expenses	6,369,608	6,611,682	6,315,307	6,241,801
Non-Operating Expenses	861,324	866,948	1,324,305	794,963
Total Expenditures	<u>8,267,878</u>	<u>8,511,661</u>	<u>8,607,666</u>	<u>8,020,412</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>1,454,306</u>	<u>1,320,913</u>	<u>1,465,738</u>	<u>1,628,886</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources				
Long-Term Debt Issued				
Transfers In				
Transfers Out				
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	1,454,306	1,320,913	1,465,738	1,628,886
FUND BALANCE - BEGINNING	6,605,647	8,059,953	8,059,953	9,525,691
FUND BALANCE - ENDING	<u>\$ 8,059,953</u>	<u>\$ 9,380,866</u>	<u>\$ 9,525,691</u>	<u>\$ 11,154,577</u>

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

	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES:				
General Property Taxes				
Operating Revenues	2,459,243	2,597,356	2,794,665	2,734,642
Non-Operating Revenues	23,307	19,050	17,954	17,500
Investment Income	8,537	9,000	4,210	5,000
Total Revenues	<u>2,491,087</u>	<u>2,625,406</u>	<u>2,816,829</u>	<u>2,757,142</u>
EXPENDITURES:				
Admin-General Salaries	98,907	75,000	101,366	80,000
Fringe Benefits		-	-	-
Materials & Supplies	22,398	21,800	21,208	24,050
Purchased Services	418,583	403,992	348,593	402,000
Operating Expenses	575,973	674,223	695,418	675,248
Non-Operating Expenses	1,108,185	1,116,535	1,074,414	1,111,800
Total Expenditures	<u>2,224,046</u>	<u>2,291,550</u>	<u>2,240,999</u>	<u>2,293,098</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>267,041</u>	<u>333,856</u>	<u>575,830</u>	<u>464,044</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources				
Long-Term Debt Issued				
Transfers In				
Transfers Out				
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	267,041	333,856	575,830	464,044
FUND BALANCE - BEGINNING	584,144	851,185	851,185	1,427,015
FUND BALANCE - ENDING	<u>\$ 851,185</u>	<u>\$ 1,185,041</u>	<u>\$ 1,427,015</u>	<u>\$ 1,891,059</u>

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

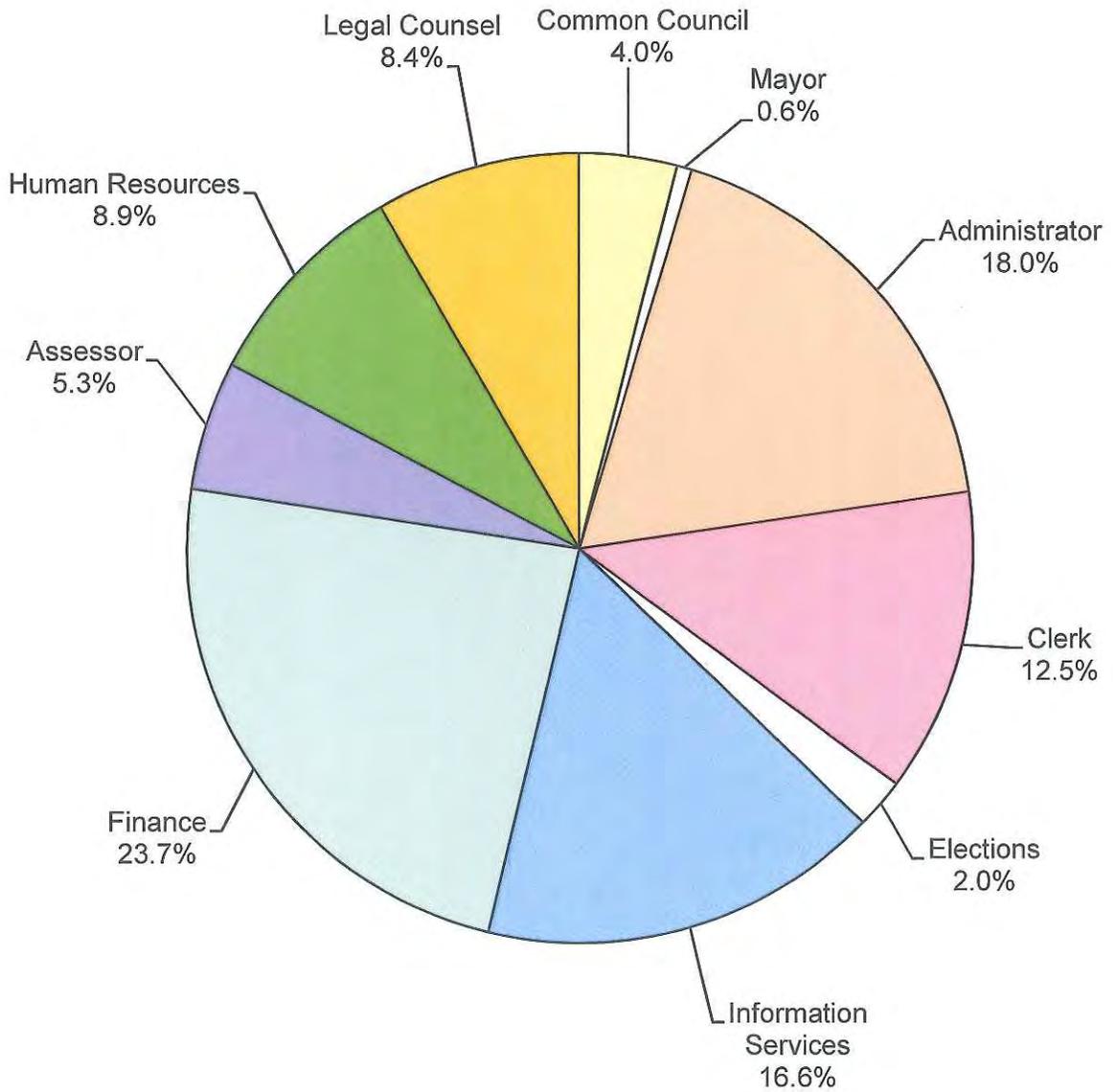
	2011 Actual	2012 Budget	2012 Actual	2013 Budget
REVENUES:				
General Property Taxes	\$19,004,697	\$ 18,776,734	\$ 18,767,807	\$ 19,584,066
Tax Incremental Revenue	254,948	197,000	197,859	131,900
Intergovernmental	1,842,640	1,681,948	1,691,022	1,798,810
Licenses & Permits	561,144	540,322	710,541	596,761
Fines and Forfeitures	504,091	553,750	711,576	585,415
Public Charges for Services	267,194	298,300	323,475	266,881
Other revenues	1,897,878	1,521,990	2,607,347	1,775,116
Investment income	174,515	94,500	196,459	34,500
Operating Revenues	5,102,110	5,327,742	5,804,991	5,633,307
Total Revenues	<u>29,609,217</u>	<u>28,992,286</u>	<u>31,011,078</u>	<u>30,406,756</u>
EXPENDITURES:				
Salaries	8,420,158	8,193,250	8,196,891	8,067,460
Fringe Benefits	3,538,004	3,337,876	3,365,572	3,478,160
Materials & Supplies	1,033,909	1,296,286	1,139,124	1,264,717
Purchased Services	2,347,986	2,310,103	1,945,903	3,344,309
Equipment / Other *	131,824	129,034	95,680	164,740
General Government (Capital)	212,815	160,000	276,374	130,000
Public Safety (Capital)	212,935	800,750	671,341	715,000
Public Works (Capital)	3,408,261	2,604,000	5,161,670	2,632,000
Community Development (Capital)	-	500,000	541,300	1,000,000
Principal - GO (Debt)	845,000	1,365,000	1,365,000	1,229,265
Principal - TIF (Debt)	290,000	100,000	100,000	625,000
Interest - GO (Debt)	317,730	354,300	354,300	381,983
Interest - TIF (Debt)	431,997	446,255	446,255	442,730
Issuance Costs (Debt)	37,931	1,275	463	1,275
Operating Expenses (Sewer & Water)	6,945,581	7,285,905	7,010,725	6,917,049
Non-Operating Expenses (Sewer & Water)	1,969,509	1,983,483	2,398,719	1,906,763
Total Expenditures	<u>30,143,641</u>	<u>30,867,517</u>	<u>33,069,319</u>	<u>32,300,451</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(534,423)</u>	<u>(1,875,231)</u>	<u>(2,058,241)</u>	<u>(1,893,695)</u>
OTHER FINANCING SOURCES (USES):				
Other Financing Sources (uses)	921,882	620,000	(1,225,922)	376,875
Long-Term Debt Issued	8,682,960	-	-	-
Transfers In	-	-	-	-
Transfers Out	(6,866,934)	(300,000)	(331,223)	(350,000)
Sale of Assets	108,996	-	148,850	-
Total Other Financing Sources (Uses)	<u>2,846,904</u>	<u>320,000</u>	<u>(1,408,295)</u>	<u>26,875</u>
NET CHANGE IN FUND BALANCE	2,312,481	(1,555,231)	(3,466,536)	(1,866,820)
FUND BALANCE - BEGINNING	18,166,865	20,479,346	20,479,346	17,012,810
FUND BALANCE - ENDING	<u>\$ 20,479,345</u>	<u>\$ 18,924,115</u>	<u>\$ 17,012,810</u>	<u>\$ 15,145,990</u>

General Government

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

CITY OF MEQUON

2013 General Government Expenditures Budget Percentages by Department



Common Council

Program Description

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

Elected Positions for FY2013

Elected Positions	FY2011 Actual	FY2012 Actual	FY2013 Budget
Alderman	Alderman (8)	Alderman (8)	Alderman (8)



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
101 Common Council						
70 SALARIES						
110101-670101	Salaries	44,112	38,400	38,400	38,400	38,400
TOTAL SALARIES		44,112	38,400	38,400	38,400	38,400
73 FRINGE BENEFITS						
110101-673101	Social Security	2,938	2,938	2,919	2,938	2,944
110101-673102	Retirement	643	670	320	337	336
110101-673103	Worker's Comp Insurance	85	105	97	114	115
110101-673203	Life Insurance	156	119	63	88	59
TOTAL FRINGE BENEFITS		3,822	3,832	3,399	3,476	3,454
80 MATERIALS & SUPPLIES						
110101-680101	Office Supplies	0	150	100	254	100
110101-680501	Memberships	10,594	10,437	10,500	10,360	10,500
110101-680502	Printing/Publications	4,276	3,643	2,500	5,394	2,500
TOTAL MATERIALS & SUPPLIES		14,870	14,229	13,100	16,008	13,100
83 PURCHASED SERVICES						
110101-683201	Contracted Services - General	0	0	30,000	13,875	0
110101-683211	Communications-Cable TV	5,305	4,705	5,500	4,310	5,500
110101-683702	Miscellaneous Services	24,457	20,669	15,000	21,684	15,000
TOTAL PURCHASED SERVICES		29,762	25,374	50,500	39,869	20,500
TOTAL Common Council		92,566	81,836	105,399	97,753	75,454

Mayor

Program Description

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

FY2012 Accomplishments

Made timely citizen appointments to the boards, committees and commissions as required by ordinance or statute. These highly qualified and interested citizens provide recommendations to the Mayor and the Common Council on many City matters.

A focus on economic development for the City has been communicated to citizens through multiple speaking engagements and an enhanced relationship of coordination with the Mequon-Thiensville Chamber of Commerce and the Ozaukee Economic Development Corporation. Worked with the city's manufacturing sector to stimulate networking and business retention in Mequon's business parks.

Additional economic development efforts gained steam as evidenced by growth and new development along the Port Washington Road corridor, including Les Moise, Lakeshore Eye Care Professionals, PNC Bank, Taco Bell and TCBY Yogurt. In other areas of the city, progress was achieved with the Highlands at Riverwalk, and the opening of new restaurants such as Joey Gerards and Mama Mia's.

The Office of Mayor has provided leadership in support of moving the Town Center initiative approvals such as another link to the Rotary Riverwalk, a new segment adjacent to the library segment and extending all the way to the intersection of Mequon and Cedarburg Roads.

Work continues on projects related to infrastructure improvements in the City (roadways, public sewers, etc.) while full integration of the recently acquired private water utility has been successfully accomplished.

Successfully added new water utility customers.

The Mayor has encouraged the Economic Development Board to become more proactive in assisting the City in developing an 'economic tool box' of programs, services and mechanisms to assist in retail, commercial and industrial business development and retention. This has led to the approval of two new TIF Districts in the Port Washington Road corridor.

Kicked off an intergovernmental cooperation process with the Village of Thiensville, and the M-T School District.

Held the second annual Holiday Lights event on the City Hall plaza.

FY2013 Objectives

- ✦ Hold the City tax levy in FY 2013 to the FY 2012 level.
- ✦ Successfully complete several Town Center new business development projects in FY 2013.
- ✦ Investigate potential outsourcing opportunities to provide cost savings and efficiencies in core City services.
- ✦ Streamline the business processes of City services where possible and enhance a customer service culture in the provision of all City services.
- ✦ Change the perceived notion of developers and business owners that Mequon is a difficult place to do business.
- ✦ Strengthen the relationship with the Mequon-Thiensville Chamber of Commerce to partner in new business recruitment and current business retention.
- ✦ Recruit two new industry or business firms to the Mequon Industrial Park.
- ✦ Strive to enhance the understanding, relationship and trust between elected Common Council policy makers, City staff and leadership.
- ✦ Strive to be a good steward of the public's assets while providing the services and infrastructure developments of a thriving City.

