2019 Budget & Action Plan

As recommended by Mayor Dan Devine

October 2, 2018

GENERAL, DEBT, SPECIAL REVENUE, ENTERPRISE, CAPITAL PROJECTS & INTERNAL SERVICE FUNDS INDEX

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To the Honorable Members of the City of West Allis Common Council and the Citizens of the City of West Allis:

I am pleased to provide you with the 2019 Recommended Budget and Action Plan for the City of West Allis for your consideration and review. The 2019 Budget recommended herein has been prepared in accordance with Wisconsin Statutes 65.90 and Chapter 1, Section 1.04 of the City of West Allis Municipal Code. It includes the total budget for the City including expenditures, revenues, staff authorizations, fund balances, debt service, and tax levy. Consideration for the preservation of high quality services for residents and continuing to enrich our commitment to the long term financial sustainability of the organization are crucial components of this year's budget and themes you will find throughout this document.

The ability to provide a recommended budget that continues to provide high quality services for our roughly 60,000 residents becomes exceedingly more difficult each year. Imposed financial limitations of levy limits and expenditure restraint, coupled with impending capital needs, retiree health care costs, personnel costs, and societal issues, continue to be challenges for the City. Recent challenges, which shift more of the tax burden on residential taxpayers, include declining revenues from legislated changes to personal property taxes and inaction on dark store strategies by big businesses, further the financial shortcomings we have to address. However, I look forward to working through these restrictions with the dedicated Common Council and hardworking employees of the City.

The Common Council set a strategic direction for the City in the adoption of the 2017-2021 Strategic Plan on January 17, 2017 (www.westalliswi.gov/strategicplan). The purpose of the Strategic Plan is to establish goals, priorities, objectives, and strategies for the next five years to meet the needs of the community and the organization.

Public Safety is a priority for our City and my recommended allocation to the Police and Fire Departments reflects this. My 2019 recommended budget allocates 52% of the general fund budget to these departments (31% to the Police Department and 21% to the Fire Department). Information from the Wisconsin Public Policy Form Municipal Facts 18 further illustrates this commitment. The per capital allocation for the Police Department is calculated at $328.00 for Police and $229.00 for Fire. In comparison with other communities in the State of Wisconsin with

populations of 30,000 – 150,000, our allocation to Public Safety ranks #2 for Police and #4 for Fire and our rankings with other Milwaukee County communities are #4 for Police (after Glendale, Milwaukee, and St. Francis) and #3 for Fire (after Glendale and Wauwatosa.)

The 2019 Recommended Budget and Action Plan was prepared with the Strategic Plan Goals in mind, placing a high priority on Public Safety. My 2019 Recommend Budget and Action Plan provides a road map for 2019 to work towards realizing the City's goals and vision to, "…provide a living and working environment throughout the community that is focused on providing its citizens and businesses a coordinated, efficient, effective, and responsive level of services. The City of West Allis will make this community the preferred municipality in the Milwaukee metropolitan area, the state, and the country."

Some highlights to achieving these goals include the following initiatives:

Public Safety, Property Maintenance, and Blight Remediation

- Substantially increase funding allocation from 2018 recommended budget for the Police Department by close to $1 million, including funding overtime in the Police Department based on actual spending experience, and to the Fire Department with over $440,000 in new allocations recommended.
- Recommend additional $50,000 be added to the Building Inspection and Neighborhood Services Department budget, the majority of which will fund property maintenance and enforcement activities.
- Address the concerns and issues associated with vacant properties by piloting a registration program and explore possible rental inspection programs.
- Leveraging resources to further the creation of strong neighborhood associations and expanding citizens' sense of community within their neighborhoods.
- Funding for continued usage of body cameras by West Allis Police Department officers and civilianization of West Allis Police Department dispatch to re-allocate police officer resources.
- Focus on Emergency Government Preparation through:
  - Deployment of new mass emergency notification solution with ability to reach citizens, visitors and employees no matter where they are in the community.
  - Expansion of emergency government training efforts across all city departments including standardized FEMA training for all city employees.
- Completion of a City-wide citizen survey to prioritize resources, measure satisfaction and engage citizens.

Development and Destination

- Refreshing traditional community events to attract new audiences, and creating new community events to increase tourism opportunities.
- Continued partnership with Cobalt Partners, Mandel Corporation, and Ogden Corporation on the City's large redevelopment projects.
- Further launch of the City's new brand and corresponding marketing campaign to attract new businesses, residents, and visitors.
- Pursue public art initiatives.
- Realignment of the West Allis Farmers Market and Activities to leverage the Market as a tourism destination.
- Celebrate the 100th anniversary of West Allis Farmers Market.

Fiscal Sustainability and Operational Excellence

- Re-purpose the vacant Buyer position in the Finance Department with a Grant Writer/ Fiscal Analyst to allow for increased applications for various grants as well as providing assistance to

research and analyze future and current initiatives and programs; formulate and provide budget projects; review requests and create various financial reports.

- Combine various part-time positions to create a full-time appraiser position in the Assessor's office (as per the hybrid approach approved by the Council in 2017 – R-2017-0195) to continue fair and equitable property assessments.
- Relocating a Mechanic position from the Public Works Department to the Fire Department to focus on preventive maintenance and upkeep of the Fire Department Fleet and protect the substantial investment made in the Fire Department equipment.
- Increase intergovernmental collaborations with City organizations including the WAWM School District and surrounding municipalities.
- Improve management of resources with implementation of technology programs, such as a new Department of Public Works work order system, and enhance reporting and management capabilities for increased efficiencies.
- Invest in maintaining the City's municipal buildings.
- Expanded accountability for City staff through performance management and pay for performance efforts which requires goal setting for employees to align with operation priorities.
- Review and streamlining processes for service delivery through continuous improvement activities and lean training, with a focus on business development and citizen interactions.
- Department Business Plans which outline innovations, improvements and strategic plan activities.
- Implementation of a Total Benefit Package to recruit and retain a high quality workforce.
- Efforts to control our spending on health care through programs which increase employees' engagement in their own wellness and health.

Further details regarding these initiatives can be found within the Department Business Plans contained in this document and the 2019 Draft Capital Improvement Program recommended by the Capital Improvement Committee, also included in this document. In summary, the 2019 Recommended Budget totals $127,951,413, including $12,266,924 in capital projects. Another $6,303,160 is planned for Utility improvements. I remain committed to having a budget, which is fiscally responsible, while continuing a high-level service delivery, and improving the quality of life for City residents. I look forward to the continuous evaluation by departments on how to increase efficiency and effectiveness of service delivery, and their efforts to match services to the current needs of the community.

Thank you to departments and employees for their participation in the Budget Process. Special thanks to the members of the Finance Department, including Director of Finance Peggy Steeno and Deputy Finance Director Kris Moen for their efforts in ensuring the accuracy and completeness of this document and providing assistance throughout the process. Thank you also to City Administrator Rebecca Grill for coordinating and oversight of the Budget Process, and to our Communications Department for their efforts in preparing this publication.

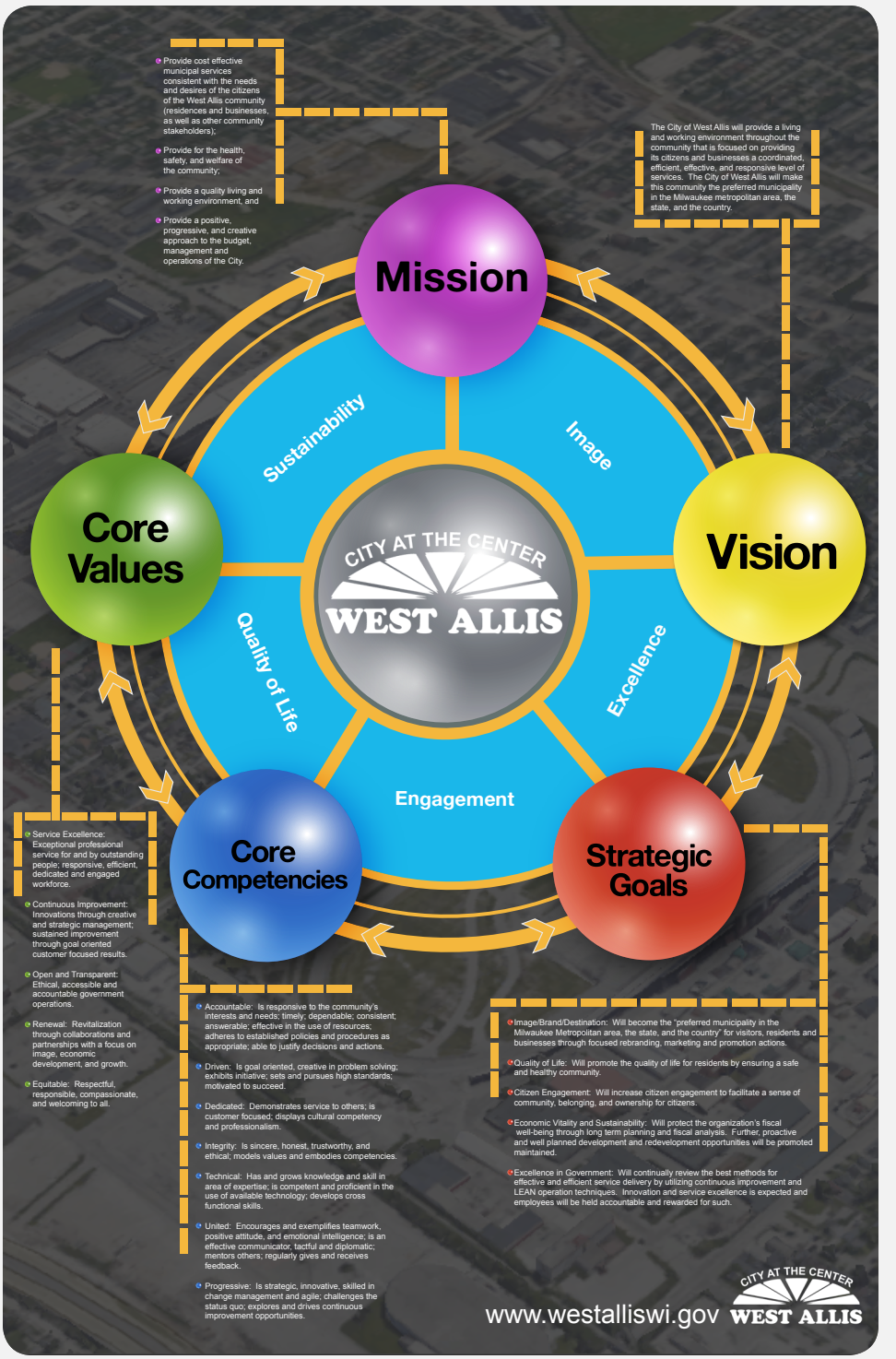
Sincerely,

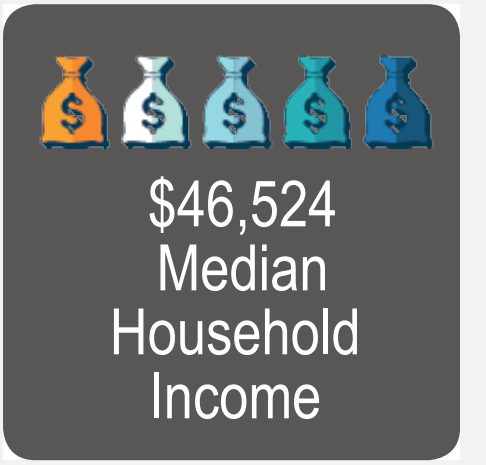
Dan Devine

Mayor Dan Devine

Summary

- Non-tax levy general fund revenue increased by $33,266 or 0.13%
- $1,590,000 General Fund Reserves included in the 2019 Budget as property tax stabilization.
- Staffing levels for authorized positions remain consistent.
- Expenditure Restraint Program (ERP) Limit is not known at this time. Final numbers will be available at the end of October. Estimate = 2.6%
- Total Net Levy increase = $472,933 or 1.15%





West Allis Demographics by the Numbers

Source: 2012-2016 American Community Survey 5 year Estimates (US Census Bureau), **2017 Population Estimates.

38.2
Median Age

14.5%
Poverty

27,604
Occupied
Housing Units

52.2%
Owner
Occupied

1926
Vacant
Housing Units

47.8%
Renter
Occupied

2019 Budget & Action Plan

2019 Budget Overview
Revenues and Expenditures

CITY OF WEST ALLIS
REVENUE SUMMARY-ALL FUNDS
2019 BUDGET

	2016 Actual Revenues	2017 Actual Revenues	2018 Budgeted Revenues	2018 Estimated Revenues	2019 Budgeted Revenues	$ Change	% Change
Taxes							
Real Estate & Personal Property	$ 33,595,775	$ 34,266,464	$ 35,209,982	$ 35,209,982	$ 35,507,600	$ 297,618	0.85%
Mobile Home/Trailer	$ 101,798	$ 67,758	$ 80,000	$ 70,000	$ 70,000	$ (10,000)	-12.50%
Hotel/Motel	$ 63,929	$ 83,397	$ 55,000	$ 80,000	$ 80,000	$ 25,000	45.45%
State Sales Tax	$ 306	$ 150	$ -	$ -	$ -	$ -	0.00%
Tax Equiv. - Medical Office Buildings	$ 315,028	$ 281,146	$ 296,100	$ 700,000	$ 296,100	$ -	0.00%
Tax Equiv. - Parking Structures	$ 116,308	$ 120,582	$ 120,400	$ -	$ 120,400	$ -	0.00%
Tax Equiv. - Women's Pavilion	$ 143,957	$ 155,777	$ 155,400	$ -	$ 155,400	$ -	0.00%
Tax Equiv. - Laboratory Equip - hosp	$ 72,645	$ 123,031	$ 128,100	$ -	$ 128,100	$ -	0.00%
Other Tax Equivalent (Holie,Beths.)	$ 163,043	$ 175,227	$ 171,200	$ 171,200	$ 180,700	$ 9,500	5.55%
Tax Equiv. - Voluntary PILOT	$ 3,000	$ 3,000	$ -	$ -	$ 3,000	$ 3,000	0.00%
Tax Delinquencies & Penalties	$ 378,157	$ 389,876	$ 377,500	$ 390,000	$ 347,500	$ (30,000)	-7.95%
Total Taxes	**$ 34,953,946**	**$ 35,666,407**	**$ 36,593,682**	**$ 36,621,182**	**$ 36,888,800**	**$ 295,118**	**0.81%**
Intergovernmental Grants & Aids							
State Shared Revenues	$ 7,184,998	$ 7,297,983	$ 7,289,311	$ 7,289,311	$ 7,286,100	$ (3,211)	-0.04%
Expenditure Restraint Program	$ 1,574,913	$ 1,498,668	$ 1,519,285	$ 1,519,285	$ 1,532,600	$ 13,315	0.88%
Exempt Computer Equipment	$ 189,550	$ 175,071	$ 177,645	$ 177,645	$ 177,650	$ 5	0.00%
Personal Property Aid	$ -	$ -	$ -	$ -	$ 406,400	$ 406,400	#DIV/0!
Fire Insurance Premiums Tax Rebates	$ 162,269	$ 170,024	$ 170,000	$ 160,199	$ 170,000	$ -	0.00%
Municipal Services Payment	$ 82,510	$ 68,492	$ 83,000	$ 199,511	$ 200,000	$ 117,000	140.96%
State Fair - Expo Center	$ 120,000	$ 120,000	$ 120,000	$ -	$ -	$ (120,000)	-100.00%
State Fair Service Contract	$ (60,000)	$ 66,650	$ 30,000	$ 35,875	$ 35,000	$ 5,000	16.67%
Transportation/Highway Aids	$ 2,259,021	$ 2,248,523	$ 2,392,098	$ 2,392,098	$ 2,392,100	$ 2	0.00%
Milwaukee County Library	$ 282,425	$ 276,459	$ 270,000	$ 258,136	$ 250,000	$ (20,000)	-7.41%
Misc Intergovernmental Grants & Aids	$ 2	$ -	$ -	$ 23,000	$ 23,000	$ 23,000	0.00%
Total Grants & Aids	**$ 11,795,688**	**$ 11,921,871**	**$ 12,051,339**	**$ 12,055,060**	**$ 12,472,850**	**$ 421,511**	**3.50%**
Licenses, Permits, Fees							
Malt Beverage & Liquor	$ 92,470	$ 94,966	$ 99,950	$ 87,850	$ 91,800	$ (8,150)	-8.15%
All Other Licenses	$ 135,883	$ 139,420	$ 152,050	$ 123,822	$ 144,250	$ (7,800)	-5.13%
Bldg., Plumbg, & Electrical Permits	$ 782,695	$ 754,960	$ 737,700	$ 909,700	$ 823,000	$ 85,300	11.56%
Planning & Development Fees	$ 45,111	$ 45,394	$ 34,000	$ 34,000	$ 38,500	$ 4,500	13.24%
Overnight Parking Permits	$ 425,364	$ 458,097	$ 400,000	$ 442,584	$ 462,600	$ 62,600	15.65%
Fire Inspection Fee	$ 89,499	$ 89,294	$ 90,000	$ 90,000	$ 90,000	$ -	0.00%
Landlord Tenant Fee	$ 56,150	$ 65,650	$ 43,500	$ 52,390	$ 66,000	$ 22,500	51.72%
All Other Permits	$ 77,511	$ 68,118	$ 61,450	$ 62,250	$ 81,900	$ 20,450	33.28%
Total Licenses, Permits, Fees	**$ 1,704,682**	**$ 1,715,899**	**$ 1,618,650**	**$ 1,802,596**	**$ 1,798,050**	**$ 179,400**	**11.08%**
Penalties and Forfeitures							
Court Fines & Costs	$ 1,189,428	$ 1,265,484	$ 1,130,000	$ 800,000	$ 925,600	$ (204,400)	-18.09%
Parking Violations	$ 926,608	$ 914,051	$ 1,050,000	$ 910,000	$ 950,000	$ (100,000)	-9.52%
Total Penalties and Forfeitures	**$ 2,116,035**	**$ 2,179,535**	**$ 2,180,000**	**$ 1,710,000**	**$ 1,875,600**	**$ (304,400)**	**-13.96%**

CITY OF WEST ALLIS
REVENUE SUMMARY-ALL FUNDS
2019 BUDGET

	2016 Actual Revenues	2017 Actual Revenues	2018 Budgeted Revenues	2018 Estimated Revenues	2019 Budgeted Revenues	$ Change	% Change
Charges for Services							
General Government	$ 97,895	$ 82,318	$ 97,115	$ 187,925	$ 104,650	$ 7,535	7.76%
TID Administration	$ -	$ -	$ 122,130	$ -	$ 122,150	$ 20	
HIDTA Admin Fees	$ 96,000	$ 98,000	$ 98,000	$ 100,000	$ 100,000	$ 2,000	2.04%
Resident & Non- Resident Ambulance Fee	$ 1,809,752	$ 1,471,096	$ 1,755,000	$ 1,752,000	$ 1,752,000	$ (3,000)	-0.17%
Milwaukee County Paramedic Aid	$ 77,907	$ 53,389	$ 100,000	$ 100,000	$ 100,000	$ -	0.00%
MMSD Tunnel Rescue Admin Fee	$ 1,000	$ 1,000	$ -	$ -	$ -	$ -	
Police	$ 122,065	$ 120,741	$ 89,800	$ 150,375	$ 442,900	$ 353,100	393.21%
Fire	$ 87,679	$ 106,272	$ 114,000	$ 99,000	$ 147,400	$ 33,400	29.30%
Health	$ 229,538	$ 344,443	$ 280,310	$ 402,310	$ 385,700	$ 105,390	37.60%
Village of West Milw.-Health Servs. Agrmnt.	$ 73,374	$ 80,664	$ 76,700	$ 89,678	$ 90,000	$ 13,300	17.34%
Senior Center	$ 8,429	$ 8,302	$ 9,000	$ 9,000	$ 9,000	$ -	0.00%
Public Works Services	$ 127,140	$ 181,745	$ 199,000	$ 221,860	$ 192,000	$ (7,000)	-3.52%
Public Works Equipment Earnings	$ 509,553	$ 396,723	$ 450,000	$ 450,000	$ 450,000	$ -	0.00%
City Engineer	$ -	$ -	$ -	$ -	$ -	$ -	
Finance	$ 8,700	$ 131	$ -	$ -	$ -	$ -	
Information Technology	$ 4,571	$ 4,500	$ 4,500	$ 4,500	$ 4,500	$ -	0.00%
Print Shop	$ 4,880	$ 2,006	$ 5,000	$ 5,000	$ 100	$ (4,900)	-98.00%
City Attorney	$ 16,911	$ 19,322	$ 65,000	$ 20,000	$ 65,000	$ -	0.00%
Administrative	$ 105,334	$ 117,277	$ 100,000	$ 100,000	$ 120,000	$ 20,000	20.00%
Library	$ 76,391	$ 66,942	$ 90,000	$ 67,100	$ 70,850	$ (19,150)	-21.28%
City Clerk/Treasurer	$ -	$ -	$ 2,700	$ 2,700	$ -	$ (2,700)	-100.00%
Total Charges For Services	**$ 3,457,118**	**$ 3,154,870**	**$ 3,658,255**	**$ 3,761,448**	**$ 4,156,250**	**$ 497,995**	**13.61%**
Miscellaneous Revenue							
Interest on Investment	$ 1,010,219	$ 1,139,845	$ 780,000	$ 780,000	$ 900,000	$ 120,000	15.38%
Interest on Special Assessments	$ 4,132	$ (1,858)	$ 2,490	$ 2,490	$ 2,500	$ 10	0.40%
Rental of City Property	$ 107,152	$ 87,785	$ 91,500	$ 91,500	$ 91,100	$ (400)	-0.44%
Green Market Rentals	$ 106,029	$ 104,505	$ 105,000	$ 105,000	$ 105,000	$ -	0.00%
Other Sales	$ 66,845	$ 68,976	$ 101,550	$ 101,550	$ 101,550	$ -	0.00%
Hospital Transaction	$ -	$ -	$ -	$ -	$ -	$ -	
Annual Hospital Base Payment	$ 265,000	$ 270,000	$ 250,000	$ 300,000	$ 275,000	$ 25,000	10.00%
Annual Hospital Supplemental Payment	$ 45,000	$ 45,000	$ 50,000	$ -	$ 50,000	$ -	0.00%
Donations	$ 3,250	$ 8,250	$ 3,250	$ 3,250	$ 4,000	$ 750	
Total Miscellaneous Revenue	**$ 1,607,628**	**$ 1,722,504**	**$ 1,383,790**	**$ 1,383,790**	**$ 1,529,150**	**$ 145,360**	**10.50%**
Transfers and Reserve Funds Applied							
Beloit Rd Housing Incentive Payment	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ -	0.00%
Tax Equivalent-Water Utility	$ 931,635	$ 1,035,155	$ 900,000	$ 1,000,000	$ 1,050,000	$ 150,000	16.67%
Storm Water Administrative Support	$ -	$ -	$ 300,000	$ 300,000	$ 300,000	$ -	0.00%
Solid Waste Administrative Support	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -	0.00%
Sanitary Sewer Administrative Support	$ 350,000	$ 350,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.00%
Cable Administrative Support	$ 350,000	$ -	$ 50,000	$ 50,000	$ 50,000	$ -	0.00%
Internal Service Fund - Liability Insurance	$ 89,919	$ -	$ 100,000	$ 100,000	$ 52,300	$ (47,700)	-47.70%
Operating Transfers	$ -	$ -	$ -	$ -	$ -	$ -	
General Fund Applied	$ -	$ -	$ 600,000	$ -	$ -	$ (600,000)	-100.00%
Reserves Applied	$ -	$ -	$ 800,000	$ -	$ 800,000	$ -	
Total Transfers & Reserve Funds Applied	**$ 1,941,554**	**$ 1,605,155**	**$ 3,020,000**	**$ 1,720,000**	**$ 2,522,300**	**$ (497,700)**	**-16.48%**
Total General Fund Revenue	**$ 57,576,651**	**$ 57,966,240**	**$ 60,505,716**	**$ 59,054,076**	**$ 61,243,000**	**$ 737,284**	**1.22%**

CITY OF WEST ALLIS
REVENUE SUMMARY-ALL FUNDS
2019 BUDGET

	2016 Actual Revenues	2017 Actual Revenues	2018 Budgeted Revenues	2018 Estimated Revenues	2019 Budgeted Revenues	$ Change	% Change
Special Revenue Funds							
Communications	$ 803,068	$ 578,937	$ 750,000	$ 723,000	$ 725,000	$ (25,000)	-3.33%
Tourism	$ -	$ 202,605	$ 200,000	$ 289,000	$ 300,000	$ 100,000	
Community Development Block Grant Program	$ 1,564,050	$ 1,275,296	$ 1,156,989	$ 1,157,989	$ 1,364,422	$ 207,433	17.93%
Housing Assistance Programs	$ 4,110,544	$ 4,156,367	$ 3,631,429	$ 3,631,429	$ 3,589,404	$ (42,025)	-1.16%
EPA Revolving Loan Fund	$ 245,593	$ 65,436	$ -	$ 300,000	$ 244,707		
Health Grants	$ 962,956	$ 955,597	$ 993,509	$ 1,066,160	$ 967,400	$ (26,109)	-2.63%
Police Grants	$ 301,110	$ 263,178	$ 251,434	$ 228,490	$ 295,133	$ 43,699	17.38%
HIDTA	$ 1,608,485	$ 1,515,200	$ 1,450,000	$ 1,450,000	$ 1,450,000	$ -	0.00%
Police Asset Forfeiture Fund	$ 193,986	$ 430,914	$ 350,000	$ 350,000	$ 350,000	$ -	0.00%
Police Misc Funds	$ -	$ 72,357	$ -	$ 83,500	$ 83,500	$ 83,500	
Fire Grants	$ 17,081	$ 10,762	$ 15,000	$ 9,424	$ 10,000	$ (5,000)	-33.33%
Fire Misc Funds	$ -	$ 28,598	$ -	$ 26,000	$ 26,000	$ 26,000	
IT Joint Ventures	$ 15,920	$ 17,420	$ 13,715	$ 17,000	$ 17,000	$ 3,285	23.95%
Artscape Fund	$ -	$ 141,797	$ 10,000	$ 3,000	$ 10,000	$ -	
Christmas Parade Fund	$ -	$ 3,500	$ -	$ 10,000	$ 10,000	$ 10,000	
Senior Center Misc Funds	$ -	$ 2,369	$ -	$ 6,000	$ 6,000	$ 6,000	
Library Misc Funds	$ -	$ 4,508	$ -	$ 1,500	$ 2,700	$ 2,700	
Library Endowment Fund	$ 117,528	$ 292,309	$ -	$ -	$ 200,000	$ 200,000	
Water-Lead Service Fund	$ -	$ 836,804	$ -	$ 740,000	$ 852,821	$ 852,821	
TID 7 Area Rehab and Assistance Fund	$ 2,929	$ 253,647	$ 3,000	$ 3,000	$ 3,000	$ -	
TID 11 Area Rehab and Assistance Fund	$ 500,000	$ 50	$ 1,000	$ -	$ 1,000	$ -	
TID 14 Area Rehab and Assistance Fund	$ 500,000	$ -	$ -	$ -	$ 1,500	$ 1,500	
Total Special Revenue Funds	**$ 10,943,250**	**$ 11,107,651**	**$ 8,826,076**	**$ 10,095,492**	**$ 10,509,587**	**$ 1,438,804**	**16.30%**
Capital Projects Funds							
Capital Improvements	$ 7,918,174	$ 7,753,938	$ 5,054,707	$ 5,054,707	$ 6,428,355	$ 1,373,648	27.18%
TIF Districts	$ 2,817,258	$ 8,192,914	$ 16,558,781	$ 22,000,743	$ 9,060,546	$ (7,498,235)	-45.28%
Total Capital Projects Fund	**$ 10,735,432**	**$ 15,946,852**	**$ 21,613,488**	**$ 27,055,450**	**$ 15,488,901**	**$ (6,124,587)**	**-28.34%**
Debt Service Revenues							
Real Estate & Personal Property	$ 3,802,118	$ 3,999,194	$ 4,095,432	$ 3,920,432	$ 4,095,432	$ -	0.00%
Hospital & TIF Financing Sources & Refunding	$ 20,494,081	$ 5,743,959	$ 4,689,935	$ 5,037,404	$ 5,022,879	$ 332,944	7.10%
Total Debt Service	**$ 24,296,199**	**$ 9,743,153**	**$ 8,785,367**	**$ 8,957,836**	**$ 9,118,311**	**$ 332,944**	**3.79%**
Enterprise Funds							
Parking System	$ 71,753	$ 65,669	$ 66,017	$ 65,641	$ 66,500	$ 483	0.73%
Beloit Rd Public Housing	$ 361,260	$ 321,679	$ 392,525	$ 365,525	$ 366,525	$ (26,000)	-6.62%
Storm Sewer Program	$ 4,055,988	$ 4,160,943	$ 4,481,245	$ 4,228,400	$ 4,413,439	$ (67,806)	-1.51%
Water Utility	$ 8,176,396	$ 8,174,250	$ 8,633,620	$ 8,422,700	$ 8,346,100	$ (287,520)	-3.33%
Sanitary Sewer Utility	$ 7,664,563	$ 7,736,904	$ 7,571,901	$ 7,839,025	$ 8,098,000	$ 526,099	6.95%
Solid Waste Fund	$ 2,315,649	$ 2,193,641	$ 2,231,500	$ 2,170,214	$ 2,169,000	$ (62,500)	-2.80%
Total Enterprise Funds	**$ 22,645,609**	**$ 22,653,086**	**$ 23,376,808**	**$ 23,091,505**	**$ 23,459,564**	**$ 82,756**	**0.35%**
Internal Service Funds							
Employee Health Insurance Revenues	$ 13,645,844	$ 13,803,563	$ 14,495,000	$ 15,150,000	$ 14,660,000	$ 165,000	1.14%
Liability Insurance Pool Revenues	$ 89,919	$ 92,030	$ 90,000	$ 89,900	$ 52,300	$ (37,700)	-41.89%
Total Internal Service Revenues	**$ 13,735,763**	**$ 13,895,593**	**$ 14,585,000**	**$ 15,239,900**	**$ 14,712,300**	**$ 127,300**	**0.87%**
TOTAL ALL CITY REVENUE	**$ 139,932,904**	**$ 131,312,575**	**$ 137,692,455**	**$ 143,494,259**	**$ 134,531,663**	**$ (3,405,499)**	**-2.47%**

CITY OF WEST ALLIS
EXPENDITURE SUMMARY-ALL FUNDS
2019 BUDGET

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2019 Request	Mayoral/CC Additions/ Deletions	2019 Budget	Change	% Change
GENERAL GOVERNMENT									
Common Council	$ 248,521	$ 242,801	$ 252,096	$ 252,096	$ 238,322	$ -	$ 238,322	$ (13,774)	-5.46%
Mayor	$ 123,028	$ 126,300	$ 129,165	$ 129,165	$ 136,932	$ -	$ 136,932	$ 7,767	6.01%
City Attorney	$ 696,030	$ 863,255	$ 884,982	$ 884,982	$ 908,310	$ -	$ 908,310	$ 23,328	2.64%
Municipal Court	$ 485,499	$ 547,590	$ 418,152	$ 418,152	$ 361,426	$ -	$ 361,426	$ (56,726)	-13.57%
City Assessor	$ 511,938	$ 290,411	$ 421,767	$ 421,767	$ 459,091	$ -	$ 459,091	$ 37,324	8.85%
Administration	$ 493,429	$ 209,840	$ 243,571	$ 243,571	$ 247,986	$ -	$ 247,986	$ 4,415	1.81%
Information Technology	$ 1,719,120	$ 1,929,464	$ 1,999,527	$ 1,999,527	$ 1,919,758	$ -	$ 1,919,758	$ (79,769)	-3.99%
Purchasing/Central Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Human Resources	$ 463,497	$ 452,773	$ 538,876	$ 538,876	$ 598,219	$ -	$ 598,219	$ 59,343	11.01%
Finance	$ 821,382	$ 720,667	$ 892,511	$ 892,511	$ 940,567	$ -	$ 940,567	$ 48,056	5.38%
City Clerk	$ 522,436	$ 416,696	$ 494,345	$ 494,345	$ 482,921	$ -	$ 482,921	$ (11,424)	-2.31%
Promotion, Celebrations, Awards	$ 99,131	$ 42,081	$ 68,225	$ 68,225	$ 89,225	$ -	$ 89,225	$ 21,000	30.78%
General Fringe Benefits *, Workers Comp, Insurance	$ 1,057,411	$ 1,432,989	$ 2,557,750	$ 2,557,750	$ 2,412,700	$ -	$ 2,412,700	$ (145,050)	-5.67%
Other General Government	$ 3,657,201	$ 1,783,819	$ 1,663,965	$ 1,663,965	$ 1,582,283	$ -	$ 1,582,283	$ (81,682)	-4.91%
TOTAL GENERAL GOVERNMENT	$ 10,898,623	$ 9,058,685	$ 10,564,932	$ 10,564,932	$ 10,377,740	$ -	$ 10,377,740	$ (187,192)	-1.77%
PUBLIC SAFETY									
Police & Fire Commission	$ 22,146	$ 34,948	$ 39,500	$ 39,500	$ 39,200	$ -	$ 39,200	$ (300)	-0.76%
Police	$ 17,204,542	$ 17,927,246	$ 18,059,344	$ 18,059,344	$ 19,016,707	$ -	$ 19,016,707	$ 957,363	5.30%
Fire	$ 13,692,884	$ 12,372,901	$ 12,346,543	$ 12,346,543	$ 12,788,365	$ -	$ 12,788,365	$ 441,822	3.58%
Building Insp & Neighborhood Services	$ 1,152,092	$ 1,179,103	$ 1,362,957	$ 1,362,957	$ 1,414,677	$ -	$ 1,414,677	$ 51,720	3.79%
Engineering	$ 1,194,349	$ 1,102,367	$ 1,420,322	$ 1,420,322	$ 1,352,928	$ -	$ 1,352,928	$ (67,394)	-4.74%
Public Works	$ 10,645,691	$ 8,658,640	$ 11,387,802	$ 11,387,802	$ 10,905,140	$ -	$ 10,905,140	$ (482,662)	-4.24%
TOTAL PUBLIC WORKS	$ 11,840,040	$ 9,761,007	$ 12,808,124	$ 12,808,124	$ 12,258,068	$ -	$ 12,258,068	$ (550,056)	-4.29%
HEALTH, CULTURE, RECREATION									
Health Department	$ 2,005,038	$ 2,112,199	$ 2,263,954	$ 2,263,954	$ 2,320,478	$ -	$ 2,320,478	$ 56,524	2.50%
Senior Center	$ 217,201	$ 217,688	$ 225,846	$ 225,846	$ 232,824	$ -	$ 232,824	$ 6,978	3.09%
Library	$ 2,079,093	$ 2,036,157	$ 2,344,308	$ 2,344,308	$ 2,293,663	$ -	$ 2,293,663	$ (50,645)	-2.16%
TOTAL HEALTH, CULTURE, RECREATION	$ 4,301,331	$ 4,366,043	$ 4,834,108	$ 4,834,108	$ 4,846,965	$ -	$ 4,846,965	$ 12,857	0.27%
TOTAL GENERAL FUND EXPENDITURES	$ 59,498,433	$ 55,120,684	$ 60,505,716	$ 60,505,716	$ 61,243,000	$ -	$ 61,243,000	$ 737,284	1.22%

** City paid fringe benefit expenses for social security, medicare, pension, as well as health, dental, and life insurance are included in departmental budgets. General fringe benefits includes cost of miscellaneous benefit programs not specifically attributable to individual departments*

CITY OF WEST ALLIS
EXPENDITURE SUMMARY-ALL FUNDS
2019 BUDGET

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2019 Request	Mayoral/CC Additions/ Deletions	2019 Budget	Change	% Change
SPECIAL REVENUE FUND EXPENDITURES									
Communications	$ 650,240	$ 684,474	$ 814,899	$ 814,899	$ 920,541	$ -	$ 920,541	$ 105,642	12.96%
Tourism	$ -	$ 30,781	$ 359,000	$ 359,000	$ 429,500	$ -	$ 429,500	$ 70,500	
Community Development Block Grant Program	$ 1,565,192	$ 1,434,684	$ 1,156,989	$ 1,156,989	$ 1,364,422	$ -	$ 1,364,422	$ 207,433	17.93%
Housing Assistance Programs	$ 4,091,417	$ 3,728,489	$ 3,631,429	$ 3,631,429	$ 3,589,404	$ -	$ 3,589,404	$ (42,025)	-1.16%
EPA Revolving Loan Fund	$ 227,614	$ 42,277	$ -	$ -	$ 205,228	$ -	$ 205,228		
Health Grants	$ 962,956	$ 955,597	$ 993,509	$ 1,066,160	$ 967,400	$ -	$ 967,400	$ (26,109)	-2.63%
Police Grants	$ 301,110	$ 263,178	$ 251,434	$ 251,434	$ 295,133	$ -	$ 295,133	$ 43,699	17.38%
HIDTA	$ 1,608,485	$ 1,515,200	$ 1,450,000	$ 1,450,000	$ 1,450,000	$ -	$ 1,450,000	$ -	0.00%
Police Asset Forfeiture Fund	$ 117,360	$ 39,686	$ 350,000	$ 350,000	$ 350,000	$ -	$ 350,000	$ -	0.00%
Police Misc Funds	$ -	$ 81,569	$ -	$ -	$ 79,500		$ 79,500		
Fire Grants	$ 22,389	$ 8,504	$ 15,000	$ 15,000	$ 10,000	$ -	$ 10,000	$ (5,000)	-33.33%
Fire Misc Funds	$ -	$ 35,125	$ -	$ -	$ 26,000		$ 26,000		
IT Joint Ventures	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ 50,000	$ 50,000	#DIV/0!
Artscape Fund	$ -	$ 6,997	$ 100,000	$ 100,000	$ 100,000	$ -	$ 100,000	$ -	0.00%
Christmas Parade Fund	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ 10,000		
Senior Center Misc Funds	$ -	$ 2,251	$ -	$ -	$ 6,000	$ -	$ 6,000		
Library Misc Funds	$ -	$ 1,665	$ -	$ -	$ 2,700	$ -	$ 2,700		
Library Endowment Fund	$ 61,779	$ 54,125	$ -	$ -	$ 70,000	$ -	$ 70,000		
Water-Lead Service Fund	$ -	$ 836,804	$ -	$ 740,000	$ 852,821	$ -	$ 852,821		
TID 7 Area Rehab and Assistance Fund	$ (9,015)	$ 201	$ 1,000	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	0.00%
TID 11 Area Rehab and Assistance Fund	$ -	$ 3	$ 20,000	$ 20,000	$ 25,000	$ -	$ 25,000	$ 5,000	25.00%
TID 14 Area Rehab and Assistance Fund	$ -	$ 36,416	$ 460,000	$ 460,000	$ 40,000	$ -	$ 40,000	$ (420,000)	-91.30%
TOTAL SPECIAL REVENUE FUND EXPENDITURES	$ 9,599,527	$ 9,758,026	$ 9,603,260	$ 10,415,911	$ 10,844,649	$ -	$ 10,844,649	$ (10,860)	-0.11%
CAPITAL PROJECTS FUND EXPENDITURES									
Capital Improvements	$ 4,289,871	$ 6,816,342	$ 5,054,707	$ 5,054,707	$ 6,428,355	$ -	$ 6,428,355	$ 1,373,648	27.18%
TID Improvements	$ 6,953,414	$ 7,513,291	$ 13,978,823	$ 13,978,823	$ 5,838,569	$ -	$ 5,838,569	$ (8,140,254)	-58.23%
TOTAL CAPITAL PROJECTS FUND EXPENDITURES	$ 11,243,285	$ 14,329,633	$ 19,033,530	$ 19,033,530	$ 12,266,924	$ -	$ 12,266,924	$ (6,766,606)	-35.55%
DEBT SERVICE FUND EXPENDITURES									
General Debt Service Expenditures	$ 20,614,832	$ 4,763,464	$ 4,270,432	$ 4,270,432	$ 4,162,147	$ -	$ 4,162,147	$ (108,285)	-2.54%
Hospital & TID Debt Service Expenditures	$ 3,729,791	$ 4,744,974	$ 4,514,935	$ 4,514,935	$ 5,022,565	$ -	$ 5,022,565	$ 507,630	11.24%
TOTAL DEBT SERVICE FUND EXPENDITURES	$ 24,344,623	$ 9,508,438	$ 8,785,367	$ 8,785,367	$ 9,184,712	$ -	$ 9,184,712	$ 399,345	4.55%
ENTERPRISE FUND EXPENDITURES									
Parking System	$ 70,787	$ 73,703	$ 129,854	$ 129,854	$ 77,287	$ -	$ 77,287	$ (52,567)	-40.48%
Beloit Rd Public Housing	$ 288,937	$ 258,936	$ 303,607	$ 303,607	$ 305,753	$ -	$ 305,753	$ 2,146	0.71%
Storm Sewer Program	$ 3,130,548	$ 2,535,978	$ 3,050,876	$ 3,050,876	$ 2,745,061	$ -	$ 2,745,061	$ (305,815)	-10.02%
Water Utility	$ 7,637,084	$ 6,725,614	$ 8,488,325	$ 8,488,325	$ 8,591,523	$ -	$ 8,591,523	$ 103,198	1.22%
Sanitary Utility	$ 5,729,586	$ 6,444,196	$ 6,139,066	$ 6,139,066	$ 6,074,328	$ -	$ 6,074,328	$ (64,738)	-1.05%
Solid Waste Fund	$ 1,701,841	$ 2,911,106	$ 2,015,194	$ 2,015,194	$ 1,905,876	$ -	$ 1,905,876	$ (109,318)	-5.42%
TOTAL ENTERPRISE FUND EXPENDITURES	$ 18,558,783	$ 18,949,533	$ 20,126,922	$ 20,126,922	$ 19,699,828	$ -	$ 19,699,828	$ (427,094)	-2.12%
INTERNAL SERVICE FUND EXPENDITURES									
Health Insurance Fund	$ 13,940,869	$ 14,882,381	$ 14,979,400	$ 14,979,400	$ 14,660,000	$ -	$ 14,660,000	$ (319,400)	-2.13%
Liability Insurance Fund	$ 89,919	$ -	$ 90,000	$ 90,000	$ 52,300	$ -	$ 52,300	$ (37,700)	-41.89%
TOTAL INTERNAL SERVICE FUND EXPENDITURES	$ 14,030,788	$ 14,882,381	$ 15,069,400	$ 15,069,400	$ 14,712,300	$ -	$ 14,712,300	$ (357,100)	-2.37%
TOTAL ALL CITY EXPENDITURES	$ 137,275,439	$ 122,548,695	$ 133,124,195	$ 133,936,846	$ 127,951,413	$ -	$ 127,951,413	$ (6,425,031)	-4.83%

CITY OF WEST ALLIS
SUMMARY OF FUND BALANCES
PROJECTED 12/31/2018

		Balance 1/1/2018	2018 Projected Revenues (Expenses)	Transfers In		Transfers Out		Balance 12/31/2018	Resvrs To Be Used in 2019 Budget	Resvrs Re-tained for Apprtd./Re-strctd.purp.	Unapprtd./ Unrestr. Balance 1/1/2019
	GENERAL FUND										
	Unrestricted Fund Balance										
371.10	Unassigned - General Fund Balance	$8,485,216		$0	5	$0	1	$8,989,853			$8,989,853
				$0	7	$1,486,862	2				
	2017 Projected Revenues		$59,054,076	$1,705,810	9	$0	4				
	2017 Projected Actual Expenses & Transfers		($58,505,716)	$419,009	10	$0	6				
				$1,486,862	2	$0	1				
	Transfer to fund 2018 CIP Projects (approved 11/21/2017)		($107,851)	$85,000	18	$1,705,810	11				
	Projects funded with 2017 carryovers per 2018 CIP plan		($445,000)	$0	8	$419,009	12				
				$0	19	$0	13				
				$9,957,789	3	$0	17				
				$216,707	14	$9,957,789	3				
				$25,000	16	$0	15				
				$0	20	$0	19				
				$182,421	23	$0	22				
				$0	25	$0	22				
				$0	21	$0	23				
371.20	Assigned for Contingency Fund	$3,000,356	$0	$0	4	$0	5	$3,000,356	$0		$3,000,356
345.09	Assigned for Liability Insurance	$1,200,000	$0	$0		$0		$1,200,000		$1,200,000	
345.08	Assigned for Land & Bldg. Acquisition	$1,000,000	$0	$0		$0		$1,000,000		$1,000,000	
345.20	Assigned for Capital Projects related to public access, green initiatives & internal rehabs.	$511,720	$0	$0		$182,421	23	$329,299		$329,299	
345.21	Assigned for Capital Replacements such as boilers/carpet/roofs/chillers	$988,865	$0	$0	13	$0	20	$988,865	$765,000	$223,865	
345.11	Assigned for Post Retirement Benefits	$8,850,000	$0	$0	1	$0		$8,850,000		$8,850,000	
345.02	Assigned for 27th Payroll	$2,211,357	$0	$0	1	$0		$2,211,357		$2,211,357	
345.06	Assigned for Workers' Comp. Ins.	$1,500,000	$0	$0		$0		$1,500,000		$1,500,000	
345.07	Assigned for Gen'l Fund to be Applied to Reduce Tax Levy	$1,590,000	$0	$0	6	$0	7	$1,590,000		$1,590,000	
345.05	Assigned for Cap. Accum -General	$0	$0	$0	23	$0	8	$0		$0	
345.13	Assigned for Safety, Productivity/Oper. Improvmnts	$612,000	$0	$0	15	$216,707	14	$395,293		$395,293	
	Assigned for Computer/Technology Improvements	$736,399		$0	17	$85,000	18	$651,399	$0	$651,399	
	Assigned for Community & Econ Dev Investments	$405,000		$0		$25,000	16	$380,000	$0	$380,000	
345.19	Assigned for Strategic Plan Implementation	$100,392	$0	$0	19	$0	19	$100,392		$100,392	
345.15	Assigned for Dental Insurance	$50,000	$0	$0		$0		$50,000		$50,000	
345.16	Assigned for Tax Refund	$200,000	$0	$0		$0		$200,000		$200,000	
	Assigned for Parks & Open Space Plan	$100,000		$0	22	$0	21	$100,000	$0	$100,000	
	Assigned for "Zombie Properties"	$100,000		$0		$0		$100,000		$100,000	
	Committed Fund Balance										
345.10	for Carry-overs	$1,705,810	$0	$1,705,810	11	$1,705,810	9	$1,705,810		$1,705,810	
345.01	for Encumbrances	$419,009	$0	$419,009	12	$419,009	10	$419,009		$419,009	
	Non-Spendable Fund Balance										
345.03	for Receivables	$9,957,789	$0	$9,957,789	3	$9,957,789	3	$9,957,789		$9,957,789	
345.04	for Inventory/Prepaid Items	$1,486,862	$0	$1,486,862	2	$1,486,862	2	$1,486,862		$1,486,862	
	Total for General Fund	***$45,210,776***	***($4,491)***	***$27,648,068***		***$27,648,068***		***$45,206,284***	***$765,000***	***$32,451,075***	***$11,990,209***