Staffing for FY2013

Positions (PT)	2011 Actual	2012 Actual	2013 Budget
Mayor	1.00	1.00	1.00



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
110 Mayor						
70 SALARIES						
110110-670101	Salaries	9,600	9,600	9,600	9,600	9,600
TOTAL SALARIES		9,600	9,600	9,600	9,600	9,600
73 FRINGE BENEFITS						
110110-673101	Social Security	728	709	686	709	709
110110-673102	Retirement	1,229	1,341	639	674	672
110110-673103	Worker's Comp Insurance	21	18	24	28	30
110110-673203	Life Insurance	110	84	73	99	72
TOTAL FRINGE BENEFITS		2,088	2,151	1,422	1,510	1,483
80 MATERIALS & SUPPLIES						
110110-680301	Work Supplies-Admin	686	1,006	350	109	350
TOTAL MATERIALS & SUPPLIES		686	1,006	350	109	350
83 PURCHASED SERVICES						
110110-683501	Training/Conferences	150	140	250	0	250
TOTAL PURCHASED SERVICES		150	140	250	0	250
TOTAL Mayor		12,524	12,897	11,622	11,218	11,683

City Administrator

Program Description

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

FY 2012 Objectives	FY2012 Accomplishments
1. Assure that the FY2012 budget stays within its targets.	Completed. The 2012 budget is on-track to meet organizational goals and targets, per mid-year report projections.
2. Manage the FY2013 budget process to assure the focus is on community, organizational and financial goals.	In Process.
3. Continue to update the five-year Capital Improvement Plan.	Completed. Staff completed and presented a draft 2013-2017 Capital Improvement Plan in October 2012.
4. Assure that major capital projects remain on schedule.	Completed. All arterial road and sanitary sewer projects were completed on time, or still in progress, as is the case with local road improvement program. The \$4.3 million 2011 – 2012 road borrowing implemented.
5. Complete collective bargaining with Police, Dispatchers, Public Works and MEA unions.	In Process. Dispatchers and MEA unions choose not to recertify. Public Works union recertified, but the deadline to renegotiate wages only passed with no request. The Fire union contract was settled in 2012 and the City expects arbitration resolution on the Police union contract by the end of 2012.
6. Implement a comprehensive economic development and redevelopment strategy for the city.	Staff continues to work on goals established through the economic development summit the Council held in 2011. Six key action items including development incentive policies and additional TIF considerations are underway. Such outcomes include the establishment of two new TIF Districts along Port Washington Road, as well as a TIF #3

incentive program. Also presented options for creating a Community Development Authority.

- | | |
|---|---|
| 7. Undertake third year of IT strategic plan per Group 1 Solutions' recommended timeline. | In Process. City wide software system, MUNIS, installed and training has been on-going throughout 2012. IT staff is currently working on quality assurance with the new software and making sure that end users are properly trained. |
| 8. Plan, manage and establish the city's municipal operation of the water utility | On-going. The Mequon Water Utility in operation for more than three years. More than 100 new customers have been added in 2012. |
| 9. Present long-term financial strategy for the city's road improvement program including an analysis of future borrowing strategies as previous borrowing concluded in 2012. | Workshops held in May, July and September outlined a ten-year forecast and began policy discussions. |
| 10. Develop framework for a city-wide visioning process to get underway in 2012. | The Public Welfare Committee is currently working on a community wide survey, an Intergovernmental Cooperation Committee was formed and is holding ongoing meetings and a Community Branding Committee was formed and is working on a branding effort for the Mequon-Thiensville community. |

FY2013 Objectives

- ✚ Assure that the FY2013 budget stays within its targets.
- ✚ Manage the FY2014 budget process to assure the focus is on community, organizational and financial goals.
- ✚ Continue to update the five-year Capital Improvement Plan.
- ✚ Assure that major capital projects remain on schedule.
- ✚ Implement the changes brought by the collective bargaining agreements with the Fire union and oversee the implementation of the Police arbitration.
- ✚ Implement the 2013 changes to the updated Personnel Code and Policy and Procedures Manual.
- ✚ Complete a classification and compensation study for all non-protective service positions.
- ✚ Complete an insurance study to analyze if ETF continues to be the most cost effective solution for the City.
- ✚ Continue work on the elements of a comprehensive economic development and redevelopment strategy for the city as established by the January 2011 economic development summit.
- ✚ Enhance communication tools for the city including the Web site, economic development outreach, and continue to expand the use of social media.
- ✚ Ensure continued implementation of the MUNIS software suite.
- ✚ Provide management oversight of the city's municipal water and sewer utility operations.

✦ Develop framework for a strategic planning process to get underway this year.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
City Administrator/City Clerk	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
111 City Administrator						
70 SALARIES						
110111-670101	Salaries	144,751	142,092	153,845	148,024	156,704
TOTAL SALARIES		144,751	142,092	153,845	148,024	156,704
73 FRINGE BENEFITS						
110111-673101	Social Security	11,586	11,461	10,328	11,763	11,188
110111-673102	Retirement	17,834	16,628	8,953	9,926	10,201
110111-673103	Worker's Comp Insurance	318	421	402	472	500
110111-673201	Health Insurance	25,581	27,796	25,929	26,309	27,847
110111-673202	Dental Insurance	1,142	1,175	1,267	1,274	1,367
110111-673203	Life Insurance	792	603	553	729	806
110111-673204	Long Term Disability	726	866	929	895	950
TOTAL FRINGE BENEFITS		57,978	58,952	48,361	51,368	52,859
80 MATERIALS & SUPPLIES						
110111-680101	Office Supplies	899	759	750	866	750
110111-680501	Memberships	2,101	1,965	1,600	2,104	2,200
110111-680503	Books & Periodicals	300	304	350	358	350
110111-680504	Telephone services	656	457	500	404	500
110111-680505	Postage	0	181	175	175	175
TOTAL MATERIALS & SUPPLIES		3,956	3,667	3,375	3,907	3,975
83 PURCHASED SERVICES						
110111-683501	Training/Conferences	1,853	1,097	1,000	1,383	1,000
110111-683901	Contingency	500	0	42,173	0	125,000
TOTAL PURCHASED SERVICES		2,353	1,097	43,173	1,383	126,000
TOTAL City Administrator		209,038	205,807	248,754	204,681	339,538

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.

FY2012 Objectives

FY2012 Accomplishments

- | | |
|--|---|
| 1. Oversee daily operations of the City Clerk Department | Prepared agendas, minutes and staffed the Common Council, Committee of the Whole, Board of Appeals and Board of Review meetings. Maintained and updated Journal of Proceedings, ordinance and resolution books, and boards and commissions books. Served as official records custodian as well as accommodated public records requests. Developed and maintained an annual electronic calendar of all monthly meetings. Processed all incoming mail, non-direct dialed phone calls and office supplies for city hall. Processed and issued approximately 431 permits/licenses, 52 appointments, 43 resolutions and 23 ordinances. Electronically transmitted ordinance data to facilitate updating of the Code of Ordinances. Published all public hearing notices, minutes and ordinances as required by State Statutes. |
| 2. Review and fine-tune meeting material preparation tasks for efficiencies. | Developed/implemented a Council agenda item receipt and file process resulting in improved access for last minute changes and reduced packet preparation time. Developing (in process) a review/documentation tracking system for pending/on hold Council agenda items. |
| 3. Compile and organize the publication notice affidavits to ensure statutory record retention | Completed. Records compiled and organized for easy search/access capabilities and formatted to ensure record preservation maintained throughout the required retention period. |
| 4. Review the organization and process of City Clerk distributed licenses and permits. | Restructured 19 separate license lists into a combined master database increasing renewal process efficiency and accuracy. Updated license applicant documents and communications resulting in fewer follow up calls, less applicant responsibility confusion, and improved tracking mechanisms required for new Department of Revenue information demands. |

FY2013 Objectives

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

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Deputy City Clerk	1.00	1.00	1.00
Administrative Secretary	1.75	1.75	1.75



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
112 City Clerk						
70 SALARIES						
110112-670101	Salaries	125,779	123,882	140,409	144,179	138,756
110112-670201	OverTime	403	358	1,500	5,120	800
TOTAL SALARIES		126,182	124,240	141,909	149,299	139,556
73 FRINGE BENEFITS						
110112-673101	Social Security	10,314	9,938	8,955	10,731	10,172
110112-673102	Retirement	16,266	16,269	8,192	6,959	4,486
110112-673103	Worker's Comp Insurance	296	1,188	354	1,493	445
110112-673201	Health Insurance	32,809	34,040	33,350	29,228	28,002
110112-673202	Dental Insurance	1,142	1,175	1,267	1,135	1,367
110112-673203	Life Insurance	553	421	425	350	250
110112-673204	Long Term Disability	509	607	660	642	675
TOTAL FRINGE BENEFITS		61,890	63,639	53,203	50,537	45,397
80 MATERIALS & SUPPLIES						
110112-680101	Office Supplies	6,164	3,606	5,000	3,409	5,000
110112-680103	Office Supplies-Copiers	4,156	3,913	5,000	3,608	5,000
110112-680501	Memberships	285	325	325	325	330
110112-680502	Printing/Publications	4,948	3,952	5,200	4,673	5,200
110112-680504	Telephone services	2,455	112	120	95	120
110112-680505	Postage	0	5,515	4,000	517	4,000
TOTAL MATERIALS & SUPPLIES		18,007	17,424	19,645	12,627	19,650
83 PURCHASED SERVICES						
110112-683201	Contracted Services - General	5,713	1,316	15,000	11,965	23,650
110112-683501	Training/Conferences	1,018	533	950	619	1,000
TOTAL PURCHASED SERVICES		6,731	1,849	15,950	12,584	24,650
88 EQUIPMENT / LEASES						
110112-680401	Equip / Small Tools	15,312	5,328	5,340	5,328	5,340
TOTAL EQUIPMENT / LEASES		15,312	5,328	5,340	5,328	5,340
TOTAL City Clerk		228,121	212,481	236,047	230,375	234,593

Elections

Program Description

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

FY2012 Objectives

1. Plan, implement and supervise the city elections for a smooth transition to the 2011-12 census redistricted ward/aldermanic districts.
2. Provide continuing education/training and supervision to current and new election inspectors on the new voter photo ID laws
3. Process all in-person, mail-in, military, overseas and care center absentee voting in accordance with the new 2012 Voter Photo ID Law.
4. Conduct pre and post SVRS elections tasks successfully and in accordance with Government Accountability Board regulations.

FY2012 Accomplishments

Worked extensively and continuously with the GAB to correct the city's census redistricted mapping problems within SVRS. Communicated new district poll location information to voters via direct mailings, city Enews and the city website prior to the first election of the year. Worked continuously throughout the year with chief inspectors, poll workers, city workers responsible for poll location set up and individual poll site contacts to ensure proper voter processing and new census districted reporting unit requirements were/are met.

Continuously developing curriculum for, and providing guidance and training on the many election legislation changes enacted since 2011 to new department employees and the city's 100+ poll workers.

Completed all absentee voter processes including new Federal reporting requirements within SVRS timelines while enduring ambiguity with voter ID requirements. Refined Care Center absentee voting procedures resulting in greater voter satisfaction and less room for error.

All SVRS related tasks and reports completed on time and in accordance with GAB requirements. Additionally developed and continue to improve upon an elections related cost tracking system to fulfill this new GAB reporting requirement.

FY2013 Objectives

- ✦ Plan and implement election requirements for all elections.
- ✦ Continue growth, understanding and utilization of the Statewide Voter Registration System (SVRS) with new department employees.

- ✚ Continue to explore the absentee voter module of the Statewide Voter Registration System (SVRS) for process improvement/efficiencies.
- ✚ Continue to train and supervise election inspectors in accordance with any new and or added Government Accountability rules and regulations.
- ✚ Cross train new department employee in all election required processes.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Seasonal Administrative Assistant			.50



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
113 Elections						
70 SALARIES						
110113-670101	Salaries	22,197	26,001	41,210	59,353	8,913
TOTAL SALARIES		22,197	26,001	41,210	59,353	8,913
73 FRINGE BENEFITS						
110113-673103	Worker's Comp Insurance	42	35	26	31	80
TOTAL FRINGE BENEFITS		42	35	26	31	80
80 MATERIALS & SUPPLIES						
110113-680101	Office Supplies	948	1,110	2,874	1,876	2,035
110113-680505	Postage	0	1,985	12,400	9,893	1,500
TOTAL MATERIALS & SUPPLIES		948	3,095	15,274	11,769	3,535
83 PURCHASED SERVICES						
110113-683201	Contracted Services - General	0	2,656	16,400	14,935	22,250
TOTAL PURCHASED SERVICES		0	2,656	16,400	14,935	22,250
86 FACILITY & PLANT						
110113-686550	M & R	2,739	2,606	2,805	2,669	0
TOTAL FACILITY & PLANT		2,739	2,606	2,805	2,669	0
TOTAL Elections		25,926	34,392	75,715	88,755	34,778

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.

FY2012 Objectives

FY2012 Accomplishments

1. Continue to follow the City's strategic IT plan with short and long term goals to address issues raised by the Virchow Krause IT review.

IT Consultant continued to complete various recommended projects from the City's strategic IT plan. These technology projects ensure structured and productive implementation of necessary IT City-wide functions.
2. Support Services - Provide full time IT support services that cover all departments Citywide including Police and Fire department support

IT Consultant manages the vendor for remote/onsite help desk support covering business hours and after hour emergencies and 24 by 7 critical systems monitoring for a fixed monthly fee.

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

Extensive amount of IT Consultant and IT Support staff time was logged in supporting and troubleshooting day-to-day support requests (over 800 tickets, both formal and informal, averaging just over 3 tickets per every work day in 2012)
3. Police CAD and records keeping system continued upgrades/updates and support.

IT Consultant with IT Support services and extensive PD staff efforts, work with the County and software Vendor for continued support and upgrades/updates of the new CAD and records system. Continued involvement in the County's software implementation process and with the Vendor

software configurations.

This project initiative included updating and reconfiguration of all squad car mobile data equipment and updates and configuration of squad laptop systems.

4. New Infrastructure Management Software

After evaluation DPW implementation of new GIS based Infrastructure Management solution that is hosted by the County and is online (“cloud”) based and can be accessed at the office and in the field.

5. Implementation of a “City Wide” application software solution (CWASS) that reaches all departments, and allows for extensive access to information, analysis tools, and reporting.

Continued CWASS project implementation.

A considerable amount of IT and Staff time and resources was involved in this project initiative. MUNIS implementation efforts included installation, configuration, data conversion, training staff, testing, and go “live” on MUNIS software Utility Billing, Payroll, HR, and Applicant Tracking modules. With deployment of the Citizen Self Service for online access to Utility Bill payment by credit card or check. Also Employee Self Service for online employee access to manage several aspects of their own HR related information.

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

6. City-wide PC hardware replacement scheduled project to replace all outdated and end of life cycle staff PC equipment.

IT Consultant and IT Support completed replacement of all staff-level outdated existing systems with PC/Virtual desktop and Thin-Client environment City-wide. Included in the rollout was ruggedized field use laptop with 4G wireless connection allowing efficient direct data input and access to City systems. Clerk and Engineering counter customer service thin client systems for at the counter citizen service. Assessor public use kiosk for self service assessment information lookup.

The current virtualized environment has maximized resource investment, provided current release levels of software, standardized user experience and support, and allows full featured remote access.

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

IT Consultant deployed new servers and made configuration adjustments and upgrades to existing IBM Blade server. The adjustments and upgrades accommodated retiring end of life-cycle standalone servers and increasing memory and data storage capacity. Deployed new server for online Citizen Self Service and Employee Self Service. New GIS server replacing end of lifecycle server. Replacement of failed PD main file server with refurbished same version and type of hardware anticipating full replacement as part of the PD IBM Blade server project for next year. The Blade Server and Virtual environments allow the City to consolidate equipment, maximize processing investment, and participate in the "Green" global environmental protection initiatives.

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

City staff and the IT Consultant worked together on department specific small projects. Fire Department (FD) initiatives include computer PC rollouts at both stations and a training room. Deployments of emergency responder reply notification systems in both FD stations. New contractual modifications to event and payroll tracking specialized software. FD Fire Program and PD CAD ProPhoenix software interface allowing for automatic data flow from CAD into Fire Programs record keeping software. Police Dept. (PD) initiatives include Squad Video Project data storage configuration expansion. New City Assessor software deployment and support. City-Wide initiatives that included installation of "City Guest" Wi-Fi at City Hall. The collection and recycle of old or

broken technical equipment from the replacement initiatives.

9. Provide City-wide IT training needs. Replaced Training Room computers with new PC/Virtualized desktop environment. Training Room was used for continued MUNIS focused training and vendor demonstrations throughout the year.

FY2013 Objectives

- ✦ Provide management of current operational aspects of information technology in order to maintain and support all IT systems including hardware platforms, operating systems, and related peripherals.
- ✦ Continue funding and implementation of the recommendations of the City's strategic IT plan.
- ✦ City Hall IBM Blade server replacement Project, move existing IBM Blade server to Police Department and replace with current IBM Blade server technology to maintain current computer production and system processing capability in line with user demand and growth with the ability to be used as a disaster recovery failover site for Police Department.
- ✦ Police Department IBM Blade server Project, to replace end of life-cycle existing individual servers by moving and converting existing City Hall IBM Blade server virtualized environment with the ability to be used as a disaster recovery failover site for the City Hall systems.
- ✦ Continued development of Disaster Prevention/Recovery initiatives including failover internet/email connectivity, automated off-site storage, purchases of spare key network equipment for quick replacement, and re-purpose existing IBM Blade server at the PD and deploy new IBM Blade server at City Hall to leverage each other as virtual system recovery sites.
- ✦ Police Department new squad mobile device configuration and deployment replaces existing end of life-cycle equipment in all squad vehicles.
- ✦ CWASS MUNIS software Go-Live and conversions with Phase III (Business and Animal Licensing//GIS Maplink/Permits & Code Enforcement/Special Assessment Tracking); and begin implementation of Phase IV (Work Orders/Fleet & Facilities Management)
- ✦ Plan for telecommunication Phone Systems replacement which includes phone system audit and RFP for expert study to determine upgrade/replacement requirement including VOIP option resulting in project budget and possible vendor RFP development if needed.
- ✦ Replacement technologically obsolete and non-supportable Public Access Channel equipment.

- ✦ Monitor and evaluate existing building network cabling at all City sites and replace problem cabling to ensure network data traffic integrity and capability with current and future data transmission requirements.
- ✦ Mobile information system devices for counsel use during committee and council meetings providing quick information access and presentation in line with paperless initiative.

Staffing for FY2013

FY2011	FY2012	FY2013
0.00 FTE	0.00 FTE	0.00 FTE



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
117 Information Services						
80 MATERIALS & SUPPLIES						
110117-680102	Technology Supplies	7,228	9,893	5,500	5,539	5,500
110117-680504	Telephone services	971	0	720	0	0
TOTAL MATERIALS & SUPPLIES		8,199	9,893	6,220	5,539	5,500
83 PURCHASED SERVICES						
110117-683101	Consultants - General	153,794	100,177	0	3,272	0
110117-683201	Contracted Services - General	0	49,243	184,000	141,454	177,603
110117-683501	Training/Conferences	0	0	5,000	588	5,000
TOTAL PURCHASED SERVICES		153,794	149,420	189,000	145,313	182,603
86 FACILITY & PLANT						
110117-686550	M & R	64,102	42,781	43,300	36,617	49,550
TOTAL FACILITY & PLANT		64,102	42,781	43,300	36,617	49,550
88 EQUIPMENT / LEASES						
110117-680401	Equip / Small Tools	0	24,127	12,500	12,550	22,200
110117-688110	Other Leased Equipment	0	47,340	47,340	23,670	40,000
TOTAL EQUIPMENT / LEASES		0	71,467	59,840	36,220	62,200
TOTAL Information Services		226,095	273,562	298,360	223,689	299,853

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.

FY2012 Objectives

FY2012 Accomplishments

- | | |
|--|---|
| 1. All monthly reports and any additional demand reports are produced and issued on a timely basis each month. | All monthly reports and financial information were produced and issued on time. |
| 2. Coordinate development of annual budget process with City Administrator and staff in order to deliver a balanced budget for Appropriations Committee action | The budget process was completed within established timetable. The 2012 Budget document was submitted to GFOA and was awarded a Certificate of Recognition. |
| 3. Complete audit fieldwork on a timely basis. | 2011 audit fieldwork was completed on schedule with the final Comprehensive Annual Financial Report presented by August 15, 2012. |

4. Collect and deposit tax payments in order to maximize investment earnings.	All City revenues including property tax collections were collected on a timely basis and invested to maximize investment earnings.
5. Redistribute tax receipts with other taxing jurisdictions by settlement deadlines.	Property taxes collected through December 2011 and January 31, 2012 was distributed to all taxing jurisdictions on time.
6. Prepare for conversion to Munis Payroll.	Worked with staff and implementers for table design, conversion of ADP payroll data, train users on new software. System went live 1/1/12
7. Prepare for conversion to Munis Utility Billing.	Worked with staff and implementers for table design, conversion of sewer and water data, train users on new software. System went live 1/1/12.
8. Re-quote City's liability and worker's compensation insurance coverage	Retained insurance consultant to manage and review quotes from multiple carriers for 2013 plan year.
9. Migrate to Munis-based credit card processing.	Developed credit card processing application on the City web site with third-party processor which interfaces with Munis Utility system.

FY2013 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 auditing services
- ✦ Issue an RFP for banking services
- ✦ Continue conversion and implementation of modules within the new ERP system.
- ✦ Continue to explore ways to enhance the city's budget presentation.

BUDGET SUMMARY

1. All staff salary budgets are unchanged from 2012 based on Council directive to contain costs.
2. The increase in pension costs reflects an approximately 6% increase in Wisconsin Retirement System rates and is net of the required contribution by employees pursuant to Wisconsin Act 10.
3. Health insurance budgets reflect an 8% premium increase from 2012 rates.
4. The decrease in contract costs reflects savings anticipated when the City migrates from an externally processed payroll to an in-house based system using the City's new financial software system.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Finance Director	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Accounting Assistant	1.50	1.50	1.50



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
118 Finance						
70 SALARIES						
110118-670101	Salaries	209,837	202,713	214,457	196,308	217,377
TOTAL SALARIES		209,837	202,713	214,457	196,308	217,377
73 FRINGE BENEFITS						
110118-673101	Social Security	17,122	16,013	13,487	15,666	15,814
110118-673102	Retirement	24,182	23,449	12,306	13,153	14,456
110118-673103	Worker's Comp Insurance	445	561	533	626	675
110118-673201	Health Insurance	43,485	47,182	40,972	40,783	44,983
110118-673202	Dental Insurance	2,064	2,125	2,210	2,170	2,486
110118-673203	Life Insurance	767	584	468	593	624
110118-673204	Long Term Disability	892	1,064	1,151	1,069	1,200
TOTAL FRINGE BENEFITS		88,956	90,977	71,127	74,060	80,238
80 MATERIALS & SUPPLIES						
110118-680101	Office Supplies	613	461	500	359	500
110118-680102	Technology Supplies	593	1,379	1,000	384	500
110118-680501	Memberships	515	490	1,050	465	1,150
110118-680502	Printing/Publications	492	182	200	426	200
110118-680503	Books & Periodicals	684	237	100	143	100
110118-680505	Postage	0	11,366	11,000	12,245	11,000
TOTAL MATERIALS & SUPPLIES		2,897	14,115	13,850	14,022	13,450
83 PURCHASED SERVICES						
110118-683201	Contracted Services - General	0	5,164	38,650	19,631	43,200
110118-683401	Liability Insurance	143,405	71,854	95,000	65,984	75,000
110118-683501	Training/Conferences	1,558	864	1,500	4,125	1,500
110118-683601	Misc Service-Bonds	227	253	275	100	100
110118-683603	Misc. Serv- A/R Expense	2,594	2,000	3,000	3,000	3,000
TOTAL PURCHASED SERVICES		147,784	80,136	138,425	92,840	122,800
86 FACILITY & PLANT						
110118-686550	M & R	3,311	2,219	2,219	1,125	2,219
TOTAL FACILITY & PLANT		3,311	2,219	2,219	1,125	2,219
88 EQUIPMENT / LEASES						
110118-688101	Photocopiers	0	9,523	9,523	9,645	9,000
TOTAL EQUIPMENT / LEASES		0	9,523	9,523	9,645	9,000
TOTAL Finance		452,784	399,683	449,601	388,000	445,084

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.

2012 Goals Achieved

- Converted data from the Market Drive assessment software to the Unifers assessment software.
- Completed an export module to bring data in from the Unifers software to Munis software. Working on the implementation into Munis.
- Completed training for the use of Unifers with City assessment staff. This is ongoing.

FY2013 Objectives

- ✚ Consider a 2013 revaluation in order to bring properties more in-line with current market conditions.
- ✚ Continue training with assessment staff on the use of Unifers. In particular, reporting functions.
- ✚ Install Unifers for other departments and complete training within city hall on how to extract data from the Unifers software.
- ✚ Identify the number of sketches on residential and commercial properties that did not exist in the Market Drive software and develop a plan to build those into the Unifers software.
- ✚ Continue to become more familiar with the community and analyze current market trends.
- ✚ Complete field inspections, request for assessment reviews, personal property valuation and all other work related to the successful completion of the assessment roll in a professional manner.
- ✚ Represent the City in a professional manner as expected by administration and city officials.

- ⌞ Continue to educate the public on the assessment process.
- ⌞ Continue to provide timely responses to inquiries on assessment related topics.
- ⌞ Get the municipality back on track to a more traditional June or July Board of Review.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
City Assessor	Contracted Services	Contracted Services	Contracted Services
Assessment Technician	1.00	1.00	1.00



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
119 Assessor						
70 SALARIES						
110119-670101	Salaries	39,676	35,160	42,978	40,600	42,813
TOTAL SALARIES		39,676	35,160	42,978	40,600	42,813
73 FRINGE BENEFITS						
110119-673101	Social Security	3,232	4,547	2,539	3,241	3,182
110119-673102	Retirement	5,093	5,454	2,512	2,737	2,847
110119-673103	Worker's Comp Insurance	85	105	104	122	135
110119-673201	Health Insurance	7,254	7,815	7,421	7,537	8,015
110119-673202	Dental Insurance	293	302	324	325	349
110119-673203	Life Insurance	335	255	219	273	269
110119-673204	Long Term Disability	206	245	260	263	300
TOTAL FRINGE BENEFITS		16,498	18,723	13,379	14,498	15,097
80 MATERIALS & SUPPLIES						
110119-680101	Office Supplies	290	106	200	166	200
110119-680505	Postage	0	981	2,100	1,568	2,000
TOTAL MATERIALS & SUPPLIES		290	1,087	2,300	1,735	2,200
83 PURCHASED SERVICES						
110119-683201	Contracted Services - General	40,000	35,817	41,000	40,537	39,500
TOTAL PURCHASED SERVICES		40,000	35,817	41,000	40,537	39,500
TOTAL Assessor		96,464	90,787	99,657	97,370	99,610

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.

FY2012 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.

FY2012 Objectives

1. Perform recruitment, selection and pre-employment screening for vacant positions.

FY2012 Accomplishments

Staffed the recruitment and selection process (advertising and/or internal posting, screening of resumes, coordinating the interview/testing process and conducting interviews) for regular paid-on-call, summer, temporary and intern positions. Not including temporary and seasonal employees, this included a 10% turn over in 2012. And approximately 45 seasonal positions including the community pool staffing.

Additionally the Human Resources Department launched the new Munis HR software and an online application system to go live in 2012.

2. Process and respond to employee grievances, harassment complaints and disciplinary actions. Advise supervisory personnel on day-to-day employee and

Prepared goals, strategy, supporting data and ongoing assistance for labor negotiations for fire and police including the renegotiation of both contracts in

strategic contract administration issues.

2012.

3. Process workers' compensation claims and work with insurance carrier and Department Heads to safely return employees to work.
4. Implement management pay plan and complete salary surveys. Administer health, dental, life, long-term disability, WRS, FSA and deferred compensation programs.

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

Implemented the changes as required by Act 10 and Act 32. Managed revisions to the Personnel Code and implemented the changes. Redistributed the Personnel Code and Policies and Procedure Manuals to all employees.