FUND BALANCE NOTATIONS/TRANSFERS

1. Transfer to Reserved for 27th Payroll & OPEB liab funding
2. Transfer to Reserved Inventory/Prepaids
3. Transfer to Reserve for Receivables-Misc Recv, Beloit Rd Loans, Development Loans
4. Transfer to replenish Contingency Fund
5. Transfer from Contingency Fund
6. Transfer to 2017 and Future Tax Levy Reduction
7. Transfer in-2016 Tax Levy Reduction
8. Transfer for Capital Accumulation Fund purchases ***$424,128***
9. Rev 2016 Transfer to Reserve for Carry-overs
10. Rev 2016 Transfer to Reserve for Encumbrances
11. 2017 Transfer to Reserve for Carry-overs
12. 2017 Transfer to Reserve for Encumbrances
13. Transfer to fund Reserve for Capital Replacements
14. Transfer to fund 2018 CIP projects
15. Transfer to fund Reserve for Safety, Productivity, Oper Improvements
16. Transfer to fund WAMH contribution for Mntl Hlth
17. Transfer to fund Reserve for Computer/Technology Improvement Projects
18. Transfer for 2018 CIP Projects
19. Transfer to fund Strategic Plan implementation & replenish reserve balance
20. Transfer to Capital Projects Fund for Various Building Maint projects
21. Transfer to CIP-Parks fund for park projects
22. Transfer to fund Parks & Open Space initiative
23. Transfer for Capital Accumulation-Equipment

CITY OF WEST ALLIS
SUMMARY OF POSITIONS
2019

Department or Division	Benefitted 2018 Auth. (FTE)	Misc PT Non-Benefit 2018 Positions	2018 Dept Total	2019 POSTIONS BY FUNDING SOURCE: NON-BENEFITTED POSITIONS Gen Fund	BENEFITTED POSITIONS Gen Fund	BENEFITTED POSITIONS Other Funding Sources	BENEFITTED POSITIONS 2018 Adjustmts	BENEFITTED POSITIONS 2019 Position Changes	BENEFITTED POSITIONS 2019 Adjsmts. by Mayor/CC	BENEFITTED POSITIONS 2019 Auth. Positions	Misc PT Non-Benefit 2019 Positions
Alderpersons	10.00		10.00		10.00					10.00	
Mayor	1.25		1.25		1.25					1.25	
City Attorney	5.75	1.00	6.75	1.00	5.75			0.25		6.00	1.00
Municipal Court	2.75	0.50	3.25	0.50	2.75					2.75	0.50
City Assessor	2.00		2.00		2.00			1.00		3.00	
City Administrative Office	1.75		1.75		1.75					1.75	
Information Technology	13.00		13.00		13.00					13.00	
Finance	12.55		12.55		8.80	3.75				12.55	
Human Resources	5.50		5.50		5.50					5.50	
Clerk	4.50	125.00	129.50	125.00	4.50					4.50	125.00
Police Department	160.55	11.00	171.55	11.00	160.55			1.00		161.55	11.00
Fire Department	106.00		106.00		106.00			1.00		107.00	
Planning (Development)	12.50	1.00	13.50	1.00	4.93	7.57		0.50		13.00	1.00
Bldg Insp & Nghbrhd Srvcs	15.75	1.00	16.75	1.00	13.90	1.85				15.75	1.00
Health Department	37.45	0.45	37.90	0.45	24.70	12.75	0.10	(0.55)		37.00	
Senior Center	2.20		2.20		2.20			0.30		2.50	
Public Library	20.50	7.80	28.30	7.80	20.50			(0.50)		20.00	7.80
Public Works											
Administration	4.00		4.00		4.00					4.00	
Building, Electrical & Inventory	32.00	3.00	35.00	3.00	32.00			(0.75)		31.25	3.00
Street & Sanitation	53.00	7.00	60.00	7.00	53.00					53.00	7.00
Forestry	15.00	10.00	25.00	10.00	15.00					15.00	10.00
Fleet Services	13.00		13.00		13.00			(2.00)		11.00	
Engineering	18.00	2.00	20.00	2.00	18.00					18.00	2.00
Water Utility	22.00		22.00			22.00		(0.25)		21.75	
Communications & Creative Srvcs	5.75	1.05	6.80	1.00		5.75		0.70		6.45	1.45
			0.00								
TOTALS	**576.75**	**170.80**	**747.55**	**170.75**	**523.08**	**53.67**	**0.10**	**0.70**	**0.00**	**577.55**	**170.75**

TOTAL 2018 BENEFITTED POSITIONS	**576.75**
TOTAL 2019 POSITIONS	**748.30**

CITY OF WEST ALLIS SUMMARY OF POSITIONS 2019
NOTES FOR 2019:
1.) 0.25 position added to the .75 FTE Legal Secretary to make it 1.0 FTE, in the Attorney's Office
2.) 1.0 position added in the Assessor's Division
3.) Buyer in Finance repurposed to a Grant Writer/Fiscal Analyst (no change in FTEs)
4.) 1.0 position added to Police Department - Police Officer added through a Milwaukee County Grant
5.) 0.5 position added to two 0.5 FTE Admin Support Specialists to make each 0.75 FTE, in Community Development
6.) 0.5 position reduced, with a 1.0 Clerical Asst. and 0.5 Librarian combined to create a 1.0 Librarian at the Library
7.) 1.0 position, Equipment Mechanic, moved from Public Works to the Fire Department
8.) 1.0 position, Administrative Assistant, eliminated in Public Works
9.) 0.75 position, Plumber, moved from Public Works to Water
10.) 1.0 position, Maintenance Repairer, eliminated from Water
11.) 0.3 position added, by eliminating 0.7 FTE Asst. Director and adding a 1.0 FTE Admin Support Specialist, at the Senior Center
12.) 0.5 janitor position eliminated, and a 0.5 cleaner position added, at the Senior Center (no FTE change, however reduced costs)
12.) 0.1 position reduced, with a 0.5 FTE Public Health Nurse and a 0.6 FTE Comm Health Tech combined to create a 1.0 Comm Health Tech, in the Health Department
13.) 0.1 position added to a 0.9 FTE Public Health Specialist (during 2018 - Council Approval), at the Health Department
14.) 0.1 position added to the .9 Communications Assistant to make it 1.0 FTE, in Communications
15.) 0.15 position added to the .85 Tourism Event Coordinator to make it 1.0 FTE, in Communications
16.) 0.45 position, Market Attendant, moved from the Health Department to Communications

CITY OF WEST ALLIS
TAX LEVY SUMMARY
2019 BUDGET

	2016(2017) LEVY	2017(2018) LEVY	2018(2019) LEVY	2018(2019) INCREASE (DECREASE)	2017(2018) % INCREASE (DECREASE)
General Fund Expenditures	$59,170,867	$60,505,716	$61,243,000	$737,284	1.22%
Less: Exempt Computer Equipment	(192,000)	(177,645)	(177,650)	(5)	0.00%
Less: Non-Tax Levy Revenues	(24,661,454)	(25,118,089)	(25,557,750)	(439,661)	1.75%
City of West Allis Levy - General Fund	***$34,317,413***	***$35,209,982***	***$35,507,600***	***$297,618***	***0.85%***
Health Insurance Fund Expenditures	$14,414,400	$14,979,400	$14,660,000	(319,400)	-2.13%
Less: Other Revenues/Reserves	($12,414,400)	($12,979,400)	($12,660,000)	319,400	-2.46%
City of West Allis Levy - Health Fund	***$2,000,000***	***$2,000,000***	***$2,000,000***	***$0***	***0.00%***
Parking Utility Expenditures	$123,245	$123,245	$77,287	($45,958)	-37.29%
Recover Prior Year Deficit/Utilize Reserves	(57,228)	(57,228)	(10,787)	46,441	-81.15%
Less: Non-Tax Levy Revenues	(23,017)	(23,017)	(23,500)	(483)	2.10%
City of West Allis Levy - Parking	***$43,000***	***$43,000***	***$43,000***	***$0***	***0.00%***
City of West Allis Levy Without Debt & TID (State Levy Limit)	***$36,360,413***	***$37,252,982***	***$37,550,600***	***$297,618***	***0.80%***
Debt Fund Expenditures - (General Only)	$4,059,194	$4,095,432	$4,095,747	$315	0.01%
Utilization of Fund Balance & Transfers	(60,000)	(175,000)	0	175,000	-100.00%
**** City of West Allis Levy - Debt Fund***	***$3,999,194***	***$3,920,432***	***$4,095,747***	***$175,315***	***4.47%***
City of West Allis Levy - With Debt, Without TID Levy	***$40,359,607***	***$41,173,414***	***$41,646,347***	***$472,933***	***1.15%***
Tax Increment Financing Districts - Levy	$1,058,693	$1,037,196	$1,072,414	$35,218	3.40%
Total City of West Allis Levy	***$41,418,300***	***$42,210,610***	***$42,718,761***	***$508,151***	***1.20%***

2019 Budget & Action Plan

General Fund
Revenues and Expenditures

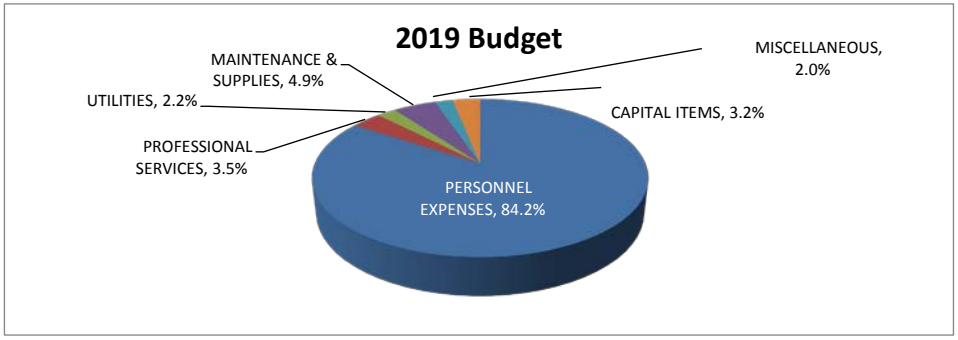
CITY OF WEST ALLIS
GENERAL FUND EXPENDITURES BY DEPARTMENT
2019 BUDGET

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2019 Request	Mayoral & CC Additions/ Deletions	2019 Budget	Change	% Change
GENERAL GOVERNMENT									
Common Council	$ 248,521	$ 242,801	$ 252,096	$ 252,096	$ 238,322	$ -	$ 238,322	$ (13,774)	-5.46%
Mayor	$ 123,028	$ 126,300	$ 129,165	$ 129,165	$ 136,932	$ -	$ 136,932	$ 7,767	6.01%
City Attorney	$ 696,030	$ 863,255	$ 884,982	$ 884,982	$ 908,310	$ -	$ 908,310	$ 23,328	2.64%
Municipal Court	$ 485,499	$ 547,590	$ 418,152	$ 418,152	$ 361,426	$ -	$ 361,426	$ (56,726)	-13.57%
City Assessor	$ 511,938	$ 290,411	$ 421,767	$ 421,767	$ 459,091	$ -	$ 459,091	$ 37,324	8.85%
Administration	$ 493,429	$ 209,840	$ 243,571	$ 243,571	$ 247,986	$ -	$ 247,986	$ 4,415	1.81%
Information Technology	$ 1,719,120	$ 1,929,464	$ 1,999,527	$ 1,999,527	$ 1,919,758	$ -	$ 1,919,758	$ (79,769)	-3.99%
Purchasing/Central Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Human Resources	$ 463,497	$ 452,773	$ 538,876	$ 538,876	$ 598,219	$ -	$ 598,219	$ 59,343	11.01%
Finance	$ 821,382	$ 720,667	$ 892,511	$ 892,511	$ 940,567	$ -	$ 940,567	$ 48,056	5.38%
City Clerk	$ 522,436	$ 416,696	$ 494,345	$ 494,345	$ 482,921	$ -	$ 482,921	$ (11,424)	-2.31%
Promotion, Celebrations, Awards	$ 99,131	$ 42,081	$ 68,225	$ 68,225	$ 89,225	$ -	$ 89,225	$ 21,000	30.78%
General Fringe Benefits*, Workers Comp, Insurance	$ 1,057,411	$ 1,432,989	$ 2,557,750	$ 2,557,750	$ 2,412,700	$ -	$ 2,412,700	$ (145,050)	-5.67%
Other General Government	$ 3,657,201	$ 1,783,819	$ 1,663,965	$ 1,663,965	$ 1,582,283	$ -	$ 1,582,283	$ (81,682)	-4.91%
TOTAL GENERAL GOVERNMENT	$ 10,898,623	$ 9,058,685	$ 10,564,932	$ 10,564,932	$ 10,377,740	$ -	$ 10,377,740	$ (187,192)	-1.77%
PUBLIC SAFETY									
Police & Fire Commission	$ 22,146	$ 34,948	$ 39,500	$ 39,500	$ 39,200	$ -	$ 39,200	$ (300)	-0.76%
Police	$ 17,204,542	$ 17,927,246	$ 18,059,344	$ 18,059,344	$ 19,016,707	$ -	$ 19,016,707	$ 957,363	5.30%
Fire	$ 13,692,884	$ 12,372,901	$ 12,346,543	$ 12,346,543	$ 12,788,365	$ -	$ 12,788,365	$ 441,822	3.58%
Building Insp & Neighborhood Services	$ 1,152,092	$ 1,179,103	$ 1,362,957	$ 1,362,957	$ 1,414,677	$ -	$ 1,414,677	$ 51,720	3.79%
Planning	$ 386,774	$ 420,750	$ 490,208	$ 490,208	$ 501,278	$ -	$ 501,278	$ 11,070	2.26%
TOTAL PUBLIC SAFETY	$ 32,458,438	$ 31,934,948	$ 32,298,552	$ 32,298,552	$ 33,760,227	$ -	$ 33,760,227	$ 1,461,675	4.53%
PUBLIC WORKS									
Engineering	$ 1,194,349	$ 1,102,367	$ 1,420,322	$ 1,420,322	$ 1,352,928	$ -	$ 1,352,928	$ (67,394)	-4.74%
Public Works	$ 10,645,691	$ 8,658,640	$ 11,387,802	$ 11,387,802	$ 10,905,140	$ -	$ 10,905,140	$ (482,662)	-4.24%
TOTAL PUBLIC WORKS	$ 11,840,040	$ 9,761,007	$ 12,808,124	$ 12,808,124	$ 12,258,068	$ -	$ 12,258,068	$ (550,056)	-4.29%
HEALTH, CULTURE, RECREATION									
Health Department	$ 2,005,038	$ 2,112,199	$ 2,263,954	$ 2,263,954	$ 2,320,478	$ -	$ 2,320,478	$ 56,524	2.50%
Senior Center	$ 217,201	$ 217,688	$ 225,846	$ 225,846	$ 232,824	$ -	$ 232,824	$ 6,978	3.09%
Library	$ 2,079,093	$ 2,036,157	$ 2,344,308	$ 2,344,308	$ 2,293,663	$ -	$ 2,293,663	$ (50,645)	-2.16%
TOTAL HEALTH, CULTURE, RECREATION	$ 4,301,331	$ 4,366,043	$ 4,834,108	$ 4,834,108	$ 4,846,965	$ -	$ 4,846,965	$ 12,857	0.27%
TOTAL EXPENDITURES	$ 59,498,433	$ 55,120,684	$ 60,505,716	$ 60,505,716	$ 61,243,000	$ -	$ 61,243,000	$ 737,284	1.22%

** City paid fringe benefit expenses for social security, medicare, pension, as well as health, dental, and life insurance are included in departmental budgets. General fringe benefits includes cost of miscellaneous benefit programs not specifically attributable to individual departments*

CITY OF WEST ALLIS
GENERAL FUND EXPENDITURES BY TYPE
2019 BUDGET

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2017 Year-to-Date	2019 Request	Mayoral Additions/ Deletions	2019 Budget	Change	% Change	% of Total
Salaries	$ 31,022,600	$ 29,943,357	$ 32,102,310	$ 32,102,310	$ 19,411,368	$ 32,772,293	$ -	$ 32,772,293	$ 669,983	2.09%	
Provisionals/Part-Time	$ 679,206	$ 655,623	$ 658,260	$ 658,260	$ 464,520	$ 930,783	$ -	$ 930,783	$ 272,523	41.40%	
Misc Other Pay	$ 533,859	$ 651,205	$ 818,867	$ 818,867	$ 253,037	$ 868,298	$ -	$ 868,298	$ 49,431	6.04%	
Overtime	$ 1,396,792	$ 1,544,704	$ 1,053,550	$ 1,053,550	$ 822,182	$ 1,208,900	$ -	$ 1,208,900	$ 155,350	14.75%	
Fringe Benefits	$ (36,616)	$ 236,559	$ 864,000	$ 864,000	$ 765,381	$ 666,000	$ -	$ 666,000	$ (198,000)	-22.92%	
Payroll Taxes	$ 1,994,099	$ 1,970,051	$ 2,025,579	$ 2,025,579	$ 1,264,510	$ 2,163,190	$ -	$ 2,163,190	$ 137,611	6.79%	
Pension	$ 3,747,893	$ 3,406,656	$ 3,408,807	$ 3,408,807	$ 2,111,839	$ 3,539,483	$ -	$ 3,539,483	$ 130,676	3.83%	
Health Insurance	$ 7,331,339	$ 7,114,023	$ 8,756,261	$ 8,756,261	$ 4,153,295	$ 8,887,432	$ -	$ 8,887,432	$ 131,171	1.50%	
Dental Insurance	$ 454,554	$ 438,754	$ 494,350	$ 494,350	$ 277,444	$ 484,324	$ -	$ 484,324	$ (10,026)	-2.03%	
Life Insurance	$ 59,429	$ 56,840	$ 59,900	$ 59,900	$ 35,208	$ 60,664	$ -	$ 60,664	$ 764	1.28%	
PERSONNEL EXPENSES	**$ 47,183,155**	**$ 46,017,771**	**$ 50,241,884**	**$ 50,241,884**	**$ 29,558,784**	**$ 51,581,367**	**$ -**	**$ 51,581,367**	**$ 1,339,483**	**2.67%**	**84.2%**
Professional Services	$ 883,145	$ 766,658	$ 958,469	$ 958,469	$ 615,839	$ 1,137,035	$ -	$ 1,137,035	$ 178,566	18.63%	
Maintenance Contracts	$ 563,618	$ 692,284	$ 846,128	$ 846,128	$ 642,964	$ 925,007	$ -	$ 925,007	$ 78,879	9.32%	
Board of Prisoners	$ 223,321	$ 283,361	$ 130,000	$ 130,000	$ 70,941	$ 60,000	$ -	$ 60,000	$ (70,000)	-53.85%	
PROFESSIONAL SERVICES	**$ 1,670,084**	**$ 1,742,303**	**$ 1,934,597**	**$ 1,934,597**	**$ 1,329,743**	**$ 2,122,042**	**$ -**	**$ 2,122,042**	**$ 187,445**	**9.69%**	**3.5%**
Utilities	$ 1,025,249	$ 1,104,457	$ 1,364,463	$ 1,364,463	$ 757,568	$ 1,329,431	$ -	$ 1,329,431	$ (35,032)	-2.57%	
Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
UTILITIES	**$ 1,025,249**	**$ 1,104,457**	**$ 1,364,463**	**$ 1,364,463**	**$ 757,568**	**$ 1,329,431**	**$ -**	**$ 1,329,431**	**$ (35,032)**	**-2.57%**	**2.2%**
Rentals	$ 7,500	$ 14,428	$ 8,825	$ 8,825	$ 3,679	$ 7,720	$ -	$ 7,720	$ (1,105)	-12.52%	
Repair & Maintenance	$ 559,888	$ 589,133	$ 595,650	$ 595,650	$ 379,344	$ 594,350	$ -	$ 594,350	$ (1,300)	-0.22%	
Supplies	$ 1,788,560	$ 1,392,124	$ 1,832,111	$ 1,832,111	$ 1,102,311	$ 2,014,704	$ -	$ 2,014,704	$ 182,593	9.97%	
Books & Periodicals	$ 266,973	$ 293,789	$ 382,278	$ 382,278	$ 205,524	$ 332,006	$ -	$ 332,006	$ (50,272)	-13.15%	
Advertising	$ 42,404	$ 39,842	$ 47,050	$ 47,050	$ 12,042	$ 45,250	$ -	$ 45,250	$ (1,800)	-3.83%	
Printing	$ 7,995	$ 14,246	$ 25,958	$ 25,958	$ 4,968	$ 15,515	$ -	$ 15,515	$ (10,443)	-40.23%	
MAINTENANCE & SUPPLIES	**$ 2,673,321**	**$ 2,343,562**	**$ 2,891,872**	**$ 2,891,872**	**$ 1,707,868**	**$ 3,009,545**	**$ -**	**$ 3,009,545**	**$ 117,673**	**4.07%**	**4.9%**
Training & Travel	$ 178,321	$ 155,631	$ 240,042	$ 240,042	$ 136,657	$ 262,807	$ -	$ 262,807	$ 22,765	9.48%	
Regulatory & Safety	$ 282,004	$ 346,624	$ 332,964	$ 332,964	$ 149,939	$ 333,679	$ -	$ 333,679	$ 715	0.21%	
Insurance	$ 430,276	$ 385,185	$ 413,875	$ 413,875	$ 453,203	$ 458,875	$ -	$ 458,875	$ 45,000	10.87%	
Claims/Judgments	$ 157,550	$ 178,772	$ 185,000	$ 185,000	$ 70,421	$ 175,000	$ -	$ 175,000	$ (10,000)	-5.41%	
Miscellaneous	$ 7,114	$ 201,368	$ 22,700	$ 22,700	$ 70,168	$ 22,300	$ -	$ 22,300	$ (400)	-1.76%	
MISCELLANEOUS	**$ 1,055,265**	**$ 1,267,580**	**$ 1,194,581**	**$ 1,194,581**	**$ 880,388**	**$ 1,252,661**	**$ -**	**$ 1,252,661**	**$ 58,080**	**4.86%**	**2.0%**
Capital Items	$ 2,802,827	$ 1,446,192	$ 1,743,954	$ 1,743,954	$ 734,835	$ 1,147,954	$ -	$ 1,147,954	$ (596,000)	-34.18%	
Transfers Out	$ 3,088,531	$ 1,198,819	$ 1,134,365	$ 1,134,365	$ 140,000	$ 800,000	$ -	$ 800,000	$ (334,365)		
CAPITAL ITEMS	**$ 5,891,359**	**$ 2,645,011**	**$ 2,878,319**	**$ 2,878,319**	**$ 874,835**	**$ 1,947,954**	**$ -**	**$ 1,947,954**	**$ (930,365)**	**-32.32%**	**3.2%**
TOTAL EXPENDITURES	$ 59,498,433	$ 55,120,684	$ 60,505,716	$ 60,505,716	$ 35,109,187	$ 61,243,000	$ -	$ 61,243,000	$ 737,284	1.22%	100%



2019 Budget & Action Plan

General Government

City of West Allis
Common Council
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 74,124	$ 73,840	$ 73,840	$ 73,840	$ 47,400	$ 73,840	$ -	$ 73,840	$ -	
Misc Other Pay	$ 720	$ 300	$ 960	$ 960	$ -	$ 720	$ -	$ 720	$ (240)	
Payroll Taxes	$ 4,081	$ 4,212	$ 4,090	$ 4,090	$ 2,873	$ 4,172	$ -	$ 4,172	$ 82	
Pension	$ 5,074	$ 4,516	$ 4,453	$ 4,453	$ 2,712	$ 3,869	$ -	$ 3,869	$ (584)	
Health Insurance	$ 131,560	$ 128,200	$ 134,256	$ 134,256	$ 73,299	$ 122,665	$ -	$ 122,665	$ (11,591)	
Dental Insurance	$ 9,615	$ 9,645	$ 9,678	$ 9,678	$ 5,440	$ 8,350	$ -	$ 8,350	$ (1,328)	
Life Insurance	$ 320	$ 278	$ 269	$ 269	$ 127	$ 201	$ -	$ 201	$ (68)	
Utilities	$ -	$ -	$ -	$ -	$ 191	$ 2,280	$ -	$ 2,280	$ 2,280	
Supplies	$ -	$ -	$ 200	$ 200	$ -	$ 125	$ -	$ 125	$ (75)	
Books & Periodicals	$ 2,430	$ 2,627	$ 1,250	$ 1,250	$ 1,145	$ 250	$ -	$ 250	$ (1,000)	
Training & Travel	$ 20,597	$ 19,183	$ 23,100	$ 23,100	$ 11,631	$ 21,850	$ -	$ 21,850	$ (1,250)	
TOTAL EXPENDITURES	$ 248,521	$ 242,801	$ 252,096	$ 252,096	$ 144,818	$ 238,322	$ -	$ 238,322	$ (13,774)	-5.46%

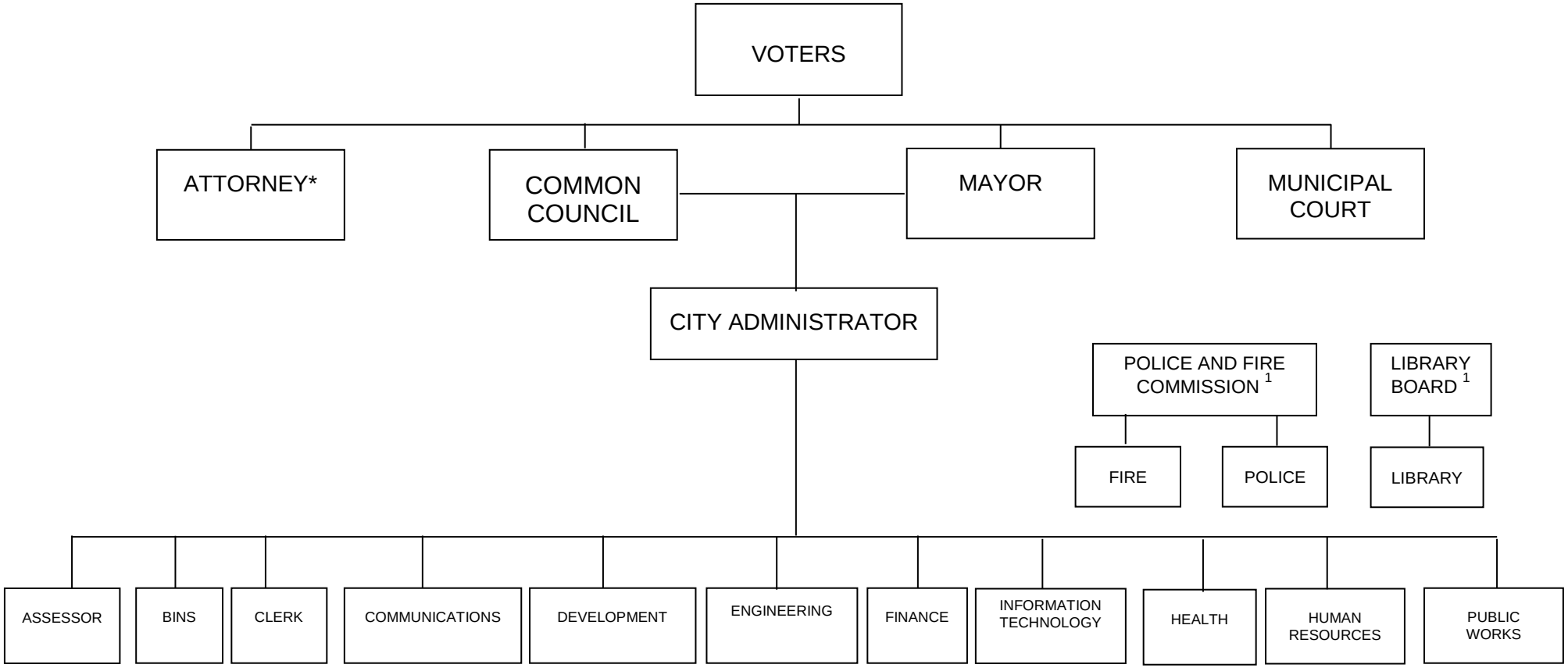
2019 BUDGET NOTES:

Decrease in benefits expenses resulting from new alder not eligible for WRS and not enrolled in Health or Dental insurance

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
GENERAL FUND							
Common Council							
100-0101-511.11-01	Salary & Wages	65,385	67,194	42,572	0	73,840	73,840
LEVEL	TEXT		TEXT AMT				
DEPT	10 ALDERPERSONS (100% FUNDING IN THIS ACCT).50 FTE						
100-0101-511.11-03	Holidays	1,809	0	781	0	0	0
100-0101-511.14-13	Internet Allowance	270	864	0	720	0	720
LEVEL	TEXT		TEXT AMT				
DEPT	3 ALDPR X $20 PER MONTH		720				
			720				
100-0101-511.21-01	Health Insurance	117,361	123,032	67,270	0	122,665	122,665
100-0101-511.21-04	Life Insurance	250	242	114	0	201	201
100-0101-511.21-07	Dental Insurance	8,801	8,828	4,970	0	8,350	8,350
100-0101-511.22-01	Social Secrty-OASDI 6.2%	3,105	3,014	2,130	0	3,381	3,381
100-0101-511.22-02	Social Security-HI 1.45%	726	705	498	0	791	791
100-0101-511.23-02	Retirement-Elected	4,065	4,008	2,441	0	3,869	3,869
100-0101-511.41-06	Telephone/Internet	0	0	382	2,280	0	2,280
LEVEL	TEXT		TEXT AMT				
DEPT	IPAD DATA PLAN ($19X12X10)		2,280				
	PREVIOUSLY ALLOCATED TO 101-511-52-02						
			2,280				
100-0101-511.51-01	Postage	0	100	0	25	0	25
100-0101-511.51-02	Office Supplies	0	100	0	100	0	100
100-0101-511.52-02	Other	2,487	250	1,145	250	0	250
LEVEL	TEXT		TEXT AMT				
DEPT	IPAD MONTHLY ACCESS MOVED TO 41-06						
100-0101-511.56-01	Local Business Meetings	0	500	0	500	0	500
100-0101-511.56-02	Conferences & Seminars	0	0	0	4,300	0	4,300
LEVEL	TEXT		TEXT AMT				
DEPT	MOVED/COMBINED FROM 0102-511-56-02						
	NATIONAL LEAGUE OF CITIES CONFERENCE		2,500				
	WISCONSIN LEAGUE OF MUNICIPALITIES		1,000				
	OTHER CONFERENCES		800				
			4,300				
100-0101-511.57-01	Membership Dues	3,551	3,800	895	17,050	0	17,050
LEVEL	TEXT		TEXT AMT				
DEPT	CAAD		1,000				
	ICC		400				
	PUBLIC POLICY FORUM		650				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	URBAN ALLIANCE OF THE LEAGUE OF WI MUNICIPALITIES		1,000				
	WISCONSIN LEAGUE OF MUNICIPALITIES		10,700				
	NATIONAL LEAGUE OF CITIES .50		3,300				
	COMBINED LAST THREE FROM 0102-511-57-01						
			17,050				
*	Gen Council Activities	207,810	212,637	123,198	25,225	213,097	238,322
100-0102-511.11-01	Salary & Wages	6,467	6,646	3,976	0	0	0
100-0102-511.11-03	Holidays	179	0	71	0	0	0
100-0102-511.14-13	Internet Allowance	30	96	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	IN 41-06						
100-0102-511.21-01	Health Insurance	10,840	11,224	6,029	0	0	0
100-0102-511.21-04	Life Insurance	28	27	13	0	0	0
100-0102-511.21-07	Dental Insurance	844	850	470	0	0	0
100-0102-511.22-01	Social Secrty-OASDI 6.2%	309	301	199	0	0	0
100-0102-511.22-02	Social Security-HI 1.45%	72	70	47	0	0	0
100-0102-511.23-02	Retirement-Elected	451	445	271	0	0	0
100-0102-511.52-02	Other	140	1,000	0	0	0	0
100-0102-511.56-02	Conferences & Seminars	2,200	3,800	986	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	MOVED/COMBINED WITH 0101-511-57-01						
100-0102-511.57-01	Membership Dues	13,432	15,000	13,541	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	MOVED/COMBINED WITH 0101-511-57-01						
*	League-Legislative Exp	34,992	39,459	25,603	0	0	0
**	Common Council	242,802	252,096	148,801	25,225	213,097	238,322

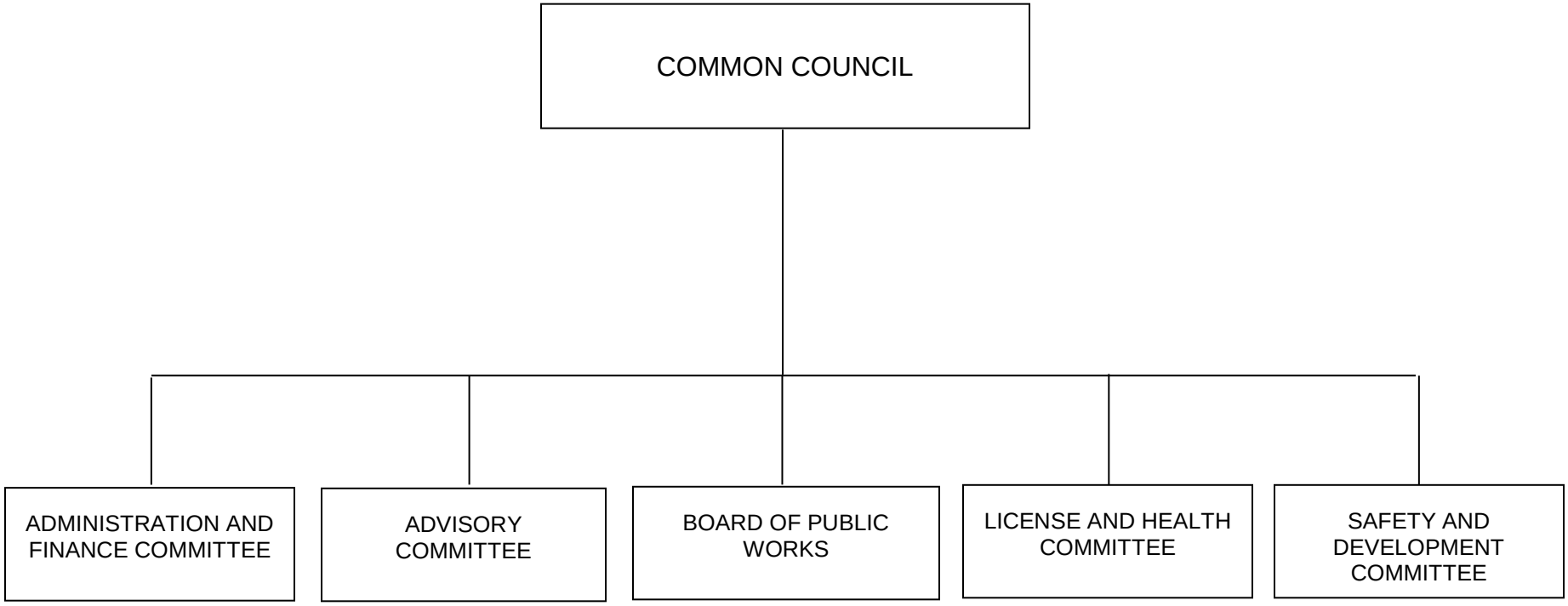
ORGANIZATIONAL CHART
CITY OF WEST ALLIS



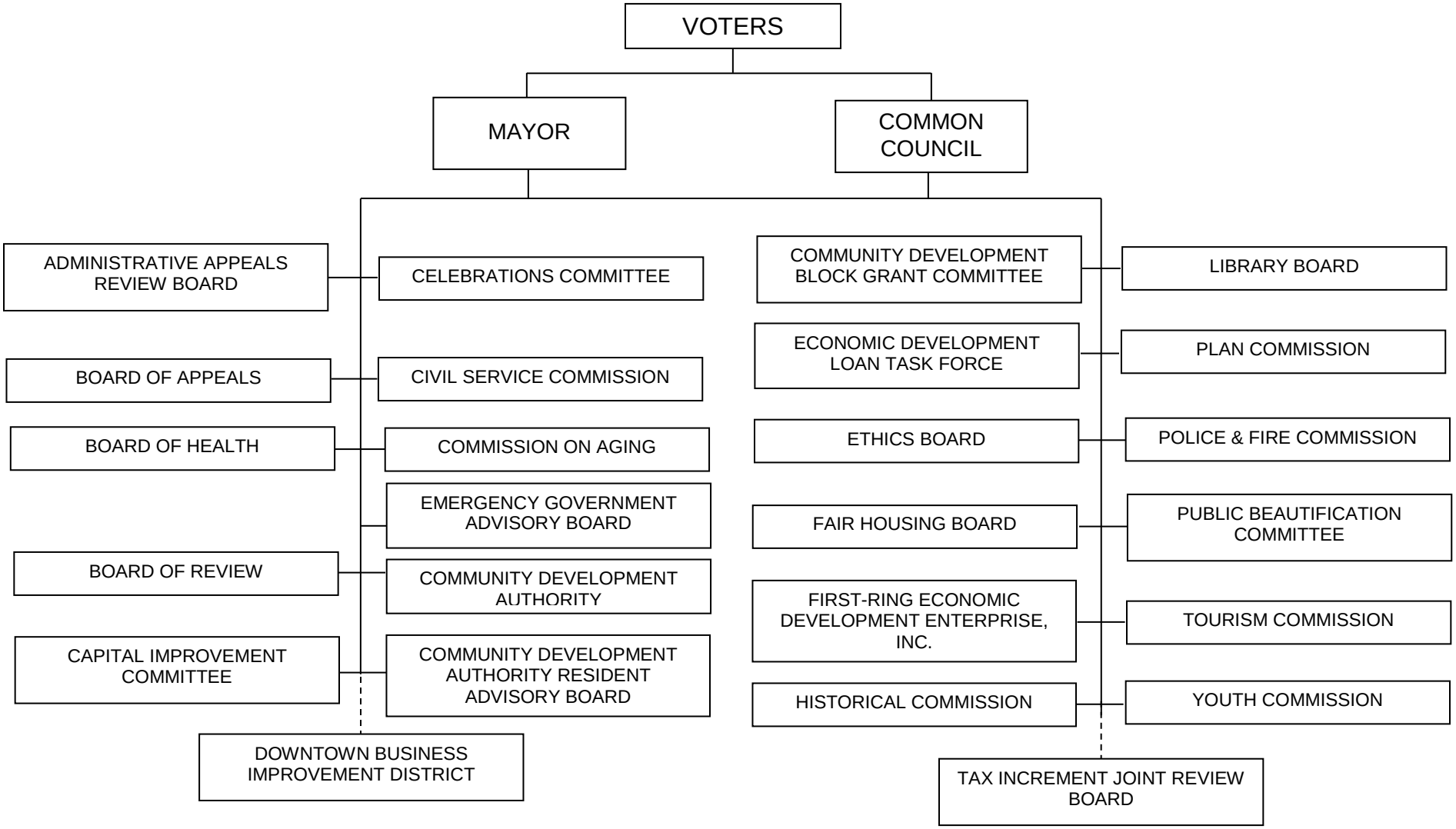
[1] Appointed by the Mayor and confirmed by the Common Council, with policy responsibility.

*Appointed – Effective 5/1/2020

ORGANIZATIONAL CHART
COUNCIL POLICY COMMITTEES



ORGANIZATIONAL CHART
ADVISORY COMMITTEES



Advisory Committee members are appointed by the Mayor and confirmed by the Common Council.

Department	Director	Fund and Dept. Group
Common Council	Common Council President Thomas Lajsic	100-01

Mission/Overview

To provide cost effective municipal services consistent with the needs and desires of the citizens of the West Allis community (residences and businesses, as well as other community stakeholders); provide for the health, safety, and welfare of the community; work towards a quality living and working environment; and oversee a positive, progressive, and creative approach to the budget, management and operations of the City.

Strategic Goals

Strategic Goal #1 – Image/Brand/Destination - The City of West Allis will become the "preferred municipality in the Milwaukee Metropolitan area, the state, and the country"* for visitors, residents and businesses through focused rebranding, marketing and promotion actions. * *as per the West Allis Vision Statement*

Strategic Goal #2 – Quality of Life - The City of West Allis will promote the quality of life for residents by ensuring a safe and healthy community. (Public Safety, Health, Private and Public Infrastructure, Aesthetics, Sense of Community)

Strategic Goal #3 - Citizen Engagement - The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging, and ownership for citizens.

Strategic Goal #4 - Economic Vitality and Sustainability - The City of West Allis will protect the organization's fiscal wellbeing through long term planning and fiscal analysis. Further, proactive and well planned development and redevelopment opportunities will be promoted and maintained.

Strategic Goal #5 - Excellence in Government - The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and LEAN operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.

Position Information

Title	Division	Number	Funding Source
Alderperson		10	General Fund

Services Provided (List Top 5 per Department/Division)

Service	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Legislative Body for City	General Fund	Bimonthly and as needed	-	-	State, Local
2. Establish City Policies and Ordinances	General Fund	As needed	-	-	State, Local
3. Adopt City Budget	General Fund	Annually	-	-	State, Local
4. Oversee the administration of city government	General Fund	Regularly and as needed	-	-	State, Local
5. Constituent Service Delivery	General Fund	Regularly and as needed	-	-	State, Local
6. Set the direction and goals of the city	General Fund	Regularly and as needed	-	-	State, Local

City of West Allis
Mayor
2019 Budget

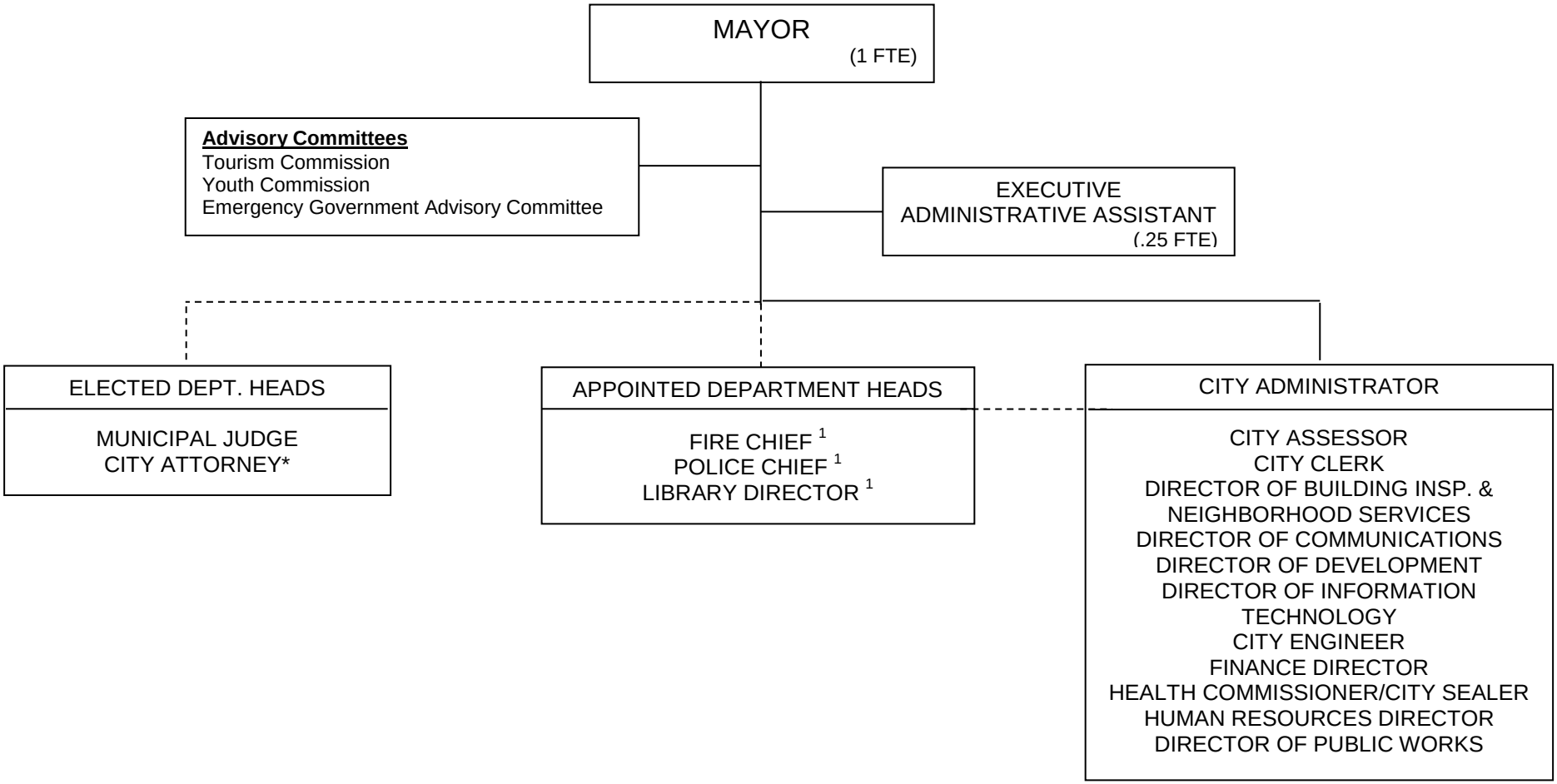
EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 81,886	$ 83,966	$ 84,420	$ 84,420	$ 57,100	$ 88,864	$ -	$ 88,864	$ 4,444	
Provisionals/Part-Time	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Overtime	$ 142	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Payroll Taxes	$ 5,939	$ 6,203	$ 6,235	$ 6,235	$ 4,222	$ 6,474	$ -	$ 6,474	$ 239	
Pension	$ 6,361	$ 5,717	$ 5,656	$ 5,656	$ 3,826	$ 5,820	$ -	$ 5,820	$ 164	
Health Insurance	$ 24,014	$ 25,042	$ 27,517	$ 27,517	$ 16,913	$ 29,386	$ -	$ 29,386	$ 1,869	
Dental Insurance	$ 1,531	$ 1,520	$ 1,470	$ 1,470	$ 956	$ 1,529	$ -	$ 1,529	$ 59	
Life Insurance	$ 133	$ 160	$ 167	$ 167	$ 106	$ 184	$ -	$ 184	$ 17	
Utilities	$ 375	$ 399	$ 400	$ 400	$ 213	$ 425	$ -	$ 425	$ 25	
Supplies	$ 161	$ 55	$ 400	$ 400	$ 28	$ 200	$ -	$ 200	$ (200)	
Books & Periodicals	$ 170	$ 23	$ 200	$ 200	$ -	$ 200	$ -	$ 200	$ -	
Printing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Training & Travel	$ 2,317	$ 3,215	$ 2,700	$ 2,700	$ 1,747	$ 3,600	$ -	$ 3,600	$ 900	
TOTAL EXPENDITURES	$ 123,028	$ 126,300	$ 129,165	$ 129,165	$ 85,190	$ 136,932	$ -	$ 136,932	$ 7,767	6.01%

2019 BUDGET NOTES:

No substantial changes-pay increase is in accordance with municipal code.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Mayor							
100-0201-513.11-01	Salary & Wages	79,353	84,420	53,965	0	88,864	88,864
LEVEL	TEXT		TEXT AMT				
DEPT	MAYOR						
	ADM ASST (.25)						
	TOTAL POSITIONS (1.25)						
100-0201-513.11-02	Vacation	1,626	0	1,653	0	0	0
100-0201-513.11-03	Holidays	2,560	0	1,284	0	0	0
100-0201-513.11-04	Sick Leave	150	0	69	0	0	0
100-0201-513.11-12	Comp Time Used	278	0	129	0	0	0
100-0201-513.21-01	Health Insurance	25,042	27,517	16,913	0	29,386	29,386
100-0201-513.21-04	Life Insurance	160	167	106	0	184	184
100-0201-513.21-07	Dental Insurance	1,520	1,470	956	0	1,529	1,529
100-0201-513.22-01	Social Secrty-OASDI 6.2%	5,027	5,053	3,421	0	5,247	5,247
100-0201-513.22-02	Social Security-HI 1.45%	1,176	1,182	800	0	1,227	1,227
100-0201-513.23-01	Retirement-General	1,077	990	785	0	1,173	1,173
100-0201-513.23-02	Retirement-Elected	4,640	4,666	3,041	0	4,647	4,647
100-0201-513.30-15	Youth Commission	0	0	80	250	0	250
100-0201-513.41-06	Telephone/Internet	399	400	244	425	0	425
100-0201-513.51-01	Postage	55	300	28	100	0	100
100-0201-513.51-02	Office Supplies	0	100	0	100	0	100
100-0201-513.52-02	Other	23	200	0	200	0	200
100-0201-513.56-01	Local Business Meetings	336	600	161	600	0	600
100-0201-513.56-02	Conferences & Seminars	2,879	2,000	2,130	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	NATIONAL LEAGUE OF CITIES CONFERENCE		2,500				
	WISCONSIN LEAGUE OF MUNICIPALITIES CONFERENCE		500				
			3,000				
100-0201-513.57-02	Registration Fees	0	100	0	0	0	0
*	General Admin	126,301	129,165	85,765	4,675	132,257	136,932
**	Mayor	126,301	129,165	85,765	4,675	132,257	136,932

ORGANIZATIONAL CHART
MAYOR



[1] Reports directly to Police & Fire Commission and Library Board respectively.
*Appointed effective 5/1/20

CITY FUNDED FTEs: 1.25

Department	Director	Fund and Dept. Group
Mayor	Mayor Dan Devine	100-02

Mission/Overview

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Position Information

Title	Division	Number	Funding Source
Mayor		1	General Fund
Executive Administrative Assistant		.25	General Fund

Services Provided (List Top 5 per Department/Division)

Service	Funded by	Frequency	Shared Service	Contracted	Statutory
1. Oversee the operations of City Departments.	General Fund	As needed	-	-	State, Local
2. Ensure compliance with City Ordinances.	General Fund	As needed	-	-	State, Local
3. Chief spokesperson for City.	General Fund	As needed	-	-	State, Local
4. Community Relations and Constituent Service Delivery.	General Fund	Regularly and as needed.	-	-	State, Local
5. Intergovernmental Relations.	General Fund	Regularly and as needed.	-	-	State, Local
6. Present Mayor's Budget to Council.	General Fund	Annually	-	-	State, Local
7. Appointments to City Boards, Commissions, Committees and Authorities.	General Fund	Annually	-	-	State, Local

City of West Allis
City Attorney
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 481,347	$ 487,794	$ 495,868	$ 495,868	$ 294,301	$ 482,248	$ -	$ 482,248	$ (13,620)	
Provisionals/Part-Time	$ 16,327	$ 16,016	$ 15,000	$ 15,000	$ 22,541	$ 15,000	$ -	$ 15,000	$ -	
Misc Other Pay	$ 2,709	$ 1,603	$ 2,500	$ 2,500	$ 223	$ 1,000	$ -	$ 1,000	$ (1,500)	
Overtime	$ -	$ -	$ -	$ -	$ 858	$ -	$ -	$ -	$ -	
Payroll Taxes	$ 37,622	$ 38,197	$ 38,556	$ 38,556	$ 23,831	$ 37,293	$ -	$ 37,293	$ (1,263)	
Pension	$ 39,313	$ 33,443	$ 33,223	$ 33,223	$ 19,365	$ 31,587	$ -	$ 31,587	$ (1,636)	
Health Insurance	$ 75,068	$ 60,035	$ 64,288	$ 64,288	$ 36,547	$ 83,937	$ -	$ 83,937	$ 19,649	
Dental Insurance	$ 4,439	$ 5,241	$ 5,322	$ 5,322	$ 2,970	$ 5,427	$ -	$ 5,427	$ 105	
Life Insurance	$ 1,356	$ 1,302	$ 1,325	$ 1,325	$ 658	$ 918	$ -	$ 918	$ (407)	
Professional Services	$ 12,142	$ 14,291	$ 30,000	$ 30,000	$ 65,124	$ 50,000	$ -	$ 50,000	$ 20,000	
Maintenance Contracts	$ 25	$ 21,350	$ 2,500	$ 2,500	$ 2,165	$ 2,500	$ -	$ 2,500	$ -	
Supplies	$ 2,742	$ 2,084	$ 2,800	$ 2,800	$ 782	$ 2,800	$ -	$ 2,800	$ -	
Books & Periodicals	$ 7,218	$ 6,690	$ 10,000	$ 10,000	$ 3,400	$ 12,000	$ -	$ 12,000	$ 2,000	
Printing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Training & Travel	$ 6,310	$ 5,035	$ 8,100	$ 8,100	$ 5,501	$ 8,100	$ -	$ 8,100	$ -	
Claims/Judgments	$ -	$ 169,020	$ 175,000	$ 175,000	$ 70,421	$ 175,000	$ -	$ 175,000	$ -	
Capital Items	$ 9,413	$ 1,154	$ 500	$ 500	$ 37	$ 500	$ -	$ 500	$ -	
Transfers Out	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 696,030	$ 863,255	$ 884,982	$ 884,982	$ 548,727	$ 908,310	$ -	$ 908,310	$ 23,328	2.64%

2019 BUDGET NOTES:

Payroll and Benefit decreases resulting from staff turnover

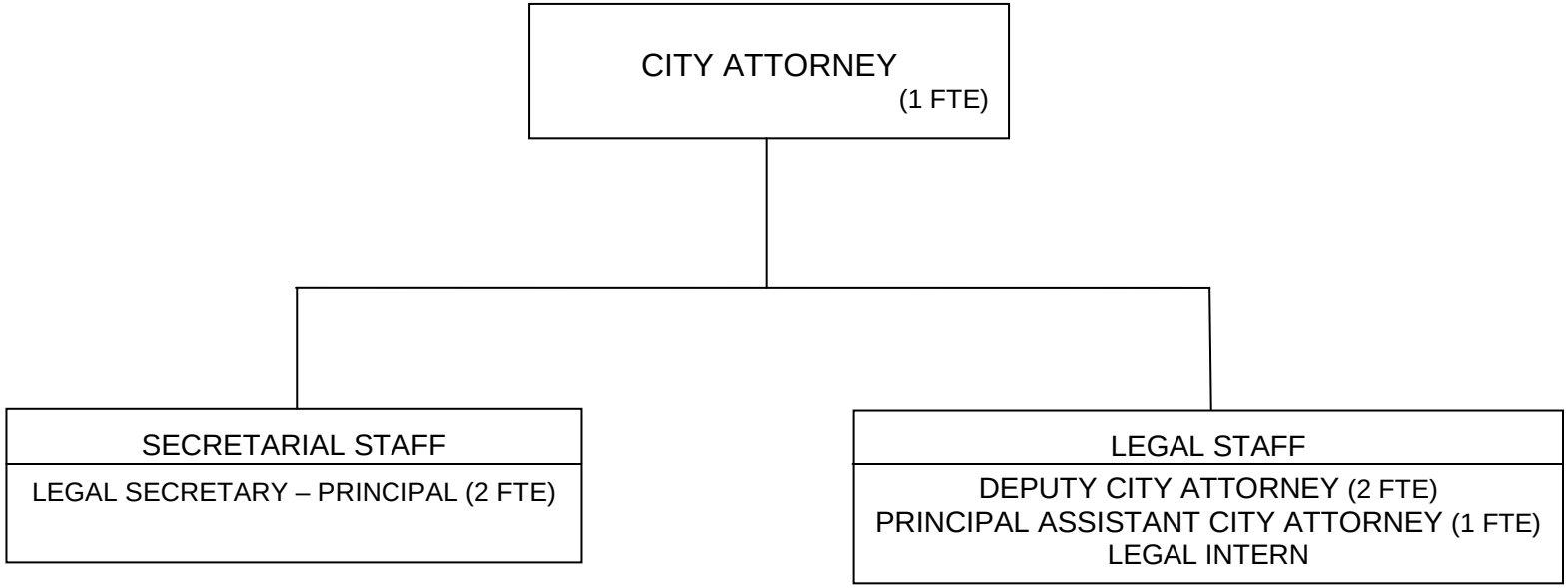
Professional Services increase reflects increased spending for outside legal services

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
City Attorney							
100-0301-516.11-01	Salary & Wages	432,887	495,868	261,599	0	482,248	482,248
LEVEL	TEXT			TEXT AMT			
DEPT	1 CITY ATTORNEY						
	2 DEPUTY CITY ATTORNEY						
	1 PRINCIPAL ASST CITY ATTORNEY						
	1 LEGAL SECRETARY-PRNICIPAL						
	1 LEGAL SECRETARY-SENIOR(.75 FTE)						
	TOTAL POSITIONS 5.75 FTE						
100-0301-516.11-02	Vacation	26,405	0	13,220	0	0	0
100-0301-516.11-03	Holidays	20,396	0	9,517	0	0	0
100-0301-516.11-04	Sick Leave	7,573	0	9,825	0	0	0
100-0301-516.11-06	Funeral Leave	0	0	141	0	0	0
100-0301-516.11-07	Jury Duty	453	0	0	0	0	0
100-0301-516.11-12	Comp Time Used	80	0	0	0	0	0
100-0301-516.12-01	Salary & Wages	16,016	15,000	22,541	0	15,000	15,000
LEVEL	TEXT			TEXT AMT			
DEPT	INTERN						
100-0301-516.13-01	Overtime Pay	0	0	858	0	0	0
100-0301-516.14-10	Car Allowance	1,603	2,500	266	1,000	0	1,000
100-0301-516.21-01	Health Insurance	60,035	64,288	36,547	0	83,937	83,937
100-0301-516.21-04	Life Insurance	1,302	1,325	658	0	918	918
100-0301-516.21-07	Dental Insurance	5,241	5,322	2,971	0	5,427	5,427
100-0301-516.22-01	Social Secrty-OASDI 6.2%	30,960	31,248	19,314	0	30,224	30,224
100-0301-516.22-02	Social Security-HI 1.45%	7,237	7,308	4,517	0	7,069	7,069
100-0301-516.23-01	Retirement-General	25,117	24,852	15,077	0	31,587	31,587
100-0301-516.23-02	Retirement-Elected	8,326	8,371	4,289	0	0	0
100-0301-516.32-04	Other	21,350	0	0	0	0	0
100-0301-516.51-01	Postage	1,416	1,800	483	1,800	0	1,800
100-0301-516.51-02	Office Supplies	668	1,000	343	1,000	0	1,000
100-0301-516.56-01	Local Business Meetings	621	600	292	600	0	600
100-0301-516.57-01	Membership Dues	1,945	2,000	1,195	2,000	0	2,000
100-0301-516.70-01	Furniture & Fixtures	1,154	500	37	500	0	500
*	General Admin	670,785	661,982	403,690	6,900	656,410	663,310
100-0302-516.30-05	Legal/Litigation	7,361	20,000	11,239	20,000	0	20,000
100-0302-516.30-16	Outside Legal Counsel	6,930	10,000	54,001	30,000	0	30,000
LEVEL	TEXT			TEXT AMT			
DEPT	OUTSIDE LEGAL COUNSEL(DARK STORE & CVMIC/GUNTA LIT			30,000			
				30,000			
100-0302-516.32-01	Computer Equip/Software	0	2,500	2,165	2,500	0	2,500
100-0302-516.61-02	Claims	166,791	150,000	70,421	150,000	0	150,000
100-0302-516.61-03	Judgments/Awards	2,229	25,000	0	25,000	0	25,000
*	Prosecution-Litigation	183,311	207,500	137,826	227,500	0	227,500
100-0303-516.52-01	Subscriptions	6,690	10,000	3,841	12,000	0	12,000

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
*	Legal Library-Research	6,690	10,000	3,841	12,000	0	12,000
100-0304-516.56-02	Conferences & Seminars	1,849	5,500	2,879	4,000	0	4,000
100-0304-516.57-02	Registration Fees	620	0	1,290	1,500	0	1,500
*	Legal Training	2,469	5,500	4,169	5,500	0	5,500
**	City Attorney	863,255	884,982	549,526	251,900	656,410	908,310

ORGANIZATIONAL CHART
ATTORNEY



CITY FUNDED FTEs: 6.0

Department	Director	Fund and Dept. Group
CITY ATTORNEY	SHERYL KUHARY, INTERIM	100-03

Mission/Overview

The City Attorney's Office is committed to providing excellent legal services to meet the needs of the City of West Allis, consistent with the highest professional and ethical standards, with the goal of protecting and advancing the City's interests in serving the people of West Allis. The legal services include advocating, defending, and prosecuting on behalf of the City's interests; providing oral and written advice on legal issues; preparing documents to implement official City actions; and managing risks to prevent losses to the City.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations	*Number of Successful Tourism Related Events Held*	*0*	*4-5*
Prosecution and enforcement of health, safety, and building codes.	Number of cases processed in Municipal and Circuit Court		2-1; 2-7
Administer, defend and resolve labor and employment matters.	Number of matters/cases resolved without litigation and/or favorably for the City.		5-1; 5-2; 5-5
Commence and defend the City and its Officers in contested and litigated matters.	Index of suits filed, defended, resolved, etc.		5-2
Provide oral and written legal advice and opinions.	Per communication with City Officials and Officers. Satisfaction survey.		5-2; 5-4
Provide proactive analysis, strategic guidance and negotiation strategy in connection with interactions and transactions with citizens, local citizen groups, other municipalities, various agencies of the State and Federal government, the Community Development Authority, and the private sector.	Per communication with City Officials and Officers. Satisfaction survey		3-2; 3-5; 5-3; 5-5
Draft, review and analyze resolutions, ordinances policies, rules, contracts, leases, and all other types of legal documents.	Per communication with City Officials and Officers. Satisfaction survey		5-2; 5-4; 5-5
Provide legal research, analysis and interpretation of local, State and Federal laws, judicial opinions and all forms of legal documents as they relate to the operation of the City.	Per communication with City Officials and Officers. Satisfaction survey		5-2; 5-5
Risk management/loss control			2-7
Collections	Payments received		5-2; 5-5

Position Information

Title	Division	Number	Funding Source
City Attorney		1 FTE	General Fund
Deputy City Attorney		2 FTE	General Fund
Principal Assistant City Attorney		1FTE	General Fund
Principal Legal Secretary		2 FTE	General Fund
Legal Intern		Hours vary	General Fund

Vacant Positions

Title	*Length of Vacancy*	*Current Status*	*Plan for 2019*
City Attorney	*2 months*	*Deputy City Attorney appointed as Interim City Attorney*	*To be filled*
Assistant City Attorney	*3 months*	*Temporary employee in place*	*To be filled*

Services Provided (List Top 5 per Department/Division)						
Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
Legal representation to City		General Fund	*Daily*	*No*	*No*	*Local, State and Federal*
Legal advice, opinions and support to City Officials and employees		General Fund	*Daily*	*No*	*No*	*Local, State and Federal*
Risk management/loss control		General Fund	*Daily*	*Yes - City Administrator and CVMIC*	*No*	*Local, State and Federal*
Draft, review and analyze ordinances, resolutions, policies, contracts and agreements		General Fund	*As needed*	*No*	*No*	*Local, State and Federal*
Coordinate collection efforts		General Fund	*Daily*	*No*	*No*	*Local and State*

SERVICE DELIVERY

Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1.Implemented Legal Files – electronic file management and storage system
2. Conduct weekly/bi-weekly office meetings to address workload/workflow, service priorities, case statuses, concerns, etc.
3. Enroll staff in LEAN training.
4. Collaborated with DPW, Health Department, Clerk's Office regarding procedures for groups/outside vendors, etc. desiring to conduct special events at City parks.
5. Attorneys' ongoing participation in CLE training. Participation by all staff in employee development training.
6. Involved with use of BP Logix system for code enforcement.
7. Police Officer in-service training.
8. Citizen Police Academy training.
9. BINS and Forestry Division training – Lawful access to residential and business properties.
10. Chronic public nuisance abatement
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Revise the Attorney's Office and Municipal Court websites to provide more information (including a FAQ section) about the municipal court process thereby providing better services to the public and reducing the number of calls from individuals who don't understand the process.
2. Work with the Clerk's Office, DPW, and Health Department to establish a clear, concise process for permits and licenses and special events in and use of City parks. Create a checklist for applicants to walk them through the process.
3. Coordinate with the Clerk's Office and Health Department regarding a set procedure for non-renewal or revocation of permits/licenses for individuals and businesses who are delinquent in paying their personal property taxes.
4. Acknowledge receipt of requests from City Officials, Officers and Departments within 24 hours of receipt and follow-up with anticipated/target response time. Maintain ongoing, open communication regarding project status within the Attorney's Office.
5. Attorneys to continue to improve upon proficiency in each of the key competencies of their specialty/ position (allowing legal transactions/involvement to be completed in the most efficient manner possible). while also participating in training focused on the myriad of municipal legal issues generally directed to the City Attorney's Office (e.g., cross-training) to allow coverage in another's absence.
6. Conduct weekly/bi-weekly office meetings to address workload/workflow, service priorities, case statuses, concerns, etc.
7. Relationship building – focusing on the importance of positive personal relationships to establish mutual trust and credibility with City Officials, Officers and Departments in areas of practice through a track record of reliability and results.

8. Collaborate with Departments and provide timely strategic business/operational advice that helps work get done efficiently.
9. Involved with use of BP Logix system for code enforcement.
10. Police Officer in-service training.
11. Citizen Police Academy training.
12. BINS and Forestry Division training – Lawful access to residential and business properties.
13. Chronic public nuisance abatement.
14. Develop an application form for applying for an encroachments permits.

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed

Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. Continue to fine tune and expand use of Legal Files system; establish a Super Administrator to develop further efficiencies including the creation and use of templates.		X
2. Continued participation in LEAN training by staff.	X	
3. Attorneys' continued participation in CLE training – increase legal knowledge and efficiency in performing tasks.		X
4.Scan existing paper copies of records – Communications.		X
5. Professional development of all Attorney's Office staff.	X	X
6. Involved with use of BP Logix system for code enforcement.		X
7. BINS and Forestry Division Training – Lawful access to residential and business properties.		X
8. Housing loan payment enforcement process.		X
9. Chronic public nuisance abatement.		

2019 Continuous Improvement/Lean Projects

Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1.Legal Files (see 2018 above)	Attorney's Office	Office efficiency	
2.Municipal Court process detailed on the Attorney's Office and Municipal Court websites	Attorney's Office, Municipal Court Clerks, IT	Efficiency	Reduced number of calls/walk-ins seeking information and assistance
3.Reinstitute tax intercept program in the Attorney's Office	Attorney's Office, Treasure's Office, Finance	Efficiency, increased City revenue	Revenue intake
4.Continued Attorney CLE training and staff professional development	Attorney's Office	Efficiency	
5.LEAN training	Attorney's Office	Efficiency	
6. Involved with use of BP Logix system for code enforcement	Attorney's Office, BINS, Clerk's Office, Fire Dept., Health Dept., IT	Efficiency	
7. BINS and Forestry Division Training – Lawful access to residential and business properties	Attorney's Office, BINS, Forestry	PR with citizens and business owners	Complaint reduction
8. Housing loan payment enforcement process	Attorney's Office	Increased City revenue	Revenue intake
9. Chronic public nuisance abatement.	Attorney's Office, PD, FD, BINS, Health Dept., DPW		
10. Develop an application form for applying for an encroachment permit.	Attorney's Office	Efficiency	Reduced number of questions from those seeking permits.

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1.Reinstatement of tax intercept process in the Attorney's Office –collaborate with Finance	Kris Palmer

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☐ No **Note:** The Interim City Attorney/Deputy City Attorney has participated in CVMIC and outside Management and Supervisory training offerings that compare to/exceed the coursework provided within the CVMIC certificate series.

If no, describe plans to accomplish this in the next 3 years.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1.Participation in CVMIC Employee Enrichment Certificate Series and other offerings
2.Employee Practices Liability Training
3.Professional organization participation
4.LEAN training
5.Continuing Legal Education (CLE) training
6 NHGO tutorials

2019 Employee Development
1. Participation in CVMIC Employee training opportunities
2.Employee Practices Liability Training
3.Professional organization participation
4.Participation in NHGO tutorials
5.LEAN training
6.CLE training

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☐ No **Some**

Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No

If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
This is done on an ongoing basis.

If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.
Document procedures for those critical tasks that do not already have documented procedures for their completion.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean*	

	training	
1. The Legal Files file management program allows office members to access each other's files. Deadlines and important dates are documented in the system allowing office members to be aware of schedules and deadlines in another member's absence thereby achieving continuity of service.	Consistency of service	4-2; 4-3; 4-5; 5-5
2.LEAN training		5-1
3.Detail Municipal Court process on the Attorney's Office and Municipal Court websites	Reduced calls/inquiries from individuals involved in the municipal court process	3-2; 3-5; 3-6; 5-3
4.Streamlined process for licenses, permits, park usage and special events	Customer/citizen satisfaction	1-5; 1-7
5.Participation in NHGO tutorials		5-1
6. Police Officer in-service training		2-7
7. Citizen Police Academy training		2-7; 3-3; 3-4
8. Personal property tax collections	Increased revenue	4-1
9. BINS and Forestry Division training – Lawful access to residential and business properties.	Reduction in # of complaints	5-2
10. Chronic public nuisance abatement.		2-1; 2-3; 2-7; 3-3
2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Detail Municipal Court process on the Attorney's Office and Municipal Court websites	Reduced calls/inquiries from individuals involved in the municipal court process	3-2; 3-5; 3-6; 5-3
2.Reinstitute the tax intercept program in the Attorney's Office	Revenue generated	4-1; 4-2
3. Collaborate with City Departments to implement a city-wide commercial and residential code compliance program that includes city-wide beautification improvements, site landscaping and infrastructure improvements.		2-1
4. Continue to provide Police Officer in-service training.		2-7
5. LEAN training		5-1
6. Collaborate with City Departments to align common/connected strategic goals, outcomes and results across all City mandated, department and agency plans (e.g., licensing/permitting, code enforcement, development strategies, etc.).		5-4
7. Citizen Police Academy training		2-7; 3-3; 3-4
8. Personal property tax collections	Revenue generated	4-1
9. BINS and Forestry Division training – Lawful access to residential and business properties.	Reduction in # of complaints	5-2
10. Chronic public nuisance abatement.		2-1; 2-3; 2-7; 3-3

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.

1. Revise Organizational Chart – City Attorney (1), Deputy City Attorney (1), Principal Assistant City Attorney (2), Principal Legal Secretary (2), Legal Intern (1)

2. Increase .75 Legal Secretary position to 1 FTE to allow performance of Super Administrator duties in the Legal Files system while continuing to monitor and manage the enforcement of all encroachment permits within the City (over 200 permits). Also addresses the increased duties and time requirements resulting from administration of the tax intercept program in the Attorney's Office.

3. Change online legal research service from LexisNexis to Westlaw

4.Tax Intercept – Compensating employees performing duties (per policy)

REVENUES

Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No
If yes, please note the details here: We are proposing to take the lead with the tax intercept program which, based on previous years' numbers when it was under the control of the Attorney's Office, should increase the revenue coming into the City under that program. Oversight of the license/permit process related to individuals and businesses with delinquent taxes – ensure licenses/permits are suspended, not renewed, and/or revoked. Such action positively affects the payment of delinquent taxes by said individuals and businesses.
SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☐ No
If yes, please note the details here:

City of West Allis
Municipal Court
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 187,978	$ 190,750	$ 192,572	$ 192,572	$ 126,833	$ 195,104	$ -	$ 195,104	$ 2,532	
Provisionals/Part-Time	$ -	$ -	$ 17,295	$ 17,295	$ 10,221	$ 22,152	$ -	$ 22,152	$ 4,857	
Overtime	$ 3,807	$ 5,200	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Payroll Taxes	$ 14,315	$ 14,643	$ 15,859	$ 15,859	$ 10,155	$ 16,402	$ -	$ 16,402	$ 543	
Pension	$ 15,509	$ 13,401	$ 12,902	$ 12,902	$ 9,183	$ 14,231	$ -	$ 14,231	$ 1,329	
Health Insurance	$ 25,797	$ 26,556	$ 28,904	$ 28,904	$ 17,849	$ 31,177	$ -	$ 31,177	$ 2,273	
Dental Insurance	$ 2,079	$ 2,055	$ 2,028	$ 2,028	$ 1,267	$ 2,028	$ -	$ 2,028	$ -	
Life Insurance	$ 665	$ 683	$ 692	$ 692	$ 475	$ 910	$ -	$ 910	$ 218	
Professional Services	$ 1,300	$ 240	$ 3,300	$ 3,300	$ -	$ 2,000	$ -	$ 2,000	$ (1,300)	
Maintenance Contracts	$ 5,368	$ 6,663	$ 7,000	$ 7,000	$ 9,137	$ 10,632	$ -	$ 10,632	$ 3,632	
Board of Prisoners	$ 223,321	$ 283,361	$ 130,000	$ 130,000	$ 70,941	$ 60,000	$ -	$ 60,000	$ (70,000)	
Repair & Maintenance	$ -	$ -	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	$ 1,000	$ -	
Supplies	$ 3,711	$ 3,239	$ 4,000	$ 4,000	$ 2,027	$ 3,200	$ -	$ 3,200	$ (800)	
Books & Periodicals	$ -	$ -	$ 150	$ 150	$ -	$ 150	$ -	$ 150	$ -	
Printing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Training & Travel	$ 1,649	$ 800	$ 1,950	$ 1,950	$ 800	$ 1,940	$ -	$ 1,940	$ (10)	
Capital Items	$ -	$ -	$ 500	$ 500	$ -	$ 500	$ -	$ 500	$ -	
TOTAL EXPENDITURES	$ 485,499	$ 547,590	$ 418,152	$ 418,152	$ 258,887	$ 361,426	$ -	$ 361,426	$ (56,726)	-13.57%

2019 BUDGET NOTES:

Part-time employee hours increased in the 2019 budget request.

Board of Prisoners decrease reflects a process change in which the Court is no longer sending commitments to the House of Corrections for outstanding amounts owed.

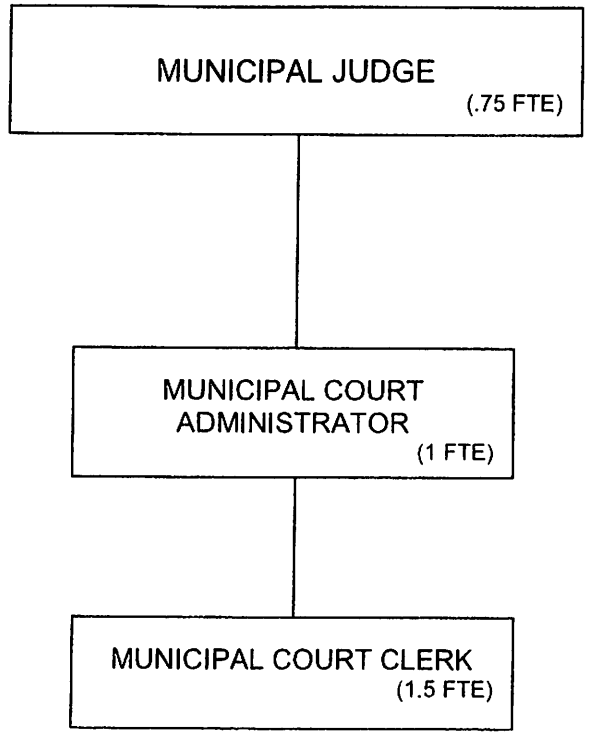
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Municipal Court							
100-0401-512.11-01	Salary & Wages	160,345	192,572	114,451	0	195,104	195,104
LEVEL	TEXT			TEXT AMT			
DEPT	MUNICIPAL JUDGE (.75 FTE)						
	MUNICIPAL COURT ADMINISTRATOR						
	MUNICIPAL COURT CLERK						
	TOTAL POSITIONS 3.25 FTE (INCL 0.5 PROV FTE-1201)						
100-0401-512.11-02	Vacation	13,052	0	8,159	0	0	0
100-0401-512.11-03	Holidays	7,549	0	3,593	0	0	0
100-0401-512.11-04	Sick Leave	9,506	0	0	0	0	0
100-0401-512.11-06	Funeral Leave	0	0	300	0	0	0
100-0401-512.11-08	Injury Time-Workers Comp	0	0	142	0	0	0
100-0401-512.11-12	Comp Time Used	297	0	188	0	0	0
100-0401-512.12-01	Salary & Wages	0	17,295	10,221	0	22,152	22,152
LEVEL	TEXT			TEXT AMT			
DEPT	SUPPLEMENTAL CLERICAL SUPPORT						
	MUNICIPAL COURT CLERK (0.5 FTE)						
100-0401-512.13-01	Overtime Pay	5,200	0	0	0	0	0
100-0401-512.21-01	Health Insurance	26,556	28,904	17,848	0	31,177	31,177
100-0401-512.21-04	Life Insurance	683	692	475	0	910	910
100-0401-512.21-07	Dental Insurance	2,055	2,028	1,267	0	2,028	2,028
100-0401-512.22-01	Social Secrty-OASDI 6.2%	11,868	12,853	8,230	0	13,293	13,293
100-0401-512.22-02	Social Security-HI 1.45%	2,776	3,006	1,925	0	3,109	3,109
100-0401-512.23-01	Retirement-General	8,884	8,360	6,223	0	9,706	9,706
100-0401-512.23-02	Retirement-Elected	4,517	4,542	2,959	0	4,525	4,525
100-0401-512.30-02	Consultants	240	0	0	0	0	0
100-0401-512.30-04	Other	0	3,300	0	2,000	0	2,000
LEVEL	TEXT			TEXT AMT			
DEPT	SUBSTITUTE JUDGES			1,150			
	HRNG IMPR INTRPTRS			850			
				2,000			
100-0401-512.32-01	Computer Equip/Software	6,663	7,000	9,137	10,632	0	10,632
LEVEL	TEXT			TEXT AMT			
DEPT	TIPSS YEARLY FEE			6,363			
	ONE TIME UPGRADE TO 4 CONCURRENT LICENSES (2019)			3,269			
	COURTROOM COMPUTER AND SOFTWARE			1,000			
				10,632			
100-0401-512.35-01	Board of Prisoners	283,361	130,000	70,941	60,000	0	60,000
LEVEL	TEXT			TEXT AMT			
DEPT	BOARD OF PRISONER'S HOUSING			60,000			
				60,000			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-0401-512.44-01	Office Furniture & Equip	0	1,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	PHONE AT FRONT COUNTER		75				
	SCANNER FOR COURT/PRINTER IN COURT		925				
			1,000				
100-0401-512.51-01	Postage	2,961	3,300	1,911	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	USING POSTCARDS TO SEND OUT LETTERS		2,500				
			2,500				
100-0401-512.51-02	Office Supplies	278	700	117	700	0	700
100-0401-512.52-01	Subscriptions	0	150	0	150	0	150
LEVEL	TEXT		TEXT AMT				
DEPT	WI STAT		150				
			150				
100-0401-512.56-01	Local Business Meetings	0	100	0	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	HOSTING COURT CLERK ASSOCIATION MEETING 2 TIMES/YR		100				
			100				
100-0401-512.56-02	Conferences & Seminars	0	1,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	JUDGE'S CONT EDUC		600				
	COURT CLERK SEMINAR		400				
			1,000				
100-0401-512.57-01	Membership Dues	800	850	800	840	0	840
LEVEL	TEXT		TEXT AMT				
DEPT	JUDGE CONTINUING JUDICIAL EDUCATION		700				
	MUNICIPAL JUDGES ASSOCIATION		100				
	DISTRICT DUES FOR COURT ADMINISTRATOR		40				
			840				
100-0401-512.70-01	Furniture & Fixtures	0	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICE FURNITURE/OTHER		500				
			500				

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
*	Municipal Court	547,591	418,152	258,887	79,422	282,004	361,426
**	Municipal Court	547,591	418,152	258,887	79,422	282,004	361,426

ORGANIZATIONAL CHART
MUNICIPAL COURT



2019 | BUDGET
THE CITY OF WEST ALLIS

MUNICIPAL COURT BUSINESS PLAN

Department	Director	Fund and Dept. Group
MUNICIPAL COURT	PAUL M. MURPHY-JUDGE	100-04

Mission/Overview

The Mission of the Municipal Court is to hear and dispose of cases within the court's jurisdictional limits in a judicious and timely manner and assist in improving safety and the quality of life. The Municipal Court administers justice and holds individuals accountable for their actions if found guilty of their charges.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. House of Correction		Reduce budget drastically		Reduce by $120,000.00
2. Assist City Atty's in enforcing judgments.		Aggressively pursue violators by enforcing safety and responsibility		Reduce issues on Hwy. 100
3. Provide prompt scheduling, processing and disposition of cases		Reduce adjournments		Have cases disposed of within two months
4. Court Website		Reduce phone calls by having needed information on line		Have most questions answered promptly if posted on website
5. Correspondence through e-mail with Attorney's		Saves time and postage without having to agree on court issues. Saves paper drastically. Can scan into computer without having paper copies		Have 50% of attorney's process paperwork by e-mail.
6.				
7.				

Position Information

Title	Division	Number	Funding Source
Municipal Judge	Court	1	City Budget
Court Administrator	Court	1	City Budget
Court Clerk II – certified	Court	1	City Budget
Court – Administrative Support	Court	1	City Budget

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
N/A				

Services Provided (List Top 5 per Department/Division)

DEPARTMENT BUSINESS PLAN

Service	Division	Funded by	Frequency	Shared Service	Contracted	Statutory
1.Open Records	Court	Court	Daily			State/Local
2.State Debt Collection	Court	Court	Daily			State
3.Tax Intercept	Court	Court	Daily			State
4.Records to Dept. of Transportation	Court	Court	Daily			State/Local
5.Correspondence	Court	Court	Daily			Local

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Reporting dispositions in a timely manner. Streamlined the process and done electronically daily
2. Added court staff and remain current on court cases
3. Utilize Tax Intercept and the State Debt Collection – 2 collection agencies at no cost to City
4. Transcripts and bankruptcy being processed weekly
5.
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Enter more files into State Debt Collection
2. Greatly reduce amount of House of Correction
3. Clear out all old documents and scan into computer (start with OWI)
4. Cut back on paper usage
5. Continue to become E-time certified

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. New Hire - part-time court employee has reduced overtime and paperwork being processed efficiently and diligently		x
2. Continue to work with commitments to clear them up to reduce the amount that was previously spent.		x
3.		
4.		

2019 Continuous Improvement/Lean Projects

DEPARTMENT BUSINESS PLAN

Description	Staff Involved	Service Delivery Impact	Measurement/KPI
1.Clear up at least 30% of outstanding commitments	Court staff	Get all files into the same system of filing and processing	This is make the courts job greatly improve on handling with difficult people
2.Continue follow-up with tremendous resources utilizing House of Correction with questionable results and risk of being non-compliant with State law	Court staff	Have leniency on issues with people in poverty and neglecting fines	
3.			
4.			
5.			

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1.	
2. Have a phone in the window of the court office; able to call for help when needed or to answer when clerks aren't at their desks	" "Ann Drosen @302-8030
3.	
4.	
5.	

DEPARTMENT BUSINESS PLAN

EMPLOYEE DEVELOPMENT
Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☒Yes ☐ No
If no, describe plans to accomplish this in the next 3 years.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Monthly Staff Meetings
2. Streamlined paperwork
3. Update Court Website
4. Use supervisor actions – better communication with staff
5.

2019 Employee Development
1. Update Court Website and make it user friendly
2. Continue Educational training for job
3. E-Time Training for court
4. Communication with Police on procedures completing tasks on a daily basis
5. Assigning tasks evenly

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. State Debt Collection has only one administrator and is new. We are in the process of still learning about the new system. We are in the process of documenting procedures for all tasks.

DEPARTMENT BUSINESS PLAN

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Addressing the workload and assigning duties for all		Keeping current on workload. Processing paperwork in inexpedient way.
2. Having another part-time court clerk has helped in court dates and vacation planning.		Part-time working comes in when needed. Finishes work daily that has been assigned to her.
3.		
4.		
5.		

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Reduce sending people to HOC at a cost saving of an average of $40.00 per day		Reduced commitments being issued, enforcing SDC to collect judgments owed to the City
2. Work with the State to implement SDC and TRIP to assure payments are applied correctly		Have State send to court current updates of cases being processed and pending action.
3. Cancellation of the warrant bureau, deciding on what is necessary for the Court to change		Utilizing available resources being compliant with State Law
4.		
5.		

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Putting fillable forms on the Court Website – assists the public in knowing how the City of West Allis Municipal Court operates. Makes people understand the legal system and what options they may follow.
2. Work on website to inform the public that there is no need to appear in court on their initial date. Make it clear they can drop or information or just mail it to the Court.
3. Use resources that utilize HOC with questionable results, and risk of being non-compliant with State Law
4.
5.

REVENUES

DEPARTMENT BUSINESS PLAN

Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No
If yes, please note the details here: Implementation of SDC and not issuing commitments for most municipal citations and removal of the warrant bureau

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
City Assessor
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 347,857	$ 167,453	$ 129,501	$ 129,501	$ 81,575	$ 172,937	$ -	$ 172,937	$ 43,436	
Misc Other Pay	$ 2,038	$ 278	$ 750	$ 750	$ -	$ -	$ -	$ -	$ (750)	
Overtime	$ -	$ 1,201	$ 1,000	$ 1,000	$ -	$ -	$ -	$ -	$ (1,000)	
Payroll Taxes	$ 25,775	$ 12,654	$ 9,601	$ 9,601	$ 6,248	$ 12,891	$ -	$ 12,891	$ 3,290	
Pension	$ 28,186	$ 9,261	$ 8,677	$ 8,677	$ 5,465	$ 11,327	$ -	$ 11,327	$ 2,650	
Health Insurance	$ 77,893	$ 33,850	$ 37,042	$ 37,042	$ 16,671	$ 45,906	$ -	$ 45,906	$ 8,864	
Dental Insurance	$ 6,099	$ 2,389	$ 2,503	$ 2,503	$ 770	$ 2,352	$ -	$ 2,352	$ (151)	
Life Insurance	$ 1,129	$ 175	$ 91	$ 91	$ 89	$ 187	$ -	$ 187	$ 96	
Professional Services	$ 5,019	$ 45,527	$ 198,217	$ 198,217	$ 72,719	$ 167,570	$ -	$ 167,570	$ (30,647)	
Maintenance Contracts	$ 9,907	$ 10,839	$ 12,630	$ 12,630	$ 10,229	$ 12,380	$ -	$ 12,380	$ (250)	
Utilities	$ 505	$ (3)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Supplies	$ 3,117	$ 2,506	$ 9,050	$ 9,050	$ 2,942	$ 20,750	$ -	$ 20,750	$ 11,700	
Books & Periodicals	$ 1,870	$ 3,534	$ 8,455	$ 8,455	$ 1,623	$ 7,321	$ -	$ 7,321	$ (1,134)	
Printing	$ 6	$ -	$ 550	$ 550	$ -	$ 50	$ -	$ 50	$ (500)	
Training & Travel	$ 2,518	$ 432	$ 3,370	$ 3,370	$ 603	$ 5,050	$ -	$ 5,050	$ 1,680	
Regulatory & Safety	$ 20	$ 315	$ 330	$ 330	$ 20	$ 370	$ -	$ 370	$ 40	
TOTAL EXPENDITURES	$ 511,938	$ 290,411	$ 421,767	$ 421,767	$ 198,952	$ 459,091	$ -	$ 459,091	$ 37,324	8.85%

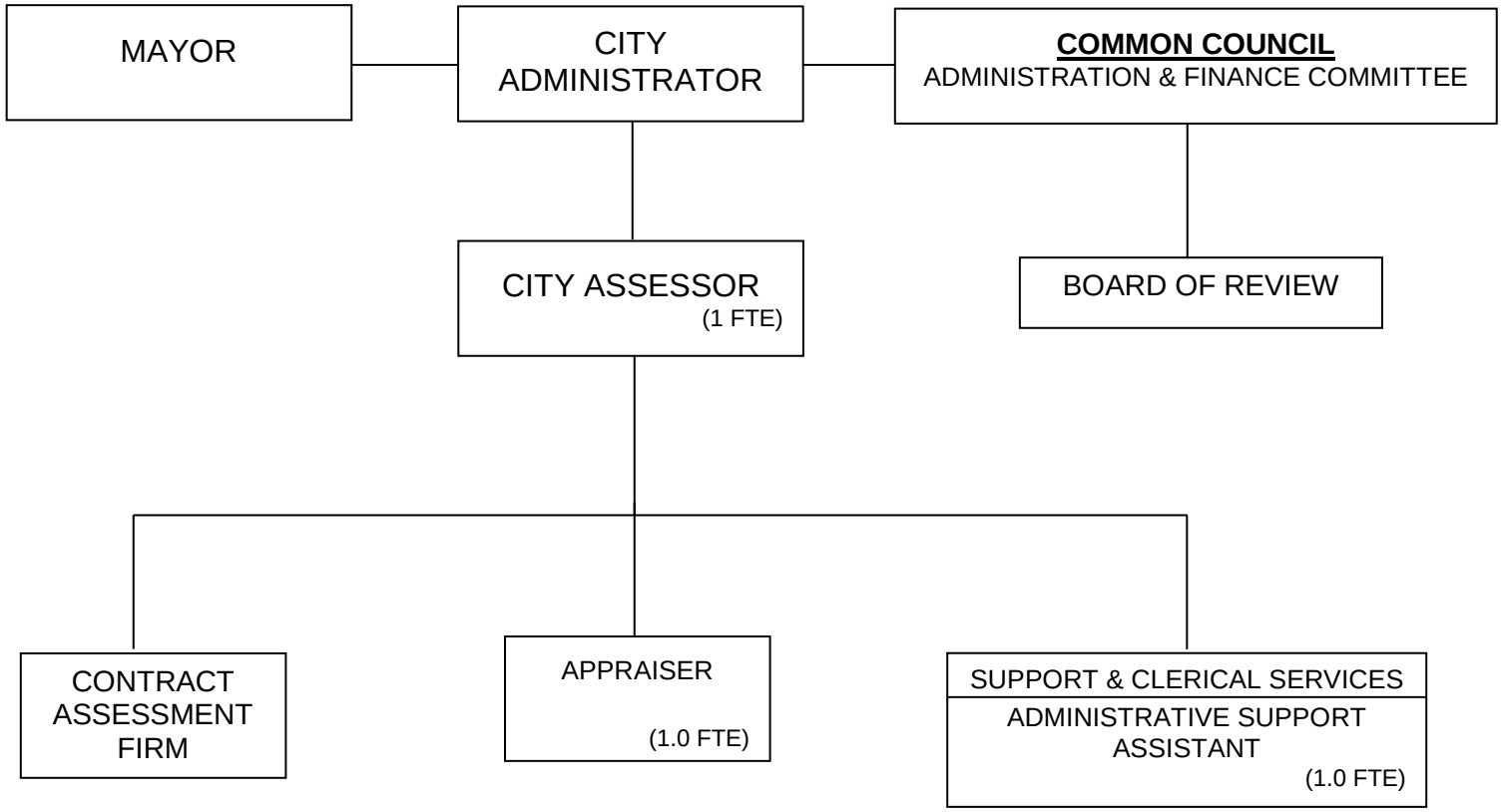
2019 BUDGET NOTES:

2019 changes include the additon of 1 FTE (Appprais er), and a reduction in consulting fees. Supplies increase reflects additional postage for revaluation mailings.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	DIRECT MAILINGS FOR REVAL/INCOME EXPENSE SURVEY		18,000				
			18,000				
100-0501-517.51-02	Office Supplies	136	1,050	184	2,750	0	2,750
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICE SUPPLIES		1,250				
	ENVELOPES FOR NOTICES AND SURVEYS		1,500				
			2,750				
100-0501-517.52-01	Subscriptions	1,519	1,410	110	1,410	0	1,410
LEVEL	TEXT		TEXT AMT				
DEPT	BUSINESS JOURNAL		225				
	REALTY RATES INVESTOR SURVEY		110				
	PRICE WATERHOUSE COOPERS INVESTOR SURVEY		545				
	IREM INCOME/EXPENSE ANALYSIS REPORTS		530				
			1,410				
100-0501-517.52-02	Other	2,015	7,045	1,928	5,911	0	5,911
LEVEL	TEXT		TEXT AMT				
DEPT	REFERENCE BOOKS AND MANUALS		300				
	MULTIPLE LISTING SERVICE		720				
	SDS		625				
	COSTAR		4,266				
			5,911				
100-0501-517.55-01	In-house (Print Shop)	0	500	0	0	0	0
100-0501-517.55-02	Out-sourced	0	50	0	50	0	50
LEVEL	TEXT		TEXT AMT				
DEPT	PLAT PAGES		50				
			50				
100-0501-517.56-02	Conferences & Seminars	101	1,150	302	1,330	0	1,330
LEVEL	TEXT		TEXT AMT				
DEPT	WAAO		480				
	LEAGUE OF WI MUNICIPALITIES CONFERENCE		850				
			1,330				
100-0501-517.57-01	Membership Dues	331	925	393	925	0	925
LEVEL	TEXT		TEXT AMT				
DEPT	IAAO		225				
	WAAO		100				
	GMAR WRA		600				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
				925			
100-0501-517.57-02	Registration Fees	0	1,295	79	2,795	0	2,795
LEVEL	TEXT		TEXT AMT				
DEPT	CONTINUING EDUCATION			1,850			
	IAAO DESIGNATION			945			
				2,795			
100-0501-517.58-01	Certification-Permits-Lic	315	330	20	370	0	370
LEVEL	TEXT		TEXT AMT				
DEPT	DOR CERTIFICATION AND TESTING			80			
	DSPS CERTIFICATION			290			
				370			
*	City Assessor	290,411	421,767	199,578	213,491	245,600	459,091
**	City Assessor	290,411	421,767	199,578	213,491	245,600	459,091

ORGANIZATIONAL CHART
ASSESSOR



CITY FUNDED FTEs: 3.0

Department	Director	Fund and Dept. Group
Assessor	Jason Williams	General Fund 100-04

Mission/Overview

Vision: The Assessor's Office strives to ensure uniformity of assessments and a fair and equitable distribution of the tax burden to the taxpayers of West Allis.