FY2013 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.
- ✦ Develop a revised new employee orientation manual.
- ✦ Integrate the application process into the new online application software.
- ✦ Streamline the internal records through expanded use of the Munis system.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Assistant City Administrator	1.00	1.00	1.00
Human Resource Assistant	.75	.75	.75



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
120 Human Resources						
70 SALARIES						
110120-670101	Salaries	99,877	77,266	107,961	100,336	107,671
TOTAL SALARIES		99,877	77,266	107,961	100,336	107,671
73 FRINGE BENEFITS						
110120-673101	Social Security	8,245	13,464	5,936	8,195	8,006
110120-673102	Retirement	12,216	11,471	6,288	6,645	7,160
110120-673103	Worker's Comp Insurance	233	298	277	325	285
110120-673201	Health Insurance	25,581	17,096	14,842	15,356	15,720
110120-673203	Life Insurance	358	273	241	278	221
110120-673204	Long Term Disability	357	426	471	447	450
TOTAL FRINGE BENEFITS		46,991	43,028	28,055	31,245	31,842
80 MATERIALS & SUPPLIES						
110120-680101	Office Supplies	78	136	200	240	230
110120-680501	Memberships	730	995	730	810	810
110120-680502	Printing/Publications	0	115	300	0	200
TOTAL MATERIALS & SUPPLIES		808	1,245	1,230	1,050	1,240
83 PURCHASED SERVICES						
110120-683101	Consultants - General	27,885	15,746	20,000	18,473	0
110120-683501	Training/Conferences	550	598	600	538	600
110120-683602	Misc. Services-Recruiting	2,657	3,625	4,500	6,357	4,500
110120-683702	Miscellaneous Services	748	1,752	750	1,858	750
TOTAL PURCHASED SERVICES		31,839	21,721	25,850	27,226	5,850
TOTAL Human Resources		179,515	143,260	163,096	159,857	146,603

Legal Services

City Attorney

Program Description

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

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

Staffing for FY2013

Position (contracted)	2011 Actual	2012 Actual	2013 Budget
City Attorney	1.00	1.00	1.00

Outside Legal Counsel

Program Description

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

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



City of Mequon 2013 Budgetary Comparisons

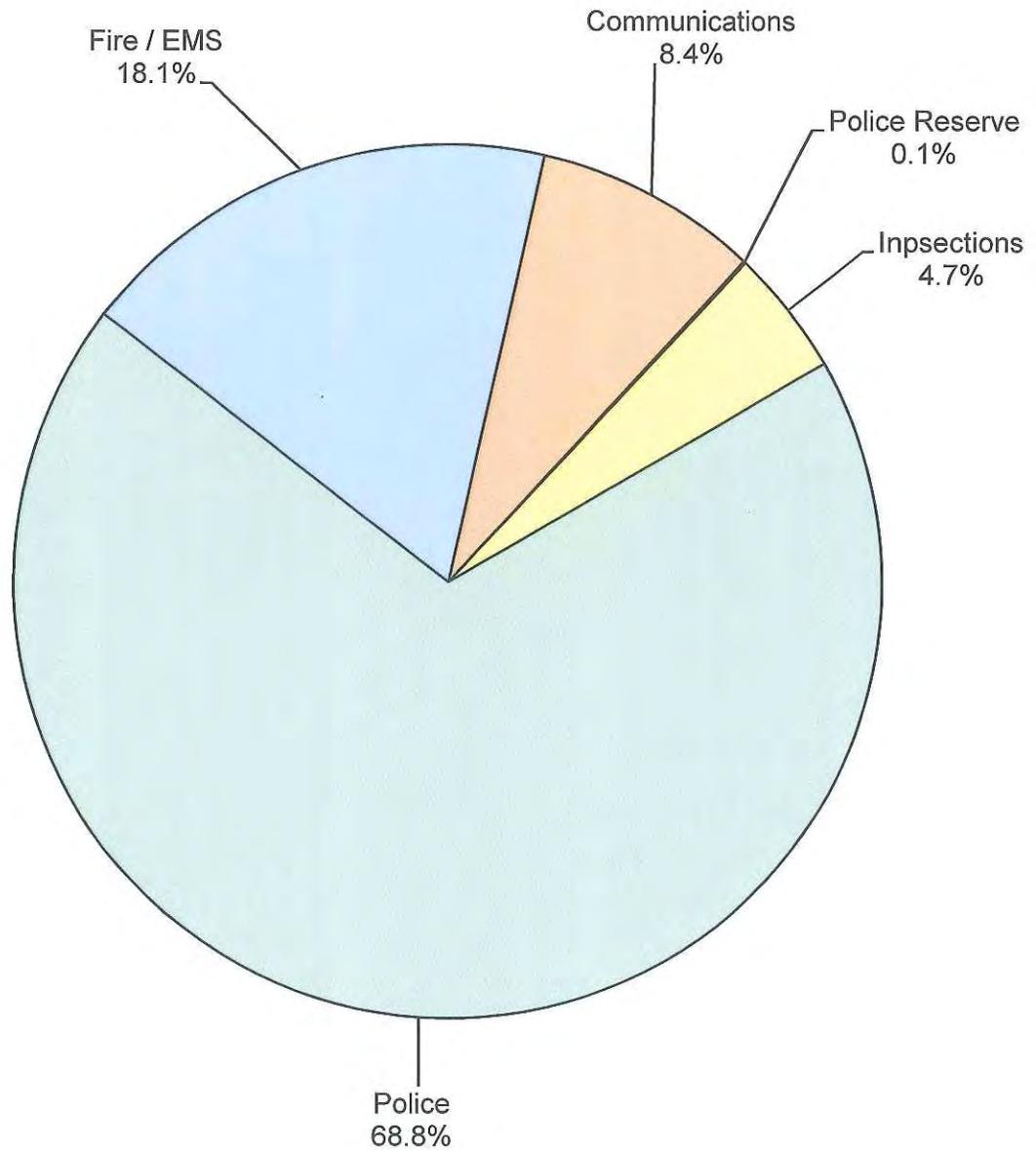
Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
124 Legal Counsel						
83 PURCHASED SERVICES						
110124-683301	Special Serv-Retainer	114,000	114,000	108,000	114,012	114,000
110124-683302	Spec Serv-Civil Litigat	26,149	46,833	10,000	11,263	9,000
110124-683303	Court Fees & Expenses	652	181	500	232	500
110124-683311	Special Legal Counsel - Genera	18,798	20,737	35,000	16,489	30,000
110124-683312	Spec Legal Counsel-Labo	6,938	1,905	5,000	41,505	5,000
TOTAL PURCHASED SERVICES		166,537	183,656	158,500	183,500	158,500
TOTAL Legal Counsel		166,537	183,656	158,500	183,500	158,500

Public Safety

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

CITY OF MEQUON

2013 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.

2012 Objectives

2012 Accomplishments

- | | |
|--|--|
| 1. Continue to provide professional police services to the community while maintaining a low crime rate. | While we continued to experience mainly property crimes, violent crime stayed very low and Mequon remains a very safe community. |
| 2. Replace one high-mileage detective vehicle. | One Ford Police Interceptor Utility purchased. |
| 3. Replace and upgrade computer, technology, and other equipment as needed. | Focused on maintenance of current equipment. Upgraded some computer hard drives. Purchased another radar unit. |
| 4. Continue to search out and secure grant money available for public safety agencies. | Grant money was secured for replacing bullet resistant vests. |
| 5. Participate in statewide safety-belt and alcohol related traffic enforcement programs. | Officers continued to aggressively enforce traffic regulations, especially those involving safety-belt and alcohol violations. |
| 6. Participate in Safety Town, partnering with the Thiensville Police Department. | 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. |

- | | |
|--|--|
| 7. Through directed patrol and the Concentrated Accident Reduction Enforcement (C.A.R.E.) program, maintain a 0% increase in reportable crashes. | Reportable crashes did not increase through June, 2012. |
| 8. Maintain a high citizen satisfaction rating. | 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. |
| 9. Maintain participation in the School Liaison and Multi-jurisdictional Enforcement Group (M.E.G.) programs. | An officer was assigned full-time to the school liaison position and an officer was assigned full-time to serve in the county drug unit until staffing needs required his return to patrol. Both positions are very important in strengthening our relationship with the community. |
| 10. Maintain a high level of professional and technical training. | Officers received hundreds of hours of training in many different topics covering juvenile law and investigations, identity theft, crime scene investigation techniques, computer crimes, traffic safety, and much more. |
| 11. Maintain involvement with professional and peer groups. | Department members meet regularly with other law enforcement agencies as well as other local, state, and federal stakeholders to share information and look for ways to solve problems and reduce crime while providing the best service to the community. |
| 12. Graduate 14 th Mequon Citizens Police Academy class. | Each spring we hold classes to share the inner workings of the police department with citizens who live or work in the Mequon-Thiensville area. This year we graduated our 14th 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. |

13. Host a Youth Safety Academy

In an effort to reach out to children in the community and teach them about police work and law enforcement, we had planned to host a 3-day program for kids in grades 6-8. Unfortunately, staffing requirements did not allow for the program in 2012.

FY2013 Objectives

- ✚ Continue to provide professional police services to the community while maintaining a low crime rate.
- ✚ Send a command level officer to FBI National Training Academy.
- ✚ Study and possibly replace squads before new models require significant expenses.
- ✚ Replace and upgrade computer, technology, and other equipment as needed.
- ✚ Host another open house at the Police Department.
- ✚ Continue to search out and secure grant money available for public safety agencies.
- ✚ Through directed patrol and the Concentrated Accident Reduction Enforcement (C.A.R.E.) program, maintain a 0% increase in reportable crashes.
- ✚ Maintain a high citizen satisfaction rating.
- ✚ Participate in statewide safety-belt and alcohol related traffic enforcement programs.
- ✚ Participate in Safety Town, partnering with the Thiensville Police Department.
- ✚ Maintain participation in the School Liaison and Multi-jurisdictional Enforcement Group (M.E.G.) programs.
- ✚ Maintain a high level of professional and technical training.
- ✚ Maintain involvement with professional and peer groups.
- ✚ Graduate 15th Mequon Citizens Police Academy class.
- ✚ Graduate 7th Mequon Youth Safety Academy class.

Staffing for FY2013

FY2011	FY2012	FY2013
Chief of Police (1)	Chief of Police (1)	Chief of Police (1)
Captain of Police (2)	Captain of Police (2)	Captain of Police (2)
Lieutenant of Police (0)	Lieutenant of Police (0)	Lieutenant of Police (0)
Sergeant of Police (7)	Sergeant of Police (7)	Sergeant of Police (7)
Police Detectives (2)	Police Detectives (2)	Police Detectives (2)
Police Officers (25)	Police Officers (25)	Police Officers (25)
Records Clerks (.80)	Records Clerks (.80)	Records Clerk (.80)
Executive Secretary (1)	Executive Secretary (1)	Executive Secretary (1)



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
235 Police						
70 SALARIES						
110235-670101	Salaries	2,278,361	2,216,488	2,596,030	2,146,034	2,635,219
110235-670103	Holiday	90,777	86,681	93,438	86,538	95,040
110235-670201	OverTime	56,182	81,723	50,008	71,216	70,000
110235-670301	Longevity	15,778	15,825	15,780	13,117	15,156
TOTAL SALARIES		2,441,098	2,400,717	2,755,256	2,316,904	2,815,415
73 FRINGE BENEFITS						
110235-673101	Social Security	207,697	204,377	194,061	207,539	209,956
110235-673102	Retirement	513,659	545,690	549,327	463,535	487,027
110235-673103	Worker's Comp Insurance	59,697	79,123	75,557	88,684	94,000
110235-673201	Health Insurance	557,742	589,784	624,130	556,638	639,626
110235-673202	Dental Insurance	21,194	21,819	25,253	22,850	26,048
110235-673203	Life Insurance	5,728	4,363	3,690	4,272	3,529
110235-673204	Long Term Disability	11,906	14,200	15,424	13,836	14,000
TOTAL FRINGE BENEFITS		1,377,623	1,459,357	1,487,442	1,357,353	1,474,186
75 OTHER STAFF COSTS						
110235-675101	Uniforms & Clothing	31,089	25,819	30,000	27,640	30,000
110235-675301	Incentive	9,834	9,540	16,550	4,880	8,000
TOTAL OTHER STAFF COSTS		40,923	35,359	46,550	32,520	38,000
80 MATERIALS & SUPPLIES						
110235-680101	Office Supplies	3,477	3,456	4,000	5,436	5,000
110235-680301	Work Supplies - Police	21,719	20,512	25,000	23,697	25,000
110235-680402	Motor Fuels & Lubricant	66,197	78,238	109,800	84,295	100,630
110235-680501	Memberships	1,550	1,545	1,600	1,535	1,200
110235-680502	Printing/Publications	794	593	500	261	1,000
110235-680503	Books & Periodicals	1,562	1,198	1,200	1,015	1,200
110235-680504	Telephone services	39,194	21,375	25,000	24,450	26,000
110235-680505	Postage	0	1,594	1,500	1,945	2,000
TOTAL MATERIALS & SUPPLIES		134,493	128,511	168,600	142,633	162,030
83 PURCHASED SERVICES						
110235-683101	Consultants - General	372	81	2,000	1,000	2,000
110235-683201	Contracted Services - General	1,266	7,518	15,456	11,082	15,596
110235-683202	Contracted Services - Maint.	0	10,541	36,739	28,343	31,494
110235-683401	Liability Insurance	0	8,590	11,500	11,839	12,000
110235-683402	Auto Insurance	0	12,162	9,400	8,190	10,000
110235-683501	Training/Conferences	12,442	15,577	18,000	17,653	20,000
110235-683702	Miscellaneous Services	3,022	4,176	3,400	3,990	5,000
TOTAL PURCHASED SERVICES		17,102	58,646	96,495	82,097	96,090
86 FACILITY & PLANT						
110235-686550	M & R	52,349	46,624	17,700	23,220	31,000
TOTAL FACILITY & PLANT		52,349	46,624	17,700	23,220	31,000
88 EQUIPMENT / LEASES						
110235-688101	Photocopiers	0	2,614	4,000	4,016	4,000
110235-688120	Rentals	360	330	500	360	500
TOTAL EQUIPMENT / LEASES		360	2,944	5,500	4,376	4,500
TOTAL Police		4,063,947	4,132,158	4,577,543	3,959,103	4,621,221

Fire/EMS Department

Program Description

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

FY2012 Objectives

1. Create an electronic pre-fire plan for target hazards that can be accessed and retrieved in the field.
2. Create a database in the computer aided dispatch system identifying all properties in the city requiring a mobile water supply in the event of a fire.
3. Evaluate the joint Mequon / Thiensville paramedic program to find the most efficient service deliver model.

FY2012 Accomplishments

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

The current computer aided dispatch system does not allow for identifying unique properties in a subset. An upgrade to the CAD in the near future may allow the creation of this field.

The joint paramedic program has met all the bench marks set out in beginning including a response time of less than nine minutes for a paramedic 75% of time.