Overview: The Assessor's Office is responsible for the discovery, listing, and valuation of all taxable property within the City, review and approval of property tax exemption requests, maintenance of ownership information, and conducting all process related to property valuation, including tax appeals. Duties are performed in accordance with Chapter 70 of the Wisconsin State Statutes and the Wisconsin Property Assessment Manual.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. Maintain level of assessment within statutory requirements through market based adjustments or revaluations		Between 90% and 110% of estimated fair market value		Every year
2. Improve uniformity of assessments		Establish and then maintain a Coefficient of Dispersion of 15% or less and Price-Related Differential from 98% to 103%		Once attained, every year.
3. Documentation of all assessed value changes		Requests-for-Review, Open Book appointments, Board of Review cases		All changes
4. Defend all assessed values		Board of Review and Circuit Court activity		As needed

Position Information

Title	Division	Number	Funding Source
City Assessor		1.0	General Fund
Appraiser		1.0	General Fund
Administrative Support Assistant		1.0	General Fund

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
None for 2019				

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Annual Assessor Requirements, including the discovery, listing, and valuing of properties, review records and values related to building activity.		*General Fund*	*Annually*	*No*	*Partial*	*Chapter 70*
2. Revaluation Requirements		*General Fund*	*Periodically*	*No*	*Partial*	*Chapter 70*
3. Review local tax		*General Fund*	*Annually*	*No*	*Partial*	*Chapter 70*

appeals, educate and assist public in tax appeal rights, and defend values during open book and at board of review.						
4. Public Relations: both internal and external (realtors, appraisers, business owners, taxpayers)		*General Fund*	*Annually*	*No*	*No*	*None*
5. Inter-Department RE Consultant		*General Fund*	*Annually*	*No*	*No*	*None*

SERVICE DELIVERY

Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Implemented Hybrid Approach to providing assessment services
2. Documented request for review and tax appeals
3. Improved Coefficient of dispersion and price related differential
4. Worked with Communication and City Administration on Dark Store referendum
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1.Streamline Fire Inspection Fee process
2.Continue to support Dark Store issues via social media and other public relations campaigns
3.Provide periodic updates to elected officials regarding assessment issues and department progress

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1.None		

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Automation of fire inspection fee process	IT, Fire, Finance	Save time and effort relative to current process	Accuracy and timeliness

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Data collection on occupancy/vacancy of commercial building (including 4+ multi-family units) i.e., cross-training staff	Jason
2.	

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☒Yes ☐ No
If no, describe plans to accomplish this in the next 3 years.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Completion of Employment Enrichment Series on Leadership
2. Land Valuation seminar
3. Leadership training at CVMIC
4. Uniform Standards of Professional Appraisal Practice 2017-2018
5.

2019 Employee Development
1. Continuing education through WAAO – will be multiple seminars
2. Uniform Standards of Professional Appraisal Practice 2019-2020
3. Case study and narrative appraisal report for IAAO professional designation
4.
5.

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☐Yes ☒ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. I will need to identify critical tasks and formulate documented procedures and then cross-train staff.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Implementation of Hybrid Approach to assessment services	Execution of services contract with Tyler Tech. Management of contract staff	5-5
2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Revaluation of commercial properties	Establish equitable distribution of tax burden between commercial and residential properties and uniformity of commercial assessments	4-(x)

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Other than an Appraiser position, none

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here: This department does not generate revenue

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
City Administrative Offce
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 241,444	$ 144,584	$ 170,350	$ 170,350	$ 112,469	$ 172,187	$ -	$ 172,187	$ 1,837	
Provisionals/Part-Time	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Misc Other Pay	$ 325	$ 125	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Overtime	$ 2,849	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Payroll Taxes	$ 18,365	$ 11,987	$ 12,519	$ 12,519	$ 8,331	$ 12,915	$ -	$ 12,915	$ 396	
Pension	$ 20,373	$ 10,941	$ 11,093	$ 11,093	$ 7,270	$ 11,278	$ -	$ 11,278	$ 185	
Health Insurance	$ 39,218	$ 33,107	$ 37,423	$ 37,423	$ 22,117	$ 38,428	$ -	$ 38,428	$ 1,005	
Dental Insurance	$ 2,529	$ 2,094	$ 2,151	$ 2,151	$ 1,344	$ 2,151	$ -	$ 2,151	$ -	
Life Insurance	$ 493	$ 284	$ 310	$ 310	$ 197	$ 377	$ -	$ 377	$ 67	
Professional Services	$ 32,426	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Maintenance Contracts	$ 13,822	$ (688)	$ 25	$ 25	$ -	$ -	$ -	$ -	$ (25)	
Utilities	$ 1,085	$ 354	$ 1,000	$ 1,000	$ 134	$ 250	$ -	$ 250	$ (750)	
Supplies	$ 51,205	$ 549	$ 800	$ 800	$ 207	$ 600	$ -	$ 600	$ (200)	
Books & Periodicals	$ 432	$ 514	$ 500	$ 500	$ 10	$ 900	$ -	$ 900	$ 400	
Printing	$ 34	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Training & Travel	$ 6,169	$ 5,849	$ 7,200	$ 7,200	$ 4,800	$ 8,900	$ -	$ 8,900	$ 1,700	
Capital Items	$ 52,658	$ 141	$ 200	$ 200	$ 20	$ -	$ -	$ -	$ (200)	
Transfers Out	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 493,429	$ 209,840	$ 243,571	$ 243,571	$ 156,899	$ 247,986	$ -	$ 247,986	$ 4,415	1.81%

2018 BUDGET NOTES:

No substantial changes

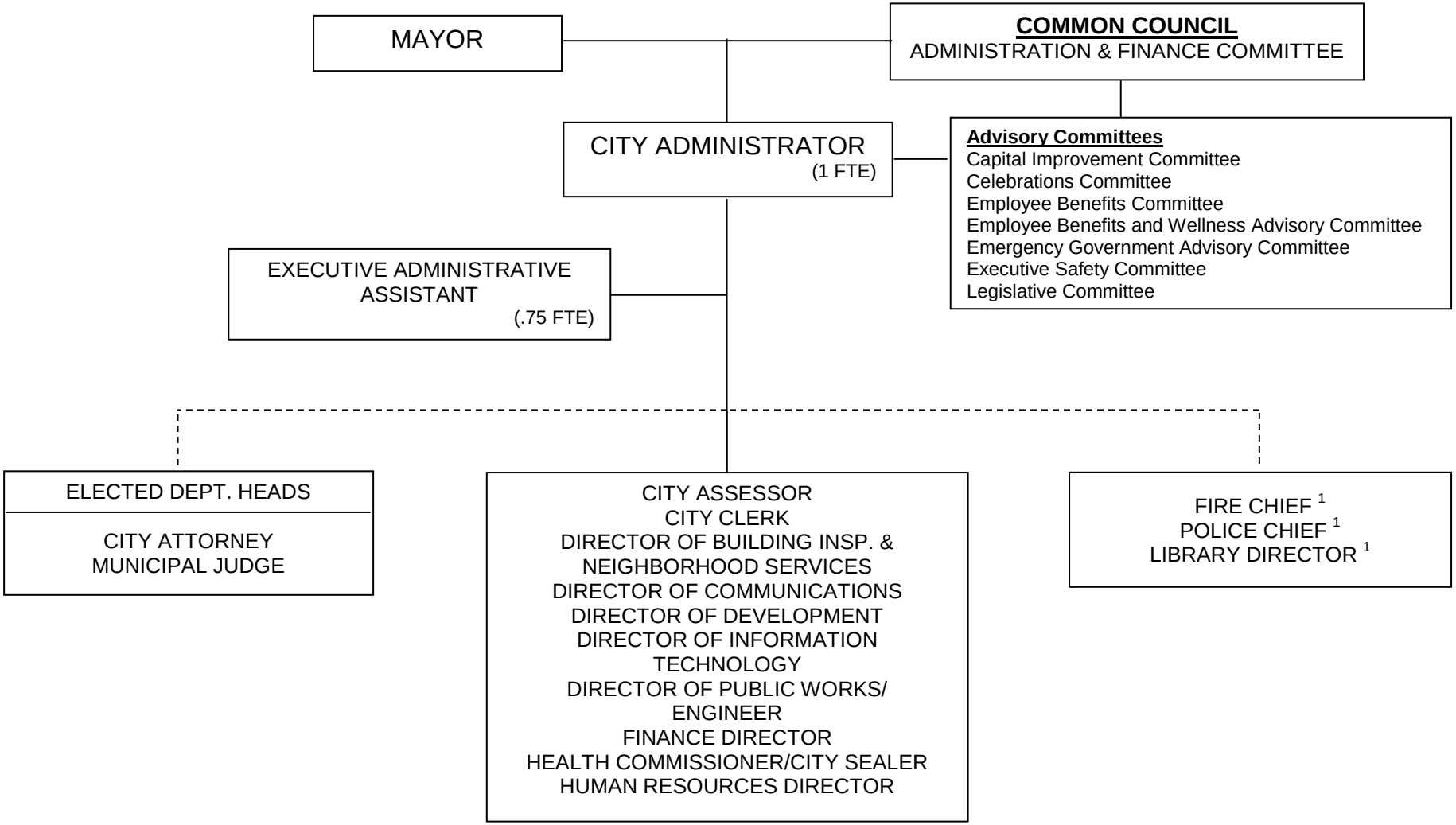
BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
City Administrative Offce							
100-1001-513.11-01	Salary & Wages	141,516	170,000	96,279	0	172,187	172,187
LEVEL	TEXT		TEXT AMT				
DEPT	CITY ADMINISTRATOR						
	EXEC ADM ASST (.75FTE)						
	TOTAL POSITIONS (1.75)						
100-1001-513.11-02	Vacation	13,875	0	10,782	0	0	0
100-1001-513.11-03	Holidays	7,615	0	4,467	0	0	0
100-1001-513.11-04	Sick Leave	929	0	400	0	0	0
100-1001-513.11-12	Comp Time Used	1,252	350	540	0	0	0
100-1001-513.11-21	Trans Payroll pct- budget	17,484-	0	0	0	0	0
100-1001-513.14-10	Car Allowance	125	0	0	0	0	0
100-1001-513.21-01	Health Insurance	33,373	37,423	22,117	0	38,428	38,428
100-1001-513.21-04	Life Insurance	301	310	197	0	377	377
100-1001-513.21-07	Dental Insurance	2,111	2,151	1,345	0	2,151	2,151
100-1001-513.22-01	Social Secrty-OASDI 6.2%	9,923	10,146	6,752	0	10,467	10,467
100-1001-513.22-02	Social Security-HI 1.45%	2,321	2,373	1,579	0	2,448	2,448
100-1001-513.23-01	Retirement-General	11,170	11,093	7,270	0	11,278	11,278
100-1001-513.32-04	Other	25	25	0	0	0	0
100-1001-513.41-06	Telephone/Internet	0	1,000	0	250	0	250
LEVEL	TEXT		TEXT AMT				
DEPT	LAPTOP DATA PLAN			250			
				250			
100-1001-513.51-01	Postage	287	100	67	100	0	100
100-1001-513.51-02	Office Supplies	143	700	139	500	0	500
100-1001-513.52-01	Subscriptions	0	0	174	200	0	200
100-1001-513.52-02	Other	514	500	164-	700	0	700
100-1001-513.56-01	Local Business Meetings	290	500	0	500	0	500
100-1001-513.56-02	Conferences & Seminars	3,578	4,200	3,069	6,000	0	6,000
100-1001-513.57-01	Membership Dues	1,942	2,200	2,008	2,400	0	2,400
100-1001-513.57-02	Registration Fees	40	300	0	0	0	0
100-1001-513.70-01	Furniture & Fixtures	0	200	20	0	0	0
*	General Admin	213,846	243,571	157,041	10,650	237,336	247,986
100-1002-513.41-06	Telephone/Internet	249	0	153	0	0	0
*	Innovation/Energy Sustain	249	0	153	0	0	0
100-1003-513.11-01	Salary & Wages	1,355-	0	0	0	0	0
100-1003-513.11-02	Vacation	1,022-	0	0	0	0	0
100-1003-513.11-03	Holidays	312-	0	0	0	0	0
100-1003-513.11-12	Comp Time Used	430-	0	0	0	0	0
100-1003-513.21-01	Health Insurance	266-	0	0	0	0	0
100-1003-513.21-04	Life Insurance	17-	0	0	0	0	0
100-1003-513.21-07	Dental Insurance	17-	0	0	0	0	0
100-1003-513.22-01	Social Secrty-OASDI 6.2%	208-	0	0	0	0	0
100-1003-513.22-02	Social Security-HI 1.45%	49-	0	0	0	0	0
100-1003-513.23-01	Retirement-General	229-	0	0	0	0	0

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1003-513.32-04	Other	713-	0	0	0	0	0
100-1003-513.41-06	Telephone/Internet	105	0	0	0	0	0
100-1003-513.51-02	Office Supplies	212	0	0	0	0	0
100-1003-513.51-09	Other	93-	0	0	0	0	0
100-1003-513.70-03	Equipment	141	0	0	0	0	0
*	Communications-PrintShop	4,253-	0	0	0	0	0
**	City Administrative Offce	209,842	243,571	157,194	10,650	237,336	247,986

ORGANIZATIONAL CHART
CITY ADMINISTRATOR



[1] Reports directly to Police & Fire Commission and Library Board respectively.

Note: Solid lines indicate lines of policy and program authority; dashed lines indicate lines of administrative and financial authority.

CITY FUNDED FTEs: 1.75

Department	Director	Fund and Dept. Group
City Administration	Rebecca Grill, City Administrator	100-10

Mission/Overview

The City Administration Office exist to oversee city operations, implement Common Council policies and directives, and to ensure that the City of West Allis fulfills its vision of "*The City of West Allis will provide a living and working environment throughout the community that is focused on providing its citizens and businesses a coordinated, efficient, effective, and responsive level of services. The City of West Allis will make this community the preferred municipality in the Milwaukee metropolitan area, the state, and the country.*"

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Measurement/Key Performance Indicator (KPI)	Current State	Goal
1. Strategic Planning	a. Number of Strategic Plan Action Items in Progress and Completed	7	20
2. Innovation/Continuous Improvement	a. Number of Employees who completed Lean Training; b. Number of Citizen facing processes streamlined/operational analysis and review completed	100 - -	150 10
3. Policies, Procedures and Ordinance Updates	a. Number of Policies, Procedures and Ordinance Updates	31	35
4. Organizational Development	a. Number of Classes CVMIC Classes Taken; b. Increase awareness of organizational operations, processes and programs – number of employee sharing and feedback meetings, etc. c. Onboarding and Recruiting Process timeline and content d. Technological Competency of Employees e. Satisfaction with Internal Service Delivery	a. 500; b. 20 Quarterly Feedback Sessions, 6 Clerical Task Force, 3 Dept Meetings c. - d. Baseline testing and focused training opportunities e. -	a. 500; b. 24 Quarterly Feedback Sessions; 6 Clerical Task Force; 6 Meetings with Department Supervision and attendance at department meetings; ride alongs c. Days to hire; quality of hire efficiency and effectiveness of onboarding d. Improve scores of technological testing e. Implement Feedback Channels to create benchmarks
5. Community Relations	a. Number of Citizens Information Sharing Opportunities (Citizen 101; Town Halls, etc.) b. Citizen Satisfaction with City Services, Communication and Engagement	- -	a. 3 b. City Survey; Service Delivery Interaction Surveys
6. Emergency Government	a. Number of Employees trained within 6 months of hire b. Number of Emergency Government Advisory Meetings Held c. Number of Departments with Continuity of Operations Plan /Emergency Government Plan d. Up to date Ordinance and	a. – b. 0 c. 3 d. – e. -	a. 100% b. 2 c. 6 d. Complete ordinance and policy review and update e. 5,000

	Policies e. Number of People signed up to Civic Ready		
7. Risk Management	a. Amount Spent on Workers Comp Claims	a. $730K	a. Reduce by 10%

Position Information

Title	Division	Number	Funding Source
City Administrator	NA	1	General Fund
Executive Administrative Assistant	NA	.75	General Fund
Intern (Adm, HR and Finance)	NA		General Fund

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
NA				

Services Provided (List Top 5 per Department/Division)

Service	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Daily Direction and Operation of the City	*General Fund*	*Daily*	-	-	*Local*
2. Organizational Development, Leadership and Team Building	*General Fund*	*Daily*	-	-	*Local*
3. Innovation/Continuous Improvement/Change Management	*General Fund*	*Daily*	-	-	*Local*
4. Strategic Planning, Mission, Vision and Purpose	*General Fund*	*Daily*	-	-	*Local*
5. Media Relations, Tourism and Marketing/Community Relations	General Fund/Tourism Commission	*Daily*	-	-	*Local*
6. Legislative and Intergovernmental Relations Activities/Elected Officials Support	General Fund	*Daily*	-	-	*Local*
7. Emergency Government Support	General Fund	*As needed*	-	-	*Local*
8. Risk Management	General Fund	*Daily*	-	-	*Local*
9. Employee Benefits	General and Benefits Fund	*As needed*	-	-	*Local*
10. Collective Bargaining	General Fund	*As needed*	-	-	*Local*
11. Crisis Management – Prevention and Mitigation	General Fund	*As needed*	-	-	*Local*

SERVICE DELIVERY

Example: Implemented Performance Management Program.

2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)

1. Implemented Performance Management Program.
2. Crafted Total Benefit Package for Employee Benefit Committee, shared with staff; implementation pending.
3. Neogov Perform and Onboardng (in progress)
4. Lean Training Projects
5. Provide up to date policy and procedure policy updates by Common Council Date
6. Space Planning Needs –City Hall

7. Capital Improvement Committee Updates and Facility Study Subcommittee 8. Employee Benefits – Medicare Advantage Plan and Online Benefits Administration Program 9. Increase of information shared on Ask Allis and utilization of existing technological resources
2019 Plans for Service Delivery Improvements – Cross Functional Team – Focus on Strategic Action Plan item 5-5 9develop and implement ongoing operational analysis/audit/alternative service delivery option/organizational structure analysis
1. Personal Action Form Process, Onboarding and Recruiting - HR
2. Reinstatement of tax intercept process in the Attorney's Office –Attorney
3. Data collection on occupancy/vacancy of commercial building (including 4+ multi-family units) i.e., cross-training staff - Assessor
4. Analysis of the license inspection process. Do we need to do a zoning inspection annually as a part of the license renewal? Is there a way to modify the process to allow for that inspection to occur in the summer when landscaping is installed as opposed to the spring when things are not fully grown yet? - BINS
5. Streamlined licensing process from start to finish, from simplicity on the customer side to printing and issuing licenses; 6. Meet Preparation, Governance and processes; Fees - Clerk
7. Budget Ordinances to Resolutions - Finance
8. Evaluate the best process/tools for handling interoffice mail delivery including implementation of recommended improvements – Communications
9. Special Assessment online bill pay, online loading zone, disability parking zone and special parking zone – Engineering
10. Online permit payments – Fire
11. Financial – Uniform Chart of Accounts – Assess services and costs to provide. Move toward priority based budgeting – Health
12. Evaluate the best process/tools for handling IT support requests – IT
13. Implement use of on-line and in-person credit card payment for DPW services, Work at Beloit Housing, Inventory delivery for divisions, waste collection, fiscal analysis of in-house boring machine – PW
14. Membership, participation and attendance – Senior Center
15. License and Permit Processes – Virtual City Hall Project – Administration

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed

Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
1. Benefit Administration		X
2. Performance Management Process		X
3. Mayoral Appointment Process (in progress)	X	
4. Capital Improvement Program Process		X
5. Training Initiatives – NHGO, technology assessment, affinity groups (in progress)		X
6. Review of citizen contacts with Departments	X	

2019 Continuous Improvement/Lean Projects

Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Volunteer Policy	PW, Communications	Citizen Engagement	Increased usage of volunteers; number of volunteers
2. Event Process	PW, Communications, Health, Fire, Clerk	Citizen Engagement, Tourism	Number and quality of events
3. Meeting Notification Process	Clerk, Committee Staff	Citizen and Employee Engagement	Number of people notified; reduction of staff time in notification lists
4. Grant Application, Processing and tracking	Finance	Increased number of grants applied for (and received);	Number of grants; amount of grants

5. See above under plans for service delivery – 15.	Various Departments	Overall quality, efficiency and effectiveness	Varies per project
6. Utilization of services provided verses administrative costs recouped.	Finance, Clerk, Departments	Proper allocation of costs	Reduction of reliance on tax payers for nonstandard services

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
See 2019 Service delivery improvements.	

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

If no, describe plans to accomplish this in the next 3 years. – Completion of training program in progress.

2018 Employee Development
1. Executive Leadership Training – 5 dysfunctions of a team; employee engagement
2. Giving and Receiving Feedback, Goal Setting
3. NHGO, Technology Training and Assessment
4. Employee Enrichment Series – Leadership
5. Roles and Responsibilities
6. Lean Training – Champion, Green Belt, Yellow Belt, White Belt
2019 Employee Development
1. Lean Training
2. Emergency Government Training
3. Executive Leadership Training - Team Building, Conducting Effective Meetings
4. Employee Enrichment – Goal Alignment, Representing the City
5. Technology Training – Focus on areas of opportunity based on assessment
6. Supervisory – FMLA, ADA, Worker's Comp, Harassment

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No

Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☐Yes ☒ No

If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.

If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.
Working on compiling knowledge transfer documents for critical tasks and cross training to ensure continuity of services.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**

Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Serve U Pharmacy Provider		#4
2. Benefit Administration		5-5
3. Performance Management		5-6
4. Space Planning Needs		5-3, 3-5
5. Marketing and Branding Campaign Part 1		1-1
6. Initial Steps for Farmer's Market Marketing Plan		1-5
7. City Wide Performance Standards		5-1
8. Technology Training and Assessment		5-1
9. Cascading Communication Channels for Employees		5-2

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Marketing and Branding Campaign Part II	Progress towards vision statement	1-1
2. Align marketing and branding with other entities	Number of collaborations	1-2, 3-4
3. Work with school district and senior facilities for improved partnerships	Number of shared opportunities	2-6, 3-4, 1-10
4. Citizen Academy, Popup City Hall Town Halls	Number of Participants	3-1, 3-5
5. Citizen Survey; Citizen Feedback	Number of Respondents	3-7
6. Citizen 101, Citizen Communications and Neighborhood Associations;	Number of Participants; increased level of knowledge and understanding	3-1, 3-2, 3-4, 3-8
7. Business application and Process Review	Improved satisfaction with the process; reduction of citizen and employee time	4-4, 4-5, 5-3, 5-5 3-5, 3-7
8. Emergency Government Training and Readiness Program	Number of training programs; number of people signed up for civic ready	2-9, 2-7
9. Employee Onboarding and 101	Increase satisfaction with process and knowledge of governmental operations	5-2, 5-4, 5-6
10. Employee Engagement	Department and City Wide Scores	5-2

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Shared intern for Finance, HR and Administration – increased citizen engagement and excellence in government activities with analysis.
2.
3.
4.
5.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here:

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
Information Technology
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 650,077	$ 675,104	$ 847,677	$ 847,677	$ 506,798	$ 853,327	$ -	$ 853,327	$ 5,650	
Provisionals/Part-Time	$ 3,864	$ 46,879	$ 2,000	$ 2,000	$ 18,416	$ -	$ -	$ -	$ (2,000)	
Misc Other Pay	$ 10,081	$ 11,511	$ 14,900	$ 14,900	$ 7,133	$ 500	$ -	$ 500	$ (14,400)	
Overtime	$ 6,210	$ 4,811	$ 5,000	$ 5,000	$ 540	$ 7,500	$ -	$ 7,500	$ 2,500	
Payroll Taxes	$ 50,100	$ 55,383	$ 64,611	$ 64,611	$ 39,481	$ 63,474	$ -	$ 63,474	$ (1,137)	
Pension	$ 54,270	$ 46,946	$ 57,526	$ 57,526	$ 34,262	$ 56,385	$ -	$ 56,385	$ (1,141)	
Health Insurance	$ 127,622	$ 135,170	$ 209,412	$ 209,412	$ 108,715	$ 213,061	$ -	$ 213,061	$ 3,649	
Dental Insurance	$ 9,132	$ 9,069	$ 14,803	$ 14,803	$ 6,495	$ 10,434	$ -	$ 10,434	$ (4,369)	
Life Insurance	$ 1,652	$ 1,738	$ 1,448	$ 1,448	$ 1,072	$ 2,097	$ -	$ 2,097	$ 649	
Professional Services	$ 176,182	$ 195,412	$ 203,120	$ 203,120	$ 101,670	$ 175,150	$ -	$ 175,150	$ (27,970)	
Maintenance Contracts	$ 207,218	$ 265,371	$ 296,630	$ 296,630	$ 237,153	$ 321,630	$ -	$ 321,630	$ 25,000	
Utilities	$ 38,646	$ 30,468	$ 82,900	$ 82,900	$ 17,588	$ 29,500	$ -	$ 29,500	$ (53,400)	
Repair & Maintenance	$ 1,408	$ 8,037	$ 6,900	$ 6,900	$ 3,290	$ 6,900	$ -	$ 6,900	$ -	
Supplies	$ 20,212	$ 11,451	$ 12,100	$ 12,100	$ 1,456	$ 6,300	$ -	$ 6,300	$ (5,800)	
Books & Periodicals	$ (24,890)	$ 102	$ 600	$ 600	$ -	$ 200	$ -	$ 200	$ (400)	
Advertising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Printing	$ 6	$ -	$ 1,800	$ 1,800	$ -	$ -	$ -	$ -	$ (1,800)	
Training & Travel	$ 24,951	$ 24,654	$ 42,100	$ 42,100	$ 20,247	$ 41,700	$ -	$ 41,700	$ (400)	
Miscellaneous	$ 27	$ -	$ 500	$ 500	$ -	$ 100	$ -	$ 100	$ (400)	
Capital Items	$ 362,352	$ 407,357	$ 135,500	$ 135,500	$ 102,676	$ 131,500	$ -	$ 131,500	$ (4,000)	
TOTAL EXPENDITURES	$ 1,719,120	$ 1,929,464	$ 1,999,527	$ 1,999,527	$ 1,207,066	$ 1,919,758	$ -	$ 1,919,758	$ (79,769)	-3.99%

2019 BUDGET NOTES:

The IT Department has several new employees progressing through their salary ranges and less temporary help budgeted in 2019 as a full staff is now in place.
Non-routine capital items have been included in the CIP process and reserve allocation accounts removed from the operating budget.
Other items historically included in the IT budget, such as cell service and Ipad service, were reallocated to departmental budgets to improve accountability.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Information Technology							
100-1101-517.11-01	Salary & Wages	448,219	721,692	370,595	0	715,631	715,631
LEVEL	TEXT			TEXT AMT			
DEPT	DIRECTOR OF IT (WARKOCZEWSKI)						
	BUSINESS PROCESS ANALYST (BRETL)						
	DIGITAL SERVICES SUPERVISOR (KUZMA)						
	PC NETWORK SPECIALIST (COFFEY)						
	PC NETWORK SPECIALIST (DURICA)						
	PC TECHNICIAN (4) (LIN, JC, BOSWEIN, NOVY)						
	SOLUTIONS ANALYST (BARYLSKI)						
	IT PROJECT MANAGER (CLESCERI)						
	11 POSITIONS						
100-1101-517.11-02	Vacation	30,008	0	24,567	0	0	0
100-1101-517.11-03	Holidays	23,827	0	13,876	0	0	0
100-1101-517.11-04	Sick Leave	34,086	0	4,797	0	0	0
100-1101-517.11-06	Funeral Leave	711	0	0	0	0	0
100-1101-517.11-12	Comp Time Used	4,329	0	3,028	0	0	0
100-1101-517.11-21	Trans Payroll pct- budget	1,963-	4,900-	0	0	0	0
100-1101-517.11-23	transfer journal payroll	0	6,000-	0	0	0	0
100-1101-517.12-01	Prov. Salary & Wages	46,879	2,000	18,416	0	0	0
100-1101-517.13-01	Overtime Pay	3,233	5,000	540	0	7,000	7,000
LEVEL	TEXT			TEXT AMT			
DEPT	OVERTIME AND WATCH PAY			7,000			
				7,000			
100-1101-517.14-02	Task Rate	27	0	63	0	0	0
100-1101-517.14-04	Watch Duty	5,560	13,400	3,535	0	0	0
100-1101-517.14-10	Car Allowance	409	1,500	0	500	0	500
LEVEL	TEXT			TEXT AMT			
DEPT	LOCAL MILEAGE ALLOWANCE FOR IT (MAINLY JACK)			500			
				500			
100-1101-517.21-01	Health Insurance	90,055	159,278	79,091	0	161,590	161,590
100-1101-517.21-04	Life Insurance	1,306	1,002	786	0	1,548	1,548
100-1101-517.21-07	Dental Insurance	6,665	12,451	5,025	0	8,082	8,082
100-1101-517.22-01	Social Secrty-OASDI 6.2%	36,562	44,093	26,606	0	43,221	43,221
100-1101-517.22-02	Social Security-HI 1.45%	8,551	10,312	6,223	0	10,108	10,108
100-1101-517.23-01	Retirement-General	37,136	48,354	28,000	0	47,333	47,333
100-1101-517.30-02	Consultants	3,999	6,500	1,500	3,000	0	3,000
LEVEL	TEXT			TEXT AMT			
DEPT	GENERAL - IT CONSULTING. POTENTIAL .NET NEEDS			3,000			
				3,000			
100-1101-517.30-12	Monthly Subscriptions	7,949	15,620	8,852	10,150	0	10,150

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	CDYNE ANNUAL FEE IS $250		250				
	WISCNET BASE INTERNET FEE IS $8,700. COMES DUE IN JULY		8,700				
	PLUS 1 LINE FEE FOR SECOND WISCNET CONNECTION		1,200				
			10,150				
100-1101-517.30-13	Leases	145,842	165,000	95,680	150,000	0	150,000
LEVEL	TEXT		TEXT AMT				
DEPT	Impact Print Service Contract. TRADITIONALLY WAS $165K BUT ACTUAL EXPENSES SEEM JUST UNDER $150K		150,000				
			150,000				
100-1101-517.30-14	Yearly Subscriptions	37,623	0	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	MOVED EVERYTHING TO 32-01, MAINTENANCE						
100-1101-517.30-41	Hourly	0	4,500	0	7,000	0	7,000
LEVEL	TEXT		TEXT AMT				
DEPT	BPL DIRECT ASSISTANCE WEB BASED TRAINING WAS 4,500 ZEROED IT OUT FOR 2019, SEEMED WE NEVER USED IT ON 9/7/2018 TONY ADDED $7K BACK IN TO PAY FOR UPGRADE TO SPECIAL ASSESSMENTS CALC SYSTEM		7,000				
			7,000				
100-1101-517.32-01	Computer Equip/Software	169,134	191,050	200,804	200,000	0	200,000
LEVEL	TEXT		TEXT AMT				
DEPT	BARRACUDA BACKUP 690		14,000				
	BP LOGIX		18,000				
	PALO ALTO SUPPORT		14,000				
	GO DADDY WILD CARD CERTIFICATE		1,000				
	SCALE HYPERCONVERGENCE SUPPORT		14,500				
	EXACQVISION CAMERA LICENSE		5,000				
	PRTG NETWORK MONITOR		1,500				
	WEBROOT ANTIVIRUS PAID FOR 3 YEARS IN AUG 2017						
	MANAGE ENGINE AD AUDIT		3,000				
	KOFAX MAINTENANCE - DISCONTINUED IN 2018						
	IMAGING SYSTEM MAINTENANCE		6,000				
	INTEGRATED CUSTOM SOFTWARE FORMSPRINT ENHANCED SUP		1,800				
	POWERMAN MAINTENANCE & REPORT HOSTING		3,500				
	PAPERCUT		2,000				
	FARONICS DEEP FREEZE		2,000				
	H.T.E HOSTING		140,000				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	H.T.E - CHARGEBACK FROM UTILITIES (WATER)		56,000-				
	DROPBOX ACCOUNT. CHANGE TO $7K FROM 6K		7,000				
	.GOV DOMAIN REGISTRATION		400				
	AERCOR WIRELESS, NETMOTION 1		1,600				
	BOMGAR		3,500				
	SCALE HYPERVERGENCE SUPPORT - PD		9,000				
	EFFECTIVE 2019, ADD IN UPS MAINTENANCE COSTS		8,200				
			200,000				
100-1101-517.41-06	Telephone/Internet	16,803	4,000	5,765	14,500	0	14,500
LEVEL	TEXT		TEXT AMT				
DEPT	VERIZON VOICE & DATA CHARGES FOR ALL IT STAFF		14,500				
			14,500				
100-1101-517.41-11	Data Service	480	30,200	252	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	CITY Devices On Shared Pool Plan, WAS 29000						
	ONCE MISC DEVICE HITTING THIS ACCOUNT IN 2018 AT						
	$2/MONTH.						
	MOVED TO 41-06 ACCOUNT						
100-1101-517.44-08	Other	1,023	1,000	16	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIRS GENERAL		1,000				
			1,000				
100-1101-517.51-01	Postage	61	200	154	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	POSTAGE		200				
			200				
100-1101-517.51-02	Office Supplies	1,652	4,500	941	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	MISC OFFICE SUPPLIES		3,000				
			3,000				
100-1101-517.51-10	Software	8,958	5,000	1,750	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	PC SOFTWARE		1,000				
	EXTRA MISC. DESKTOP SOFTWARE		1,000				
			2,000				
100-1101-517.52-01	Subscriptions	0	500	0	100	0	100

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	IT OR LEADERSHIP BOOKS/MAGS		100				
			100				
100-1101-517.56-01	Local Business Meetings	0	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	PC & NETWORK CONF/SEMINAR		500				
			500				
100-1101-517.56-02	Conferences & Seminars	709	5,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	TOOK OUT BPL CONFERENCE FOR 2019 WAS 4000						
	STATE IT CONFERENCE (2)		1,000				
			1,000				
100-1101-517.57-01	Membership Dues	1,119	400	845	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	HUG USERS GROUP (HTE)		200				
	PC & NETWORK GROUPS		200				
	OTHER NETWORKING EVENTS		600				
			1,000				
100-1101-517.57-02	Registration Fees	17,719	17,000	15,370	20,000	0	20,000
LEVEL	TEXT		TEXT AMT				
DEPT	NEW HORIZONS SHOULD COME FROM 1102 BUDGET						
	KNOWB4 SHOULD BE COMING FROM 1102 BUDGET						
	IT TRAINING & CERTIFICATIONS		20,000				
			20,000				
100-1101-517.60-02	Safety Equipment	0	0	72	0	0	0
100-1101-517.64-04	Shipping Charges	0	500	0	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	SHIPPING		100				
			100				
100-1101-517.70-01	Furniture & Fixtures	390	500	0	500	0	500
100-1101-517.70-03	Equipment	5,907	0	2,400	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	AC WIRELESS WAS HITITNG THIS ACCOUNT, $4800/YR						
100-1101-517.70-05	Other	1,260	0	105	0	0	0
100-1101-517.70-07	Comptr Hrdwr Maintenance	1,236	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1101-517.70-08	Computers/Hardware	178,165	83,500	62,036	81,500	0	81,500

LEVEL	TEXT	TEXT AMT
DEPT	replace 100 computers on a rotating 5 year cycle	50,000
	REPLACE NETWORKING EQUIPMENT	6,000
	REPLACE OLD CAMERAS - WAS $15K. MOVED OUT	
	REPLACE UPS BATTERIES	4,000
	HARDWARE REPAIR MAINTENANCE	5,000
	SCANNER HARDWARE MAINTENANCE	2,000
	WIRELESS EQUIPMENT	3,000
	CONFERENCE ROOM HARDWARE MAINTENANCE	1,500
	SURFACE PRO TYPE DEVICES	10,000
		81,500

100-1101-517.70-09	Software	774	6,000	500	12,000	0	12,000

LEVEL	TEXT	TEXT AMT
DEPT	SERVER OPERATING SYSTEM UPGRADES	2,000
	SPICEWORKS REPLACEMENT	10,000
		12,000

*	IT- General Admin	1,376,403	1,549,652	982,190	508,050	994,513	1,502,563
100-1102-517.11-01	Salary & Wages	114,929	136,885	78,586	0	137,696	137,696

LEVEL	TEXT	TEXT AMT
DEPT	SOFTWARE SOLUTIONS & TRAINING SUPERVISOR (WALKER)	
	GIS TECHNICIAN (FANTLE)	
	TOTAL 2.0 POSITIONS	

100-1102-517.11-02	Vacation	13,258	0	6,261	0	0	0
100-1102-517.11-03	Holidays	6,272	0	3,697	0	0	0
100-1102-517.11-04	Sick Leave	821	0	69	0	0	0
100-1102-517.11-06	Funeral Leave	0	0	1,098	0	0	0
100-1102-517.11-12	Comp Time Used	609	0	225	0	0	0
100-1102-517.13-01	Overtime Pay	1,578	0	0	0	500	500
100-1102-517.14-04	Watch Duty	5,515	0	3,535	0	0	0
100-1102-517.21-01	Health Insurance	45,116	50,134	29,624	0	51,471	51,471
100-1102-517.21-04	Life Insurance	432	446	286	0	549	549
100-1102-517.21-07	Dental Insurance	2,404	2,352	1,470	0	2,352	2,352
100-1102-517.22-01	Social Secrty-OASDI 6.2%	8,324	8,272	5,392	0	8,222	8,222
100-1102-517.22-02	Social Security-HI 1.45%	1,947	1,934	1,261	0	1,923	1,923
100-1102-517.23-01	Retirement-General	9,809	9,172	6,263	0	9,052	9,052
100-1102-517.30-14	Yearly Subscriptions	0	400	0	0	0	0

LEVEL	TEXT	TEXT AMT
DEPT	GIS WebMaps WAS 200	
	GIS Python, Flex, Silverlight WAS 200	

100-1102-517.32-01	Computer Equip/Software	5,180	53,080	50,824	54,000	0	54,000

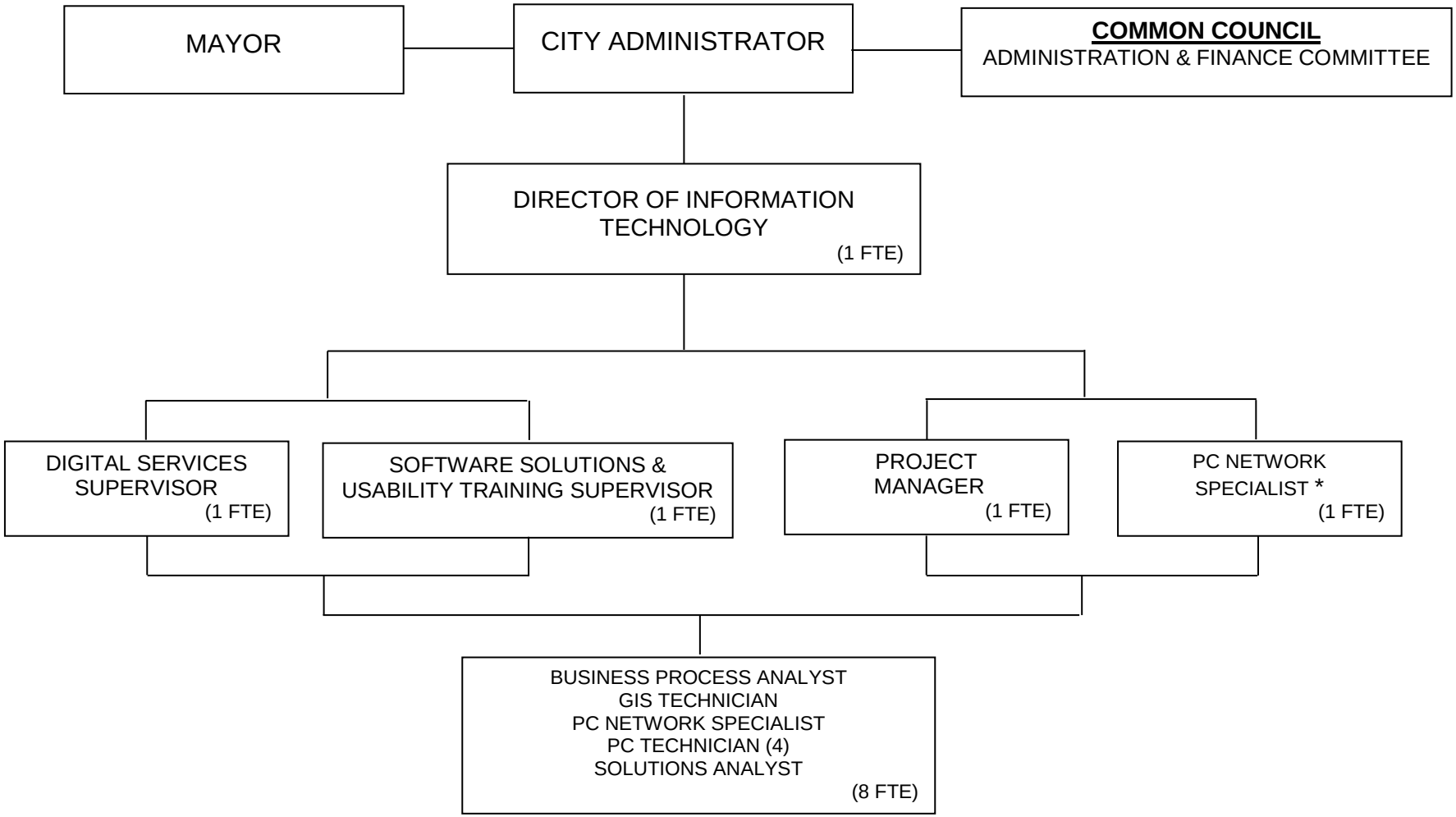
LEVEL	TEXT	TEXT AMT

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	GIS MAINTENANCE ESRI SMALL GOVT ELA ESRI GIS		50,920				
	GIS SAFE.COM MAINTENANCE FME		180				
	GIS MAINTENANCE BENTLY MICROSTATION		1,900				
	BENTLY MICROSTATION & GEOPAK ENG SUITE		1,000				
			54,000				
100-1102-517.32-04	Other	52,392	0	0	0	0	0
100-1102-517.41-06	Telephone/Internet	0	1,700	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	1101 ACCOUNT COVERS ALL IT VOICE AND DATA PLANS						
100-1102-517.41-11	Data Service	0	1,000	0	0	0	0
100-1102-517.44-01	Office Furniture & Equip	309	0	0	0	0	0
100-1102-517.44-08	Other	28	0	0	0	0	0
100-1102-517.51-01	Postage	0	100	0	100	0	100
100-1102-517.51-02	Office Supplies	779	2,300	437	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	GIS SUPPLIES, PLOTTER PAPER, INK FOR PLOTTER		1,000				
	PLOTTING PAPER. WAS $1,000						
	INK FOR PLOTTER. WAS $1,000						
			1,000				
100-1102-517.52-02	Other	102	100	105	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	GIS MAGAZINES		100				
			100				
100-1102-517.55-02	Out-sourced	0	1,800	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	PLOTTER SUPPLIES ROLLSTOCK INK MAINTENANCE						
	WAS 1,800. TOOK OUT FOR 2019 BUDGET						
100-1102-517.56-01	Local Business Meetings	1,052	1,000	1,567	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	WLIA, EWUG, GITA, Municipal GIS		1,000				
			1,000				
100-1102-517.56-02	Conferences & Seminars	2,628	3,500	2,070	2,700	0	2,700
LEVEL	TEXT		TEXT AMT				
DEPT	ESRI UC. WAS 2500		1,700				
	WLIA, EWUG, GITA, Municipal GIS NATIONAL		1,000				
			2,700				
100-1102-517.57-01	Membership Dues	858	12,200	165	13,000	0	13,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	WLIA, EWUG, GITA, IACA, URISA, GISP, APWA, MUNICIP		2,400				
	GISP CERTIFICATION		100				
	SEWETUG, MCMUG, MUNICIPAL GIS		2,500				
	NEW HORIZONS ON-SITE TRAINING CLASSES		8,000				
			13,000				
100-1102-517.57-02	Registration Fees	569	2,500	1,545	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	SEWETUG, MCMUG, MUNICIPAL GIS		2,500				
			2,500				
100-1102-517.70-01	Furniture & Fixtures	2,500	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	GIS OFFICE FURNITURE		500				
			500				
100-1102-517.70-03	Equipment	25,806	0	110	0	0	0
100-1102-517.70-05	Other	119	0	56	0	0	0
100-1102-517.70-07	Comptr Hrdwr Maintenance	3,625	0	52	0	0	0
100-1102-517.70-08	Computers/Hardware	28,484	42,000	27,456	35,000	0	35,000
LEVEL	TEXT		TEXT AMT				
DEPT	MISC WAS $2,500						
	GPS Hardware / accessories		5,000				
	ANNUAL SUBSCRIPTION FOR GPS UNITS. WAS $35,000		30,000				
			35,000				
100-1102-517.70-09	Software	0	1,000	0	0	0	0
* GIS		335,445	332,375	222,154	109,900	211,765	321,665
100-1104-517.30-02	Consultants	0	4,500	0	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	MITEL PHONE SYSTEM SOFTWARE UPDATES		2,000				
	PER PETE, THESE ARE SMALL HARDWARE COMPONENTS						
	NORMALLY BOUGHT IN FALL AND INVENTORIED						
			2,000				
100-1104-517.30-41	Hourly	0	6,600	515	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	ESG HOURS MITEL TELEPHONE SUPPORT - DROPPED AMT		3,000				
			3,000				
100-1104-517.32-01	Computer Equip/Software	32,063-	7,000	37,588-	7,000	0	7,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	MITEL PHONE (SWA). BILL COMES END OF YEAR		7,000				
			7,000				
100-1104-517.32-04	Other	70,728	45,500	0	60,630	0	60,630
LEVEL	TEXT		TEXT AMT				
DEPT	ANNUAL FEE TO MKE COUNTY FOR RADIO SYSTEM.		71,000				
	FOR 2018, FEE IS $9 PER RADIO PER MONTH. IN 2019						
	THAT WILL GO UP TO $12 PER PHONE PER MONTH						
	BASED ON 493 RADIO UNITS						
	FINAL BUDGET CHANGE:						
	REDUCE AMOUNT BY $7,750 FOR RADIOS PD BY HIDTA		10,370-				
			60,630				
100-1104-517.41-06	Telephone/Internet	13,185	46,000	13,385	15,000	0	15,000
LEVEL	TEXT		TEXT AMT				
DEPT	TELEPHONE BILLS FROM WINDSTREAM AND AT&T						
100-1104-517.44-04	Communication Equip	6,678	5,900	1,801-	5,900	0	5,900
LEVEL	TEXT		TEXT AMT				
DEPT	REPLACEMENT & NEW EQUIP		2,150				
	Radio Batteries and Misc		3,750				
			5,900				
100-1104-517.70-03	Equipment	159,092	2,000	12,818	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	SMALL RADIO REPAIRS		2,000				
			2,000				
100-1104-517.70-25	Phone System	0	0	25	0	0	0
*	Radio Comm/Phone System	217,620	117,500	12,646-	95,530	0	95,530
**	Information Technology	1,929,468	1,999,527	1,191,698	713,480	1,206,278	1,919,758

ORGANIZATIONAL CHART
INFORMATION TECHNOLOGY



* 1 P.C. Network Specialist to support Police Department

CITY FUNDED FTEs: 13.0

Department	Director	Fund and Dept. Group
Information Technology	Tony Warkoczewski	100-11

Mission/Overview

To be recognized as the best IT department in the Milwaukee Metropolitan Area, the State and the country for using technology to enhance the lives of the visitors, residents and businesses in the city of West Allis.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
1. End User Support	IT	Reduction of support tickets by: • Better training of end users • Finding root cause of reoccurring issues • Exploring self-help options	2,500/yr	5% reduction
2. Infrastructure Services; System up-time	IT	Identify top 20 business applications and assure their availability during core business hours	Unknown	99.9% availability
3. Project Delivery	IT	Successful completion of all funded projects	Unknown	No carry over funding needed
4. Portfolio Management	IT	All IT project requests captured and a prioritization process is documented. Make project portfolio more visible to customers	Manual effort via Kanban Board	Prioritization process documented by Q2 2019; Portfolio dashboard established by Q2
5. Public Safety	IT	Transition the primary work load for Fire from Joe Durica to the Public Safety Team. Leadership at both Police and Fire see a noticeable improvement in IT support by 12/31/2019	Unknown. IT Public Safety team just formed	Joe Durica handles zero public safety tickets; favorable customer satisfaction score
6. GIS Mapping and Data Integration	IT	Number of completed requests	1208 tickets	Favorable customer satisfaction score
7. Technology Training	IT	Number of City of West Allis employees participating in an IT Training program	820 tickets	75% CoWA participating (excluding Police/Fire)

Position Information

Title	Division	Number	Funding Source
IT Director (Warkoczewski)	100-1101	1	General Fund
IT Supervisor (Kuzma)	100-1101	1	General Fund
GIS Supervisor (Walker)	100-1102	1	General Fund
IT Project Manager (Clesceri)	100-1101	1	General Fund
PC Network Technician (Coffey, Durica)	100-1101	2	General Fund
Solutions Analyst (Barylski)	100-1101	1	General Fund
Business Analyst (Bretl)	100-1101	1	General Fund
GIS Specialist (Fantle)	100-1102	1	General Fund
PC Technician (Consiglero, Xayyavong, Novy, Boswein)	100-1101	4	General Fund

Vacant Positions				
Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*

Services Provided (List Top 5 per Department/Division)						
Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. End User Support	*IT*	*Operating Budget*	*2,500 tickets a year*	*No*	*No*	*In support of statutory requirements*
*2.*Infrastructure Management	*IT*	*Operating Budget*	*2000+ network attached devices*	*No*	*No*	*In support of statutory requirements*
*3.*Project and Portfolio Management	*IT*	*Operating Budget & CIP*	*Daily activity on one or more 30+ annual projects*	*No*	*No*	*In support of statutory requirements*
*4.*IT Public Safety	*IT*	*Operating Budget*	*1,000 tickets a year*	*No*	*No*	*In support of statutory requirements*
*5.*GIS Mapping and Data Integration	*IT*	*Operating Budget*	*550 tickets a year, plus regular data maintenance*	*No*	*No*	*In support of statutory requirements*
6.) Technical Training	*IT*	*Operating Budget*	*300 tickets a year*	*No*	*No*	*In support of statutory requirements*

SERVICE DELIVERY

2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Established a Portfolio management process with a documented prioritization scheme
2. Proactively meet with customers to study their strategic objectives to align IT priorities
3. Developing a plan to improve support for the Special Assessments system (Greenbelt project)
4. Launched the NHgo platform to offer more flexible training options to our customers
5. Implemented a lifecycle management practice for the City's Camera system (8 Year replacement cycle)
6. Piloting new approach for finding the appropriate IT device for the end user (BINS inspector pilot)
7. Partnered with Finance to assess usage of City provided mobile devices (Cell phones and iPads)
8. Transitioned away from an annual manual IT asset discovery process. More maturity needed in 2019.
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Evaluate the pros and cons of moving more core services to the cloud (Office 365, Shared Network drives, etc…)
2. Evaluate Permit and Licensing solutions to lower dependence on BP Logix support
3. Continue to build a more robust Problem Management discipline so that we can understand the root cause of our incidents and thus lower the number of support tickets we receive
4. Evaluate our current ticketing system (Spiceworks)
5. Complete the implementation of a lifecycle management approach to our City Camera system

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. Sponsored the New Hire onboarding Green Belt project	X	
2. Provide a more robust IT solution that supports the City's Special Assessments program	X	
3. Providing a more cost effective approach for Microsoft/Adobe professional training (launching of the Nhgo platform)		X
4. Utilization of the LanSweeper and Meraki products to mature the IT Asset Management program, thus eliminating the manual effort of collecting this information from our end users		X

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Continue to investigate better ways for us to capture and prioritize IT support requests	Jon Kuzma (Primary) & the rest of IT	Quality of End User Support improves, lower number of tickets	Ticket Count; Customer satisfaction improves
2. Printer Consolidation Strategy (prepare for leased agreements to terminate in 2020)	Tony Warkoczewski	Lower cost to City for print services	Reduction in the number of printers, number of prints and lower contract rates
3. Further our efforts to find the right devices for the workers in West Allis (desktop strategy)	Jon Kuzma (Primary)	More flexibility in getting people what they need to be most effective	Workers engagement scores will increase, IT support costs go down (less calls for devices not doing what people need them to do)

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Evaluate the best process/tools for handling IT support requests (already mentioned in other sections of this Business Plan)	Tony Warkoczewski

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

If no, describe plans to accomplish this in the next 3 years.

- Jon Kuzma and Pat Walker have already taken the CVMIC Supervisor Orientation training class (1 day class)
- Tony Warkoczewski, Joe Clesceri and Jack Coffey will sign up for the same class
- Will incorporate additional 'management/supervisor' training courses into the training plans for individuals as appropriate (IT began the practice of establishing training plans for all staff in 2018. This will continue in 2019).

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Established Training plans for each individual in IT
2. Initiated a LEAN Coffee concept where employees discuss topics and take ownership of driving improvements for changes they want to see
3. Conducted several team events. Had an IT Holiday lunch, ½ planning session, trip to the State Fair, all in an attempt to improve the teamwork and moral of the department
4. While still working within the policies for the City, provided more flexible schedules of all members of IT. This is important considering the 7x24 nature of our work.
5. Transitioning ALL telephone support from Pete Fantle to the Digital Services team has created opportunities for those staff to learn more while saving watch duty expenses.

2019 Employee Development
1. All IT Staff have a documented development plan by 1/31/2019. Plan is delivered by year end.
2. Establish a plan for Pete to learn from Pat the Server side of the GIS product
3. Position Mike to be a backup to Marian for BP Logix needs
4. Partner with Communications to provide a more user friendly 'conference room' experience, with better technical support when needed
5. Continue to mentor supervisors on Director level leadership competencies
6. Assuming a Q12 Employee engagement survey is conducted, more favorable scores for IT than prior survey in all categories

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No

Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No

If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.

This has been a focus for us in 2018, due in part to the departures of Jim Jandovitz and Kathryn Perrone. Because IT also rotates on call duties, members of the department need to know how to fix a variety of issues, often outside their particular area of expertise. As such, we rely on documentation heavily and cross train wherever possible. The area where we need to continue to focus is in the GIS product, where we are still overly dependent on two critical resources.

Mike Barylski is being trained as a back-up to Marian for BP Logix support.

A lot of effort has gone into lowering our dependence on Jon Kuzma. He is still a critical resource for us but Joe

Durica has done an outstanding job of learning a lot from Jon over the past 6 months.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. By moving telephone support away from Pete Fantle to Jon Kuzma's Digital Services Team, this creates capacity for Pete to learn more from Pat on the GIS product. We will continue our approach to have Mike Barylski learn some of the BP Logix platform from Marian. We will assess options to how we will fill the gap on the team where we do not have a Developer (specifically, VB.Net) skillset. Finally, Tony will continue to look for opportunities for his supervisors to take on more senior level leadership tasks while he coaches/mentors them on these assignments.

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. IT proactively working to build a stronger relationship with the WAWM School District IT Department		1-2 (Collaborative partnerships)
2. Implemented public WiFi & Security cameras at Reservoir Park and working to get more security camera working at Liberty Heights		2-5
3. By year end 2018 there will be a single physical security (Door lock) platform for all the buildings where City Employees work		2-7
4. By year end 2018 the city will be on pace to have a modernized Panic Alarm system by 6/1/2019		2-7
5. Cyber Security enhancements continue to help keep our systems/data protected (more details available as needed)	Zero incidents	2-8
6. Continue to improve the quality of all customer facing IT systems (improvements to the 'let us help' system; improvements to the Parking Permitting system, Electrical and HVAC permits available online, etc)	Number of customer facing workflows available online	3-6
7. The IT Department has a focus of 'eliminating the risk of overdependence on single resources'. Successfully managed the transition of two senior leaders into retirement and have knowledge transfer plans in place for our System Administrator		4-3
8. A new Work Order/Asset management solution is scheduled to be implemented at Public Works; LegalFiles, Neogov and Software Expressions are new applications that are automating manual processes; new device	Reduction in operating costs; higher employee engagement (I have the tools I need to do my job).	4-5

types are being offered to workers that better align with their technology needs		
9. Introducing a Camera lifecycle replacement schedule to modernize an aging camera network for the city	Reducing the number of camera failures	4-7
10. Improved the quality of citizen facing applications; bringing forward a strategy on how to launch an online solution for Permits and Licenses	Number of transactions our citizens conduct through online channels	5-3
11. Launching an effort to look at the methods IT uses to collect, process and measure service tickets	Reduction in service ticket volume; Better quality of service delivery	5-5

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Continue to build out our physical security systems across the buildings that support the City Government; Assure the Police Department has the most current technology to assist in their policing duties (ProPhoenix upgrades, better wireless devices in squads, Cameras in good working order, etc…)	No incidents where people are gaining unauthorized access to a secured space; Reduction of tickets coming to IT for the Police Department	2-7
2. Stay current on all technologies that prevent unauthorized access to our Networks, Data and other computer systems; implement redundant option for city wide Internet access; completion of the project to modernize our telephone wiring infrastructure	No successful hacks into our systems; redundant Internet access in place by June 1st 2019; Phone wiring project complete by 9/1/2019	2-8
3. Find a solution to allow more licensing and permits to be acquired online; In partnership with Communications Dept. design a customer portal that front-ends our various best-of-breed software solutions; develop a plan to make Property Files/Webmap more available to the public	Number of residents conducting business with the city online	3-6 & 5-3
4. Implement AssetWorks for Public Works Department; Implement a streamlined employee onboarding solution; select a solution for online licensing and permitting; Develop a plan for consolidating printers and reducing the	Number of staff using Assetworks; number of assets being managed by Assetworks; Reduction in the time it takes for a new employee to have all the things they need to do	4-5

amount of paper used across the City Government	their job; Reduction in the number of printers and printed output	
5.		

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. IT is sponsoring three projects through the CIP process for 2019.
2.
3.
4.
5.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here: Assuming that what we charge our hosted agencies for the IT services we provide them does not change.

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here: If attrition were to impact the IT Department in 2019 we would consider consolidating jobs/duties to reduce our FTE count.

City of West Allis
Human Resources
2017 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 320,188	$ 293,644	$ 317,346	$ 317,346	$ 258,339	$ 401,997	$ -	$ 401,997	$ 84,651	
Misc Other Pay	$ 1,481	$ 1,296	$ 1,750	$ 1,750	$ 19	$ 350	$ -	$ 350	$ (1,400)	
Overtime	$ 1,627	$ 6,436	$ 1,700	$ 1,700	$ 1,285	$ 1,500	$ -	$ 1,500	$ (200)	
Payroll Taxes	$ 23,958	$ 23,022	$ 23,939	$ 23,939	$ 19,090	$ 30,332	$ -	$ 30,332	$ 6,393	
Pension	$ 27,118	$ 20,596	$ 21,262	$ 21,262	$ 17,395	$ 26,429	$ -	$ 26,429	$ 5,167	
Health Insurance	$ 54,011	$ 54,181	$ 65,851	$ 65,851	$ 44,127	$ 77,653	$ -	$ 77,653	$ 11,802	
Dental Insurance	$ 4,118	$ 2,982	$ 4,099	$ 4,099	$ 2,689	$ 5,275	$ -	$ 5,275	$ 1,176	
Life Insurance	$ 1,007	$ 1,014	$ 1,141	$ 1,141	$ 796	$ 1,456	$ -	$ 1,456	$ 315	
Professional Services	$ -	$ -	$ 2,000	$ 2,000	$ 1,000	$ 2,000	$ -	$ 2,000	$ -	
Maintenance Contracts	$ 90	$ 25	$ 100	$ 100	$ -	$ -	$ -	$ -	$ (100)	
Utilities	$ 249	$ 819	$ 1,100	$ 1,100	$ 861	$ 1,617	$ -	$ 1,617	$ 517	
Supplies	$ 5,642	$ 3,631	$ 4,865	$ 4,865	$ 2,183	$ 3,850	$ -	$ 3,850	$ (1,015)	
Books & Periodicals	$ 42	$ -	$ 65,223	$ 65,223	$ 41,928	$ 18,685	$ -	$ 18,685	$ (46,538)	
Advertising	$ 18,792	$ 16,101	$ 20,000	$ 20,000	$ 1,177	$ 20,000	$ -	$ 20,000	$ -	
Training & Travel	$ 5,057	$ 5,685	$ 7,350	$ 7,350	$ 2,067	$ 6,750	$ -	$ 6,750	$ (600)	
Regulatory & Safety	$ 116	$ 116	$ 1,150	$ 1,150	$ -	$ 325	$ -	$ 325	$ (825)	
Capital Items	$ -	$ 23,223	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 463,497	$ 452,773	$ 538,876	$ 538,876	$ 392,955	$ 598,219	$ -	$ 598,219	$ 59,343	11.01%

2019 BUDGET NOTES:

The Benefit/Wellness Coordinator position was moved to the HR department budget, from the Health Insurance Fund budget.

The Books & Periodicals expense category includes software subscriptions and shows a decrease for 2019 to reflect the change in Ben Admin system costs, as the Ben Admin System is being charged to the Health Insurance Fund Budget.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Human Resources							
100-1301-517.11-01	Salary & Wages	241,364	317,346	207,805	0	401,997	401,997
LEVEL	TEXT			TEXT AMT			
DEPT	HR DIRECTOR						
	HR GENERALIST						
	SAFETY/TRAINING COORDINATOR						
	HR SPECIALIST FT						
	HR SPECIALIST .5						
	BENEFITS/WELLNESS COORD(PREV IN HEALTH INS FUND)						
	TOTAL HR POSITIONS: 5.5 FTE						
100-1301-517.11-02	Vacation	16,115	0	18,141	0	0	0
100-1301-517.11-03	Holidays	14,098	0	9,631	0	0	0
100-1301-517.11-04	Sick Leave	19,979	0	22,328	0	0	0
100-1301-517.11-06	Funeral Leave	0	0	251	0	0	0
100-1301-517.11-07	Jury Duty	515	0	0	0	0	0
100-1301-517.11-12	Comp Time Used	1,573	0	182	0	0	0
100-1301-517.13-01	Overtime Pay	6,436	1,700	1,285	0	1,500	1,500
100-1301-517.14-10	Car Allowance	1,296	1,750	19	350	0	350
100-1301-517.21-01	Health Insurance	54,181	65,851	44,126	0	77,653	77,653
100-1301-517.21-04	Life Insurance	1,014	1,141	796	0	1,456	1,456
100-1301-517.21-07	Dental Insurance	2,982	4,099	2,689	0	5,275	5,275
100-1301-517.22-01	Social Secrty-OASDI 6.2%	18,659	19,401	15,472	0	24,583	24,583
100-1301-517.22-02	Social Security-HI 1.45%	4,364	4,538	3,618	0	5,749	5,749
100-1301-517.23-01	Retirement-General	20,596	21,262	17,394	0	26,429	26,429
100-1301-517.30-02	Consultants	0	2,000	1,000	2,000	0	2,000
LEVEL	TEXT			TEXT AMT			
DEPT	CDC: CLASSIFICATION REQUEST 250X8			2,000			
				2,000			
100-1301-517.32-04	Other	25	100	0	0	0	0
100-1301-517.41-06	Telephone/Internet	819	1,100	981	1,617	0	1,617
LEVEL	TEXT			TEXT AMT			
DEPT	3 SMART-PHONES/CELL PHONES 2 @41.84; 1@ 51.06			1,617			
				1,617			
100-1301-517.51-01	Postage	1,350	1,100	651	1,100	0	1,100
100-1301-517.51-02	Office Supplies	971	1,500	285	750	0	750
100-1301-517.51-03	Photo Supplies	0	100	0	0	0	0
100-1301-517.51-04	Food/Provisions	0	500	484	500	0	500
100-1301-517.51-09	Other	1,310	1,665	703	1,500	0	1,500
LEVEL	TEXT			TEXT AMT			
DEPT	FIRST AID/CPR/ETC SUPPLIES			1,500			
				1,500			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1301-517.52-03	Subscriptions-Software	0	65,223	44,571	18,685	0	18,685

LEVEL	TEXT	TEXT AMT
DEPT	NEOGOV PERFORM	18,085
	NEOGOV ONBOARDING ENHANCEMENT	600
		18,685

100-1301-517.54-02	Notices	16,101	20,000	1,202	20,000	0	20,000

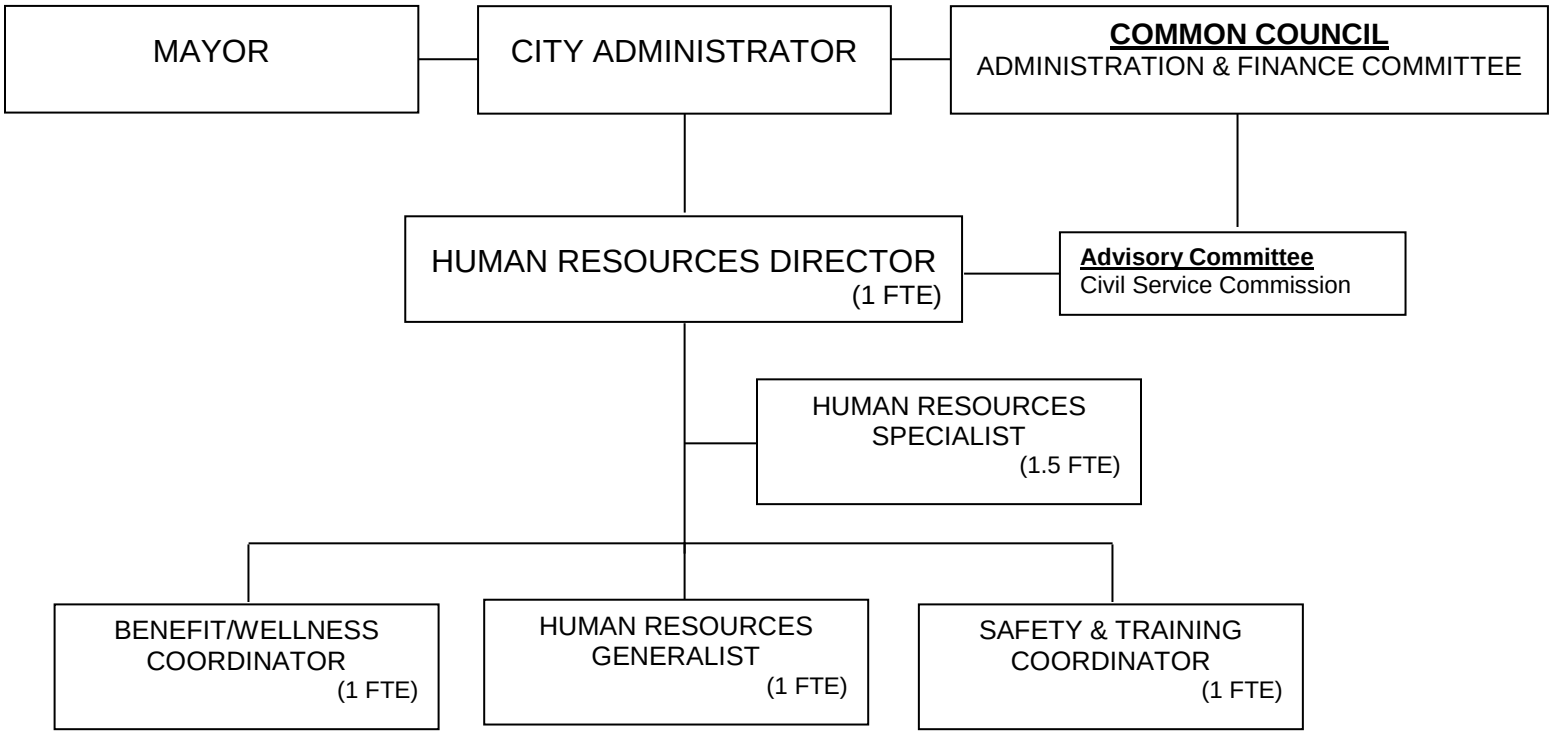
LEVEL	TEXT	TEXT AMT
DEPT	RECRUITMENT ADVERTISING AND CAREER FAIRS	20,000
		20,000

100-1301-517.56-01	Local Business Meetings	0	0	0	500	0	500
100-1301-517.56-02	Conferences & Seminars	1,551	2,200	851	2,000	0	2,000
100-1301-517.57-01	Membership Dues	1,514	2,000	394	1,750	0	1,750

LEVEL	TEXT	TEXT AMT
DEPT	STATE AND NATIONAL MEMBERSHIP DUES (WI/NATIONAL SAFETY COUNCIL, ASSE, SHRM, IPMA, NPELRA/WPELRA, MEA-SEW)	1,750
		1,750

100-1301-517.57-02	Registration Fees	2,620	3,150	1,006	2,500	0	2,500
100-1301-517.59-01	Medical	116	650	0	325	0	325
100-1301-517.59-02	Other	0	500	0	0	0	0
100-1301-517.70-03	Equipment	23,223	0	0	0	0	0
*	HR - General Admin	452,772	538,876	395,865	53,577	544,642	598,219
**	Human Resources	452,772	538,876	395,865	53,577	544,642	598,219

ORGANIZATIONAL CHART
HUMAN RESOURCES



CITY FUNDED FTEs: 5.5

Department	Director	Fund and Dept. Group
HUMAN RESOURCES	Audrey Key	100.1301-1207

Mission/Overview

HR Mission Statement

The HR Department strategically aligns with City departments to hire, compensate, develop, and support an equitable and diverse workforce. We are committed to being accountable, professional, progressive and responsive to our clients in an efficient and productive manner.

The HR Department supports the City's Mission, Vision and Strategic Plan by:

- Fostering collaborative relationships with City leaders and stakeholders;
- Developing solutions to overcome potential obstacles thereby leading to successful implementation of initiatives;
- Demonstrating agility and expertise in leading organizational initiatives as well as supporting the initiatives of others where applicable;
- Utilizing the most effective and efficient ways to accomplish tasks within the parameters of the tools/resources provided by the City and the organizational hierarchy, processes, systems, and policies;
- Exhibiting behaviors consistent with the City's organizational culture and acting with personal, professional, and behavioral integrity;
- Communicating proactively, providing clear, concise information to others in verbal, written, electronic, and other communication formats for internal and external consumption; and,
- Soliciting feedback to evaluate for changes and improvements.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Measurement/Key Performance Indicator (KPI)	Current State	Goal
1. Benefits	Worker's Compensation Severity Rate (i.e., number of days away from work per 100 full-time workers)	0.68	Remain under 1.0
2. Benefits	Unemployment Insurance cost per employee (utilizing Total Positions count per Budget)	$8.24/employee (2017 UI cost of $6178.17 for 749.9 FTEs)	Remain at or decrease cost
3. Recruitment	Average Time to Fill Position for HR responsibilities (in days)	40 days	Remain under SHRM's average (i.e., 42 days)
4. Recruitment	Department Satisfaction with Process	-	95% positive
5. Retention	Involuntary Turnover Rate (based on budgeted benefitted FTEs)	<1%	Remain under SHRM's average (i.e., 8%)
6. Employee Development	Employee Development and Legally Required Training Topics Offered	30 topics	30 sessions
7. General Information	Number of phone calls and walk ins received	-	Provide greater information online and in communications to reduce the number of contacts

Position Information

Title	Division	Number	Funding Source
HR Director	HR	1	100.1301
Safety & Training Coordinator	HR	1	100.1301
HR Generalist	HR	1	100.1301
HR Specialist	HR	1.5	100.1301
Benefit/Wellness Coordinator	HR/Wellness Program	1	100.1301/602.5601

Vacant Positions

Title	Length of Vacancy	Current Status	Plan for 2019
HR Director		Vacant as of 12/22/18	Fill position
Benefit/Wellness Coordinator		Vacant as of 10/05/18	Fill Position

Services Provided (List Top 5 per Department/Division)

Service	Division	Funded by	Frequency	Shared Service	Contracted	Statutory
1. Benefit/Wellness Program Administration	HR/Wellness Program	602.5601 and 100.1301-1307				State, federal
2. Talent Acquisition and Retention	HR	100.1301-1307				
3. Employee Development/Training	HR	100.1301-1307				
4. Safety and Worker's Compensation	HR	100.1301-1307				State, federal
5. General HR Administration and Compliance	HR	100.1301-1307				State, federal

SERVICE DELIVERY

Example: Implemented Performance Management Program

2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)

1. Implemented Maestro Benefit Administration electronic solution
2. Expanded use of NeoGov Insight recruiting/applicant tracking electronic solution
3. Implemented NeoGov Perform performance review electronic solution
4. Supported City Administrator with implementation of the performance management program
5. Transitioned ~400 Medicare Eligible Retirees to Humana's Medicare Advantage Plan
6. Expanded worker's compensation incentive program for cost savings and quality of care
7. Measured, built, and implemented efficient LEAN Onboarding initiative at HR level
8. Implemented NeoGov Onboard electronic solution for new employee orientation
9. Onboarded and trained new HR Generalist for effective and efficient service delivery
10. Collaborated with Communications Department on scanning of records, updating AskAllis portal, promoting employee events and programs, and providing website information for talent acquisition efforts
11. Implemented use of AskAllis for electronic registration of employee training programs
12. Supported and participated in the decision to move to Serve You RX for ~$700,000 cost savings to the City
13. Scheduled and held ~30 employee development and legally required training topics, with multiple sessions for some, with ~1200 attendees
14. Oversight of worker's compensation light duty assignments in order to mitigate exposure, return employees to work sooner, productivity and other cost savings totaling ~$1.3 million
15. In conjunction with the Civil Service System update, charted the work flow for filling positions

2019 Plans for Service Delivery Improvements (*Min. 5 per division*)

1. Roll out a Benefit Administration system to include 1094/5 Reporting
2. Implement LEAN Onboarding initiative at department level
3. Talent Acquisition/Recruitment enhancement efforts
4. Promote HR training/employee development, including career path and advancement education/counseling services
5. Continue collaborative effort with Communications Department on scanning of records, updating AskAllis portal, and providing website information for talent acquisition efforts

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed

Description (include staff involved and how this impacted service delivery)	Lean Training Req.	Outside of Lean Training
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
The following projects were led by HR:		
1. Streamline Onboarding process – IT and Communications	X (ongoing)	
2. Expanded use of NeoGov Insight recruiting/talent acquisition electronic solution		X

(NeoGov Insight)		
3. In conjunction with the Civil Service System update, charted the work flow for filling positions		X
4. Electronic solution for performance management (NeoGov Perform) – Carlson Dettmann Consulting		X
5. Worker's Compensation cost containment (expanded incentive program) - CVMIC		X
6. Electronic solution for benefit administration (Maestro) - Finance		X
7. Health care cost containment (Humana Medicare Advantage Program) – Employee Benefit Committee, Horton		X
8. Health and Dental plan design cost containment initiative (ongoing) – Employee Benefit Committee, Horton		X
9. Streamline Personnel Action Form – Clerical Task Force	X	
10. Mitigation of various potentially costly employment matters (ranging from harassment/bullying allegations, EEOC/ERD claims, FMLA/fit for duty, involuntary termination, ADA accommodations) – Attorney, outside counsel, department heads		X

2019 Continuous Improvement/Lean Projects

Description	Staff Involved	Service Delivery Impact	Measurement/KPI
1. Roll out a Benefit Administration system to include 1094/5 Reporting	Benefit/Wellness Coordinator; HR Specialists	Efficiency; employee engagement	Meet or exceed roll-out date
2. Implement LEAN Onboarding initiative at department level	Benefit/Wellness Coordinator; HR Generalist; HR Specialist; Safety and Training Coordinator	Efficiency; employee engagement	Increase satisfaction with and knowledge gained
3. Talent Acquisition/Recruitment enhancement efforts	HR Generalist; HR Specialist	Broader talent pool, engage wider and/or different range of outreach efforts	Average Time to Fill Position for HR responsibilities (in days) and departments satisfaction with process
4. Promote HR training/employee development, including career path and advancement education/counseling services	Benefit/Wellness Coordinator; HR Generalist; HR Specialist; Safety and Training Coordinator	Competent employees, increase efficiencies within departments	- Employee Development and Legally Required Training Topics Offered - Annual total number of participants
5. Continue collaborative effort with Communications Department on: scanning of records, updating AskAllis portal; providing website information for talent acquisition efforts	Benefit/Wellness Coordinator; HR Generalist; HR Specialist	- Reduction of storage space - 24 hr access to current information in a centralized area	- Minimum 5% reduction contingent upon ITs implementation of Docuware software and availability of Communications support staff - Within 2 workweeks of availability

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).

Item	Department SME
Example: Analysis of X permit process	***Employee Name***
1. Analysis of 'personnel action' process	HR Team
2.	
3.	

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training?

☐Yes ☐ No **TBD based on filling HR Director vacancy**
If no, describe plans to accomplish this in the next 3 years.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Employee Practices Liability training
2. Leadership training
3. Professional organization participation
4. CVMIC training opportunities
5. LEAN
2019 Employee Development
1. Employee Practices Liability training
2. Professional organization participation
3. In-house employee enrichment series
4. Electronic solution skills enhancement
5. CVMIC training opportunities

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No (needs to be updated due to evolving processes)
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. Cross Training – information is continually shared; evidenced by leaves of absence of staff wherein HR's service delivery was uninterrupted.
If no to one or both questions, describe steps which will be taken in 2019 to ensure documentation and cross training are completed. Documented Procedures – continue to update processes and procedures as they are refined.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan

Activity	Measurement/KPI	Strategic Action #
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Ongoing partnership with Communications Department on various initiatives, such as Talent Acquisition video/montage for website/YouTube/etc., recruitment and worker's compensation promotional flyers, recruitment postings through City's Social Media avenues, benefit summary, "Why Work for West Allis" document.	Number of projects completed in collaboration with Communications	SA 3-2 "Develop Strategic Communications plan and Cohesive City Brand for Citizen Communication" SA 3-5 "Expand access to City information through citizen focused city-wide communications and social media activities" SA 3-6 "Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar

		expansion and consistency) and make online payments" SA 5-6 "Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance)."
2. Worker's compensation cost containment efforts (ongoing initiatives/partnership with self-insured worker's compensation carrier CVMIC).	Worker's Compensation Severity Rate (i.e., number of days away from work per 100 full-time workers)	SA 4-1 "Update City's long-term financial plans and debt policy; promote data-driven decision-making processes; reduce reliance on alternative funding sources for essential services"
3. Implemented operation innovations such as electronic solutions for fillable forms (ongoing), recruitment (Fall 2017), benefit enrollment (Winter 2017-18), performance management (Spring 2018), and Onboard (Fall 2018).	Number of staff hours invested in each process cycle	SA 4-2 "Engage city-wide departmental priority based budgeting, including shared City services review/implementation and related organizational operation innovations to determine how the City can provide the same level of service differently to maintain or reduce costs" SA 4-5 "Continue to develop City-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources" SA 5-6 "Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance)."
4. Ongoing guidance/assistance provided to management staff; training opportunities (such as through CVMIC).	- Employee Development and Legally Required Training Topics Offered - Annual total number of participants	SA 4-3 "Develop city-wide human resource succession plans and documentation of processes and procedures to provide efficient and effective continuity of City services during times of transition and vacancies"
5. All HR staff provided LEAN training (completed by Spring 2018); HR active member of Service Delivery Team; supported City Administrator in the establishment and implementation of an updated performance management system.	Number of HR Staff members participation	SA 5-1 "Create a culture of innovation and continuous improvement among City departments by establishing city-wide employee performance standards, core values and competencies for employees; including LEAN training and technological competencies" SA 5-6 "Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance)."
6. Ongoing operational excellence such as recruitment (e.g., career fairs [2017], outside resources [Big Step, technical colleges, etc., 2018]), onboarding (e.g., Onboarding LEAN project, 2018), AskAllis postings, in-house training, Wellness Program.	First Year Resignation Rate (i.e., the percentage of employees who resigned within the first year of employment) of the overall organization as well as broken down by Department	SA 5-2 "Increase city-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council."

		SA 5-5 “Develop and Implement ongoing Operational Analysis/Audit/Alternative Service Delivery Options/Organizational Structure Analysis; Review each process and related ordinance/procedure/practice to ensure they comport with actual activities and current best practices; eliminate or provide discretion to allow for continuous improvement activities” SA 5-6 “Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance).”
7. Ongoing operational excellence in seeking out information/answers for customers instead of passing on to other Departments	Number of customers who leave HR with the requested information	SA 5-3 “Create a streamlined citizen and business service environment city-wide, eliminating the need for citizens and stakeholders to go to multiple departments for City permitting, licenses, or other requirements and services”
8. Ongoing operational excellence in providing internal support for all Departments (such as recruitment, worker’s compensation program) and agency plans (such as collaborative effort with City Administrator and Finance Department on Benefit Consultant RFP [2017], Total Benefit undertaking via Employee Benefit Committee [2017-18], classification/compensation undertaking [2016-17], employee engagement undertaking [2017 and ongoing], Wellness program outcomes based program [ongoing efforts since 2017]).	Customer satisfaction	SA 5-4 “Align common/connected strategic goals, outcomes and results across all City mandated, department and agency plans (City strategic plan, Department Plans, Comprehensive Plan, Parks Plan, Facilities Plan, Capital Improvement Plan, commercial corridor plans)”
9. Conversion of Civil Service System (2017), implementation of electronic recruitment solution (NeoGov Insight, Fall 2017).	Average Time to Fill Position for HR responsibilities (in days)	SA 5-6 “Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance).”

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Collaborative effort of all HR staff with name listed being lead/initiator:		
1. Continuation of 2018 Activities 1, 2, 4, 6, 7, and 8	Refer to 2018 Section above	
2. Implementation of a Total Rewards Statement (Jane)	Meet or exceed roll-out date	SA 5-6
3. Implementation of Safety Shoe Program (Linda)	Meet or exceed roll-out date	SA 4-2
4. Implementation of advanced Human Capital Metrics (Jacki)	Meet or exceed roll-out date	SA 4-1, 5-4, and 5-5
5. Implementation of a new BenAdmin system (Jane)	Meet or exceed roll-out date	SA 4-2
6. Talent Acquisition (Jacki) - expand recruitment efforts through improved signage and videos for career fairs, and other venues (such as booth at Farmer’s Market)	Meet or exceed roll-out date	SA 3-2, 3-5, and 5-6
7. Onboarding Enhancement (Jacki)	Meet or exceed roll-out date	SA 1-1 and 5-6
8. Recruit for HR Summer Intern (Jacki)	Hire for the moths of June, July & August	SA 5-6
NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019		
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.		

Collaborative effort of all HR staff with name listed being lead/initiator:
1. Safety Shoe Program for PW employees (Linda)
2. Human Capital Metrics (Intern)
3. BenAdmin System (Jane)
4. Talent Acquisition (Jacki)
5. Onboarding Enhancement (Jacki)
REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here:
SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
Finance
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 500,640	$ 464,595	$ 566,600	$ 566,600	$ 427,746	$ 538,847	$ -	$ 538,847	$ (27,753)	
Provisionals/Part-Time	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Misc Other Pay	$ 764	$ 250	$ 300	$ 300	$ -	$ -	$ -	$ -	$ (300)	
Overtime	$ 10,149	$ 5,615	$ 6,900	$ 6,900	$ 1,568	$ 7,000	$ -	$ 7,000	$ 100	
Payroll Taxes	$ 37,757	$ 34,436	$ 42,300	$ 42,300	$ 31,605	$ 40,666	$ -	$ 40,666	$ (1,634)	
Pension	$ 42,150	$ 32,275	$ 37,700	$ 37,700	$ 28,604	$ 35,754	$ -	$ 35,754	$ (1,946)	
Health Insurance	$ 100,300	$ 105,878	$ 155,286	$ 155,286	$ 93,479	$ 158,310	$ -	$ 158,310	$ 3,024	
Dental Insurance	$ 7,875	$ 6,847	$ 12,850	$ 12,850	$ 6,383	$ 10,277	$ -	$ 10,277	$ (2,573)	
Life Insurance	$ 1,200	$ 273	$ 1,300	$ 1,300	$ 678	$ 1,073	$ -	$ 1,073	$ (227)	
Professional Services	$ 90,747	$ 38,307	$ 33,100	$ 33,100	$ 16,138	$ 41,100	$ -	$ 41,100	$ 8,000	
Maintenance Contracts	$ 25	$ -	$ 25	$ 25	$ -	$ 59,800	$ -	$ 59,800	$ 59,775	
Repair & Maintenance	$ -	$ -	$ 250	$ 250	$ -	$ 500	$ -	$ 500	$ 250	
Supplies	$ 13,326	$ 17,879	$ 17,800	$ 17,800	$ 3,633	$ 21,550	$ -	$ 21,550	$ 3,750	
Books & Periodicals	$ 198	$ -	$ 550	$ 550	$ -	$ 550	$ -	$ 550	$ -	
Advertising	$ 326	$ 781	$ 500	$ 500	$ 256	$ 500	$ -	$ 500	$ -	
Printing	$ 5,487	$ 4,995	$ 500	$ 500	$ -	$ 5,190	$ -	$ 5,190	$ 4,690	
Training & Travel	$ 7,318	$ 5,219	$ 12,950	$ 12,950	$ 3,672	$ 15,850	$ -	$ 15,850	$ 2,900	
Capital Items	$ 3,121	$ 2,739	$ 3,600	$ 3,600	$ (228)	$ 3,600	$ -	$ 3,600	$ -	
TOTAL EXPENDITURES	$ 821,382	$ 720,667	$ 892,511	$ 892,511	$ 613,534	$ 940,567	$ -	$ 940,567	$ 48,056	5.38%

2019 BUDGET NOTES:

Salary savings reflects position restructuring in the Finance Department of Accounting Specialists and Accountants.