FY2013 Objectives

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

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Fire Chief	1.00	1.00	1.00
Administrative Secretary	0.50	0.50	0.50
Fire Fighter/EMTs Paid on Call	60	60	60



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
236 Fire / EMS						
70 SALARIES						
110236-670101	Salaries	138,720	355,996	315,002	183,805	114,560
110236-670102	Volunteers - Paid on Call	642,280	375,736	449,080	-205	0
TOTAL SALARIES		781,000	731,732	764,082	183,600	114,560
73 FRINGE BENEFITS						
110236-673101	Social Security	58,587	57,473	73,396	59,625	56,675
110236-673102	Retirement	75,167	72,352	47,285	67,414	58,085
110236-673103	Worker's Comp Insurance	10,958	9,129	12,159	14,464	12,250
110236-673201	Health Insurance	18,301	19,683	20,192	20,331	21,350
110236-673202	Dental Insurance	849	874	943	949	1,018
110236-673203	Life Insurance	1,159	883	1,438	1,469	274
110236-673204	Long Term Disability	432	515	569	755	600
TOTAL FRINGE BENEFITS		165,453	160,910	155,982	165,006	150,252
75 OTHER STAFF COSTS						
110236-675101	Uniforms & Clothing	11,052	5,100	10,500	14,266	10,500
TOTAL OTHER STAFF COSTS		11,052	5,100	10,500	14,266	10,500
80 MATERIALS & SUPPLIES						
110236-680101	Office Supplies	7,357	3,301	2,500	2,291	2,500
110236-680301	Work Supplies-Fire	42,733	49,300	40,500	56,036	50,000
110236-680402	Motor Fuels & Lubricant	31,925	33,337	28,000	35,999	39,620
110236-680501	Memberships	320	1,310	1,900	2,431	2,000
110236-680503	Books & Periodicals	2,845	0	1,550	1,699	1,550
110236-680504	Telephone services	8,468	4,008	3,950	3,033	3,200
110236-680505	Postage	0	282	342	460	600
TOTAL MATERIALS & SUPPLIES		93,648	91,538	78,742	101,949	99,470
83 PURCHASED SERVICES						
110236-683201	Contracted Services - General	1,967	25,315	43,671	70,139	77,555
110236-683401	Liability Insurance	87	1,269	1,045	1,299	1,500
110236-683402	Auto Insurance	0	13,904	13,904	13,234	15,000
110236-683501	Training/Conferences	10,653	15,201	10,000	10,710	12,175
TOTAL PURCHASED SERVICES		12,707	55,690	68,620	95,383	106,230
86 FACILITY & PLANT						
110236-686304	Sewer-E.S. Firehous	790	617	800	286	400
110236-686404	Water-E.S. Firehous	0	485	385	522	300
110236-686550	M & R	37,249	48,763	45,000	37,235	50,000
TOTAL FACILITY & PLANT		38,039	49,866	46,185	38,043	50,700
88 EQUIPMENT / LEASES						
110236-680401	Equip / Small Tools	50,131	14,623	22,550	16,042	43,920
110236-688101	Photocopiers	0	1,511	1,543	1,813	2,580
110236-688120	Rentals	4,153	2,273	2,454	1,054	2,450
TOTAL EQUIPMENT / LEASES		54,284	18,407	26,547	18,909	48,950
TOTAL Fire / EMS		1,156,183	1,113,243	1,150,658	617,156	580,662

Communication Center

Program Description

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

2012 Objectives

2012 Accomplishments

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

Dispatched over 20,000 police calls for service, and over 1,000 EMS and fire calls.

Complete required professional re-certifications.

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

Train all communication center employees (dispatchers) in Emergency Medical Dispatching.

Training for EMD was postponed until 2013.

2013 Objectives

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

Staffing for FY2013

FY2011	FY2012	FY2013
Telecommunicators (7) FT	Telecommunicators (7) FT	Telecommunicators (7) FT
Telecommunicators (1.5) PT	Telecommunicators (1.5) PT	Telecommunicators (1.5) PT



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
237 Communications						
70 SALARIES						
110237-670101	Salaries	352,119	358,047	368,057	321,201	366,288
110237-670103	Holiday	14,016	13,793	14,094	11,589	14,500
110237-670201	OverTime	13,369	12,652	12,006	13,021	13,000
TOTAL SALARIES		379,504	384,492	394,157	345,811	393,788
73 FRINGE BENEFITS						
110237-673101	Social Security	31,138	31,184	27,097	29,914	28,515
110237-673102	Retirement	45,709	39,966	22,985	22,447	26,009
110237-673103	Worker's Comp Insurance	847	1,034	980	1,150	1,315
110237-673201	Health Insurance	71,150	94,765	87,135	93,354	95,978
110237-673202	Dental Insurance	3,688	3,797	4,096	4,120	4,421
110237-673203	Life Insurance	1,198	913	828	899	629
110237-673204	Long Term Disability	1,401	1,671	2,077	1,925	2,000
TOTAL FRINGE BENEFITS		155,131	173,329	145,198	153,810	158,867
75 OTHER STAFF COSTS						
110237-675101	Uniforms & Clothing	3,968	3,539	4,500	3,691	4,800
TOTAL OTHER STAFF COSTS		3,968	3,539	4,500	3,691	4,800
80 MATERIALS & SUPPLIES						
110237-680101	Office Supplies	343	159	500	856	500
110237-680301	Work Supplies-Admin	1,541	1,015	1,000	1,033	1,000
TOTAL OTHER STAFF COSTS		1,884	1,173	1,500	1,889	1,500
83 PURCHASED SERVICES						
110237-683501	Training/Conferences	942	796	1,000	507	1,000
TOTAL PURCHASED SERVICES		942	796	1,000	507	1,000
88 EQUIPMENT / LEASES						
110237-680401	Equip / Small Tools	0	0	1,000	461	1,000
TOTAL EQUIPMENT / LEASES		0	0	1,000	461	1,000
TOTAL Communications		541,429	563,330	547,355	506,168	560,955

Police Reserve

Program Description

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

FY 2012 Accomplishments

1. Maintained adequate staffing of the Police Reserve. Three new officers were hired to fill three vacancies. There are currently 23 members of the Police Reserve.
2. Training occurred in the following areas: Emergency Vehicle Operation and Control. New officers were also trained in Defense and Arrest Tactics.
3. During 2012, reserve officers will have participated in approximately 85 event dates totaling well over 2000 volunteer hours. This excludes training and special call outs by the police department for traffic control at accidents, fires and other miscellaneous activities. This equates to an event every 4.5 days requiring from 2 to 12 officers per event.

FY2013 Service Levels and Objectives

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

Staffing for FY2013

Positions	2011 Actual	2012 Actual	2013 Budget
Volunteers	23	23	25



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
239 Police Reserve						
70 SALARIES						
110239-670102	Volunteers - Paid on Call	1,380	1,340	1,500	1,210	1,500
TOTAL SALARIES		1,380	1,340	1,500	1,210	1,500
73 FRINGE BENEFITS						
110239-673101	Social Security	106	103	115	0	0
110239-673103	Worker's Comp Insurance	169	53	80	94	55
TOTAL FRINGE BENEFITS		275	155	195	94	55
75 OTHER STAFF COSTS						
110239-675101	Uniforms & Clothing	461	1,266	1,200	721	1,200
TOTAL OTHER STAFF COSTS		461	1,266	1,200	721	1,200
80 MATERIALS & SUPPLIES						
110239-680301	Work Supplies-Admin	1,105	850	1,600	581	1,600
110239-680402	Motor Fuels & Lubricant	250	130	250	275	300
110239-680504	Telephone services	233	369	250	328	300
TOTAL MATERIALS & SUPPLIES		1,589	1,349	2,100	1,184	2,200
83 PURCHASED SERVICES						
110239-683501	Training/Conferences	154	125	250	141	250
TOTAL PURCHASED SERVICES		154	125	250	141	250
86 FACILITY & PLANT						
110239-686550	M & R	11	528	900	95	900
TOTAL FACILITY & PLANT		11	528	900	95	900
TOTAL Police Reserve		3,870	4,764	6,145	3,445	6,105

Building Inspection

Program Description

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

FY 2012 Accomplishments

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

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

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

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

Erosion control inspections were conducted on new homes under construction.

All inspection staff are utilizing permit/inspection software module.

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

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

FY2013 Objectives

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

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

Staffing for FY2013

FY2011	FY2012	FY2013
Chief Building Inspector (1) FT 1.00 FTE	Chief Building Inspector (1) FT 1.00 FTE	Chief Building Inspector (1) FT 1.00 FTE
Fully Certified Inspector (1) FT 1.00 FTE	Fully Certified Inspector (1) FT 1.00 FTE	Fully Certified Inspector (1) FT 1.00 FTE
Fully Certified Inspector (1) FT 1.00 FTE	Electrical Inspector (1) PT	Electrical Inspector (1) PT
Electrical Inspector (1) PT .50 FTE	Administrative Secretary I (1) FT 1.00 FTE	Administrative Secretary I (1) FT 1.00 FTE
Administrative Secretary I (1) FT 1.00 FTE	Temporary PT Electrical Inspector	Temporary PT Electrical Inspector
Temporary PT Electrical Inspector	Temporary PT Building Inspector	Temporary PT Plumbing Inspector
Temporary PT Building Inspector	Temporary PT Plumbing Inspector	Temporary PT Building Inspector
Temporary PT Plumbing Inspector	Temporary Health Inspector	Temporary Health Inspector



City of Mequon 2013 Budgetary Comparisons

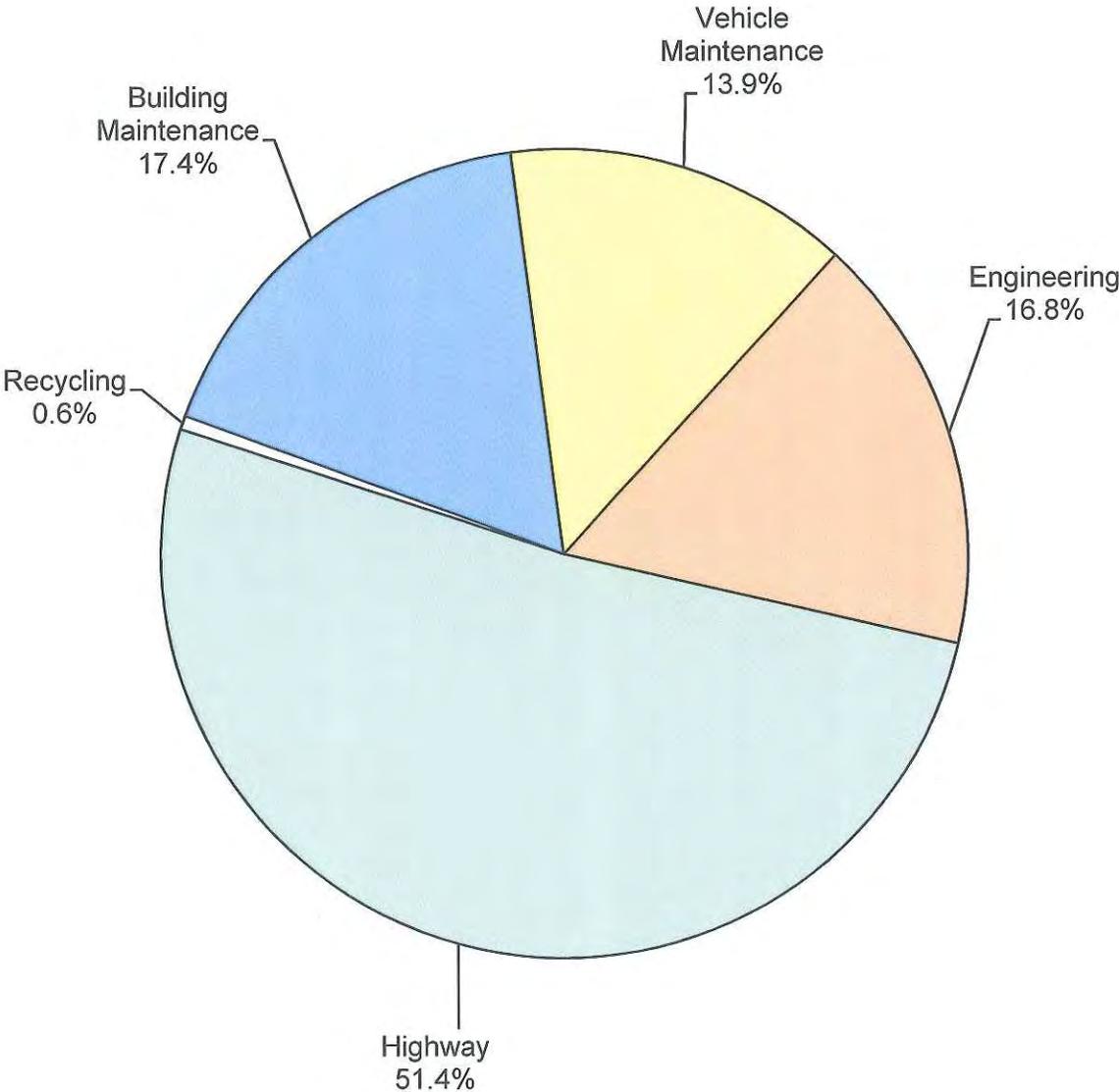
Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
244 Inspections						
70 SALARIES						
110244-670101	Salaries	202,475	191,439	180,732	196,284	154,728
TOTAL SALARIES		202,475	191,439	180,732	196,284	154,728
73 FRINGE BENEFITS						
110244-673101	Social Security	18,408	16,137	12,237	16,263	11,043
110244-673102	Retirement	29,793	23,108	10,555	12,145	10,289
110244-673103	Worker's Comp Insurance	7,282	7,276	6,949	8,156	7,625
110244-673201	Health Insurance	45,618	65,941	55,524	76,857	59,961
110244-673202	Dental Insurance	1,698	1,748	1,886	697	2,036
110244-673203	Life Insurance	1,332	1,014	752	738	290
110244-673204	Long Term Disability	852	1,016	1,077	1,059	1,000
TOTAL FRINGE BENEFITS		104,981	116,240	88,980	115,915	92,244
75 OTHER STAFF COSTS						
110244-675101	Uniforms & Clothing	356	770	1,100	690	0
TOTAL OTHER STAFF COSTS		356	770	1,100	690	0
80 MATERIALS & SUPPLIES						
110244-680101	Office Supplies	312	75	1,300	859	1,200
110244-680301	Work Supplies-Admin	1,767	1,938	3,000	1,096	2,800
110244-680505	Postage	0	2,665	3,000	2,172	3,000
TOTAL MATERIALS & SUPPLIES		2,080	4,679	7,300	4,127	7,000
83 PURCHASED SERVICES						
110244-683201	Contracted Services - General	0	14,170	53,000	28,271	52,360
110244-683402	Auto Insurance	0	1,369	1,800	1,629	1,800
110244-683501	Training/Conferences	385	1,103	1,500	785	1,500
TOTAL PURCHASED SERVICES		385	16,642	56,300	30,685	55,660
88 EQUIPMENT / LEASES						
110244-680401	Equip / Small Tools	0	379	250	0	1,250
TOTAL EQUIPMENT / LEASES		0	379	250	0	1,250
TOTAL Inspections		310,278	330,148	334,662	347,700	310,882

Public Works

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

CITY OF MEQUON

2013 Public Works Expenditures Budget Percentages by Department



Building Maintenance

Program Description

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

FY2012 Objectives

1. Provide consistent cost effective building maintenance.
2. Continue facilities assessment study.
3. Schedule energy audits for all City buildings.
4. Administer CIP for building maintenance.