Professional Services increase includes costs of 3 initiatives related to Accounting/Financial Management software used by the department:

1) H.T.E. Software upgrade, 2) H.T.E. Report Writer upgrade to Business Analytics, and 3) Novatime hosting fees for transition to cloud-hosted software.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Finance							
100-1401-515.11-01	Salary & Wages	262,186	373,400	226,216	138,900-	519,481	380,581
LEVEL	TEXT			TEXT AMT			
DEPT	FINANCE DIRECTOR/COMPTROLLER/TREASURER						
	DEPUTY FINANCE DIRECTOR						
	ACCOUNTANT						
	ACCOUNTING SPECIALIST-PAYROLL						
	ACCOUNTING SPECIALIST-GRANTS (ALLOCATED TO GRANTS)						
	ACCOUNTING SPECIALIST (.8 FTE)						
	ACCOUNTING SPECIALIST						
	GRANT WRITER/FISCAL ANALYST						

	ALLOCATION TO FIRE (NMTC)						
	ALLOCATION TO UTILITIES-ACCTG			138,900-			
				138,900-			
100-1401-515.11-02	Vacation	27,161	0	19,110	0	0	0
100-1401-515.11-03	Holidays	19,473	0	10,487	0	0	0
100-1401-515.11-04	Sick Leave	4,792	0	5,124	0	0	0
100-1401-515.11-07	Jury Duty	1,897	0	0	0	0	0
100-1401-515.11-12	Comp Time Used	1,646	0	0	0	0	0
100-1401-515.13-01	Overtime Pay	2,330	5,000	566	0	5,000	5,000
100-1401-515.14-10	Car Allowance	125	0	0	0	0	0
100-1401-515.21-01	Health Insurance	66,800	81,786	47,116	14,342-	114,789	100,447
LEVEL	TEXT			TEXT AMT			
DEPT	ALLOCATE TO UTILITIES			14,342-			
				14,342-			
100-1401-515.21-04	Life Insurance	115	600	328	0	634	634
100-1401-515.21-07	Dental Insurance	4,627	8,100	3,663	1,327-	8,370	7,043
LEVEL	TEXT			TEXT AMT			
DEPT	ALLOCATE TO UTILITIES			1,327-			
				1,327-			
100-1401-515.22-01	Social Secrty-OASDI 6.2%	19,088	21,750	15,709	8,612-	31,886	23,274
LEVEL	TEXT			TEXT AMT			
DEPT	ALLOCATION TO UTILITIES			8,612-			
				8,612-			
100-1401-515.22-02	Social Security-HI 1.45%	4,464	5,000	3,673	2,014-	7,457	5,443
LEVEL	TEXT			TEXT AMT			
DEPT	ALLOCATION TO UTILITIES			2,014-			
				2,014-			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1401-515.23-01	Retirement-General	22,025	23,800	17,521	9,098-	34,354	25,256
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITIES		9,098-				
			9,098-				
100-1401-515.30-02	Consultants	3	0	7,415-	0	0	0
100-1401-515.32-01	Computer Equip/Software	0	0	0	59,800	0	59,800
LEVEL	TEXT		TEXT AMT				
DEPT	HTE REPORT WRITER CONVERSION TO NEW PROGRAM		29,400				
	NOVATIME SUBSCRIPTION FEES		20,400				
	HTE UPGRADE		10,000				
			59,800				
100-1401-515.51-01	Postage	3,736	4,000	1,739	4,000	0	4,000
100-1401-515.51-02	Office Supplies	750	1,300	465	2,300	0	2,300
LEVEL	TEXT		TEXT AMT				
DEPT	ADDED $1,000 FOR STAND-UP DESKS FOR STAFF						
100-1401-515.52-02	Other	0	400	0	400	0	400
LEVEL	TEXT		TEXT AMT				
DEPT	GFOA MATERIALS & GASB		250				
	TAX LETTERS		150				
			400				
100-1401-515.56-01	Local Business Meetings	142	600	0	600	0	600
100-1401-515.56-02	Conferences & Seminars	925	2,000	87	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	PROFESSIONAL DEVELOPMENT CONFERENCE		900				
	STATE GFOA		400				
	GASB UPDATES / WICPA		350				
	CLERKS & FINANCE OFFICERS		350				
	ADDED $1,000-ADDITIONAL TRG-3 NEW EMPLOYEES		1,000				
			3,000				
100-1401-515.57-01	Membership Dues	1,252	1,100	1,170	1,300	0	1,300
LEVEL	TEXT		TEXT AMT				
DEPT	GFOA (2 STATE & 1 NATIONAL)		200				
	WICPA DUES & LIC (2)		800				
	AICPA		200				
	MTWA		100				
			1,300				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1401-515.57-02	Registration Fees	863	2,000	1,271	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	PROFESSIONAL DEVELOPMENT CONF		650				
	STATE GFOA		700				
	GASB - WICPA		300				
	CLERK FINANCE OFFICER STATE		350				
	ADDED $1,000-REQUIRED TRG-3 NEW EMPLOYEES		1,000				
			3,000				
100-1401-515.58-01	Certification-Permits-Lic	580	0	0	0	0	0
100-1401-515.70-01	Furniture & Fixtures	1,300	1,100	0	600	0	600
LEVEL	TEXT		TEXT AMT				
DEPT	SCANNERS/CHAIR		600				
			600				
*	Finance-Gen Admin/Acctg	446,280	531,936	346,830	99,293-	721,971	622,678
100-1402-515.11-01	Salary & Wages	9,787	0	0	0	0	0
100-1402-515.11-02	Vacation	1,056	0	0	0	0	0
100-1402-515.11-03	Holidays	281	0	0	0	0	0
100-1402-515.11-04	Sick Leave	326	0	0	0	0	0
100-1402-515.13-01	Overtime Pay	1,315	0	0	0	0	0
100-1402-515.21-01	Health Insurance	2,133	0	0	0	0	0
100-1402-515.21-04	Life Insurance	28	0	0	0	0	0
100-1402-515.21-07	Dental Insurance	280	0	0	0	0	0
100-1402-515.22-01	Social Secrty-OASDI 6.2%	765	0	0	0	0	0
100-1402-515.22-02	Social Security-HI 1.45%	179	0	0	0	0	0
100-1402-515.23-01	Retirement-General	868	0	0	0	0	0
*	Payroll Accounting	17,018	0	0	0	0	0
100-1403-515.11-01	Salary & Wages	41,586	0	31,969	0	0	0
100-1403-515.11-02	Vacation	3,156	0	2,357	0	0	0
100-1403-515.11-03	Holidays	1,486	0	674	0	0	0
100-1403-515.11-04	Sick Leave	1,108	0	414	0	0	0
100-1403-515.11-12	Comp Time Used	178	0	0	0	0	0
100-1403-515.13-01	Overtime Pay	0	0	1,001	0	0	0
100-1403-515.21-01	Health Insurance	11,368	0	8,179	0	0	0
100-1403-515.21-04	Life Insurance	59	0	34	0	0	0
100-1403-515.21-07	Dental Insurance	748	0	469	0	0	0
100-1403-515.22-01	Social Secrty-OASDI 6.2%	2,752	0	2,114	0	0	0
100-1403-515.22-02	Social Security-HI 1.45%	644	0	494	0	0	0
100-1403-515.23-01	Retirement-General	3,230	0	2,280	0	0	0
*	General Accounting	66,315	0	49,985	0	0	0
100-1404-515.11-01	Salary & Wages	3,198	71,400	72,868	69,900-	155,366	85,466
LEVEL	TEXT		TEXT AMT				
DEPT	DEPUTY TREASURER/SENIOR ACCOUNTANT						
	ACCOUNTING SPECIALIST						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	ACCOUNTING SPECIALIST						
	ADMINISTRATIVE SUPPORT ASSISTANT (75%)						
	TOTAL:						
	ALLOCATION TO UTILITIES			69,900-			
				69,900-			
100-1404-515.11-02	Vacation	5,402	0	5,134	0	0	0
100-1404-515.11-03	Holidays	3,477	0	3,327	0	0	0
100-1404-515.11-04	Sick Leave	2,617	0	2,369	0	0	0
100-1404-515.11-07	Jury Duty	239	0	0	0	0	0
100-1404-515.11-12	Comp Time Used	1,472	0	126	0	0	0
100-1404-515.13-01	Overtime Pay	1,034	1,500	0	0	2,000	2,000
100-1404-515.21-01	Health Insurance	5,777	29,500	25,173	14,342-	49,600	35,258
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITY FUNDS			14,342-			
				14,342-			
100-1404-515.21-04	Life Insurance	267-	300	116	100-	193	93
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITY			100-			
				100-			
100-1404-515.21-07	Dental Insurance	10-	2,400	1,515	1,327-	3,385	2,058
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITIES			1,327-			
				1,327-			
100-1404-515.22-01	Social Secrty-OASDI 6.2%	846	4,100	4,922	4,334-	9,490	5,156
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITIES			4,334-			
				4,334-			
100-1404-515.22-02	Social Security-HI 1.45%	198	950	1,151	1,014-	2,220	1,206
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITIES			1,014-			
				1,014-			
100-1404-515.23-01	Retirement-General	1,141	4,500	5,616	4,578-	10,308	5,730
LEVEL	TEXT		TEXT AMT				
DEPT	ALLOCATION TO UTILITIES			4,578-			
				4,578-			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1404-515.30-04	Other	3,600	9,100	3,000	9,100	0	9,100
LEVEL	TEXT		TEXT AMT				
DEPT	BANK ACCTS		250				
	S&M-TAX BILLS		250				
	ANTAEUS		3,600				
	LOCKBOX SERVICES		5,000				
			9,100				
100-1404-515.30-09	Banking/Brokerage Fees	34,704	24,000	22,026	32,000	0	32,000
100-1404-515.32-04	Other	0	25	0	0	0	0
100-1404-515.44-01	Office Furniture & Equip	0	250	0	500	0	500
100-1404-515.51-01	Postage	11,175	8,500	940	11,250	0	11,250
LEVEL	TEXT		TEXT AMT				
DEPT	GENERAL TREAS		1,000				
	TAX BILLS (S&M)		10,250				
			11,250				
100-1404-515.51-02	Office Supplies	1,832	2,000	496	2,000	0	2,000
100-1404-515.54-02	Notices	687	0	0	0	0	0
100-1404-515.55-02	Out-sourced	4,995	500	0	5,190	0	5,190
100-1404-515.56-02	Conferences & Seminars	242	2,000	492	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	US MTA		1,500				
	WI TREAS CONF (S&F)		1,000				
			2,500				
100-1404-515.57-01	Membership Dues	0	450	80	450	0	450
LEVEL	TEXT		TEXT AMT				
DEPT	US MTA		200				
	WI MTA		50				
	CPA		200				
			450				
100-1404-515.57-02	Registration Fees	0	100	0	100	0	100
100-1404-515.70-01	Furniture & Fixtures	1,440	500	228-	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	REWORK TREAS(DESK&WORK AREA)-IN OVERALL CITY PLAN						
*	City Treasurer	83,799	162,075	149,123	32,505-	232,562	200,057
100-1405-515.11-01	Salary & Wages	63,947	121,800	42,185	0	72,800	72,800
LEVEL	TEXT		TEXT AMT				
DEPT	SENIOR BUYER						
100-1405-515.11-02	Vacation	4,799	0	3,360	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1405-515.11-03	Holidays	3,274	0	1,957	0	0	0
100-1405-515.11-04	Sick Leave	52	0	70	0	0	0
100-1405-515.13-01	Overtime Pay	936	400	0	0	0	0
100-1405-515.14-10	Car Allowance	125	300	0	0	0	0
100-1405-515.21-01	Health Insurance	19,800	44,000	13,010	0	22,605	22,605
100-1405-515.21-04	Life Insurance	339	400	200	0	346	346
100-1405-515.21-07	Dental Insurance	1,202	2,350	735	0	1,176	1,176
100-1405-515.22-01	Social Secrty-OASDI 6.2%	4,458	8,500	2,869	0	4,528	4,528
100-1405-515.22-02	Social Security-HI 1.45%	1,043	2,000	671	0	1,059	1,059
100-1405-515.23-01	Retirement-General	5,011	9,400	3,188	0	4,768	4,768
100-1405-515.51-01	Postage	17	800	0	800	0	800
100-1405-515.51-02	Office Supplies	369	1,200	88	1,200	0	1,200
100-1405-515.52-01	Subscriptions	0	150	0	150	0	150
100-1405-515.54-02	Notices	94	500	256	500	0	500
100-1405-515.56-01	Local Business Meetings	0	300	0	300	0	300
100-1405-515.56-02	Conferences & Seminars	836	2,200	1,284	2,200	0	2,200

LEVEL	TEXT	TEXT AMT
DEPT	NIGP SEMINAR	1,550
	WAPP MEETINGS	500
	MIDWEST HTE	150
		2,200

100-1405-515.57-01	Membership Dues	798	600	798	800	0	800

LEVEL	TEXT	TEXT AMT
DEPT	NAPM	350
	NATIONAL INST GOV PURCH (NIGP) MEMBERSHIP	300
	V.A.L.U.E.	50
	WISCONSIN ASSOC OF PUB PURCH (WAPP) MEMBERSHIP	100
		800

100-1405-515.57-02	Registration Fees	160	1,600	0	1,600	0	1,600

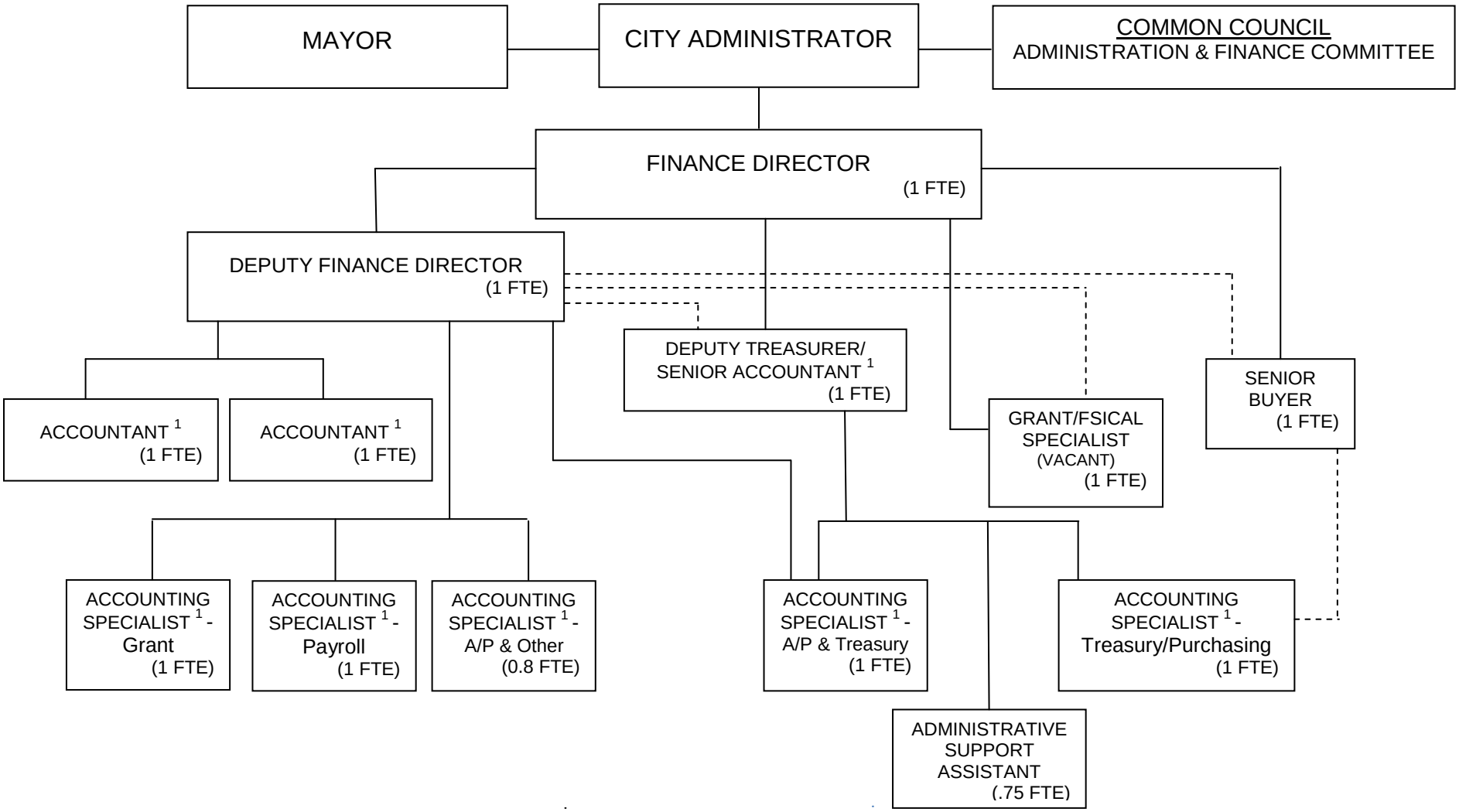
LEVEL	TEXT	TEXT AMT
DEPT	PURCHASING & MATL MGT COURSES	900
	OTHER TRAINING	700
		1,600

100-1405-515.70-01	Furniture & Fixtures	0	2,000	0	3,000	0	3,000

LEVEL	TEXT	TEXT AMT
DEPT	CONTRACT/BID/VENDOR MGMT SOFTWARE - CITYWIDE USE	3,000
		3,000

*	Purchasing	107,260	198,500	70,671	10,550	107,282	117,832
**	Finance	720,672	892,511	616,609	121,248-	1,061,815	940,567

ORGANIZATIONAL CHART
FINANCE DEPARTMENT



[1] Positions supported by various funding sources (e.g., various grants and utility funds; water, sewer, storm, solid waste; fund portions of the noted positions).

CITY FUNDED FTEs: 8.80
GRANTS FTEs: 1.00
UTILITY FTEs: 2.75

Department	Director	Fund and Dept. Group
Finance	Peggy Steeno	General / 100-1401through1405

Mission/Overview

The mission of the Finance Department is to maintain the integrity of the City through financial services, timely information and analysis, innovation, financial management, appropriate controls, and continuous improvement.

The goals are to:

(1) Work with all other departments, elected officials and other stakeholders to achieve the City's mission;
(2) Accurately record and report all financial transactions for the City;
(3) Prudently manage/verify all cash, investments, receipts, and disbursements;
(4) Responsibly execute borrowings;
(5) Prudently oversee all financial operations of the City; and
(6) Assist internal and external customers with finance related issues/challenges/opportunities.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	*Division*	*Measurement/Key Performance Indicator (KPI)*	*2018 Current State*	*2019 Goal*
1. Required accounting, monitoring, and reporting including grant administration. (General Fund, Debt Service Fund, Capital Projects Fund, Special Revenue Funds, Grant Funds, TID Funds, FIRE, CDA, Beloit Road Housing, Utility Funds, Internal Service Funds)*		Comprehensive Annual Financial Report; Single Audit; FIRE Audit; Beloit Road Audit; WI DOR State Report; WI PSC Report; Tax Bill Issuance, Reporting and Settlements; WI DOR TIF Reporting; Payroll and Related Processing and Reporting; GASB 75 Report; Levy Limit and ERP Reporting and Compliance; and grant administration, all completed timely and accurately.	100% Completed timely and accurately and compliant. No lost state aids or grants due to reporting.	100% Completed timely and accurately and compliant. No lost state aids or grants due to reporting.
2. Management Reporting and Financial Analysis (Same Funds as noted above)*		Monthly reporting completed by the 20th of the following month, special department financial requests filled within 7 days of request Ongoing financial monitoring and analysis	Reports to departments by the 20th of the month following month end. Additional analysis and reporting completed as requested.	Reports to departments by the 20th of the month following month end. Additional analysis and reporting completed within 7 days of request, whenever feasible.
3. Cash Management: Safeguard funds / Maintain adequate cash on hand to meet the City's needs / Pay invoices promptly / Obtain a prudent financial return on investments		(1) Ensure timely, safe deposits (within 1 day of receipt); (2) Ensure proper collateralization; (3) Follow all financial policies and report exceptions promptly; (4) Maintain liquidity and pay invoices promptly; and (5) Manage receivables and be diligent on collections.	Generally, KPI's met, but we need to improve processes to ensure that we can meet the standards at all times.	All KPI's met.
4. Budget Process and Year Round Budget Monitoring		(1) Payroll and Benefit Budgets (~85% of overall budget) completed by Finance/confirmed by Departments and imported into budget software;	For 2018 Budget, payroll and benefit numbers completed by Finance/confirmed	Continue to improve process/overall budget and more KPI's met.

		(2) Ensure Budget is compliant with state regulations in regard to funding, spending, and proper accounting; (3) Estimate all budget revenues and numerous functional budgets; (4) Prepare, analyze and balance overall budget document; (5) Continuous improvement in the budget process and refinement of budget numbers; and (6) Assist in presenting to/guiding Council through the process through adoption. (7) Regular monitoring and reporting throughout the year.	by departments, but not imported into payroll. Hand entering by the departments was needed due to the timing. For 2019 Budget, all calculations completed by Finance/confirmed by departments and imported into the Budget (hand entering eliminated).	
5. CIP Process		(1) Assist in establishing a rolling five-year capital improvement program; (2) Compile and analyze all information received from departments annually; (3) Prepare and analyze CIP plan; (4) Establish a funding plan for the CIP; (5) Continuous improvement in the CIP process; and (6) Present to and guide the Capital Improvement Committee and Council through the process through adoption.	For 2018 Plan was only able to put together one-year plan. For 2019-2023, currently have full, draft plan. Not a standard plan as some projects have detail sheets and others do not. Funding is still uncertain for 2019 and beyond.	Continue to improve process and more KPI's met.
6. Payroll and Benefit Administration		(1) Administer payroll and related benefits for all employees and handle the billing, collection, and customer service with regard to retiree insurance; (2) Ensure payroll is completed timely and accurately, with prompt corrections for any errors or updates needed; (3) Complete all required and related reporting with regard to payroll; and (4) Participate in policy review, adherence, and updating with regard to payroll and related items.	Generally, KPI's met, however many manual processes and manual entries.	Continue to improve process and standardize/verify exceptions. Increase KPI's met.
7. Other Financial Analysis (FIRE/Development Initiatives/Bargaining/Etc.)		(1) Participation in projects as needed throughout City operations; (2) Information requested and input provided; and (3) Ensure that the City's financial interests are considered and protected. (4)	All KPI's met on a project by project basis.	All KPI's met on an ongoing basis, up to date at any given time.

8. 'Back Office' transaction processing, coordination, and customer service		(1) Treasury Transactions – 98% completed immediately, all others within one business day; (2) Invoicing – complete and mail within three days of request; (3) Phone Calls and walk-ins – immediate response when possible and within 24 hours, follow-ups as needed; (4) Payment of Invoices – items received by the 15th, paid by the 20th and items received by the end of the month paid by the 5th. (5) Purchasing – ensure adherence to policy and competitive pricing, assist with RFP processes, and assist with contract management.	Generally, KPI's met, but we need to improve processes to ensure that we can meet the standards at all times	Continue to improve processes, and increase KPI's met.

Position Information

Title	*Division*	*Number*	*Funding Source*
Director of Finance/Comptroller/Treasurer	Finance	(1)	General Fund
Deputy Finance Director	Finance	(1)	General Fund
Deputy Treasurer/Senior Accountant	Finance	(1)	General Fund/Utilities
Accountant / Senior Buyer	Finance	(2)	General Fund
Accounting Specialist	Finance	(6)	General Fund/Grants/Utilities
Administrative Support Assistant	Finance	(1)	General Fund /Utilities

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Buyer	Finance	2 Years	Able to function without position / can replace with Grant Position	Convert Position to Grant Writer / Fiscal Analyst

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Tax Billing, Collections, and Record Management		General Fund	Daily from December through August	Manage for other taxing jurisdictions	N/A	State/Local
2. Collection, Disbursement, Management, Accounting, and Reporting for all City Funds*		All Funds*	Daily	N/A	N/A	Federal/State/Local
3. Financial Planning for City Initiatives		All Funds*	Regularly	N/A	N/A	N/A
4. Management of City debt		All Funds"	Regularly	N/A	N/A	Federal/State/Local
5. Coordinate City-Wide Purchasing		All Funds"	Daily	Cooperative Agreements	N/A	Federal/State/Local
6. Assist other departments with fiscal related matters		All Funds*	Daily	N/A	N/A	N/A

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Medicare Advantage Plan - Researched, presented, and assisted Council in converting to a Medicare Advantage Plan for ~400 post 65 retirees, leaving the City's self-insured plan. More appropriate plan for retirees and substantial cost savings to retirees (~$617,000) and City (~$1,469,000).
2. Total Benefit Plan – Key participants in the creation of the newly proposed total benefit plan for new and existing employees. Improves accountability and simplified administration.
3. Payroll and Related Improvements – Making changes in the payroll system to provide improved accuracy in payroll and payroll budgeting; reporting with regard to positions/service dates/hours codes; and making changes in Novatime to address departmental needs from failing system.
4. Audit/Fund Accounting Improvements – Corrected 17 special revenue funds that were previously misidentified as deposit accounts and reviewed and updated numerous operational functions.
5. (In Progress) Changing the Refund Process for Tax Overpayments.
6. Expanded P-Card Use and City wide training for independent small purchases.
7. Changed the public hearing notice to comply with state regulations and save the City ~$600 annually.
8. Implementation of Loan Software for community development related loans.
9. Implementing new Special Assessment System due to failure of old system.
10. FIRE cash flow analysis and funds availability.
11. Q4 – Implement electronic payment advices.
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Revamp credit card and ATM use for City services – reduce providers, expand to additional services and departments.
2. Consult, assist, and be a resource in the Asset Works (work order management) implementation to improve recording and reporting, and create a tie-in to performance based budgeting.
3. Transition to Novatime Cloud Version (will begin in 2018 Q3) – widespread implementation and improvements in 2019.
4. Finance Training for non-finance staff (began in 2018, will continue in 2019).
5. Update debt policy and funding capacity/feasibility analysis – beginning of financial plan process and critical to CIP, and long-term financial planning.

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. Budget Process – Changed how payroll budgets are calculated and imported into the budget by utilizing the Payroll Budget Module in financial system rather than Excel Spreadsheets / Expanded information provided to Council / tightening budget.		X
2. Implemented a full CIP Program – expanded from streets only program to full, 5-year program with funding (in progress).		X
3. Improved processes in the Treasurer's area with regard to tax collections.		X
4. Changed the year-end carry over process to a citywide analysis/Council review which is critical to the CIP and long-term financial planning.		X
5. Expanding internal controls within the department / including process		X

review (in progress).		
6. Debt Process – changed to one rating agency rather than two and borrowing later in year, both prudent and resulted in cost savings to the City		X
7. Created new TID reporting to comply with new state regulation and provide additional information to Council, CDA, other taxing jurisdictions, and the public.		X

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. A/P Process Improvements – (need Docuware or similar)	Peggy Steeno/Kris Moen/Melissa Weisnicht/New Accounting Specialist/Departments	Streamlined process/less missing invoices/faster routing/less accounts payable exceptions	Reduced overpayments to vendors / reduced late payments / better tracking / less accounts payable exceptions (specific measures will come with process)
2. Continue Budget Improvements	Peggy Steeno/Kris Moen/Departments	Continue/improve the payroll budgeting / Begin delineation of program budgets to assist in future priority based budgeting / tighten annual budget /	Creation of program budgets / tighter annual budgeting
3. Review/Revamp purchasing process / vendor management / contract management (will begin in 2018 Q4)	Peggy Steeno/Robert Barwick/Finance Staff/Departments	Easier to follow processes(update policy) / clear instructions (desk guide) / contract management parameters for departments / better availability of vendor options / City wide training	Less staff time spent in purchasing / Easier access to contract expirations / More known vendor options
4. Continue CIP Improvements	Peggy Steeno/Capital Improvement Committee/Departments	Improved process / rolling five-year plan which adds one year of new requests / more project detail available to Committee and Public / clearer prioritization and funding plan	Better financial planning / improved condition of City Assets / more comprehensive, City wide plan / Build in 2018 Facility Study results

5. Standardize the Accounts Receivable Process Citywide	Kris Moen/New Accounting Specialist/Departments	Standardize billing done by all departments / book accounts receivable as billed rather than as collected City wide / more automated process for retiree health insurance	Standardized invoices and accruals for all City Departments / systematic retiree billing – better accountability

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Budget Ordinances to Resolutions	Peggy Steeno
2.	
3.	
4.	
5.	

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒No (However, ample amount of supervisor training to date.)

If no, describe plans to accomplish this in the next 3 years.
Will have new supervisory staff begin with the CVMIC Training (new format) in 2019, with completion no later than 2020

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. LEAN TRAINING – Champion (1) White Belt (8)
2. Accounting Continuing Education (7)
3. Grant Training (2)
4. CVMIC Training (numerous)
5. Payroll/WRS Training (numerous)
6. Internal Staff Development (numerous)

2019 Employee Development
1. CVMIC Supervisor/Management Training for all supervisors
2. Accounting Continuing Education
3. Grant Training
4. Additional LEAN Training
5. Internal Staff Development

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No Work began at the beginning of 2018 to review all existing procedures, including creating standard 'work instructions templates' for all critical duties/tasks. And, though we do not have these complete for every critical function, we do have the original procedures that we can use if needed while the new ones are begin created. Part of the new process includes testing of the written instructions by staff other than the people directly involved in the duty/task. And, with our recent staff turnover/process changes/software updates, this is more important than ever.
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No (Same as above)
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. Cross-training is in progress; with recent turnover, it has been a good opportunity to test. The goal for 2019 will be to test critical procedures at least two times per year.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. N/A

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Develop a city-wide residential and commercial corridor, common community streetscape, and signage program which markets neighborhood, community, and corridor culture, and welcomes visitors, residents, and stakeholders	Financial information and analysis provided to assist in decision making	SA 1-6
2. Improve city-wide parks, open space and art: utilization, maintenance and security	Financial information and analysis provided to assist in decision making	SA 2-5
3. Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments	Assist in process by reviewing services provided along with alternate methods of service and expanding e-commerce for the City in a prudent manner.	SA 3-6

4. Update City's long-term financial plans and debt policy; promote data-driven decision-making processes; reduce reliance on alternative funding sources for essential services	Completed financial analysis on operations to repurpose funds for capital needs and ongoing analysis and review to enable data-driven decision making.	SA 4-1
5. Engage city-wide departmental priority based budgeting, including shared City services review/implementation and related organizational operation innovations to determine how the City can provide the same level of service differently to maintain or reduce costs	Ongoing effort with budgeting, capital planning, and operational initiatives	SA 4-2
6. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans	Ongoing effort with budgeting, capital planning, and operational initiatives	SA 4-7
7. Create a culture of innovation and continuous improvement	Number of Lean Projects completed outside of the lean training within the Finance Department	SA 5-1
8. Increase city-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.	Assist the City Administrator in this initiative.	SA 5-2

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Develop a city-wide residential and commercial corridor, common community streetscape, and signage program which markets neighborhood, community, and corridor culture, and welcomes visitors, residents, and stakeholders	Continue providing financial information and analysis to assist in decision making	SA 1-6
2. Improve city-wide parks, open space and art:	Continue providing financial information and analysis to	SA 2-5

utilization, maintenance and security	assist in decision making	
3. Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments	Continue to assist in process by reviewing services provided along with alternate methods of service and expanding e-commerce for the City in a prudent manner	SA 3-6
4. Update City's long-term financial plans and debt policy; promote data-driven decision-making processes; reduce reliance on alternative funding sources for essential services	Lay the foundation for and begin creation of a financial plan for the City to enable data-driven decision making.	SA 4-1
5. Engage city-wide departmental priority based budgeting, including shared City services review/implementation and related organizational operation innovations to determine how the City can provide the same level of service differently to maintain or reduce costs	Ongoing effort with budgeting, capital planning, and operational initiatives	SA 4-2
6. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans	Ongoing effort with budgeting, capital planning, and operational initiatives	SA 4-7
7. Create a culture of innovation and continuous improvement	Continue completing Lean Projects within the Finance Department	SA 5-1
8. Increase city-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.	Assist the City Administrator in this initiative.	SA 5-2

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019	
	Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1.	Report Writer/Analytical Software – Interface with Superion (Financial System) – Q-Rep end of life 12/31/2018 – Estimated Cost - $29,400
2.	Accounts Receivable Software / Manage retiree Insurance (if not covered by Ben Admin System) – Estimated Cost – TBD (either expanded use of current software or the purchase of additional software)

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒No
If yes, please note the details here: N/A

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☒Yes ☐ No
If yes, please note the details here: Buyer Position can be converted to Grant Writer/Fiscal Analyst Position to work with all departments

City of West Allis
City Clerk
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 233,895	$ 244,714	$ 252,700	$ 252,700	$ 184,517	$ 247,510	$ -	$ 247,510	$ (5,190)	
Provisionals/Part-Time	$ 94,814	$ 20,213	$ 56,050	$ 56,050	$ 54,474	$ 52,000	$ -	$ 52,000	$ (4,050)	
Misc Other Pay	$ 325	$ 125	$ 300	$ 300	$ 267	$ 300	$ -	$ 300	$ -	
Overtime	$ 15,402	$ 3,317	$ 7,000	$ 7,000	$ 1,544	$ 5,500	$ -	$ 5,500	$ (1,500)	
Payroll Taxes	$ 19,861	$ 18,567	$ 20,200	$ 20,200	$ 13,750	$ 18,808	$ -	$ 18,808	$ (1,392)	
Pension	$ 20,733	$ 17,056	$ 17,000	$ 17,000	$ 11,903	$ 16,572	$ -	$ 16,572	$ (428)	
Health Insurance	$ 52,613	$ 47,941	$ 60,000	$ 60,000	$ 35,306	$ 54,154	$ -	$ 54,154	$ (5,846)	
Dental Insurance	$ 3,439	$ 3,496	$ 4,400	$ 4,400	$ 2,836	$ 4,321	$ -	$ 4,321	$ (79)	
Life Insurance	$ 628	$ 601	$ 600	$ 600	$ 336	$ 506	$ -	$ 506	$ (94)	
Professional Services	$ 13,931	$ 18,842	$ 16,600	$ 16,600	$ 8,110	$ 14,500	$ -	$ 14,500	$ (2,100)	
Maintenance Contracts	$ 16,790	$ 17,118	$ 18,025	$ 18,025	$ 10,945	$ 18,000	$ -	$ 18,000	$ (25)	
Utilities	$ 9	$ 7	$ 25	$ 25	$ 7	$ 25	$ -	$ 25	$ -	
Repair & Maintenance	$ -	$ -	$ 250	$ 250	$ -	$ 250	$ -	$ 250	$ -	
Supplies	$ 22,203	$ 6,964	$ 19,750	$ 19,750	$ 6,229	$ 15,500	$ -	$ 15,500	$ (4,250)	
Books & Periodicals	$ 14	$ 14	$ 50	$ 50	$ 107	$ 50	$ -	$ 50	$ -	
Advertising	$ 14,575	$ 15,233	$ 15,000	$ 15,000	$ 7,205	$ 14,900	$ -	$ 14,900	$ (100)	
Printing	$ -	$ -	$ 1,500	$ 1,500	$ -	$ -	$ -	$ -	$ (1,500)	
Training & Travel	$ 512	$ 566	$ 4,195	$ 4,195	$ 1,415	$ 7,325	$ -	$ 7,325	$ 3,130	
Regulatory & Safety	$ -	$ 135	$ 200	$ 200	$ 10	$ 100	$ -	$ 100	$ (100)	
Capital Items	$ 12,690	$ 1,787	$ 500	$ 500	$ -	$ 12,600	$ -	$ 12,600	$ 12,100	
TOTAL EXPENDITURES	$ 522,436	$ 416,696	$ 494,345	$ 494,345	$ 338,961	$ 482,921	$ -	$ 482,921	$ (11,424)	-2.31%

2019 BUDGET NOTES:

Salary savings is a result of staff turnover in the department.

Capital items increase reflects plans for the purchase of 4 handicap accessible voting machines in 2019.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
City Clerk							
100-1501-517.11-01	Salary & Wages	198,914	252,700	144,891	0	247,510	247,510
LEVEL	TEXT			TEXT AMT			
DEPT	CITY CLERK						
	2 ADMINISTRATIVE SUPPORT SPECIALISTS						
	1 ADMINISTRATIVE SUPPORT ASSISTANT						
	1 ADMINISTRATIVE SUPPORT ASSISTANT (.5FTE)						
	TOTAL POSITIONS (4.5FTE)						
100-1501-517.11-02	Vacation	18,701	0	12,541	0	0	0
100-1501-517.11-03	Holidays	11,627	0	5,978	0	0	0
100-1501-517.11-04	Sick Leave	11,804	0	6,271	0	0	0
100-1501-517.11-06	Funeral Leave	84	0	0	0	0	0
100-1501-517.11-12	Comp Time Used	3,583	0	139	0	0	0
100-1501-517.13-01	Overtime Pay	3,317	6,000	1,268	0	5,500	5,500
100-1501-517.14-10	Car Allowance	125	300	267	300	0	300
100-1501-517.21-01	Health Insurance	47,941	60,000	31,780	0	54,154	54,154
100-1501-517.21-04	Life Insurance	601	600	303	0	506	506
100-1501-517.21-07	Dental Insurance	3,496	4,400	2,634	0	4,321	4,321
100-1501-517.22-01	Social Secrty-OASDI 6.2%	15,048	15,600	10,231	0	15,243	15,243
100-1501-517.22-02	Social Security-HI 1.45%	3,519	3,600	2,393	0	3,565	3,565
100-1501-517.23-01	Retirement-General	17,056	17,000	10,899	0	16,572	16,572
100-1501-517.30-02	Consultants	9,310	3,600	0	2,500	0	2,500
LEVEL	TEXT			TEXT AMT			
DEPT	POSSIBLE TRAINING OR UPGRADE CONTRACTS			2,500			
				2,500			
100-1501-517.30-04	Other	9,012	10,000	8,135	10,000	0	10,000
LEVEL	TEXT			TEXT AMT			
DEPT	GENERAL CODE UPDATES			10,000			
				10,000			
100-1501-517.32-01	Computer Equip/Software	6,668	6,500	0	6,500	0	6,500
LEVEL	TEXT			TEXT AMT			
DEPT	LEGISTAR ANNUAL MAINTENANCE			6,500			
				6,500			
100-1501-517.32-02	Office Equipment	25	25	0	0	0	0
100-1501-517.44-01	Office Furniture & Equip	0	250	0	250	0	250
LEVEL	TEXT			TEXT AMT			
DEPT	MISC OFFICE FURNITURE			250			
				250			
100-1501-517.51-01	Postage	3,567	5,500	3,623	4,000	0	4,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-1501-517.51-02	Office Supplies	860	2,000	1,148	2,000	0	2,000
100-1501-517.51-09	Other	79	250	96	500	0	500
100-1501-517.52-02	Other	14	50	107	50	0	50

LEVEL	TEXT	TEXT AMT
DEPT	CITY REFERENCE	50
		50

100-1501-517.54-02	Notices	14,953	14,000	6,459	14,400	0	14,400

LEVEL	TEXT	TEXT AMT
DEPT	OFFICIAL NOTICES - MINUTES, ETC	13,900
	LICENSES	500
		14,400

100-1501-517.56-01	Local Business Meetings	103	200	101	250	0	250

LEVEL	TEXT	TEXT AMT
DEPT	MILWAUKEE METRO CLERKS ASSOCIATION	200
	OTHER LOCAL MEETINGS	50
		250

100-1501-517.56-02	Conferences & Seminars	0	2,000	682	2,500	0	2,500

LEVEL	TEXT	TEXT AMT
DEPT	WMCA ANNUAL CONFERENCE	100
	LEAGUE CTFO	300
	UW-GB INSTITUTE	300
	WMCA NOTHERN TRAINING CONFERENCE	300
	WMCA DISTRICT MEETINGS	500
	OTHER MISC MTGS/CONF	1,000
		2,500

100-1501-517.57-01	Membership Dues	295	295	245	575	0	575

LEVEL	TEXT	TEXT AMT
DEPT	INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS	200
	MMCA	30
	WMCA	260
	NATIONAL ASSN OF PARLIAMENTARIANS	30
	MTAW	55
		575

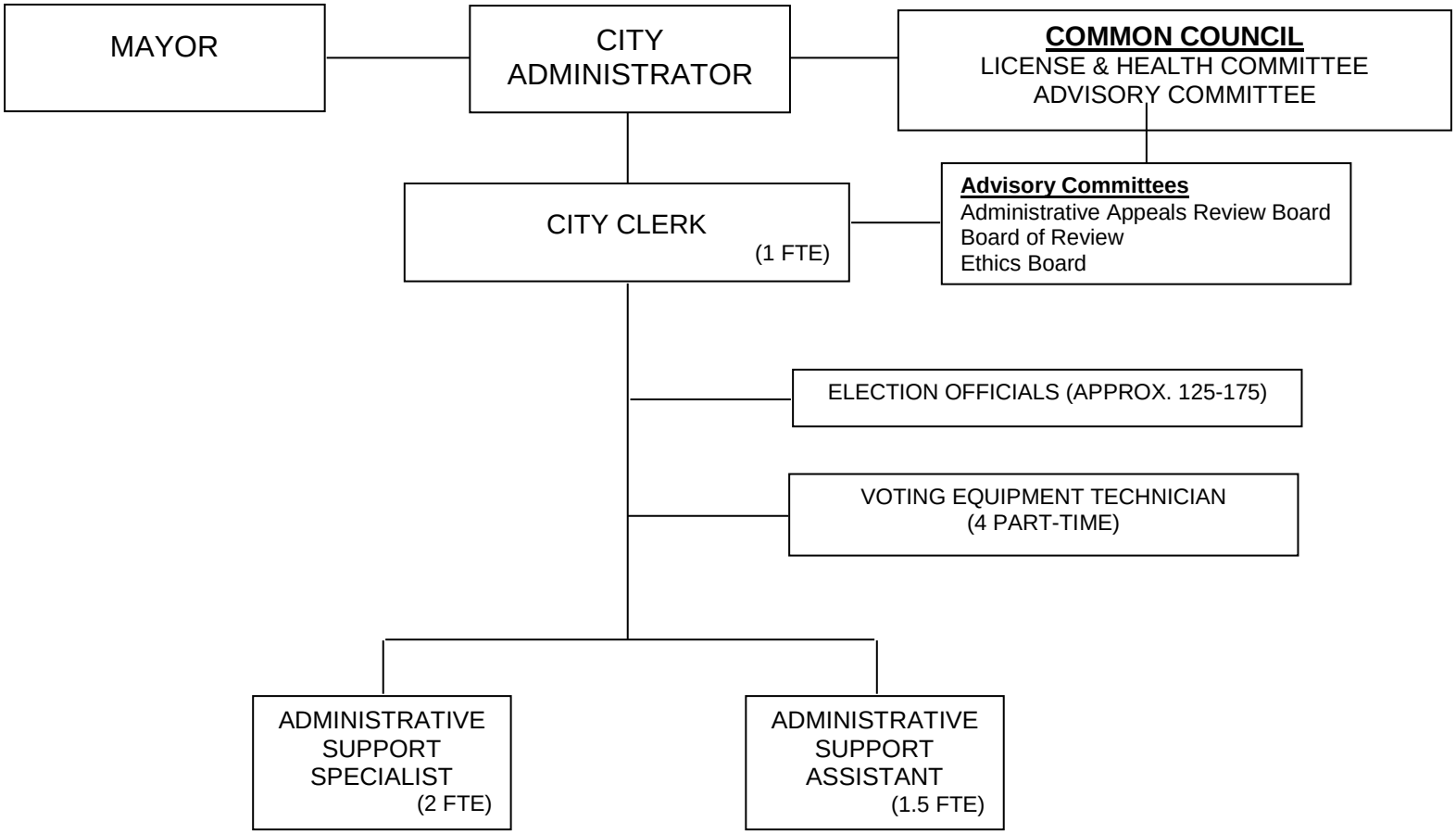
100-1501-517.57-02	Registration Fees	101	1,350	276	3,000	0	3,000

LEVEL	TEXT	TEXT AMT
DEPT	CONFERENCE REGISTRATIONS	1,300
	HOTELS	1,500

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	OTHER MEETING REGISTRATIONS			200			
				3,000			
100-1501-517.58-01	Certification-Permits-Lic	135	200	10	100	0	100
100-1501-517.70-01	Furniture & Fixtures	1,787	500	0	500	0	500
*	Clerk Administration	382,725	406,920	250,477	47,425	347,371	394,796
100-1502-514.11-01	Salary & Wages	0	0	14,697	0	0	0
100-1502-514.12-01	Salary & Wages	20,213	56,050	54,474	0	52,000	52,000
LEVEL	TEXT		TEXT AMT				
DEPT	ELECTION OFFICIALS (2 ELECTIONS)						
	ELECTION OFFICIALS (1 ELECTION)						
100-1502-514.13-01	Overtime Pay	0	1,000	276	0	0	0
100-1502-514.21-01	Health Insurance	0	0	3,526	0	0	0
100-1502-514.21-04	Life Insurance	0	0	33	0	0	0
100-1502-514.21-07	Dental Insurance	0	0	203	0	0	0
100-1502-514.22-01	Social Secrty-OASDI 6.2%	0	800	913	0	0	0
100-1502-514.22-02	Social Security-HI 1.45%	0	200	213	0	0	0
100-1502-514.23-01	Retirement-General	0	0	1,004	0	0	0
100-1502-514.30-04	Other	520	3,000	0	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	2 ELECTIONS (CODING)			2,000			
				2,000			
100-1502-514.32-01	Computer Equip/Software	10,425	11,500	10,945	11,500	0	11,500
LEVEL	TEXT		TEXT AMT				
DEPT	AUTOMARK MAINTENANCE			5,225			
	DS200 MAINTENANCE			5,275			
	DS200 DATA PLAN			1,000			
				11,500			
100-1502-514.41-06	Telephone	7	25	7	25	0	25
LEVEL	TEXT		TEXT AMT				
DEPT	CELL PHONE (50%)			25			
				25			
100-1502-514.51-01	Postage	1,618	6,000	1,162	2,000	0	2,000
100-1502-514.51-02	Office Supplies	446	3,000	328	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	2 ELECTIONS (COUNTY & OTHER CHARGES)			2,500			
				2,500			
100-1502-514.51-09	Other	106	3,000	223	4,500	0	4,500
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	BALLOTS		4,500				
			4,500				
100-1502-514.54-02	Notices	280	1,000	746	500	0	500
100-1502-514.55-01	In-house (Print Shop)	0	1,500	0	0	0	0
100-1502-514.56-01	Local Business Meetings	0	100	53	100	0	100
100-1502-514.56-02	Conferences & Seminars	0	0	60	400	0	400
100-1502-514.56-03	Other	0	0	7	0	0	0
100-1502-514.57-02	Training Schools	66	250	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	ELECTION INSPECTOR TRAINING		500				
			500				
100-1502-514.70-03	Equipment	0	0	0	12,100	0	12,100
LEVEL	TEXT		TEXT AMT				
DEPT	PURCHASE OF 4 (FOUR) EXPRESS VOTES TO REPLACE AUTOMARKS (HANDICAP ACCESSIBLE VOTING MACHINES)		12,100				
			12,100				
*	Elections	33,681	87,425	88,870	36,125	52,000	88,125
100-1503-515.51-01	Postage	2	0	1	0	0	0
100-1503-515.51-02	Office Supplies	286	0	0	0	0	0
*	Treasurer Administration	288	0	1	0	0	0
**	City Clerk	416,694	494,345	339,348	83,550	399,371	482,921

ORGANIZATIONAL CHART
CLERK



CITY FUNDED FTEs: 4.5

CITY CLERK BUSINESS PLAN

Department	Director	Fund and Dept. Group
CITY CLERK	Steven A. Braatz, Jr.	100-15

Mission/Overview

To provide the best possible service through efficient and effective methods to the residents, Common Council, and to City Departments, while carrying out the duties and responsibilities of the Office of City Clerk as required by Wisconsin Statues, City Ordinances and Resolutions.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. Customer Service	Clerk	Percent of Online or in-person inquiries responded to within two (2) business days	*	90%
2. Elections	Clerk	Percent of online voter registration applications compared to paper documents	*	50%
3. Legislative Support	Clerk	Percent of time the Revised Municipal Code is updated within one month after receipt of update from the vendor	*	95%
4. Legislative Support	Clerk	Percent of meeting minutes completed and distributed within five (5) business days	*	90%
5. Licensing	Clerk	Percent of license applications received and processed within two (2) business days	*	90%
6. Public Records	Clerk	Percent of public records request responded to within five (5) business days	*	75%
			*Has not been measured to my knowledge	

Position Information

Title	Division	Number	Funding Source
City Clerk	Clerk	1	100-1501-517.11-01
Administrative Support Specialist	Clerk	2	100-1501-517.11-01
Administrative Support Assistant	Clerk	2	100-1501-517.11-01
Voting Equipment Technicians	Elections	4	DPW and IT Salary Accounts
Election Inspectors	Elections	125-250	100-1502-514.12-01
Special Voting Deputies	Elections	10	100-1502-514.12-01

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
N/A				

DEPARTMENT BUSINESS PLAN

Services Provided (List Top 5 per Department/Division)						
Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Legislative support to Common Council	*Clerk*	*General*	*High*	*N/A*	*Granicus/ General Code*	*Yes*
2. Licensing Administration	*Clerk*	*General*	*High*	*N/A*	*No*	*Yes*
3. Election Administration	*Clerk*	*General*	*High*	*Wisc Elec Comm/Milw Elec Comm*	*No*	*Yes*
4. Records Management	*Clerk*	*General*	*High*	*N/A*	*Granicus*	*Yes*
5. Customer Service	*Clerk*	*General*	*Medium*	*N/A*	*No*	*No*

SERVICE DELIVERY

Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Revised several election processes, including internal for staff and at the polls for the poll workers
2. Identified several needed changes to the alcohol section of Chapter 9 of the RMC and formulated them into a proposal for adoption by L&H Committee/Council
3. Implemented BP Logix inspection tracking sheets
4. Adjusted a few office procedures including ending my signatures on public notices so only one notice needs to be created and other departments no longer need to send me a notice to be signed and sent back to them
5.
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Review and gather data for probable polling place relocations and consolidations
2. Assist with the administration and implementation of a special event permit process (assuming the Council adopts it)
3. Coordinate trainings for Council and other Board, Committees, and Commissions regarding such things as Open Meetings Law, Ethics, Public Official Liability, meeting conduct, parliamentary procedures, and other orientation-type topics
4. Create an Elected and Appointed Officials Handbook to be used to guidance and orientation
5. Implement license management improvements with several hopeful ordinance changes and other process improvement ideas

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. N/A		
2.		
3.		
4.		
5.		

DEPARTMENT BUSINESS PLAN

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. License Management Improvements and Streamlining	Anne Marie Neff/Janel Lemanske	Easier forms for the customer, convenience of filling out some forms online, less time consuming processing of license applications	Improved accuracy and communication of information, Improved customer experience
2.			
3.			
4.			
5.			

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. I would like to develop a more streamlined licensing process from start to finish, from simplicity on the customer side to printing and issuing licenses	Anne Marie Neff/Janel Lemanske
2. Identify areas to create a more efficient meeting process and overall governance, which would ultimately lead to potential efficiencies with the meeting preparation and post-meeting processes.	Steve Braatz
3.	
4.	
5.	

DEPARTMENT BUSINESS PLAN

EMPLOYEE DEVELOPMENT
Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No
If no, describe plans to accomplish this in the next 3 years. Continue to take the CVMIC Management training courses with the Executive Leadership team as well as any other CVMIC trainings that are offered. Office staff will also take trainings when available to improve their skills as potential future managers.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. CVMIC Leadership Trainings
2. CVMIC Employee Enrichment Series
3. A variety of election trainings
4. Adobe training
5. Legistar training

2019 Employee Development
1. CVMIC Leadership Trainings
2. CVMIC Employee Enrichment Series
3. Clerks and Treasurer Institute
4. CPR Training (for staff and Chief Election Inspectors)
5. Office programs video series

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. Procedures are constantly reviewed, usually when the tasks are being completed.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

DEPARTMENT BUSINESS PLAN

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Assist with streamlined citizen and business service environment (SA 5-3)	Improved customer experience with dealing with City government as a whole	
2.		
3.		
4.		
5.		

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Assist with Citizen 101 Academy (SA 3-1)	Increased citizen awareness and education of local government operations	
2. Assist with the creation of a virtual city hall (SA 3-6)	Improved customer experience with dealing with City government as a whole	
3.		
4.		
5.		

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. The e-poll books have already been included in the CIP budget. I would like to start a replacement schedule for the handicapped accessible voting machines. The newer version of this machine, called Express Vote, is lighter, easier to use, easier to test, it uses thermal paper ballots so it does not rely on expensive ink cartridges, and is an excellent backup in the event we ever run out of ballots. The thermal paper ballots are blank and can be re-used at any election, eventually reducing the amount of regular ballots that would be needed which would lead to a reduction in costs. Voters cannot make errors on these machines, significantly reducing remade ballots, so there would be a push for voters to use this machine. $16k has been included in the capital outlay budget. These will replace the 4 (four) Automarks at the 4 (four) multi-ward polling sites. *Note: With the potential for a reduction of polling sites in the next few years, a total replacement is not warranted until the number of polling sites have been determined.
2. No other extra funds needed.
3.
4.
5.

DEPARTMENT BUSINESS PLAN

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No
If yes, please note the details here: Possible reduction in operator license fee. Possible increase in other license-related fees. Opening up provisional operator licenses will bring in more revenue. Creation of a special event permit will bring in more revenue. At this point, it may balance out or be an increase in revenue. Also dependent on Council approval of any fee changes.

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
City Pomotion/Celebratns
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Professional Services	$ 49,021	$ 28,706	$ 37,600	$ 37,600	$ 33,890	$ 37,500	$ -	$ 37,500	$ (100)	
Rentals	$ -	$ -	$ 250	$ 250	$ -	$ -	$ -	$ -	$ (250)	
Supplies	$ 48,595	$ 13,376	$ 27,375	$ 27,375	$ 10,134	$ 51,725	$ -	$ 51,725	$ 24,350	
Advertising	$ 1,669	$ -	$ 1,800	$ 1,800	$ -	$ -	$ -	$ -	$ (1,800)	
Printing	$ (154)	$ -	$ 1,100	$ 1,100	$ -	$ -	$ -	$ -	$ (1,100)	
Training & Travel	$ -	$ -	$ 100	$ 100	$ -	$ -	$ -	$ -	$ (100)	
TOTAL EXPENDITURES	$ 99,131	$ 42,081	$ 68,225	$ 68,225	$ 44,023	$ 89,225	$ -	$ 89,225	$ 21,000	30.78%

2018 BUDGET NOTES:

City Promotions/Celebrations includes funding towards City 4th of July, Memorial Day, and Christmas celebrations. (Private fundraising and sponsorships also contribute significantly to these events).

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
City Pomotion/Celebratns							
100-5001-517.51-01	Postage	118	0	0	0	0	0
100-5001-517.51-02	Office Supplies	0	75	0	75	0	75
100-5001-517.51-04	Food/Provisions	0	100	0	100	0	100
100-5001-517.51-09	Other	620	800	620	800	0	800
100-5001-517.54-02	Notices	0	500	0	0	0	0
*	General City Promotion	738	1,475	620	975	0	975
100-5002-517.30-04	Other	28,706	37,500	34,640	37,500	0	37,500

LEVEL	TEXT	TEXT AMT
DEPT	MEMORIAL DAY	500
	JULY 4TH - $6K(STATEFAIR),$16K(FIRWORKS) $13K(GRANDSTAND-1, PARKING-7, PP-3)	36,000
	CHRISTMAS PARADE	1,000
		37,500

100-5002-517.43-01	Buildings/Space Rent Exp	0	250	0	0	0	0
100-5002-517.51-01	Postage	212	300	26	150	0	150

LEVEL	TEXT	TEXT AMT
DEPT	COMM & COMM RECGN PROGR	150
		150

100-5002-517.51-02	Office Supplies	151	25	0	0	0	0
100-5002-517.51-04	Food/Provisions	8,520	12,000	6,486	15,200	0	15,200

LEVEL	TEXT	TEXT AMT
DEPT	JULY 4TH - (ICE CREAM FOR PARADE PARTICIPANTS)	1,000
	DEPARTMENT RECOGNITION EVENTS	1,200
	CITIZEN AWARD/RECOGNITION PROGRAM - (N)	3,000
	STAFF RECOGNITION EVENTS	10,000
		15,200

100-5002-517.51-09	Other	5,987	9,500	3,384	17,000	0	17,000

LEVEL	TEXT	TEXT AMT
DEPT	JULY 4TH($1K-BANNERS/PLAQUES,$1K-FLAGS,$1K-TOYS)	3,000
	EMPLOYEE RECOGNITION PROGRAM ITEMS	4,800
	COMM & COMM RECGN PROGR - (P)	500
	CHRISTMAS DECORATIONS	500
	WEST ALLIS ALA CARTE	500
	MEMORIAL DAY	200
	CITY LOGO ITEMS	7,500
		17,000

100-5002-517.54-02	Notices	0	200	0	0	0	0
100-5002-517.55-01	In-house (Print Shop)	0	350	0	0	0	0
*	Celebrations-Specl Prgrms	43,576	60,125	44,536	69,850	0	69,850

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-5003-517.30-04	Other	0	100	0	0	0	0
100-5003-517.51-09	Other	599	3,000	23	18,000	0	18,000

LEVEL	TEXT	TEXT AMT
DEPT	STAFF PROMOTION ITEMS	3,000
	ADDITONAL EVENTS	15,000
		18,000

100-5003-517.54-02	Notices	0	100	0	0	0	0
*	Promo-Logo Specialties	599	3,200	23	18,000	0	18,000
100-5004-517.51-01	Postage	0	100	0	0	0	0
100-5004-517.51-02	Office Supplies	346	225	359	400	0	400
100-5004-517.51-04	Food/Provisions	0	500	0	0	0	0
100-5004-517.51-09	Other	162	750	0	0	0	0
100-5004-517.54-02	Notices	0	1,000	0	0	0	0
100-5004-517.55-01	In-house (Print Shop)	0	750	0	0	0	0
100-5004-517.56-01	Local Business Meetings	0	100	0	0	0	0
*	Community Relations	508	3,425	359	400	0	400
100-5005-517.51-09	Other	3,339-	0	13	0	0	0
*	Christmas Parade	3,339-	0	13	0	0	0
**	City Pomotion/Celebratns	42,082	68,225	45,551	89,225	0	89,225

City of West Allis
Undistributed Fringe Benefits
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ -	$ -	$ (75,000)	$ (75,000)	$ -	$ (112,800)	$ -	$ (112,800)	$ (37,800)	
Misc Other Pay	$ 88,701	$ 190,349	$ 350,000	$ 350,000	$ -	$ 400,000	$ -	$ 400,000	$ 50,000	
Fringe Benefits	$ (36,507)	$ 236,599	$ 864,000	$ 864,000	$ 765,419	$ 666,000	$ -	$ 666,000	$ (198,000)	
Health Insurance	$ 900,000	$ 901,320	$ 1,300,000	$ 1,300,000	$ -	$ 1,200,000	$ -	$ 1,200,000	$ (100,000)	
Professional Services	$ 31,051	$ 34,570	$ 44,500	$ 44,500	$ 25,364	$ 187,000	$ -	$ 187,000	$ 142,500	
Maintenance Contracts	$ -	$ 132	$ -	$ -	$ 471	$ -	$ -	$ -	$ -	
Supplies	$ 309	$ -	$ 1,000	$ 1,000	$ -	$ -	$ -	$ -	$ (1,000)	
Books & Periodicals	$ 2,418	$ 831	$ 2,750	$ 2,750	$ 64	$ -	$ -	$ -	$ (2,750)	
Printing	$ -	$ -	$ 250	$ 250	$ -	$ -	$ -	$ -	$ (250)	
Training & Travel	$ -	$ -	$ 250	$ 250	$ -	$ -	$ -	$ -	$ (250)	
Insurance	$ 68,440	$ 69,189	$ 70,000	$ 70,000	$ -	$ 72,500	$ -	$ 72,500	$ 2,500	
Capital Items	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 1,057,411	$ 1,432,989	$ 2,557,750	$ 2,557,750	$ 791,318	$ 2,412,700	$ -	$ 2,412,700	$ (145,050)	-5.67%

2019 BUDGET NOTES:

The General Fringe Benefits section includes costs for non departmental benefit programs such as Workers Comp, Unemployment, and Pay for Performance, and a contingency allowance for pension funding (WRS increases) and insurance increases or plan changes (health, dental, life). The 2019 budget reduced some of these contingency allowances so that capacity could be used in other areas.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Undistrib Fringe Benefits							
100-5201-517.30-04	Other	4,721	6,000	2,575	6,000	0	6,000
LEVEL	TEXT		TEXT AMT				
DEPT	FLEXBEN EXPENSES (ADMIN FEES PER PLAN PARTICIPANT)		6,000				
			6,000				
*	Section 125 Plan	4,721	6,000	2,575	6,000	0	6,000
100-5202-517.29-03	Accrued Vacation	106,447-	34,000	0	34,000	0	34,000
100-5202-517.29-04	Accrued Overtime	53,326	35,000	0	35,000	0	35,000
*	Accrued Vacation/OT	53,121-	69,000	0	69,000	0	69,000
100-5204-517.22-01	Social Secrty-OASDI 6.2%	0	25,000	0	0	0	0
*	Social Security (6.2%)	0	25,000	0	0	0	0
100-5205-517.23-01	Retirement-General	0	50,000	0	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	RESERVE FOR FUTURE WRS INCREASES						
*	Retirement-General	0	50,000	0	50,000	0	50,000
100-5206-517.23-03	Retirement-Police	0	150,000	0	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	RESERVE FOR FUTURE WRS/DUTY DISABILITY INCREASES						
100-5206-517.23-04	Retirement-Fire	41,311	100,000	27,826	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	RESERVE FOR FUTURE WRS/DUTY DISABILITY INCREASES						
*	Retirement-Protective	41,311	250,000	27,826	100,000	0	100,000
100-5207-517.21-30	HealthIns-ActiveEmpl Prem	0	150,000	0	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	RESERVE FOR CHANGES TO CITY SHARE OF EMPLOYEE HEALTH INSURANCE-PLAN CHANGES/TURNOVER/ETC.						
100-5207-517.21-31	HealthIns-Retiree Prem	900,000	1,150,000	0	1,150,000	0	1,150,000
LEVEL	TEXT		TEXT AMT				
DEPT	GEN FUND FUNDING FOR CITY SHARE OF RETIREE HEALTH INSURANCE PREMIUMS		900,000				
	RESERVE FOR OPEB LIABILITY-RETIREE INS PREMIUMS		250,000				
			1,150,000				
100-5207-517.21-52	Medical Claims	1,320	0	0	0	0	0
100-5207-517.30-02	Consultants	0	5,000	0	0	0	0
100-5207-517.30-04	Other	0	3,500	0	0	0	0
100-5207-517.32-04	Other	132	0	470	0	0	0
100-5207-517.51-09	Other	0	1,000	0	0	0	0
100-5207-517.52-02	Other	831	2,500	64	0	0	0
100-5207-517.55-01	In-house (Print Shop)	0	250	0	0	0	0
100-5207-517.57-01	Membership Dues	0	250	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
*	Health Ins-Active Employe	902,283	1,312,500	534	1,200,000	0	1,200,000
100-5209-517.21-04	Life Insurance	131,890	200,000	101,055	200,000	0	200,000
LEVEL	TEXT			TEXT AMT			
DEPT	INVOICES PD TO SECURIAN-LIFE INSURANCE						
100-5209-517.21-05	Life Ins-Prem Share Credt	119,107-	110,000-	76,622-	120,000-	0	120,000-
LEVEL	TEXT			TEXT AMT			
DEPT	PREMIUM SHARE-LIFE INS PD BY EMPLOYEES (ADDL/SUPP)						
100-5209-517.21-06	Life Ins-Premiums Paid	0	70,000-	0	80,000-	0	80,000-
LEVEL	TEXT			TEXT AMT			
DEPT	CITY PD LIFE INS PREMIUMS-BGTD IN DEPTS						
*	Group Life Insurance	12,783	20,000	24,433	0	0	0
100-5210-517.25-01	Tuition Reimbursement	15,103	40,000	6,574	40,000	0	40,000
LEVEL	TEXT			TEXT AMT			
DEPT	EMPLOYEE TUITION REIMBURSEMENT			15,000			
	TUITION REPAYMENT PROGRAM			25,000			
				40,000			
*	Tuition Reimbursement	15,103	40,000	6,574	40,000	0	40,000
100-5211-517.21-07	Dental Insurance	514,686-	500,000-	336,460-	500,000-	0	500,000-
LEVEL	TEXT			TEXT AMT			
DEPT	DENTAL INS PREMIUM CREDITS PD BY CITY DEPTS						
100-5211-517.21-08	Dntl Ins-Prem Share Credt	1,932-	5,000-	1,719-	2,500-	0	2,500-
LEVEL	TEXT			TEXT AMT			
DEPT	DENTAL INS PREMIUMS PD BY EMPLOYEES						
100-5211-517.21-50	IBNR Expense	1,116-	0	0	0	0	0
100-5211-517.21-59	Self-Funded Ins Admin Fee	0	25,000	0	0	0	0
100-5211-517.21-70	Dental Premiums-Care Plus	185,831	170,000	151,341	190,000	0	190,000
LEVEL	TEXT			TEXT AMT			
DEPT	DENTAL INS PREMIUMS PAID TO CARE PLUS						
100-5211-517.21-72	Dental-Std Plan Claims	320,749	330,000	207,958	287,500	0	287,500
LEVEL	TEXT			TEXT AMT			
DEPT	DENTAL CLAIMS-STANDARD PLAN						
*	Dental Insurance	11,154-	20,000	21,120	25,000-	0	25,000-
100-5212-517.29-01	Workers Compensation	225,499	370,000	774,488	420,000	0	420,000
LEVEL	TEXT			TEXT AMT			
DEPT	3 YEAR AVG						
100-5212-517.30-02	Consultants	13,675	15,000	9,356	15,000	0	15,000
LEVEL	TEXT			TEXT AMT			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	WC CLAIMS ADMIN						
100-5212-517.30-04	Other	16,175	15,000	13,684	88,500	0	88,500
LEVEL	TEXT		TEXT AMT				
DEPT	WC ASSMT PYMNT TO ST OF WI (DWD)		6,000				
	AUDIO & PFT TESTS		2,000				
	ALCOHOL & DRUG TESTS		3,000				
	PRE EMPLOYMENT & RANDOM DRUG TESTS		3,000				
	FIT FOR DUTY TEST		1,000				
	SAFETY TRAINING AND INCENTIVE MATERIAL		1,500				
	SAFETY SHOES		22,000				
	VEHICLE TELEMATICS		50,000				
			88,500				
100-5212-517.52-02	Other	0	250	0	0	0	0
100-5212-517.61-01	Liability Ins (premiums)	69,189	70,000	0	72,500	0	72,500
LEVEL	TEXT		TEXT AMT				
DEPT	CVMIC EXCESS WORKER'S COMP PREMIUM						
*	Workers Compensation	324,538	470,250	797,528	596,000	0	596,000
100-5213-517.29-02	Unemployement Compensatn	6,178	20,000	2,777	12,000	0	12,000
100-5213-517.30-04	Other	0	0	0	77,500	0	77,500
LEVEL	TEXT		TEXT AMT				
DEPT	LONG TERM DISABILITY PROGRAM - NON REPRESENTED						
*	Unemployment Compensation	6,178	20,000	2,777	89,500	0	89,500
100-5214-517.11-30	Offset-Unfilled Position	0	75,000-	0	112,800-	0	112,800-
LEVEL	TEXT		TEXT AMT				
DEPT	OPEN POSITION OFFSET-ACCOUNT FOR GF VACANCIES		100,000-				
	BENEFIT ADJUSTMENT-2 EES PER FAMILY-1 DENTAL PLAN		12,800-				
			112,800-				
*	Benefit Offsets	0	75,000-	0	112,800-	0	112,800-
100-5215-517.14-08	Suggestion Awards	400	0	0	0	0	0
*	Employee Suggestion Prgm	400	0	0	0	0	0
100-5216-517.14-09	Performance Allowance	189,949	350,000	0	400,000	0	400,000
LEVEL	TEXT		TEXT AMT				
DEPT	WAGE SCHEDULE ADJUSTMENT - Q3 2019						
	PAY FOR PERFORMANCE FUNDING						
*	Performance Appraisal	189,949	350,000	0	400,000	0	400,000
**	Undistrib Fringe Benefits	1,432,991	2,557,750	883,367	2,412,700	0	2,412,700

City of West Allis
General City Expense
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Provisionals/Part-Time	$ -	$ -	$ -	$ -	$ -	$ 13,500	$ -	$ 13,500	$ 13,500	
Payroll Taxes	$ -	$ -	$ -	$ -	$ -	$ 1,033	$ -	$ 1,033	$ 1,033	
Professional Services	$ 258,438	$ 160,680	$ 149,000	$ 149,000	$ 82,041	$ 165,500	$ -	$ 165,500	$ 16,500	
Maintenance Contracts	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ 10,000	$ 10,000	
Supplies	$ 287	$ 395	$ 11,500	$ 11,500	$ 410	$ 10,500	$ -	$ 10,500	$ (1,000)	
Advertising	$ 120	$ -	$ 100	$ 100	$ -	$ -	$ -	$ -	$ (100)	
Training & Travel	$ -	$ -	$ -	$ -	$ -	$ 1,500	$ -	$ 1,500	$ 1,500	
Regulatory & Safety	$ 128,000	$ 186,060	$ 170,000	$ 170,000	$ 77,784	$ 173,750	$ -	$ 173,750	$ 3,750	
Insurance	$ 361,436	$ 315,596	$ 343,000	$ 343,000	$ 453,103	$ 385,500	$ -	$ 385,500	$ 42,500	
Claims/Judgments	$ 157,550	$ 9,752	$ 10,000	$ 10,000	$ -	$ -	$ -	$ -	$ (10,000)	
Miscellaneous	$ 7,590	$ 201,089	$ 21,000	$ 21,000	$ 70,049	$ 21,000	$ -	$ 21,000	$ -	
Transfers Out	$ -	$ -	$ 959,365	$ 959,365	$ -	$ 800,000	$ -	$ 800,000	$ (159,365)	
TOTAL EXPENDITURES	$ 913,422	$ 873,572	$ 1,663,965	$ 1,663,965	$ 683,386	$ 1,582,283	$ -	$ 1,582,283	$ (81,682)	-4.91%

2019 BUDGET NOTES:

General City expenses include the cost of liability insurance and similar regulatory programs, as well as funding for special studies. In 2019, the following are being requested: a citizen survey, Civic Ready software, an intern, and the zoning code update. Liability and Property insurance is also increasing by approximately 10%.

The Transfer Out amount represents an additional annual funding contribution for the City's OPEB liability.

HISTORY…

2018 BUDGET NOTES:

General City expenses include the cost of liability insurance and similar regulatory programs, as well as funding for special studies. In 2018, a request for $25,000 to review the city's zoning code is included as requested by the Community Development department.

The Transfer Out amount represents an additional annual funding contribution for the City's OPEB liability.

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	General City Expense						
100-8801-517.30-02	Consultants	285	0	500	0	0	0
100-8801-517.54-02	Notices	0	100	0	0	0	0
*	Purchase/Sale of Land	285	100	500	0	0	0
100-8802-517.58-02	Animal Control Fees	186,060	170,000	77,784	173,750	0	173,750

LEVEL	TEXT	TEXT AMT
DEPT	MADACC OPERATING	159,250
	MADACC CAPITAL	14,500
		173,750

*	Animal Control	186,060	170,000	77,784	173,750	0	173,750
100-8803-517.62-01	Real Estate	0	10,000	46,344	10,000	0	10,000
100-8803-517.62-02	Personal Property	149,127	0	0	0	0	0
*	Refunds on Taxes	149,127	10,000	46,344	10,000	0	10,000
100-8804-517.61-03	Judgments/Awards	9,752	10,000	0	0	0	0
*	Judgments & Damages	9,752	10,000	0	0	0	0
100-8806-517.63-01	Bad Debt Expense	13,310	10,000	1,154	10,000	0	10,000
*	Bad Debt Expense	13,310	10,000	1,154	10,000	0	10,000
100-8807-517.53-01	Gasoline	0	0	1,915	0	0	0
100-8807-517.64-50	Misc Exp-To Be Billed	628	0	14-	0	0	0
100-8807-517.64-53	To be billed via Tax Roll	38,109	0	24,238	0	0	0
*	Expenses to be Billed	38,737	0	26,139	0	0	0
100-8808-517.32-01	Computer Equip/Software	0	0	0	10,000	0	10,000

LEVEL	TEXT	TEXT AMT
DEPT	CIVIC READY	10,000
		10,000

100-8808-517.51-09	Other	0	0	0	1,500	0	1,500
100-8808-517.56-01	Local Business Meetings	0	0	0	250	0	250
100-8808-517.56-02	Conferences & Seminars	0	0	0	500	0	500
100-8808-517.57-02	Registration Fees	0	0	0	750	0	750
*	Emergency Government	0	0	0	13,000	0	13,000
100-8810-517.30-02	Consultants	0	0	0	10,000	0	10,000
100-8810-517.51-04	Food/Provisions	0	500	305	500	0	500
*	Labor Negotiations	0	500	305	10,500	0	10,500
100-8811-517.30-02	Consultants	2,038	7,000	14,918	0	0	0
100-8811-517.30-04	Other	0	500	0	0	0	0
100-8811-517.61-01	Liability Ins (premiums)	312,696	343,000	453,103	385,500	0	385,500

LEVEL	TEXT	TEXT AMT
DEPT	MPIC	103,000
	CVMIC*^	290,000
	MARSH AND MCLENNAN (CDA)	7,500
	MEDICAL PROFESSIONAL	10,000
	OTHER FUNDS CREDITS	25,000-
	*DIVIDEND IS APPLIED TO REVENUES FOR 2019	

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	^ CVMIC EXCESS WORKERS COMP IN 5212-517.61-01						
			385,500				
100-8811-517.61-02	Claims	2,900	0	0	0	0	0
*	Insurance & Expenses	317,634	350,500	468,021	385,500	0	385,500
100-8812-517.30-01	Audit	31,690	35,000	31,275	35,000	0	35,000
*	Audit Fees	31,690	35,000	31,275	35,000	0	35,000
100-8813-517.12-01	Prov. Salary & Wages	0	0	0	0	13,500	13,500
100-8813-517.22-01	Social Secrty-OASDI 6.2%	0	0	0	0	837	837
100-8813-517.22-02	Social Security-HI 1.45%	0	0	0	0	196	196
100-8813-517.30-02	Consultants	73,626	25,000	10,817	25,000	0	25,000
LEVEL	TEXT		TEXT AMT				
DEPT	CONSULTANT TO UPDATE CITY'S ZONING CODE (2ND YEAR)		25,000				
			25,000				
100-8813-517.30-04	Other	26,975	81,000	30,819	95,000	0	95,000
LEVEL	TEXT		TEXT AMT				
DEPT	SPECIAL STUDIES/PROGRAMS		95,000				
	MEDIATION CENTER						
	EMPLOYEE COUNSELING						
	COMM HLTH EDUC PARTNERSHIP						
	TRAINING (LEAN, ETC)						
	Q12 SURVEY						
	CITIZEN SURVEY AND INTERACTION FEEDBACK						
			95,000				
100-8813-517.31-02	Other	26,067	500	0	500	0	500
100-8813-517.51-09	Other	395	11,000	0	8,500	0	8,500
LEVEL	TEXT		TEXT AMT				
DEPT	MISC		7,500				
	POOL CAR REPAIR AND MAINTENANCE		1,000				
			8,500				
*	Special Projects/Studies	127,063	117,500	41,636	129,000	14,533	143,533
100-8814-517.64-02	City Treasurer Adjustment	85-	1,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	PRIOR YRS CHECK REDEMPTION		500				
	CASH COLLECTION VARIANCES		500				
			1,000				
*	City Treasurer Adjustmnts	85-	1,000	0	1,000	0	1,000
100-8817-517.91-00	Operating Transfer Out	0	159,365	0	0	0	0
100-8817-517.91-10	OPEB Funding-Hlth Ins	0	800,000	0	800,000	0	800,000
*	Continuing Fund Appr	0	959,365	0	800,000	0	800,000

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
**	General City Expense	873,573	1,663,965	693,158	1,567,750	14,533	1,582,283

Department	Director	Fund and Dept. Group
City Promotions, General Expenses, Fringe Benefits, Other General Government	Rebecca Grill, City Administrator	100-50,52, 88

Mission/Overview

To provide for the management of the City's special and miscellaneous program activities.

Services Provided

- Conduct public relations, community events, celebrations and recognition activities.
- Provide for Animal Control Services.
- Manage audit, tax refund and judgment payments.
- Manage City's Risk Management and Insurance programs.
- Conduct internal and external audit and special projects.
- Provide for employee training resources and tuition reimbursement.
- Manage City pool car program.
- Manage City's fringe benefits and related programs.
- Manage City's debt issuance.

City of West Allis
Miscellaneous & Transfers
2019 Budget

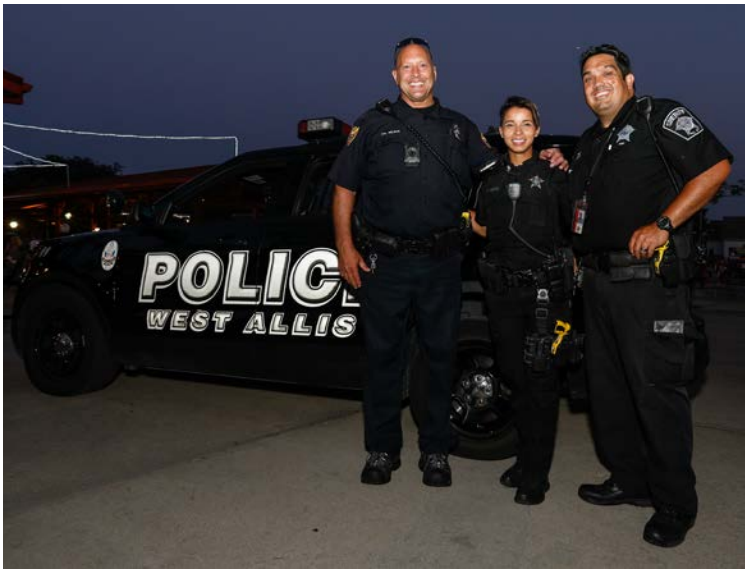
EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2016 Additions/ Deletions	2019 Budget	Change	% Change
Repair & Maintenance	$ 5,323	$ (2,754)	$ -	$ -	$ (23,601)	$ -	$ -	$ -	$ -	
Transfers Out	$ 2,738,456	$ 913,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 2,743,779	$ 910,246	$ -	$ -	$ (23,601)	$ -	$ -	$ -	$ -	

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-9898-511.49-99	INVENTORY	2,754-	0	23,601-	0	0	0
100-9898-511.91-00	Operating Transfer Out	913,000	0	0	0	0	0
*	NON-DEPARTMENTAL	910,246	0	23,601-	0	0	0
**		910,246	0	23,601-	0	0	0
***	GENERAL FUND	55,120,716	60,505,716	35,408,662	9,175,142	52,067,858	61,243,000

2019 Budget & Action Plan

Public Safety



City of West Allis
Police & Fire Commission
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Professional Services	$ -	$ 15,505	$ 18,500	$ 18,500	$ 12,975	$ 18,500	$ -	$ 18,500	$ -	
Supplies	$ 2,266	$ 318	$ 500	$ 500	$ 0	$ 450	$ -	$ 450	$ (50)	
Advertising	$ 452	$ 685	$ 1,500	$ 1,500	$ -	$ 750	$ -	$ 750	$ (750)	
Printing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Training & Travel	$ 1,200	$ 1,392	$ 2,000	$ 2,000	$ 446	$ 2,000	$ -	$ 2,000	$ -	
Regulatory & Safety	$ 18,229	$ 17,048	$ 17,000	$ 17,000	$ 13,338	$ 17,500	$ -	$ 17,500	$ 500	
TOTAL EXPENDITURES	$ 22,146	$ 34,948	$ 39,500	$ 39,500	$ 26,760	$ 39,200	$ -	$ 39,200	$ (300)	-0.76%

2019 BUDGET NOTES:
No substantial changes.

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	Police & Fire Commission						
100-2001-523.30-11	Background Checks	15,505	18,500	12,975	18,500	0	18,500
100-2001-523.51-01	Postage	92	300	0	200	0	200
100-2001-523.51-02	Office Supplies	74	50	0	100	0	100
100-2001-523.51-09	Other	152	150	0	150	0	150
100-2001-523.54-02	Notices	685	1,500	0	750	0	750
100-2001-523.56-01	Local Business Meetings	0	500	0	500	0	500
100-2001-523.56-03	Other	1,242	1,250	446	1,250	0	1,250
100-2001-523.57-02	Registration Fees	150	250	0	250	0	250
100-2001-523.59-01	Medical	14,760	16,000	15,992	16,000	0	16,000
100-2001-523.59-02	Other	2,288	1,000	36	1,500	0	1,500
*	General Administration	34,948	39,500	29,449	39,200	0	39,200
**	Police & Fire Commission	34,948	39,500	29,449	39,200	0	39,200

Department	Director	Fund and Dept. Group
Police and Fire Commission	Amy Heron, President	100-20

Mission/Overview

To ensure the citizens of West Allis have a safe environment in which to live and work.

Position Information

Title	Division	Number	Funding Source
Commissioner		5	Volunteers

Services Provided (List Top 5 per Department/Division)

Service	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Appoint the Police and Fire Chiefs and approve all appointments made by the Chiefs.	*General Fund*	*As needed.*	-	-	*State, Local*
2. Approve list of eligible individuals for appointment.	*General Fund*	*As Needed*	-	-	*State, Local*
3. Disciplinary actions as per Wis. State 62.13	*General Fund*	*As Needed*	-	-	*State, Local*
4. Organize and supervise the Fire and Police Departments.	*General Fund*	*As Needed*	-	-	*State, Local*
5. Prescribe rules and regulations for management and control of Fire and Police Department.	*General Fund*	*As Needed*	-	-	*State, Local*
6. To contract for and purchase all necessary apparatus and supplies for the use of the departments under their supervision, exclusive of the erection and control of the police and fire station buildings.	*General Fund*	*As Needed*	-	-	*State, Local*
7. To audit all bills, claims and expenses of the Fire and Police Departments before the same are paid by the City Treasurer.	*General Fund*	*As Needed*	-	-	*State, Local*

City of West Allis
Police Department
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 10,654,006	$ 11,004,636	$ 11,358,673	$ 11,358,673	$ 6,802,460	$ 11,753,260	$ -	$ 11,753,260	$ 394,587	
Provisionals/Part-Time	$ 152,439	$ 124,076	$ 150,806	$ 150,806	$ 81,753	$ 261,068	$ -	$ 261,068	$ 110,262	
Misc Other Pay	$ 84,654	$ 81,761	$ 76,160	$ 76,160	$ 41,853	$ 81,860	$ -	$ 81,860	$ 5,700	
Overtime	$ 702,816	$ 890,824	$ 494,000	$ 494,000	$ 289,536	$ 760,000	$ -	$ 760,000	$ 266,000	
Payroll Taxes	$ 899,974	$ 936,284	$ 929,034	$ 929,034	$ 559,012	$ 994,154	$ -	$ 994,154	$ 65,120	
Pension	$ 1,292,230	$ 1,299,580	$ 1,273,866	$ 1,273,866	$ 782,804	$ 1,336,982	$ -	$ 1,336,982	$ 63,116	
Health Insurance	$ 2,123,564	$ 2,155,465	$ 2,329,086	$ 2,329,086	$ 1,413,741	$ 2,392,014	$ -	$ 2,392,014	$ 62,928	
Dental Insurance	$ 151,620	$ 158,720	$ 160,711	$ 160,711	$ 98,576	$ 163,098	$ -	$ 163,098	$ 2,387	
Life Insurance	$ 13,511	$ 14,473	$ 14,392	$ 14,392	$ 8,603	$ 15,490	$ -	$ 15,490	$ 1,098	
Fringe Benefits	$ (109)	$ (40)	$ -	$ -	$ (38)	$ -	$ -	$ -	$ -	
Professional Services	$ 149,637	$ 133,983	$ 131,332	$ 131,332	$ 81,426	$ 139,500	$ -	$ 139,500	$ 8,168	
Maintenance Contracts	$ 155,077	$ 159,563	$ 272,203	$ 272,203	$ 235,964	$ 260,000	$ -	$ 260,000	$ (12,203)	
Utilities	$ 152,672	$ 153,890	$ 189,031	$ 189,031	$ 107,295	$ 189,031	$ -	$ 189,031	$ -	
Rentals	$ 4,970	$ 5,291	$ 7,000	$ 7,000	$ 2,464	$ 7,000	$ -	$ 7,000	$ -	
Repair & Maintenance	$ 69,001	$ 100,591	$ 65,900	$ 65,900	$ 30,193	$ 65,900	$ -	$ 65,900	$ -	
Supplies	$ 229,369	$ 249,350	$ 264,630	$ 264,630	$ 169,845	$ 260,950	$ -	$ 260,950	$ (3,680)	
Books & Periodicals	$ 645	$ -	$ 1,500	$ 1,500	$ 615	$ 1,500	$ -	$ 1,500	$ -	
Printing	$ 2,866	$ 6,410	$ 16,120	$ 16,120	$ 1,810	$ 10,000	$ -	$ 10,000	$ (6,120)	
Training & Travel	$ 17,942	$ 13,652	$ 9,500	$ 9,500	$ 16,240	$ 9,500	$ -	$ 9,500	$ -	
Regulatory & Safety	$ 60,577	$ 54,180	$ 39,900	$ 39,900	$ 14,822	$ 39,900	$ -	$ 39,900	$ -	
Capital Items	$ 287,080	$ 384,558	$ 275,500	$ 275,500	$ 263,795	$ 275,500	$ -	$ 275,500	$ -	
Transfers Out	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 17,204,542	$ 17,927,246	$ 18,059,344	$ 18,059,344	$ 11,002,770	$ 19,016,707	$ -	$ 19,016,707	$ 957,363	5.30%

2019 BUDGET NOTES:

The 2019 salary expense includes a new CART officer added in January 2018 (with Council approval), which had not been included in the 2018 budget.
An update to the Police Union contract is underway and expected for 2019.
The Police Department budget request also reflects the implementation of a Community Services Officer (CSO) initiative and completion of the civilianization of the Dispatch Center.
Overtime was increased for 2019 to reflect recent historical actual experience.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Police Department							
100-2101-521.11-01	Salary & Wages	585,299	568,339	250,634	0	410,471	410,471
LEVEL	TEXT			TEXT AMT			
DEPT	1 CHIEF OF POLICE						
	2 DEPUTY CHIEFS OF POLICE						
	1 PRINCIPAL SECRETARY						
	DIVISION TOTAL: 4 POSITIONS						
100-2101-521.11-03	Holidays	4,511	0	2,008	0	0	0
100-2101-521.11-20	Est hourly labor - budget	0	1,000	0	0	0	0
100-2101-521.11-21	Trans Payroll pct- budget	190,000-	343,175-	190,000-	332,064-	0	332,064-
LEVEL	TEXT			TEXT AMT			
DEPT	HIDTA			29,677-			
	STATE HIRING - BEAT PATROL			121,434-			
	CDBG COMMUNITY SERVICES OFFICER			30,817-			
	METRO DRUG UNIT			58,971-			
	CDBG - GANG PREVENTION/GRAFFITI REMOVAL			19,571-			
	DEA TASK FORCE			18,344-			
	CDBG - WISH			9,000-			
	DOT BOT - ALCOHOL/SPEED/SEATBELT			44,250-			
				332,064-			
100-2101-521.12-01	Prov. Salary & Wages	3,896	0	0	0	0	0
100-2101-521.13-01	Overtime Pay	298	10,000	520	0	20,003	20,003
100-2101-521.13-22	Reimbursed OT (External)	0	10,000	0	0	0	0
100-2101-521.14-01	Out of Class Pay	24	0	0	0	0	0
100-2101-521.14-11	Clothing Allowance	3,900	6,900	2,220	6,900	0	6,900
LEVEL	TEXT			TEXT AMT			
DEPT	5 GEN ADMINISTRATION POLICE						
100-2101-521.21-01	Health Insurance	92,584	103,083	34,899	0	60,636	60,636
100-2101-521.21-04	Life Insurance	906	931	443	0	848	848
100-2101-521.21-07	Dental Insurance	7,568	7,662	3,224	0	5,158	5,158
100-2101-521.22-01	Social Secrty-OASDI 6.2%	36,002	34,929	15,193	0	26,491	26,491
100-2101-521.22-02	Social Security-HI 1.45%	8,420	8,169	3,508	0	6,195	6,195
100-2101-521.23-01	Retirement-General	3,675	3,587	2,403	0	3,542	3,542
100-2101-521.23-03	Retirement-Police	59,212	57,452	24,266	0	40,989	40,989
100-2101-521.30-04	Other	20,226	10,500	17,881	10,500	0	10,500
LEVEL	TEXT			TEXT AMT			
DEPT	POLYGRAPH, INTERPRETER & CRIMINAL INVESTIGATIONS			3,500			
	ACCURINT			2,000			
	VET BILLS			3,000			
	DWI BLOOD DRAWS (WAMH)			2,000			
				10,500			
100-2101-521.32-01	Computer Equip/Software	144,653	172,203	141,603	160,000	0	160,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	The following copied from level DEPT year 2018.		160,000				
	PHOENIX SOFTWARE MAINTENANCE CONTRCT						
	MDC COMMUNICATIONS/VERIZON WIRELESS						
	FAST ID,AT&T,WIJIS,PROTECT, TIPPS & IAPRO						
	INCREASE FOR 2014 86.5K ACTUAL FOR 2011						
	PLUS NEW TIPPS MTCE AGREEMENT						
	BADGERNET T1, SHARED WITH TOSA PD						
	OCEAN SYSTEMS, BAIR, MYPD APP,IAPRO,COMLOG,						
	CELLBRITE, NETMOTION, RESCUESTAR/BAYCOM						
	PD07 BARRACUDA BACKUP SERVER 890						
	1 YEAR UPDATES FOR BARRACUDA BACKUP SERVER 890						
	UNINTERRUPTED POWER SUPPLY FOR DISPATCH						
			160,000				
100-2101-521.32-02	Office Equipment	25	0	0	0	0	0
100-2101-521.32-03	Misc Equipment	14,884	100,000	95,920	100,000	0	100,000
LEVEL	TEXT		TEXT AMT				
DEPT	BODY WORN CAMERAS		100,000				
			100,000				
100-2101-521.41-06	Telephone	19,791	20,000	15,145	20,000	0	20,000
LEVEL	TEXT		TEXT AMT				
DEPT	TIME SYSTEM - CRIMINAL HISTORY CHECKS		5,650				
	CELL PHONES		12,350				
	ROAD RUNNER INTERNET ACCESS		2,000				
			20,000				
100-2101-521.43-03	Rentals-Other	5,291	7,000	2,675	7,000	0	7,000
LEVEL	TEXT		TEXT AMT				
DEPT	12 MONTHS COPY MACHINES		3,000				
	PAGERS/SMARTPHONES		3,000				
	POSTAGE METER		1,000				
			7,000				
100-2101-521.44-01	Office Furniture & Equip	28,448	5,000	6,094	5,000	0	5,000
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIR & MAINTENANCE OFFICE/COMPUTER EQUIPMENT		5,000				
	REPAIRS TO CHAIRS & OFFICE EQUIPMENT						
			5,000				
100-2101-521.44-03	Vehicles	139	0	413	0	0	0
100-2101-521.44-04	Communication Equip	0	5,000	0	5,000	0	5,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	SURVEILLANCE EQUIPMENT, INTERCOM, MDC REPAIRS		5,000				
			5,000				
100-2101-521.44-08	Other	10,555	4,800	2,253	4,800	0	4,800
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIR BADGES & SHIELDS		300				
	ENVIRONMENTAL/RANGE/OSHA		4,000				
	TREADMILLS/BIKES		200				
	COMPUTERIZED SHOOTING RANGE		300				
			4,800				
100-2101-521.51-01	Postage	20,707	20,000	14,263	20,000	0	20,000
100-2101-521.51-02	Office Supplies	12,665	31,930	7,280	16,000	0	16,000
100-2101-521.51-04	Food/Provisions	1,359	3,000	778	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	FOR CITY PRISONERS		3,000				
			3,000				
100-2101-521.51-07	Cleaning & Laundry Suppl	4,723	4,500	3,321	4,500	0	4,500
100-2101-521.51-09	Other	20,297	15,000	12,682	15,000	0	15,000
LEVEL	TEXT		TEXT AMT				
DEPT	CRIME PREVENTION PROGRAMS, PUBLIC INFORMATION PROGRAMS, CITIZEN RECOGNITION DINNER, POLICE RESERVES ANNUAL RECOGNITION AWARDS, PETTY CASH FUNDS, FLAGS, FLASHLIGHT BATTERIES, DISPOSABLE PILLOWS & SHEETS & MISC SUPPLIES		15,000				
			15,000				
100-2101-521.52-02	Other	0	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	MISCELLANEOUS BOOKS AND PERIODICALS		500				
			500				
100-2101-521.53-16	Landscaping Materials	0	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	GROUNDS MAINTENANCE		500				
			500				
100-2101-521.55-01	In-house (Print Shop)	0	6,120	0	0	0	0
100-2101-521.55-02	Out-sourced	6,410	10,000	1,810	10,000	0	10,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	PARKING CITATIONS, UNIFORM TRAFFIC CITATIONS & PARKING PERMITS		10,000				
			10,000				
100-2101-521.56-01	Local Business Meetings	0	1,000	0	1,000	0	1,000
100-2101-521.56-02	Conferences & Seminars	4,539	1,500	1,050	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	CHIEFS IACP NATIONAL CONFERENCE		400				
	WI CHIEF'S STATE CONFERENCE		300				
	CHIEF PEG CONFERENCE		600				
	ATTORNEY GENERAL CONFERENCE						
	OTHER TRAVEL		200				
	WI MID-WINTER CHIEFS CONFERENCE						
	FBI TRAINING CONFERENCE						
			1,500				
100-2101-521.57-01	Membership Dues	2,773	3,500	1,045	3,500	0	3,500
LEVEL	TEXT		TEXT AMT				
DEPT	1 SE WISCONSIN POLICE PISTOL LEAGUE		3,500				
	6 TEAMS MMCFPL						
	1 ASLET						
	1 IACP						
	1 WCPA						
	2 WI TRAINING OFFICERS ASSOCIATION						
	4 ENTRIES WPPA PISTOL TOURNAMENT						
	1 MILWAUKEE COUNTY LAW ENFORCEMENT EXECUTIVE ASSOC						
	5 EXPLORER POST 542 LEADER						
	2 WI DARE OFFICERS ASSOCIATION						
	1 WI CRIME PREVENTION OFFICER ASSOCIATION						
	3 FBI NATIONAL ACADEMY						
	1 NATIONAL ASSOCIATION OF TOWN WATCH						
	2 WI IDENTIFICATION OFFICERS ASSOCIATION						
	2 INTERNATIONAL IDENTIFICATION OFFICERS ASSOC.						
	1 WI EMERGENCY MANAGEMENT ASSOCIATION						
	1 NATIONAL EMERGENCY NUMBER ASSOCIATION						
	1 WI POLICE EXECUTIVE GROUP						
	1 NATIONAL ASSOCIATION - ABUSED CHILDREN						
			3,500				
100-2101-521.57-02	Registration Fees	0	0	740	0	0	0
100-2101-521.60-01	Clothing/Uniforms	2,125	9,900	375	9,900	0	9,900
LEVEL	TEXT		TEXT AMT				
DEPT	4 UNIFORMED OFFICERS @$150		600				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	1 PLAINCLOTHES PERSON @$400		400				
	NEW OFFICER REIMBURSEMENT FOR CLOTHING & EQUIP		5,400				
	SOFT BODY ARMOR - NEW OFFICERS		2,500				
	DAMAGED PERSONAL PROPERTY		1,000				
			9,900				
100-2101-521.60-02	Safety Equipment	2,223	1,000	270	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	SAFETY GLASSES		1,000				
			1,000				
100-2101-521.60-04	Medical Exams & Services	2,000	1,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	URINE SPECIMENS ANALYZED FOR ALCOHOL/DRUG CONTENT		1,000				
	FIT FOR DUTY TESTING						
			1,000				
100-2101-521.70-01	Furniture & Fixtures	6,614	4,000	245	4,000	0	4,000
LEVEL	TEXT		TEXT AMT				
DEPT	FILE CABINETS, DESKS, CHAIRS, COMPUTER SOFTWARE		4,000				
			4,000				
100-2101-521.70-02	Vehicles	322,321	240,000	257,912	240,000	0	240,000
LEVEL	TEXT		TEXT AMT				
DEPT	MARKED SQUADS						
	LIGHT BARS, RADIOS & OTHER NECESSARY EQUIPMENT						
	SQUAD SETUP						
	SQUAD STRIPING						
100-2101-521.70-03	Equipment	3,280	1,500	0	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	FAX MACHINE, VACUUM CLEANER		1,500				
			1,500				
100-2101-521.70-05	Other	52,345	30,000	8,988	30,000	0	30,000
LEVEL	TEXT		TEXT AMT				
DEPT	FUTURE UPGRADES		30,000				
			30,000				
*	General Administration	1,324,688	1,178,330	742,061	350,036	574,333	924,369
100-2102-521.11-01	Salary & Wages	5,808,348	6,297,921	3,553,992	100,000-	6,368,887	6,268,887
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	1 CAPTAINS OF POLICE						
	3 LIEUTENANTS OF POLICE						
	9 SERGEANTS OF POLICE						
	2 CANINE HANDLER (SPEC I)						
	66 PATROL OFFICERS						
	DIVISION TOTAL: 81 POSITIONS						
	OPEN POSITION OFFSET-ACCOUNT FOR VACANCIES		100,000-				
			100,000-				
100-2102-521.11-03	Holidays	2,160	0	1,364	0	0	0
100-2102-521.11-08	Injury Time-Workers Comp	1,709-	0	949-	0	0	0
100-2102-521.12-01	Prov. Salary & Wages	1,374	0	25,950	0	119,808	119,808
LEVEL	TEXT		TEXT AMT				
DEPT	IN PART - ADDITION OF COMMUNITY SERVICE OFFICERS						
	SEE LEGISTAR COMMUNICATION #2017-0181						
100-2102-521.13-01	Overtime Pay	528,164	275,000	212,118	0	456,000	456,000
100-2102-521.13-20	Transferred OT-In	1,040-	0	7,086-	0	0	0
100-2102-521.13-21	Transferred OT-Out	40,503-	45,000-	43,820-	0	0	0
100-2102-521.14-01	Out of Class Pay	26,963	26,000	18,094	0	26,000	26,000
100-2102-521.14-11	Clothing Allowance	22,291	22,120	10,665	22,120	0	22,120
LEVEL	TEXT		TEXT AMT				
DEPT	79 PATROL		22,120				
			22,120				
100-2102-521.21-01	Health Insurance	1,117,286	1,146,190	733,226	0	1,225,681	1,225,681
100-2102-521.21-04	Life Insurance	5,649	5,579	3,346	0	5,975	5,975
100-2102-521.21-07	Dental Insurance	78,503	74,604	49,346	0	81,330	81,330
100-2102-521.22-01	Social Secrty-OASDI 6.2%	390,562	401,707	231,063	0	423,889	423,889
100-2102-521.22-02	Social Security-HI 1.45%	91,728	93,632	54,039	0	99,137	99,137
100-2102-521.23-03	Retirement-Police	709,726	727,441	427,875	0	746,064	746,064
100-2102-521.24-03	Retirement-Police	0	0	701-	0	0	0
100-2102-521.29-01	Workers Compensation	40-	0	44-	0	0	0
100-2102-521.57-02	Registration Fees	0	0	1,958	0	0	0
100-2102-521.60-01	Clothing/Uniforms	28,783	11,850	8,389	11,850	0	11,850
LEVEL	TEXT		TEXT AMT				
DEPT	79 UNIFORMED OFFICERS @$150		11,850				
			11,850				
100-2102-521.60-02	Safety Equipment	14,435	0	414	0	0	0
100-2102-521.60-03	Training Supplies	0	0	420	0	0	0
*	Patrol	8,782,680	9,037,044	5,279,659	66,030-	9,552,771	9,486,741
100-2103-521.11-01	Salary & Wages	804,660	638,414	583,136	0	1,073,117	1,073,117
LEVEL	TEXT		TEXT AMT				
DEPT	1 CAPTAIN OF POLICE						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	10 DETECTIVES						
	DIVISION TOTAL: 11 POSITIONS						
100-2103-521.11-03	Holidays	301	0	0	0	0	0
100-2103-521.13-01	Overtime Pay	130,210	80,000	53,269	0	100,001	100,001
100-2103-521.13-20	Transferred OT-In	9,129-	0	1,976-	0	0	0
100-2103-521.14-01	Out of Class Pay	1,757	0	1,200	0	1,500	1,500
100-2103-521.14-11	Clothing Allowance	5,980	6,200	1,540	6,200	0	6,200