FY2012 Accomplishments

- Building maintenance and repairs were completed by staff and outside contractors.
- Staff anticipates facilities assessment study will be completed by year end.
- Energy audits will be provided by year end.
- Staff completed scheduled projects and continues to monitor and plan for future needs.

FY2013 Objectives

- ✚ Continue to 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.

Staffing for FY2013

FY 2011	FY2012	FY2013
Building Supervisor 1.00	Building Supervisor 1.00	Building Supervisor 1.00
Park & Building Maintenance Worker 2.00	Park & Building Maintenance Worker 2.00	Park & Building Maintenance Worker 2.00
Custodian (PT) .75	Custodian PT .75	Custodian PT .75



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
326 Building maintenance						
70 SALARIES						
110326-670101	Salaries	187,085	181,085	207,801	171,111	206,732
110326-670201	OverTime	12,164	12,125	9,501	4,634	9,500
TOTAL SALARIES		199,248	193,210	217,302	175,746	216,232
73 FRINGE BENEFITS						
110326-673101	Social Security	16,511	16,390	14,086	16,600	15,718
110326-673102	Retirement	25,502	26,178	12,754	11,287	14,319
110326-673103	Worker's Comp Insurance	6,372	7,679	7,338	8,613	9,300
110326-673201	Health Insurance	51,110	54,996	51,858	70,018	56,004
110326-673202	Dental Insurance	1,991	2,049	2,210	1,516	2,385
110326-673203	Life Insurance	1,033	787	703	758	517
110326-673204	Long Term Disability	838	999	1,067	1,041	1,000
TOTAL FRINGE BENEFITS		103,356	109,079	90,016	109,833	99,243
75 OTHER STAFF COSTS						
110326-675101	Uniforms & Clothing	1,000	980	660	799	1,035
TOTAL OTHER STAFF COSTS		1,000	980	660	799	1,035
80 MATERIALS & SUPPLIES						
110326-680201	Janitor Supp-City Bldgs	4,047	2,316	5,000	1,994	5,000
110326-680202	Janitor Supp-Safety Bld	9,832	5,035	6,500	6,419	6,500
110326-680203	Janitor Supp-DPW Bldgs	8,206	10,032	4,500	4,964	4,500
110326-680302	Work Supp-City Bldgs	12,703	10,091	9,250	7,318	9,250
110326-680303	Work Supp-Safety Bldg	9,294	7,363	6,500	6,062	6,500
110326-680304	Work Supp-DPW Bldgs	9,954	8,098	5,500	4,755	5,500
110326-680504	Telephone services	18,467	15,354	19,000	16,199	19,500
TOTAL MATERIALS & SUPPLIES		72,503	58,288	56,250	47,711	56,750
83 PURCHASED SERVICES						
110326-683201	Contracted Services - General	0	5,307	32,002	15,623	37,272
110326-683402	Auto Insurance	0	228	2,000	1,809	2,000
TOTAL PURCHASED SERVICES		0	5,534	34,002	17,432	39,272
86 FACILITY & PLANT						
110326-686101	Electric - City Hall	39,852	40,467	37,500	37,371	35,000
110326-686102	Electric - Safety Bldg	55,678	55,548	62,350	64,108	64,000
110326-686103	Electric - E.S. Firehouse	12,113	19,636	14,250	14,331	14,500
110326-686104	Electric - 6330 W Mequon	0	0	600	0	700
110326-686105	Electric - Green Bay Shop	1,295	961	1,000	1,100	1,200
110326-686106	Electric - Highway Bldg	16,850	17,946	18,200	16,492	17,500
110326-686107	Electric - 6300 W Mequon	9,982	11,230	11,200	11,518	11,500
110326-686112	Electric - Logemann Ctr.	18,795	17,079	18,500	13,749	16,000
110326-686201	Gas-City Hall	13,003	12,504	12,500	9,546	11,500
110326-686202	Gas-Safety Bldg	33,880	34,725	36,250	25,973	35,000
110326-686203	Gas-E.S. Firehouse	4,481	4,610	4,650	4,523	4,500
110326-686204	Gas-6330 W Mequon Rd	-71	0	4,500	0	4,000
110326-686205	Gas-6300 W Mequon Rd	8,062	9,058	8,650	5,661	8,000
110326-686206	Gas-Green Bay Shop	2,527	2,701	2,800	2,248	2,500



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
110326-686207	Gas-Highway Bldg	12,826	15,104	16,000	12,147	15,000
110326-686212	Gas-Logemann Ctr	8,639	8,111	8,500	5,465	7,500
110326-686301	Sewer-City Hall	3,244	791	1,600	856	1,500
110326-686302	Sewer-Safety Bldg	7,509	5,333	8,600	994	2,500
110326-686308	Sewer-Logemann Ctr.	1,732	261	800	342	600
110326-686401	Water-City Hall	0	1,334	1,500	1,903	1,600
110326-686402	Water-Safety Bldg	0	1,681	1,650	2,633	1,800
110326-686408	Water-Logemann Ctr.	0	911	1,000	675	1,000
110326-686501	M & R - City Bldgs	41,389	20,910	12,500	13,904	13,000
110326-686502	M & R - Safety Bldg	31,912	23,946	12,500	19,020	13,000
110326-686503	M & R - DPW Bldgs	17,098	20,701	10,000	11,553	11,000
110326-686504	M & R Logemen Center	4,926	6,788	2,500	4,850	3,000
TOTAL FACILITY & PLANT		345,724	332,334	310,100	280,964	297,400
88 EQUIPMENT / LEASES						
110326-680401	Equip / Small Tools	434	294	13,600	13,742	1,000
TOTAL EQUIPMENT / LEASES		434	294	13,600	13,742	1,000
TOTAL Building maintenance		722,265	699,718	721,930	646,226	710,932

Maintenance (vehicle)

Program Description

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

FY2012 Objectives	FY2012 Accomplishments
1. Continue to provide cost effective vehicle and equipment repairs for all departments.	Processed between 600-700 repairs and preventive maintenance services for all departments.
2. 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 that department.
3. Manage the DPW equipment replacement fund within the annual budget appropriation. Good trade-in values have allowed us to keep this funding reasonable, but an increase to a level of \$300,000+/year is needed to keep up with replacement costs.	In 2012, \$270,000 was appropriated for DPW vehicle replacement which allowed us to purchase one new fleet truck, one road-side mower, and two zero-turn mowers.
4. Utilize resources to more accurately estimate fuel usage and prices for 2012.	Due to a light early winter, 2012 unleaded and diesel usage is tracking to be approximately 10% under the original estimate. Fuel prices have been within the projected estimated ranges.
5. Participate in DPW Facilities assessment to review facilities and work processes to become more efficient and effective.	Staff worked with consultant on vehicle inventory, repair orders, and other information. Draft report will be presented in Fall 2012.
6. Utilize part-time mechanic intern/apprentice for minor maintenance and record keeping tasks in order for our FTE mechanics to be more efficient.	Part-time intern was utilized as a cost-effective way to complete minor maintenance and other tasks.

FY2013 Objectives

- ✚ Provide cost effective vehicle and equipment repairs for all departments.
- ✚ Improve customer service and informational feedback to all departments.
- ✚ Manage the DPW equipment replacement fund within the annual budget appropriation.
- ✚ Utilize resources to more accurately estimate fuel usage and prices for 2012. Public Works expects to use about 13,000 gallons of no-lead gas and about 33,000 gallons of diesel fuel in 2013 based on yearly averages. Budget is based on estimate of \$3.47/gallon for unleaded and \$3.76 for diesel fuel based on US Energy Information Administration outlook. Staff will investigate fuel saving strategies to minimize effect of rising fuel costs.
- ✚ Continue to participate in DPW Facilities assessment to review facilities and work processes to become more efficient and effective.
- ✚ Utilize part-time mechanic intern/apprentice for minor maintenance and record keeping tasks in order for our FTE mechanics to be more efficient.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Chief Mechanic	1.0	1.0	1.0
Mechanic	2.0	2.0	2.0
Maintenance Intern/Apprentice (PT)	0	0.5	0.5



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
355 Fleet Services						
70 SALARIES						
110355-670101	Salaries	157,724	150,571	181,343	146,682	183,435
110355-670201	OverTime	1,170	340	3,508	1,845	3,500
TOTAL SALARIES		158,894	150,911	184,851	148,527	186,935
73 FRINGE BENEFITS						
110355-673101	Social Security	13,701	12,837	12,373	11,957	13,456
110355-673102	Retirement	21,565	21,933	10,085	8,262	11,577
110355-673103	Worker's Comp Insurance	5,377	6,487	6,198	7,275	7,535
110355-673201	Health Insurance	54,903	56,606	46,774	55,518	59,961
110355-673202	Dental Insurance	2,552	2,628	2,829	1,898	2,036
110355-673203	Life Insurance	1,159	883	817	817	417
110355-673204	Long Term Disability	852	1,016	1,086	1,078	1,000
TOTAL FRINGE BENEFITS		100,110	102,389	80,162	86,805	95,982
75 OTHER STAFF COSTS						
110355-675101	Uniforms & Clothing	640	1,280	960	875	1,035
110355-675102	Tool Allowance	632	447	600	450	450
TOTAL OTHER STAFF COSTS		1,272	1,727	1,560	1,325	1,485
80 MATERIALS & SUPPLIES						
110355-680301	Work Supplies	71,372	72,349	80,000	72,574	85,000
110355-680402	Motor Fuels & Lubricant	129,320	173,941	187,000	168,197	181,500
110355-680504	Telephone services	411	650	500	721	600
110355-680505	Postage	0	10	10	0	10
TOTAL MATERIALS & SUPPLIES		201,103	246,950	267,510	241,491	267,110
83 PURCHASED SERVICES						
110355-683402	Auto Insurance	0	1,337	1,500	1,357	1,500
TOTAL PURCHASED SERVICES		0	1,337	1,500	1,357	1,500
86 FACILITY & PLANT						
110355-686303	Sewer - DPW bldgs	1,423	315	400	269	400
110355-686403	Water - DPW bldgs	0	712	600	605	700
110355-686550	M & R	14,680	13,761	15,000	14,227	15,000
TOTAL FACILITY & PLANT		16,103	14,787	16,000	15,100	16,100
88 EQUIPMENT / LEASES						
110355-680401	Equip / Small tools	892	1,103	1,000	3,587	1,000
TOTAL EQUIPMENT / LEASES		892	1,103	1,000	3,587	1,000
TOTAL Fleet Services		478,374	519,205	552,583	498,192	570,112

Engineering

Program Description

- Administers all consultant and construction contracts, and associated studies/analysis, for City capital improvement projects, infrastructure, and facilities.
- Administers and maintains the City transportation improvement plan program, annual road evaluation and improvement program.
- Monitors, evaluates and administers improvements to the City's sanitary sewer system including compliance with the MMSD CMOM and CMAR requirements and other applicable State and Federal.
- Manages the City's stormwater management plan including compliance with the WDNR NR216 permit, the MMSD Chapter 13 and other applicable State and Federal requirements.
- Provides 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.

FY2012 Objectives

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

FY2012 Accomplishments

- Completed the design and coordination of the lift station A, G, and O sanitary capacity upgrades, and growth area modeling to determine sanitary capacity and alternatives. 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 215 miles of city roads and developed recommendations for repair, reconstruction of roads and small bridges and culverts for presentation to the Public Works Committee.
- Continued to provide support to the Common Council, Planning Commission, Public Works Committee, Bikeway Committee and other standing and ad-hoc committees as required.

- | | |
|---|---|
| 4. Provide active input and support to the MMSD for incorporation/compliance with the 2020 Facilities Plan and participation with the various related subcommittees and programs. | Staff continues to routinely attend the MMSD Technical Advisory Team meetings and provide input and to discuss relevant area issues. |
| 5. Manage capital improvement infrastructure and facility construction projects. | Managed the design, implementation, and/or construction of approximately \$3.5 million dollars in subdivision roads, arterial roads, bridge projects, and sanitary sewer projects. Major projects include the design and construction of the Lift Station G forcemain construction, Lift Station A lift station replacement, and County Line Road reconstruction coordination with Milwaukee County. Additional projects included the Town Center Riverfront Park – Phase I project, administered through the City for the T-M Rotary Club. |
| 6. Review of development plats and site plans and provides recommendations to the Community Development Department. | Engineering review comments and recommendations and the review of approximately 30 land division plans and site plans for commercial development with comments and recommendations. |
| 7. Continue to collect and update City's infrastructure data and incorporate into GIS. | Continued locating infrastructure with the department's GPS equipment. The water and sanitary system was incorporated into the City's GIS system using a department created database. Detention pond and storm water culverts are being added to the city's GIS system. Staff is currently entering data into the new asset management software for water sanitary systems and sign inventory. |

FY2013 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

Staffing for FY2013

FY2011	FY2012	FY2013 (projected)
Deputy DPW/ Asst City Eng.(1)	Deputy DPW/ Asst City Eng.(1)	Deputy DPW/ Asst City Eng.(1)
Engineering Services Mngr. (1)	Engineering Services Mngr. (1)	Engineering Services Mngr. (1)
Staff Engineer (vacant)	Staff Engineer (vacant)	Staff Engineer (vacant)
Engineering Tech. I (1)	Engineering Tech. I (1)	Engineering Tech. I (1)
Engineering Tech. II Field (1)	Engineering Tech. II Field (1)	Engineering Tech. II Field (1)
Engineering Tech. II Admin (1)	Engineering Tech. II Admin (1)	Engineering Tech. II Admin (1)
Admin. Secretary (1)	Admin. Secretary (1)	Admin. Secretary (1)
Summer LTE (2)	Summer LTE (2)	Summer LTE (2)



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
358 Engineering						
70 SALARIES						
110358-670101	Salaries	430,459	417,500	452,893	409,400	452,976
TOTAL SALARIES		430,459	417,500	452,893	409,400	452,976
73 FRINGE BENEFITS						
110358-673101	Social Security	36,451	34,189	30,188	34,811	32,631
110358-673102	Retirement	58,088	46,750	25,699	27,696	29,192
110358-673103	Worker's Comp Insurance	14,522	14,534	13,871	16,281	16,545
110358-673201	Health Insurance	80,458	88,141	72,198	91,895	97,569
110358-673202	Dental Insurance	4,543	4,677	3,624	3,646	3,912
110358-673203	Life Insurance	2,089	1,591	838	1,166	1,232
110358-673204	Long Term Disability	2,264	2,700	2,410	2,211	2,500
TOTAL FRINGE BENEFITS		198,415	192,583	148,828	177,705	183,581
75 OTHER STAFF COSTS						
110358-675101	Uniforms & Clothing	675	675	675	1,035	500
TOTAL OTHER STAFF COSTS		675	675	675	1,035	500
80 MATERIALS & SUPPLIES						
110358-680101	Office Supplies	953	455	1,000	1,388	1,000
110358-680301	Work Supplies-Admin	827	2,351	1,500	95	1,000
110358-680501	Memberships	586	199	600	542	600
110358-680504	Telephone services	1,969	1,360	2,200	1,200	2,800
110358-680505	Postage	0	889	900	977	1,000
TOTAL MATERIALS & SUPPLIES		4,335	5,256	6,200	4,202	6,400
83 PURCHASED SERVICES						
110358-683101	Consultants - General	7,990	9,498	15,000	6,915	15,000
110358-683102	Consultants - Plan Comm Suprt	47,495	16,116	15,000	12,215	10,000
110358-683201	Contracted Services - General	3,000	3,060	7,300	8,103	9,600
110358-683402	Auto Insurance	0	1,565	2,000	1,809	2,000
110358-683501	Training/Conferences	1,969	556	3,000	2,489	3,000
TOTAL PURCHASED SERVICES		60,454	30,795	42,300	31,531	39,600
86 FACILITY & PLANT						
110358-686550	M & R	226	1,403	500	25	300
TOTAL FACILITY & PLANT		226	1,403	500	25	300
88 EQUIPMENT / LEASES						
110358-680401	Equip / Small Tools	40,000	39,071	500	545	500
110358-688101	Photocopiers	0	4,153	6,000	5,600	6,500
TOTAL EQUIPMENT / LEASES		40,000	43,224	6,500	6,144	7,000
TOTAL Engineering		734,564	691,435	657,896	630,044	690,357

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.)

FY2012 Objectives	FY2012 Accomplishments
1. Maintain safe service levels for winter snowplowing and road maintenance to meet a conditions.	Provided adequate snow/ice removal services despite shortage of personnel/equipment. Salt budget is at 50% going into the Nov/Dec winter.
2. Second shift will again be implemented to reduce overtime and meet peak rush hour road safety demands this winter.	Due to staffing limitations and reductions, second shift was not implemented in 2012.
3. Complete Urban Forestry Management Plan and continue to work towards EAB action plan	Management Plan was completed and will be presented to Council in late 2012 which will include an EAB action plan.
4. Highway crew will do as much as possible toward roadway drainage project improvements in conjunction with the annual road program.	Accomplished significant storm sewer and ditching work in conjunction with the road program. Resulted in city staff contributing well over \$150,000 in labor and equipment toward road project support from the operating budget.
5. Continue to work on drainage complaint back	While no budget was provided for 2012, staff was still able to complete some critical backlog projects as a majority of the annual road work was completed by August.
6. Continue to work with engineering staff to meet requirements of NR21 DNR storm water program.	Completed the required road sweeping and catch basin cleaning.

FY2013 Objectives

- ✚ Maintain safe service levels for winter snowplowing and road maintenance to meet all conditions.
- ✚ If staffing allows, second shift will be implemented to reduce overtime and meet peak rush hour road safety demands this winter.
- ✚ Highway crews will do as much as possible toward roadway drainage projects improvements in conjunction with the roadway reconstruction contractor.
- ✚ Complete Urban Forestry Management Plan and continue to work towards EAB action plan.

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

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Director of Public Works/City Engineer	1.0	0.5	0.5
Administrative Secretary(PT)	.875	.875	.875
Operations Supervisor	1.0	0	0
Director of Parks and Operations	0	0.5	0.5
Street Operations Foreman	1.0	1.0	1.0
Equipment Operations Foreman	1.0	1.0	0
Highway Section Foreman	5.0	5.0	5.0
Highway Equipment Operator-Heavy	3.0	3.0	3.0
Heavy Equipment Operator-Regular	1.0	1.0	1.0
Highway Worker	3.0	3.0	4.0
Highway/Parks & Buildings Maintenance Worker(50/50 Parks & Highway)	1.0	1.0	1.0
Summer Seasonal	5.0	5.0	5.0



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
359 Highway						
70 SALARIES						
110359-670101	Salaries	999,055	887,555	1,013,512	793,439	944,612
110359-670201	OverTime	27,662	42,697	50,008	32,479	50,000
TOTAL SALARIES		1,026,717	930,252	1,063,520	825,918	994,612
73 FRINGE BENEFITS						
110359-673101	Social Security	85,596	74,471	70,065	67,614	70,710
110359-673102	Retirement	136,324	142,845	60,572	57,695	61,496
110359-673103	Worker's Comp Insurance	34,400	40,201	38,381	45,049	48,950
110359-673201	Health Insurance	306,830	292,345	272,821	274,971	295,693
110359-673202	Dental Insurance	13,464	13,861	12,580	12,241	12,727
110359-673203	Life Insurance	4,270	3,253	3,072	3,222	2,243
110359-673204	Long Term Disability	4,771	5,690	5,690	5,425	5,600
TOTAL FRINGE BENEFITS		585,655	572,666	463,181	466,218	497,419
75 OTHER STAFF COSTS						
110359-675101	Uniforms & Clothing	5,420	4,420	6,800	5,900	6,210
TOTAL FRINGE BENEFITS		5,420	4,420	6,800	5,900	6,210
80 MATERIALS & SUPPLIES						
110359-680101	Office Supplies	768	1,190	900	778	1,000
110359-680301	Work Supplies-Admin	4,237	2,162	2,000	1,819	2,000
110359-680320	Work Supp-Snow & Ice	202,091	218,565	230,000	180,326	228,800
110359-680321	Work Supp-Street Maint	103,707	99,526	100,000	85,615	100,000
110359-680322	Work Supp-Signs/Stripin	45,499	47,622	52,000	33,207	50,000
110359-680323	Work Supp-Culverts	30,969	19,460	50,000	33,681	50,000
110359-680351	Work Supplies-Forestry	2,899	1,702	3,500	3,186	3,500
110359-680501	Memberships	0	335	250	431	250
110359-680504	Telephone services	3,082	2,939	3,200	3,382	3,500
TOTAL MATERIALS & SUPPLIES		393,252	393,548	441,900	342,488	439,100
83 PURCHASED SERVICES						
110359-683201	Contracted Services - General	0	7,627	25,000	16,791	24,000
110359-683402	Auto Insurance	0	18,990	23,000	20,809	24,000
110359-683501	Training/Conferences	2,067	803	1,500	1,316	2,500
TOTAL PURCHASED SERVICES		2,067	27,420	49,500	38,916	50,500
86 FACILITY & PLANT						
110359-686115	Electric - Street Lights	63,569	93,969	84,000	94,575	95,000
110359-686303	Sewer - DPW bldgs	5,520	5,061	4,200	1,785	5,000
110359-686403	Water - DPW bldgs	0	1,312	2,100	2,242	4,000
110359-686550	M & R	30,702	12,735	17,500	18,178	12,000
TOTAL FACILITY & PLANT		99,791	113,077	107,800	116,780	116,000
88 EQUIPMENT / LEASES						
110359-680401	Equip / Small Tools	0	870	1,500	1,223	1,500
110359-688110	Other Leased Equipment	26,994	27,219	28,600	26,100	0
110359-688120	Rentals	0	1,500	3,500	0	3,500
TOTAL EQUIPMENT / LEASES		26,994	29,590	33,600	27,323	5,000
TOTAL Highway		2,139,897	2,070,972	2,166,301	1,823,544	2,108,841

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 2013. Permit revenues exceed out-of-pocket expenses.

Staffing for FY2013

Positions (FTE)	2011 Actual	2012 Actual	2013 Budget
Recycling Landfill Attendant(PT)	0.5	0.5	0.5



City of Mequon 2013 Budgetary Comparisons

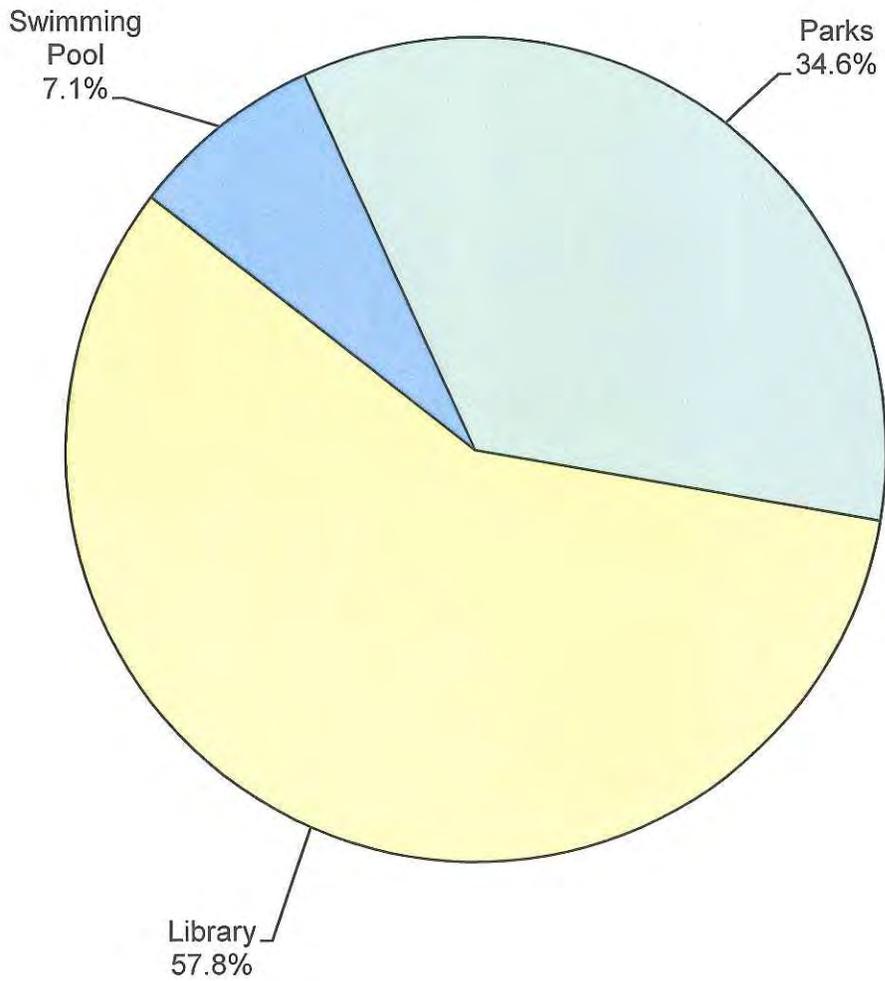
Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
368 Recycling						
70 SALARIES						
110368-670101	Salaries	6,941	6,141	6,999	6,771	7,000
TOTAL SALARIES		6,941	6,141	6,999	6,771	7,000
73 FRINGE BENEFITS						
110368-673101	Social Security	531	470	536	518	536
110368-673103	Worker's Comp Insurance	212	245	234	275	240
TOTAL FRINGE BENEFITS		743	715	770	793	776
88 EQUIPMENT / LEASES						
110368-688120	Rentals	14,652	13,469	11,000	14,337	12,000
TOTAL EQUIPMENT / LEASES		14,652	13,469	11,000	14,337	12,000
TOTAL Recycling		22,336	20,325	18,769	21,900	19,776

Community Enrichment

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

CITY OF MEQUON

2013 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.

FY2012 Objectives

1. Provide general maintenance of pool facility and monitor operations.
2. Secure lease for concession stand operations.
3. Repair shower room walls, project delayed from 2011

FY2012 Accomplishments

- Provided general maintenance of pool facility and monitored operations.
- Entering second year of lease agreement.
- New wall coating was applied in both shower areas.

FY2013 Objectives

- ✚ Provide general maintenance of pool facility and monitor operations.
- ✚ Hire new pool manager due to the departure of current manager.
- ✚ Replace relief valves in bottom of diving wells, repair cracks to concrete decking.



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
472 Swimming Pool						
70 SALARIES						
110472-670101	Salaries	70,699	59,818	66,000	60,821	62,000
110472-670201	OverTime	787	607	1,500	100	1,500
TOTAL SALARIES		71,486	60,425	67,500	60,921	63,500
73 FRINGE BENEFITS						
110472-673101	Social Security	5,438	4,622	5,049	4,660	4,750
110472-673103	Worker's Comp Insurance	1,990	2,349	2,246	2,636	2,275
TOTAL FRINGE BENEFITS		7,427	6,972	7,295	7,297	7,025
75 OTHER STAFF COSTS						
110472-675101	Uniforms & Clothing	1,201	1,238	1,600	1,230	1,600
TOTAL OTHER STAFF COSTS		1,201	1,238	1,600	1,230	1,600
80 MATERIALS & SUPPLIES						
110472-680301	Work Supplies-Admin	16,936	15,054	23,000	23,685	24,500
110472-680504	Telephone services	281	308	225	337	225
TOTAL MATERIALS & SUPPLIES		17,217	15,362	23,225	24,022	24,725
83 PURCHASED SERVICES						
110472-683201	Contracted Services - General	0	77	1,250	1,250	1,250
TOTAL PURCHASED SERVICES		0	77	1,250	1,250	1,250
86 FACILITY & PLANT						
110472-686150	Electric - Other	9,834	8,944	8,750	9,432	9,750
110472-686250	Gas-Other	5,789	8,079	8,000	6,310	10,000
110472-686305	Sewer - Pool	2,486	267	600	137	500
110472-686405	Water - Pool	0	1,868	4,250	2,952	4,000
110472-686550	M & R	2,422	2,851	6,500	4,784	8,500
TOTAL FACILITY & PLANT		20,531	22,009	28,100	23,615	32,750
TOTAL Swimming Pool		117,862	106,083	128,970	118,335	130,850

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.

FY2012 Objectives

FY2012 Accomplishments

- | | |
|--|---|
| 1. Continue landscape maintenance and support all activities related to Park and Nature Preserves. | Provided landscape maintenance to all parks, nature preserves and medians. Also carried out snow removal at all City facilities. |
| 2. Work with sports and community groups to support improvements to facilities. | Received donation that allowed us to install acoustic panels at two pavilions. Also received funds that added new dugouts, infield improvements and foul poles at Rennie Field. |
| 3. Create gravel parking lots, walking trails and boardwalks at sites that are currently not accessible. | Added boardwalk at Grasslyn Nature Preserve, additional trail work scheduled by the end of 2012. |
| 4. Repaint Rotary Park gazebo. | Gazebo will be painted fall of 2012. |
| 5. Promote and provide support to volunteers and Scout groups. | Supported volunteers and assisted with multiple Scout projects. |

FY2013 Objectives

- ✦ Continue to provide landscape maintenance and provide support for all Park and Nature Preserve activities. Provide median maintenance and snow removal as required.
- ✦ Work with sports and civil groups to support improvements to facilities and continue to support efforts to improve Rennie Field and pavilions through donations.
- ✦ Continue with the creation of small gravel parking lots, walking trails and boardwalks at sites that are currently not accessible.
- ✦ Continue to promote and provide support to volunteers and scout groups.
- ✦ Support and maintain Rotary Riverwalk after completion in 2012.

Staffing for FY2013

FY 2011	FY2012	FY2013
Parks Director/Operations Manager 1.00	Parks Director/Operations Manager 1.00	Parks Director/Operations Manager 1.00
Parks & Building Maintenance Worker 2.00	Parks & Building Maintenance Worker 2.00	Parks & Building Maintenance Worker 2.00
Highway/Parks: Building Maintenance Workers(50/50 Parks & Highway) 1.00	Highway/Parks: Building Maintenance Workers(50/50 Parks & Highway) 1.00	Highway/Parks: Building Maintenance Workers(50/50 Parks & Highway) 1.00
City Forester 1.00	City Forester 1.00	City Forester 1.00
Summer PT 5.00	Summer PT 5.00	Summer PT 5.00
Weekend Seasonal 1.00	Weekend Seasonal 1.00	Weekend Seasonal 1.00
Administrative Secretary .040	Administrative Secretary .040	Administrative Secretary .040



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
474 Parks						
70 SALARIES						
110474-670101	Salaries	241,287	278,188	314,483	307,051	311,192
110474-670201	OverTime	2,896	7,705	5,012	2,050	6,000
TOTAL SALARIES		244,183	285,894	319,495	309,101	317,192
73 FRINGE BENEFITS						
110474-673101	Social Security	20,878	24,121	21,530	24,362	22,611
110474-673102	Retirement	38,651	33,214	17,069	18,659	18,860
110474-673103	Worker's Comp Insurance	9,209	1,157	1,113	1,306	10,270
110474-673201	Health Insurance	82,317	87,316	86,753	92,534	92,947
110474-673202	Dental Insurance	3,896	4,011	4,247	3,759	4,642
110474-673203	Life Insurance	1,258	958	670	880	766
110474-673204	Long Term Disability	1,246	1,486	1,559	1,454	1,500
TOTAL FRINGE BENEFITS		157,455	152,264	132,941	142,955	151,596
75 OTHER STAFF COSTS						
110474-675101	Uniforms & Clothing	1,120	1,880	1,440	875	1,440
TOTAL OTHER STAFF COSTS		1,120	1,880	1,440	875	1,440
80 MATERIALS & SUPPLIES						
110474-680101	Office Supplies	83	228	400	261	400
110474-680204	Janitor Supplies-Parks	1,894	2,620	2,500	2,882	2,500
110474-680301	Project Supplies	17,131	12,405	18,000	16,694	18,000
110474-680324	Work Supp-Blvd	1,056	3,930	6,000	4,509	5,000
110474-680340	Work Supp-Rotary Park	7,562	5,222	8,500	5,141	8,500
110474-680341	Work Supp-City Hall	3,347	1,160	5,000	3,239	5,000
110474-680342	Work Supplies-River Barn	4,469	3,716	6,000	4,677	6,000
110474-680343	Work Supplies-Lemke	1,430	3,964	4,000	2,164	4,000
110474-680344	Work Supp-Garrisons Gle	1,500	195	1,000	104	500
110474-680345	Work Supp-Settlers Park	0	300	1,500	51	2,500
110474-680501	Memberships	300	430	450	150	450
110474-680503	Books & Periodicals	0	0	150	0	150
110474-680504	Telephone services	842	455	1,250	861	1,250
110474-680505	Postage	0	232	250	303	300
TOTAL MATERIALS & SUPPLIES		39,614	34,857	55,000	41,037	54,550
83 PURCHASED SERVICES						
110474-683201	Contracted Services - General	0	2,970	3,850	4,680	4,320
110474-683202	Contracted Services - Maint.	0	19,320	21,000	21,067	23,000
110474-683402	Auto Insurance	0	2,543	3,250	2,940	3,500
110474-683501	Training/Conferences	240	0	525	250	525
TOTAL PURCHASED SERVICES		240	24,833	28,625	28,938	31,345
86 FACILITY & PLANT						
110474-686121	Electric - Rotary Park	7,396	7,863	8,500	6,743	8,500
110474-686122	Electric-River Barn	0	0	1,400	1,452	1,400
110474-686124	Electric - Lemke Park	1,349	1,381	250	203	300
110474-686221	Gas-Rotary Park	2,183	1,755	2,300	939	2,100
110474-686222	Gas-River Barn Park	990	932	1,250	633	1,250



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
110474-686306	Sewer - Parks	2,952	463	600	211	500
110474-686550	M & R	23,500	3,785	5,000	2,055	5,000
TOTAL FACILITY & PLANT		38,371	16,179	19,300	12,235	19,050
88 EQUIPMENT / LEASES						
110474-680401	Equip / Small Tools	1,055	894	1,500	1,585	1,500
110474-688120	Rentals	1,155	1,246	3,500	1,197	3,500
TOTAL EQUIPMENT / LEASES		2,210	2,140	5,000	2,782	5,000
TOTAL Parks		483,192	518,047	561,801	537,922	580,173

Cemetery

Program Description

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



City of Mequon 2013 Budgetary Comparisons

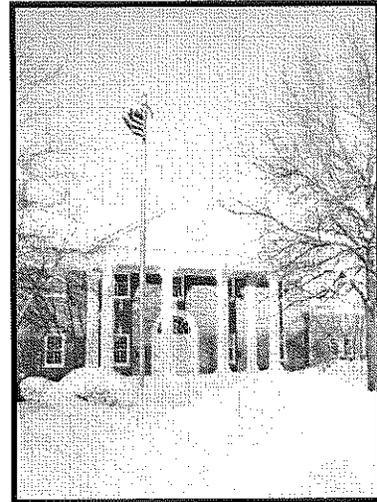
Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
477 Cemetery						
70 SALARIES						
110477-670101	Salaries	0	533	600	1,075	600
110477-670201	OverTime	0	135	200	0	200
TOTAL SALARIES		0	667	800	1,075	800
73 FRINGE BENEFITS						
110477-673101	Social Security	0	69	61	0	60
TOTAL FRINGE BENEFITS		0	69	61	0	60
86 FACILITY & PLANT						
110477-686550	M & R - Other	0	109	139	855	140
TOTAL FACILITY & PLANT		0	109	139	855	140
TOTAL Cemetery		0	845	1,000	1,930	1,000

Library Services

Program Description

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

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



Staffing for FY2013

FY2011	FY2012	FY2013
14.25 FTE	13.8 FTE	13.8 FTE

The 2013 City grant to the library is \$993,640.

Community Development

Community Development

Program Description

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

FY2012 Accomplishments

FY 2012 Objectives	FY2012 Accomplishments
1. Maintain current level of service regarding development process and policy analysis.	Managed development proposals and completed site compliance reviews prior to final occupancy and prior to PC approval for any development. Policy analysis completed includes zoning and sign code amendments, economic development initiatives (TID creation and incentives) and housing analysis.
2. Maintain current level of service regarding our work as staff liaison to the Common Council, Planning Commission, Economic Development Board, Open Space Preservation Commission, Landmarks Commission, JETZCO and Town Center Committee.	Staff served as city liaison to various boards and commissions on topics ranging from development, rezoning, intergovernmental and stakeholder relations (community conversation) and development interests, preservation, design and economic development including RLF applications and TID creation.
3. Maintain current level of service regarding Zoning and Sign Code enforcement.	Handled all cases regarding Zoning and Sign Code enforcement.
4. Maintain current level of service regarding webmaster responsibilities.	Continue to enhance our level of service regarding webmaster responsibilities including the posting of boards and commission agendas and packet distribution. The Planning Commission, and all other boards and commissions that DCD manages receives and reviews all material in a paperless format.

- | | |
|--|---|
| <p>5. Continue the GIS program's short and long range work plan and implementation of overall program. Complete data transfer of sanitary and storm water data from Autocad.</p> | <p>Maintain City GIS Intranet website and update parcel, land use and zoning data as needed. Serve as support staff for specific policy projects by fulfilling the map and map data requests for public, committees and Council. Served as lead on Census Bureau data and served as liaison to IT initiative as it relates to GIS, project management and the development approval process.</p> |
| <p>6. Continue Town Center Plan implementation including installation of public improvements approved as part of TID district #3.</p> | <p>Administered grant and approval process for implementation of the riverwalk project within the Town Center. Management of the public TID improvements completed to compliment current private improvements in Town Center. Continuing efforts regarding infrastructure of Mequon Road including the burial of utilities, traffic analysis for the anticipated reconstruction of Mequon Road.</p> |
| <p>7. Continue Town Center Plan implementation through an economic development initiative including discussions with developers and property owners.</p> | <p>Continued pursuit of private/public partnerships for Town Center redevelopment projects that meet the goals of the Town Center planning efforts.</p> |
| <p>8. Formulate a strategy for a city-wide economic development/housing policy plan.</p> | <p>Held focus groups and worked with a variety of entities to better understand the business community needs for retention and expansion as well as the variety of tools or economic mechanisms to fulfill those needs. Worked closely with the Economic Development Board to initiate and implement new tools. Held four open houses for owners within designated growth areas to further the goals for new housing initiatives.</p> |
| <p>9. Conduct annual comprehensive sign enforcement sweep.</p> | <p>Conducted annual sign enforcement sweep.</p> |
| <p>10. Improve outreach with local community.</p> | <p>Continued outreach by attending meetings of interested stakeholder groups including Chamber of Commerce, Rotary, and MATC and commercial stakeholders.</p> |

11. Merge the Inspections Division under the Department of Community Development resulting in improved customer satisfaction and efficiencies in resources and processes.

Oversight of each position and function had lead to efficiencies. Outreach to community members has lead to the development of goals related to improved customer service.

FY2013 Objectives

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

Staffing for FY2013

FY2011	FY2012	FY2013
CD Director (1) 1.00 FTE	CD Director (1) 1.00 FTE	CD Director (1) 1.00 FTE
Asst. CD Director (1) 1.00 FTE	Asst. CD Director (1) 1.00 FTE	Asst. CD Director (1) 1.00 FTE
GIS Coordinator (1) 1.00 FTE	GIS Coordinator (1) 1.00 FTE	GIS Coordinator (1) 1.00 FTE
Admin. Sec. I (1) 0.50 FTE	Admin. Sec. I (1) 0.50 FTE	Admin. Sec. I (1) .50 FTE



City of Mequon 2013 Budgetary Comparisons

Accounts	Description	2010 Actuals	2011 Actuals	2012 Budget	2012 Actuals	2013 Budget
578 Community Development						
70 SALARIES						
110578-670101	Salaries	237,386	235,436	263,936	243,851	262,923
TOTAL SALARIES		237,386	235,436	263,936	243,851	262,923
73 FRINGE BENEFITS						
110578-673101	Social Security	19,663	19,736	17,377	20,221	19,435
110578-673102	Retirement	29,908	29,167	15,349	16,428	17,485
110578-673103	Worker's Comp Insurance	550	684	656	770	835
110578-673201	Health Insurance	36,728	36,459	37,016	33,162	39,586
110578-673202	Dental Insurance	1,698	1,748	1,886	1,898	2,036
110578-673203	Life Insurance	659	502	301	389	370
110578-673204	Long Term Disability	1,335	1,592	1,477	1,315	1,450
TOTAL FRINGE BENEFITS		90,542	89,887	74,062	74,182	81,197
80 MATERIALS & SUPPLIES						
110578-680101	Office Supplies	2,113	417	2,000	2,348	3,000
110578-680501	Memberships	1,640	821	2,250	2,191	2,400
110578-680502	Printing/Publications	2,006	2,119	3,000	4,147	4,000
110578-680503	Books & Periodicals	96	175	300	95	200
110578-680504	Telephone services	6,109	45	5,000	31	50
110578-680505	Postage	0	3,366	3,000	5,264	4,000
TOTAL MATERIALS & SUPPLIES		11,963	6,943	15,550	14,076	13,650
83 PURCHASED SERVICES						
110578-683101	Consultants - General	27,463	7,988	10,000	0	2,000
110578-683201	Contracted Services - General	686	2,356	25,000	28,648	25,000
110578-683211	Communications-Cable TV	2,275	3,460	7,000	3,830	7,500
110578-683501	Training/Conferences	2,363	1,716	2,500	2,496	2,000
TOTAL PURCHASED SERVICES		32,787	15,520	44,500	34,974	36,500
86 FACILITY & PLANT						
110578-686550	M & R	6,715	4,600	6,000	4,600	4,000
TOTAL FACILITY & PLANT		6,715	4,600	6,000	4,600	4,000
TOTAL Community Development		379,392	352,386	404,048	371,683	398,270

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Acronyms:

CIP: Capital Improvement Plan

EMS: Emergency Medical Services

DPW: Department of Public Works

ETF: Employee Trust Fund

FY: Fiscal Year

GO: General Obligation

MATC: Milwaukee Area Technical College

M-T: Mequon / Thiensville schools

SCR: Surface Condition Rating

TID: Tax Incremental District

TIF: Tax Incremental Financing

WRS: Wisconsin Retirement system