LEVEL	TEXT	TEXT AMT
DEPT	10 DETECTIVE	6,200
		6,200

100-2103-521.21-01	Health Insurance	138,909	117,420	113,379	0	195,430	195,430
100-2103-521.21-04	Life Insurance	1,670	1,010	919	0	1,788	1,788
100-2103-521.21-07	Dental Insurance	9,221	8,210	7,317	0	12,473	12,473
100-2103-521.22-01	Social Secrty-OASDI 6.2%	56,851	44,333	38,453	0	71,786	71,786
100-2103-521.22-02	Social Security-HI 1.45%	13,371	10,368	8,993	0	16,789	16,789
100-2103-521.23-03	Retirement-Police	100,516	80,128	70,945	0	127,916	127,916
100-2103-521.60-01	Clothing/Uniforms	0	4,400	0	4,400	0	4,400

LEVEL	TEXT	TEXT AMT
DEPT	10 PLAINCLOTHES OFFICERS @$400	4,400
		4,400

*	Criminal Investigations	1,254,317	990,483	877,175	10,600	1,600,800	1,611,400
100-2104-521.11-01	Salary & Wages	671,235	564,622	493,849	0	1,043,813	1,043,813

LEVEL	TEXT	TEXT AMT
DEPT	1 LIEUTENANT OF POLICE	
	1 DETECTIVE SERGEANT (SPEC III)	
	1 DECTECTIVE (GANGS)	
	4 DETECTIVES	
	2 PATROL OFFICERS SIU (SPEC I)	
	DIVISION TOTAL: 9 POSITIONS	

100-2104-521.11-08	Injury Time-Workers Comp	430-	0	0	0	0	0
100-2104-521.11-22	Reimbursed Labor-External	55,247-	0	30,346-	0	0	0
100-2104-521.13-01	Overtime Pay	156,532	60,000	28,690	0	39,999	39,999
100-2104-521.13-20	Transferred OT-In	31,537-	40,000-	28,527-	0	0	0
100-2104-521.14-01	Out of Class Pay	325	0	720	0	1,000	1,000
100-2104-521.14-11	Clothing Allowance	5,840	2,800	1,260	2,800	0	2,800

LEVEL	TEXT	TEXT AMT
DEPT	10 SPECIAL INVESTIGATIONS UNIT	2,800
		2,800

100-2104-521.21-01	Health Insurance	137,774	142,642	105,621	0	207,534	207,534
100-2104-521.21-04	Life Insurance	1,031	1,130	795	0	1,833	1,833
100-2104-521.21-07	Dental Insurance	8,350	8,362	5,972	0	11,890	11,890

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2104-521.22-01	Social Secrty-OASDI 6.2%	50,801	35,611	31,761	0	66,212	66,212
100-2104-521.22-02	Social Security-HI 1.45%	11,900	8,338	7,472	0	15,485	15,485
100-2104-521.23-03	Retirement-Police	91,873	65,232	58,406	0	118,136	118,136
100-2104-521.24-03	Retirement-Police	0	0	49-	0	0	0
100-2104-521.60-01	Clothing/Uniforms	0	3,100	0	3,100	0	3,100

LEVEL	TEXT	TEXT AMT
DEPT	8 PLAINCLOTHES PERSONNEL @ $400	2,800
	2 UNIFORMED @$150	300
		3,100

*	Spec Investigations Unit	1,048,447	851,837	675,624	5,900	1,505,902	1,511,802
100-2105-521.11-01	Salary & Wages	513,219	487,157	310,786	0	542,817	542,817

LEVEL	TEXT	TEXT AMT
DEPT	1 LIEUTENANT OF POLICE	
	5 DETECTIVES	
	DIVISION TOTAL: 6 POSITIONS	

100-2105-521.11-03	Holidays	174	0	0	0	0	0
100-2105-521.13-01	Overtime Pay	27,964	25,000	12,030	0	24,996	24,996
100-2105-521.13-20	Transferred OT-In	2,991-	0	3,195-	0	0	0
100-2105-521.14-01	Out of Class Pay	1,220	0	800	0	1,200	1,200
100-2105-521.14-11	Clothing Allowance	4,080	3,000	840	3,000	0	3,000

LEVEL	TEXT	TEXT AMT
DEPT	6 SENSITIVE CRIMES	3,000
		3,000

100-2105-521.21-01	Health Insurance	77,022	80,800	50,589	0	81,365	81,365
100-2105-521.21-04	Life Insurance	468	477	286	0	527	527
100-2105-521.21-07	Dental Insurance	7,395	7,359	4,502	0	7,359	7,359
100-2105-521.22-01	Social Secrty-OASDI 6.2%	33,071	31,404	19,529	0	34,768	34,768
100-2105-521.22-02	Social Security-HI 1.45%	7,734	7,344	4,568	0	8,131	8,131
100-2105-521.23-01	Retirement-General	355	0	0	0	0	0
100-2105-521.23-03	Retirement-Police	59,683	57,142	36,210	0	61,966	61,966
100-2105-521.60-01	Clothing/Uniforms	0	2,400	0	2,400	0	2,400

LEVEL	TEXT	TEXT AMT
DEPT	6 PLAINCLOTHES PERSONNEL @ $400	2,400
		2,400

*	Sensitive Crime Unit	729,394	702,083	436,945	5,400	763,129	768,529
100-2106-521.11-01	Salary & Wages	489,149	494,366	310,649	0	543,047	543,047

LEVEL	TEXT	TEXT AMT
DEPT	1 LIEUTENANT OF POLICE	
	1 SCHOOL LIAISON OFFICERS (SPEC II)	
	2 SPEC 2	

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	1 SPEC 1						
	1 CLERK 3						
	1 VICTIM ADVOCATE (80%)						
	DIVISION TOTAL: 7 POSITIONS (6.80 FTE)						
100-2106-521.11-03	Holidays	2,198	0	1,058	0	0	0
100-2106-521.11-08	Injury Time-Workers Comp	0	0	608-	0	0	0
100-2106-521.12-01	Prov. Salary & Wages	32,230	50,556	26,112	0	42,480	42,480
LEVEL	TEXT		TEXT AMT				
DEPT	1 GRAFFITI ABATEMENT CLEANER $15 @ 300 HOURS						
	WISH PROGRAM						
	NEIGH PART SPEC $20/1500HRS(NPSX2 50 WKS X15HRS/WK						
100-2106-521.13-01	Overtime Pay	25,741	40,000	13,305	0	38,996	38,996
100-2106-521.13-22	Reimbursed OT (External)	0	1,000-	0	0	0	0
100-2106-521.14-01	Out of Class Pay	850	0	434	0	600	600
100-2106-521.14-11	Clothing Allowance	1,909	1,400	1,095	1,400	0	1,400
LEVEL	TEXT		TEXT AMT				
DEPT	5 CRIME PREVENTION		1,400				
			1,400				
100-2106-521.21-01	Health Insurance	99,579	125,180	62,475	0	105,438	105,438
100-2106-521.21-04	Life Insurance	724	823	424	0	835	835
100-2106-521.21-07	Dental Insurance	6,447	7,639	3,920	0	6,463	6,463
100-2106-521.22-01	Social Secrty-OASDI 6.2%	34,584	35,665	21,854	0	38,011	38,011
100-2106-521.22-02	Social Security-HI 1.45%	8,088	8,341	5,111	0	8,890	8,890
100-2106-521.23-01	Retirement-General	5,893	5,985	4,098	0	6,144	6,144
100-2106-521.23-03	Retirement-Police	47,845	48,532	29,430	0	53,235	53,235
100-2106-521.51-01	Postage	740	2,000	378-	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	CRIME PREVENTION		2,000				
			2,000				
100-2106-521.60-01	Clothing/Uniforms	0	750	0	750	0	750
LEVEL	TEXT		TEXT AMT				
DEPT	5 UNIFORMED OFFICERS @$150		750				
			750				
*	Community Services	755,977	820,237	478,979	4,150	844,139	848,289
100-2107-521.11-01	Salary & Wages	180,392	176,157	117,511	0	189,634	189,634
LEVEL	TEXT		TEXT AMT				
DEPT	1 CAPTAIN OF POLICE						
	1 SERGEANT OF POLICE (SPEC III)						
	DIVISION TOTAL: 2 POSITIONS						
100-2107-521.13-01	Overtime Pay	2,832	5,000	3,210	0	5,001	5,001

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	TRAINING						
100-2107-521.14-01	Out of Class Pay	120	0	320	0	500	500
100-2107-521.14-11	Clothing Allowance	560	560	280	560	0	560
LEVEL	TEXT		TEXT AMT				
DEPT	2 TRAINING		560				
			560				
100-2107-521.21-01	Health Insurance	38,089	40,839	27,221	0	41,100	41,100
100-2107-521.21-04	Life Insurance	170	179	108	0	200	200
100-2107-521.21-07	Dental Insurance	2,355	2,352	1,662	0	2,503	2,503
100-2107-521.22-01	Social Secrty-OASDI 6.2%	11,109	10,680	7,042	0	11,865	11,865
100-2107-521.22-02	Social Security-HI 1.45%	2,598	2,498	1,647	0	2,775	2,775
100-2107-521.23-03	Retirement-Police	20,292	19,659	13,509	0	21,250	21,250
100-2107-521.44-08	Other	0	0	220	0	0	0
100-2107-521.51-05	Ammunition (in-service)	45,282	44,500	26,834	44,500	0	44,500
LEVEL	TEXT		TEXT AMT				
DEPT	AMMUNITION RELOADS		28,000				
	POLICE BIKE REPAIR AND SUPPLIES		500				
	MISC TRAINING SUPPLIES		10,000				
	PATROL RIFLES IMPLEMENTATION (PHASE 1)		5,000				
	POLICE RESERVE SHOOTING PROGRAM		1,000				
			44,500				
100-2107-521.52-02	Other	0	1,000	615	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	TRAINING FILMS/TAPES		1,000				
			1,000				
100-2107-521.53-41	Medical & Lab Supplies	1,547	1,250	0	1,250	0	1,250
LEVEL	TEXT		TEXT AMT				
DEPT	FIRST AID SUPPLIES AND RUBBER GLOVES		1,250				
			1,250				
100-2107-521.56-02	Conferences & Seminars	25	0	182	0	0	0
100-2107-521.57-01	Membership Dues	650	0	0	0	0	0
100-2107-521.57-02	Registration Fees	5,665	3,500	15,289	3,500	0	3,500
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICER TRAINING EXPENSES						
	DEPENDENT ON STATE T&S REIMBURSEMENT FOR ANNUAL 24						
	HOURS OF CERTIFICATION TRAINING. SIMILAR SIZED						
	DEPARTMENTS SPEND $50,000(+) FOR TRAINING (NOT						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	INCLUDING SALARIES). THE ASSET FORFEITURE PAYS FOR ADDITIONAL TRAINING.						
100-2107-521.60-01	Clothing/Uniforms	1,162	300	93	300	0	300
LEVEL	TEXT		TEXT AMT				
DEPT	2 UNIFORMED OFFICERS @$150		300				
			300				
100-2107-521.60-03	Training Supplies	3,284	0	6,655	0	0	0
*	Training	316,132	308,474	222,398	51,110	274,828	325,938
100-2108-521.11-01	Salary & Wages	857,416	1,051,893	559,549	0	800,272	800,272
LEVEL	TEXT		TEXT AMT				
DEPT	6 COMMUNICATION SUPERVISORS						
	9 POLICE/FIRE DISPATCHERS						
	1 COMMUNICATION MANAGER						
	DIVISION TOTAL: 16 POSITIONS						
100-2108-521.11-03	Holidays	12,321	0	7,524	0	0	0
100-2108-521.12-01	Prov. Salary & Wages	63,065	73,290	20,350	0	73,500	73,500
LEVEL	TEXT		TEXT AMT				
DEPT	5 PT DISPATCHERS - 3500 HRS						
100-2108-521.13-01	Overtime Pay	30,624	50,000	21,411	0	50,000	50,000
100-2108-521.14-01	Out of Class Pay	1,308	0	567	0	800	800
100-2108-521.14-02	Task Rate	0	2,700	0	2,700	0	2,700
LEVEL	TEXT		TEXT AMT				
DEPT	EMRG MED DSPTCH (CERTF PAY-9X$300-ANL IN DEC)		2,700				
			2,700				
100-2108-521.14-11	Clothing Allowance	1,680	1,960	560	1,960	0	1,960
LEVEL	TEXT		TEXT AMT				
DEPT	7 COMMUNICATIONS		1,960				
			1,960				
100-2108-521.21-01	Health Insurance	208,683	282,964	139,644	0	225,443	225,443
100-2108-521.21-04	Life Insurance	1,495	1,646	840	0	1,097	1,097
100-2108-521.21-07	Dental Insurance	15,330	19,550	8,910	0	13,777	13,777
100-2108-521.22-01	Social Secrty-OASDI 6.2%	58,765	71,805	36,575	167	55,756	55,923
100-2108-521.22-02	Social Security-HI 1.45%	13,744	14,770	8,554	39	13,040	13,079
100-2108-521.23-01	Retirement-General	34,841	28,769	30,189	177	52,021	52,198
100-2108-521.23-03	Retirement-Police	45,953	55,682	15,907	0	6,193	6,193
100-2108-521.60-01	Clothing/Uniforms	0	1,050	0	1,050	0	1,050
LEVEL	TEXT		TEXT AMT				
DEPT	7 UNIFORMED OFFICERS @$150		1,050				
			1,050				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
*	Communications	1,345,225	1,656,079	850,580	6,093	1,291,899	1,297,992
100-2109-521.11-01	Salary & Wages	393,458	406,390	263,129	0	414,674	414,674
LEVEL	TEXT		TEXT AMT				
DEPT	1 OFFICER SUPERVISOR; 1 LEAD CLERK						
	2 ADM SUPPORT SPECIALISTS; 3.75 ADM SUPPORT ASST						
	1 POLICE TECHNICAL ASSISTANT						
	DIVISION TOTAL: 9 POSITIONS (8.75 FTE)						
100-2109-521.11-03	Holidays	11,076	0	4,705	0	0	0
100-2109-521.12-01	Prov. Salary & Wages	15,815	16,430	9,340	0	14,480	14,480
LEVEL	TEXT		TEXT AMT				
DEPT	3 NIGHT PARKER TAKERS @ $9.50						
	1 TEMP CLERK ($9 @ 500 HOURS)						
100-2109-521.13-01	Overtime Pay	5,260	5,000	376	0	5,001	5,001
100-2109-521.21-01	Health Insurance	68,072	75,094	49,585	0	84,263	84,263
100-2109-521.21-04	Life Insurance	645	652	407	0	726	726
100-2109-521.21-07	Dental Insurance	8,274	8,185	5,178	0	8,185	8,185
100-2109-521.22-01	Social Secrty-OASDI 6.2%	26,026	25,789	16,782	0	26,238	26,238
100-2109-521.22-02	Social Security-HI 1.45%	6,087	6,031	3,925	0	6,136	6,136
100-2109-521.23-01	Retirement-General	28,814	28,329	18,301	0	27,161	27,161
100-2109-521.23-03	Retirement-Police	0	0	0	0	545	545
*	Records	563,527	571,900	371,728	0	587,409	587,409
100-2110-521.11-01	Salary & Wages	114,553	118,560	80,274	0	126,506	126,506
LEVEL	TEXT		TEXT AMT				
DEPT	1 CUSTODIAN III						
	1 POLICE MECHANIC						
100-2110-521.11-03	Holidays	3,177	0	1,415	0	0	0
100-2110-521.12-01	Prov. Salary & Wages	7,695	10,530	0	0	10,800	10,800
LEVEL	TEXT		TEXT AMT				
DEPT	1 PT CLEANER						
100-2110-521.13-01	Overtime Pay	17,317	15,000	15,959	0	15,002	15,002
LEVEL	TEXT		TEXT AMT				
DEPT	VEHICLE MAINTENANCE AND CUSTODIAL						
100-2110-521.21-01	Health Insurance	33,318	37,042	21,889	0	38,031	38,031
100-2110-521.21-04	Life Insurance	367	367	218	0	384	384
100-2110-521.21-07	Dental Insurance	2,495	2,503	1,564	0	2,503	2,503
100-2110-521.22-01	Social Secrty-OASDI 6.2%	8,706	7,766	5,907	0	9,111	9,111
100-2110-521.22-02	Social Security-HI 1.45%	2,036	1,816	1,382	0	2,131	2,131
100-2110-521.23-01	Retirement-General	9,258	7,944	6,543	0	8,286	8,286
100-2110-521.23-03	Retirement-Police	0	0	0	0	1,634	1,634
100-2110-521.41-01	Water	0	2,756	0	2,756	0	2,756
100-2110-521.41-02	Storm Water	0	4,200	0	4,200	0	4,200
100-2110-521.41-04	Electric	98,075	108,665	67,459	108,665	0	108,665

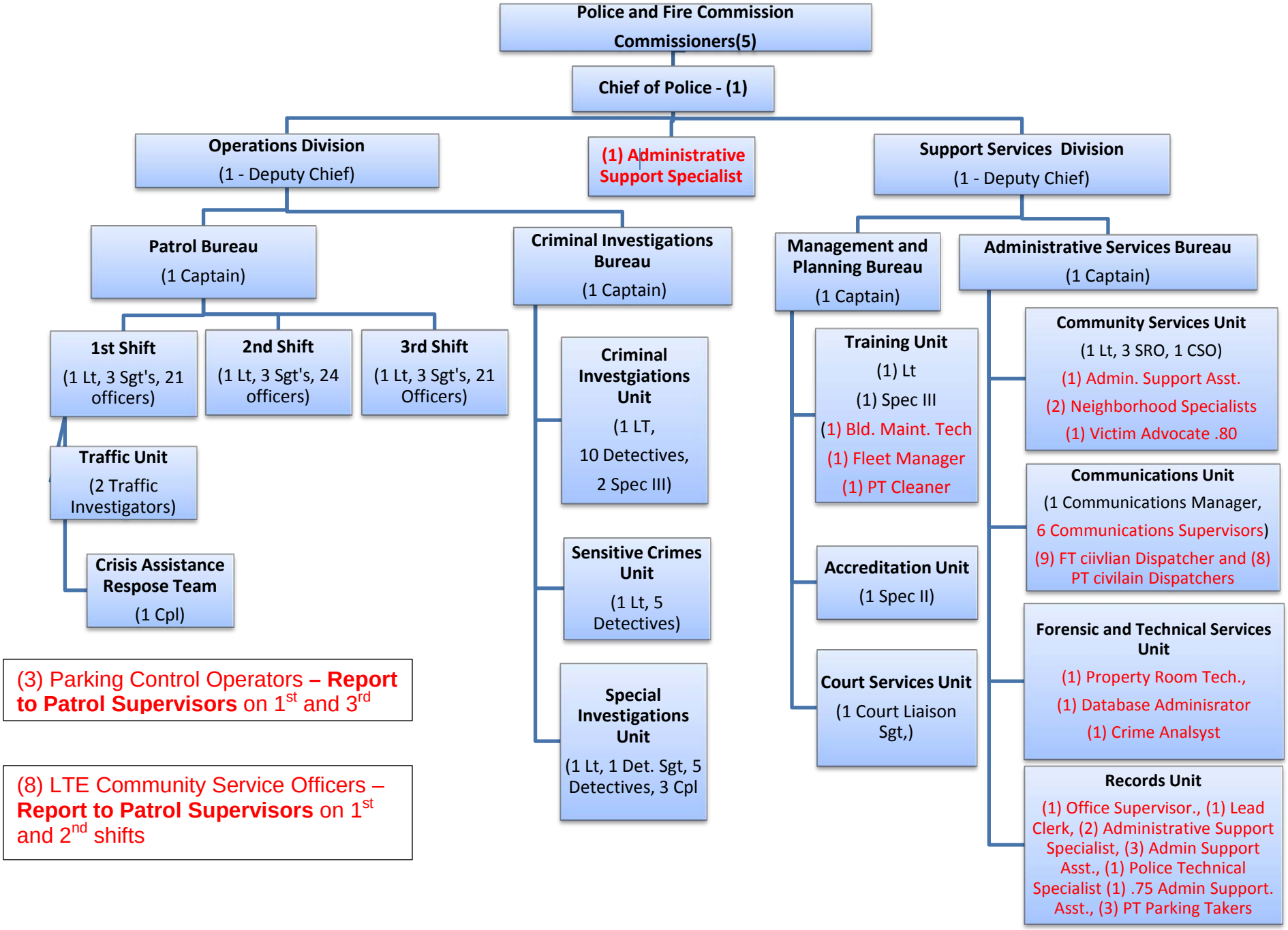
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2110-521.41-05	Gas	30,442	53,410	25,742	53,410	0	53,410
100-2110-521.44-02	Misc Machinery & Equip	0	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIR & MAINTENANCE OF SHOP EQUIPMENT		500				
			500				
100-2110-521.44-03	Vehicles	50,344	50,000	26,225	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIR & MAINTENANCE OF VEHICLES		50,000				
			50,000				
100-2110-521.44-07	Accident Damages-repair	10,184	0	3,676-	0	0	0
100-2110-521.44-08	Other	922	600	1,295	600	0	600
LEVEL	TEXT		TEXT AMT				
DEPT	RADAR CERTIFICATION & REPAIRS		600				
			600				
100-2110-521.51-06	Custodial Supplies	11,653	10,000	7,708	10,000	0	10,000
LEVEL	TEXT		TEXT AMT				
DEPT	LIGHT BULBS, SNOW MELT, FLOOR MATS & MISCELLANEOUS CUSTODIAL SUPPLIES		10,000				
			10,000				
100-2110-521.51-08	Hand & Shop Tools	3,409	2,000	1,356	2,000	0	2,000
100-2110-521.53-01	Gasoline	104,542	112,700	98,882	124,950	0	124,950
100-2110-521.53-02	Oils, Fluids, Lubricants	3,282	5,000	1,945	5,000	0	5,000
LEVEL	TEXT		TEXT AMT				
DEPT	MOTOR & TRANSMISSION OIL, ANTI FREEZE & MISCELLANEOUS SUPPLIES		5,000				
			5,000				
100-2110-521.53-03	Tires/Tubes	11,308	8,000	4,032	8,000	0	8,000
100-2110-521.53-27	Fire Fighting Supplies	385	1,250	0	1,250	0	1,250
LEVEL	TEXT		TEXT AMT				
DEPT	FIRE EXTINGUISHER SUPPLIES		600				
	SPRINKLER SYSTEM INSPECTIONS		650				
			1,250				
100-2110-521.58-01	Certification-Permits-Lic	143	0	0	0	0	0
*	Vehicle Maint & Custodial	523,611	560,609	366,119	371,331	214,388	585,719
100-2111-521.30-04	Other	113,757	120,832	68,869	129,000	0	129,000
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	CROSSING GUARDS - CONTRACT		120,000				
	CROSSING GUARD CONTRACT - STATE FAIR		9,000				
			129,000				
100-2111-521.41-01	Water	5,582	0	0	0	0	0
*	Crossing Guards	119,339	120,832	68,869	129,000	0	129,000
100-2112-521.11-01	Salary & Wages	219,908	238,753	117,290	0	108,742	108,742
LEVEL	TEXT		TEXT AMT				
DEPT	3 PARKING CONTROL OFFICERS						
	DIVISION TOTAL: 3 POSITIONS						
100-2112-521.11-03	Holidays	3,618	0	1,225	0	0	0
100-2112-521.13-01	Overtime Pay	16,342	0	6,839	0	0	0
100-2112-521.14-01	Out of Class Pay	72	0	45	0	100	100
100-2112-521.14-11	Clothing Allowance	1,400	1,960	560	1,960	0	1,960
LEVEL	TEXT		TEXT AMT				
DEPT	7 TRAFFIC		1,960				
			1,960				
100-2112-521.21-01	Health Insurance	35,511	42,213	13,412	0	23,302	23,302
100-2112-521.21-04	Life Insurance	485	520	328	0	419	419
100-2112-521.21-07	Dental Insurance	3,785	4,099	1,733	0	2,772	2,772
100-2112-521.22-01	Social Secrty-OASDI 6.2%	14,709	14,689	7,693	0	6,661	6,661
100-2112-521.22-02	Social Security-HI 1.45%	3,440	3,435	1,799	0	1,558	1,558
100-2112-521.23-01	Retirement-General	7,251	7,095	4,664	0	7,123	7,123
100-2112-521.23-03	Retirement-Police	14,776	14,827	6,226	0	11	11
100-2112-521.60-01	Clothing/Uniforms	0	1,350	0	1,350	0	1,350
LEVEL	TEXT		TEXT AMT				
DEPT	9 UNIFORMED OFFICERS @$150		1,350				
			1,350				
*	Traffic Patrol Inv & Rec	321,297	328,941	161,814	3,310	150,688	153,998
100-2113-521.60-01	Clothing/Uniforms	25	2,500	0	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	POLICE RESERVE/EXPLORER POST		2,500				
			2,500				
*	PD Reserves & Explorers	25	2,500	0	2,500	0	2,500
100-2114-521.11-01	Salary & Wages	321,329	326,065	85,104	0	168,293	168,293
LEVEL	TEXT		TEXT AMT				
DEPT	2 SERGEANT (SPEC III)						
	1 CRIME ANALYST						
	1 PROPERTY ROOM TECH						
	1 RECORDS MANAGEMENT SPECIALIST						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	DIVISION TOTAL: 5 POSITIONS						
100-2114-521.11-03	Holidays	4,219	0	1,449	0	0	0
100-2114-521.13-01	Overtime Pay	26,281	5,000	0	0	5,001	5,001
100-2114-521.14-01	Out of Class Pay	15	0	0	0	0	0
100-2114-521.14-11	Clothing Allowance	560	560	0	560	0	560
LEVEL	TEXT		TEXT AMT				
DEPT	4 FORENSIC & TECHNICAL SERVICES		560				
			560				
100-2114-521.21-01	Health Insurance	64,849	67,339	15,103	0	38,031	38,031
100-2114-521.21-04	Life Insurance	408	431	146	0	303	303
100-2114-521.21-07	Dental Insurance	5,424	5,427	1,687	0	3,679	3,679
100-2114-521.22-01	Social Secrty-OASDI 6.2%	21,544	20,018	5,275	0	10,724	10,724
100-2114-521.22-02	Social Security-HI 1.45%	5,039	4,682	1,233	0	2,508	2,508
100-2114-521.23-01	Retirement-General	10,669	10,887	5,778	0	11,023	11,023
100-2114-521.23-03	Retirement-Police	21,608	18,255	0	0	545	545
100-2114-521.51-03	Photo Supplies	7,452	3,000	6,018	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	MEDIA CARDS/33MM FILM/MISC SUPPLIES		2,500				
	PHOTO PROCESSING		500				
			3,000				
100-2114-521.60-01	Clothing/Uniforms	0	300	0	300	0	300
LEVEL	TEXT		TEXT AMT				
DEPT	2 UNIFORMED OFFICERS @$150		300				
			300				
*	Forensics & Technical Svc	489,397	461,964	121,793	3,860	240,107	243,967
100-2115-521.11-01	Salary & Wages	249,300	235,129	215,543	0	291,642	291,642
LEVEL	TEXT		TEXT AMT				
DEPT	1 CAPTAIN (MGMT & PLANNING BUREAU)						
	1 SPECIALIST II (ACCREDIATION UNIT)						
	1 COURT LIAISON OFFICER (COURT SERVICES UNIT)						
	2 SPECIALIST I (COURT SERVICES UNIT)						
	DIVISION TOTAL: 5 POSITIONS						
100-2115-521.13-01	Overtime Pay	8,459	0	100	0	0	0
100-2115-521.14-01	Out of Class Pay	68	0	4	0	0	0
100-2115-521.14-11	Clothing Allowance	840	0	560	0	0	0
100-2115-521.21-01	Health Insurance	43,791	52,680	38,563	0	43,155	43,155
100-2115-521.21-04	Life Insurance	456	527	306	0	457	457
100-2115-521.21-07	Dental Insurance	3,574	3,679	3,009	0	3,679	3,679
100-2115-521.22-01	Social Secrty-OASDI 6.2%	15,697	14,416	13,104	0	17,826	17,826
100-2115-521.22-02	Social Security-HI 1.45%	3,671	3,371	3,065	0	4,169	4,169
100-2115-521.23-03	Retirement-Police	27,339	26,241	24,066	0	31,760	31,760

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
*	Mgmt & Planning Bureau	353,195	336,043	298,320	0	392,688	392,688
100-2116-521.11-01	Salary & Wages	0	97,082	63,529	0	103,409	103,409
LEVEL	TEXT		TEXT AMT				
DEPT	1 CAPTAIN (ADMIN SERVICES)						
	DIVISION TOTAL: 1 POSITION						
100-2116-521.14-11	Clothing Allowance	0	0	140	0	0	0
100-2116-521.21-01	Health Insurance	0	15,600	13,010	0	22,605	22,605
100-2116-521.21-04	Life Insurance	0	120	56	0	98	98
100-2116-521.21-07	Dental Insurance	0	1,080	829	0	1,327	1,327
100-2116-521.22-01	Social Secrty-OASDI 6.2%	0	6,019	3,860	0	6,213	6,213
100-2116-521.22-02	Social Security-HI 1.45%	0	1,408	902	0	1,453	1,453
100-2116-521.23-03	Retirement-Police	0	10,679	7,090	0	11,261	11,261
*	Administrative Services	0	131,988	89,416	0	146,366	146,366
**	Police Department	17,927,251	18,059,344	11,041,480	877,260	18,139,447	19,016,707


Police and Fire Commission
Commissioners(5)
Chief of Police - (1)
Operations Division
(1 - Deputy Chief)
(1) Administrative Support Specialist
Support Services Division
(1 - Deputy Chief)
Patrol Bureau
(1 Captain)
Criminal Investigations Bureau
(1 Captain)
Management and Planning Bureau
(1 Captain)
Administrative Services Bureau
(1 Captain)
1st Shift
(1 Lt, 3 Sgt's, 21 officers)
2nd Shift
(1 Lt, 3 Sgt's, 24 officers)
3rd Shift
(1 Lt, 3 Sgt's, 21 Officers)
Traffic Unit
(2 Traffic Investigators)
Crisis Assistance Respose Team
(1 Cpl)
Criminal Investgiations Unit
(1 LT,
10 Detectives,
2 Spec III)
Sensitive Crimes Unit
(1 Lt, 5 Detectives)
Special Investigations Unit
(1 Lt, 1 Det. Sgt, 5 Detectives, 3 Cpl
Training Unit
(1) Lt
(1) Spec III
(1) Bld. Maint. Tech
(1) Fleet Manager
(1) PT Cleaner
Accreditation Unit
(1 Spec II)
Court Services Unit
(1 Court Liaison Sgt,)
Community Services Unit
(1 Lt, 3 SRO, 1 CSO)
(1) Admin. Support Asst.
(2) Neighborhood Specialists
(1) Victim Advocate .80
Communications Unit
(1 Communications Manager,
6 Communications Supervisors)
(9) FT ciivlian Dispatcher and (8) PT civilain Dispatchers
Forensic and Technical Services Unit
(1) Property Room Tech.,
(1) Database Adminisrator
(1) Crime Analsyst
Records Unit
(1) Office Supervisor., (1) Lead Clerk, (2) Administrative Support Specialist, (3) Admin Support Asst., (1) Police Technical Specialist (1) .75 Admin Support. Asst., (3) PT Parking Takers
(3) Parking Control Operators – Report to Patrol Supervisors on 1st and 3rd
(8) LTE Community Service Officers – Report to Patrol Supervisors on 1st and 2nd shifts

Department	Director	Fund and Dept. Group
Police	Chief Patrick Mitchell	100-21

Mission/Overview

The West Allis Police Department's mission is to enhance the quality of life in our community through the protection of life and property, fair and unbiased law enforcement, and community partnerships.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. Crime prevention and community services (programs and initiatives)	Community Services / Patrol	Success of programs and citizen involvement. UCR Crime Data	Crime Reductions	Crime reductions of 3% (UCR)
2. Citizen educational programs	Community Services / Patrol	Number of programs and citizen involvement	6	8
3. Specialized enforcement techniques	Patrol	Number of problem solving activities	10	12
4. Specialized investigative techniques	Criminal Investigations	Number of investigative techniques	4	4
5. Traffic enforcement	Patrol	Data pertaining to traffic stops	6,800 annually	At least 6,000 annually
6.				

Position Information

Title	Division	Number	Funding Source
Police Chief	Admin	1	General City Funds
Deputy Chief	Admin	2	General City Funds
Police Captain	Admin / Patrol/ Criminal	4	General City Funds
Police Lieutenant	Admin / Patrol/ Criminal	8	General City Funds
Police Sergeant	Patrol	9	General City Funds
Patrol Officer	Patrol	64	General City Funds
Patrol K9 Handler (Specialist 1)	Patrol	2	General City Funds
Traffic Investigator (Specialist 2)	Patrol	2	General City Funds
Detective	Criminal	20	General City Funds / Partial Grant
Detective Sergeant (Specialist 3)	Criminal	3	General City Funds
Drug Detection K9 Handler (Specialist 1)	Criminal	1	General City Funds
Corporal – SIU (Specialist 1)	Criminal	2	General City Funds / Partial Grant
Crime Analyst	Criminal	1	General City Funds
Court Liaison Sergeant (Specialist 2)	Admin	1	General City Funds

School Resource Officer (Specialist 2)	Community Services	3	General City Funds/ Partial Grant
Community Support Officer (Specialist 1)	Community Services	1	General City Funds/ Partial Grant
Training Sergeant (Specialist 3)	Admin	1	General City Funds
Accreditation Compliance Officer (Specialist 2)	Admin	1	General City Funds
CART Officer (Specialist 1)	Patrol	1	Grant Funding
Victim Advocate	Admin	0.80	General City Funds
Parking Control Officer	Patrol	3	General City Funds
Dispatcher	Admin	9	General City Funds
Communications Manager	Admin	1	General City Funds
Communications Supervisor	Admin	6	General City Funds
Officer Supervisor	Admin	1	General City Funds
Lead Clerk	Admin	1	General City Funds
Administrative Support Specialist	Admin	3	General City Funds
Administrative Support Assistant	Admin	4.75	General City Funds
Police Technical Specialist	Admin	1	General City Funds
Building Maintenance Technician	Admin	1	General City Funds
Fleet Manager	Admin	1	General City Funds
Property Room Technician	Admin	1	General City Funds
Database Administrator	Admin	1	General City Funds
Total:		160.55	
Below Listed Positions are Part Time LTEs			
Community Service Officers (LTE – part time)	Patrol	8	General City Funds
Dispatchers (LTE – part time)	Admin	8	General City Funds
Parking Takers (LTE – part time)	Admin	3	General City Funds
Cleaner (LTE – part time)	Admin	1	General City Funds
Total LTE – Part Time		20	

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Patrol Officer	Patrol	TBD	Full Staff	Operate as close to full staffing as possible

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Respond to citizen calls for police service	*Patrol*	General City Funds	Continual	No	No	No
*2.*Proactive (Traffic stops / field interview stops)	Patrol / Criminal	General City Funds / Partial Grant	Continual	No	No	No
*3.*Community outreach (educational classes /	Patrol / Admin	General City Funds	Daily	No	No	No

meetings)						
4.Investigative activities	Criminal	General City Funds / Partial Grant	Continual	No	No	No
5.Administrative Functions	Admin	General City Funds	Continual	No	No	Partial

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1.Crisis Assessment Response Team (CART) implementation to deal with mental health challenges
2.Bicycle and Foot Patrol Deployments – expanded and increased
3.Creation of unit level overtime budgets to increase accountability
4.Elimination of warrant officer positions and transferred to more critical department needs
5.Continuation of civilianization of dispatch center
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1.Continued emphasis upon bicycle and foot patrol
2.Creation of peer support team to assist department members with wellness
3.Implementation of fire and medical dispatch protocols
4.Continued implementation of Community Service Officer program
5.Continued problem solving techniques to reduce repeat calls for service

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1.Interface between municipal court and police department. Resulted in reducing paperwork flow and ultimately allowed officers to be transferred to other critical department needs. Warrant Officers and municipal court staff.	X	
2.Parking Ticket Process Improvement – reduced printing and streamlined filing procedures to save staff time and resources		X
3.Drug currency seizure safeguarding procedures. The SIU Sergeant instituted a procedure in which seized money was deposited into a bank account as opposed to being placed in a safe.		X
4.District Attorney Discovery Requirements – conversion from a paper only system to an electronics system.		X
5.		

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1.Release of records via online tools	Clerical staff	Possibility to greatly streamline the work required to process records requests	Reduction in staff time
2.Childrens Court Discovery	Clerical staff	Eliminate transferring paper records to Children's Court in favor of electronic records	Reduction in staff time
3.			
4.			
5.			

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1.Evidence Procedure Auditing to ensure integrity and accuracy	Capt. Evenson
2.Seized currency auditing to ensure integrity and accuracy	Capt. Marks
3.Body worn cameras auditing to ensure compliance with policy	Capt. Navarrette
4.	
5.	

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

If no, describe plans to accomplish this in the next 3 years.
Newly hired Dispatch Supervisors will begin to attend CVMIC and/or other supervisory training in 2019 and beyond.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1.Peer support training
2.Leadership in Police Organization training for new Sergeants
3.Wisconsin Command College leadership training
4.First line supervisor instruction
5.FBI Law Enforcement Executive Development Association leadership courses

2019 Employee Development
1.Wisconsin Command College
2.Northwestern University School of Police Staff and Command
3.FBI Law Enforcement Executive Development Assocation
4.First Line Supervisors course

5.Wisconsin Death Investigation School

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. Items are reviewed on an on-going basis and staff is continually cross trained.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1.Focus on healthy lifestyles and mental health issues	Trained department members in peer support in attempt to stand up employee support team. Creation of CART team to respond to calls involving mental health	Goal 2 – Quality of Life (2-2)
2.Impactful crime prevention strategies	The department identified chronic victims and offenders to develop specific interventions.	Goal 2 – Quality of Life (2-3)
3.Develop city-wide strategies to improve city-wide safety and security	Reductions in UCR Part 1 Crimes	Goal 2 – Quality of Life (2-7)
4.Create a culture of innovation	Number of lean projects resulting in improved efficiency. Civilianization of Dispatch Center.	Goal 5 – Excellence in Government (5-1)
5.		

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1.Improve city-wide parks	Reductions in calls for service in city-wide parks	Goal 2 – Quality of Life (2-5)
2.Develop city-wide strategies to improve city-wide safety and security	Reductions in UCR Part 1 Crimes	Goal 2 – Quality of Life (2-7)
3.Focus on healthy lifestyles and mental health issues	Fully implement Peer Support Team	Goal 2 – Quality of Life (2-2)
4.Create a culture of innovation	Number of lean and non-lean projects which lead to process improvements	Goal 5 – Excellence in Government (5-1)
5. Impactful crime prevention strategies	Number of nuisance properties identified and mitigated	Goal 2 – Quality of Life (2-3)

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1.Maintenance agreements for various software. Increase of $5,148 annually. Necessary to ensure that department technology operates efficiently. Goal 5 – Excellence in Government
2.Crossing Guard contract annual increases of $8,168. The vendor increased the cost of the annual service which they provide to the city.

3.Creation of Lieutenant of Detectives assigned to the Criminal Investigation Unit – second shift. This will not result in an additional position within the Police Department. A current Corporal position will be converted to Lieutenant. Annual cost will be approximately $10,000. The second shift has not had a supervisor in years which has resulted in operational inefficiencies.
4.
5.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here:

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
Fire Department
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 8,309,110	$ 7,667,880	$ 7,895,268	$ 7,895,268	$ 4,601,778	$ 8,069,750	$ -	$ 8,069,750	$ 174,482	
Provisionals/Part-Time	$ 405	$ 2,629	$ -	$ -	$ 21	$ 30,000	$ -	$ 30,000	$ 30,000	
Misc Other Pay	$ 255,110	$ 282,164	$ 235,805	$ 235,805	$ 172,544	$ 255,164	$ -	$ 255,164	$ 19,359	
Overtime	$ 372,084	$ 439,798	$ 280,000	$ 280,000	$ 365,669	$ 279,999	$ -	$ 279,999	$ (1)	
Payroll Taxes	$ 124,671	$ 119,566	$ 130,056	$ 130,056	$ 73,334	$ 129,640	$ -	$ 129,640	$ (416)	
Pension	$ 1,408,982	$ 1,304,219	$ 1,311,195	$ 1,311,195	$ 782,965	$ 1,329,497	$ -	$ 1,329,497	$ 18,302	
Health Insurance	$ 1,550,452	$ 1,409,214	$ 1,523,646	$ 1,523,646	$ 914,872	$ 1,789,683	$ -	$ 1,789,683	$ 266,037	
Dental Insurance	$ 99,302	$ 95,302	$ 101,410	$ 101,410	$ 58,378	$ 105,555	$ -	$ 105,555	$ 4,145	
Life Insurance	$ 10,791	$ 9,892	$ 10,094	$ 10,094	$ 5,762	$ 10,614	$ -	$ 10,614	$ 520	
Professional Services	$ 3,509	$ 30,761	$ 20,700	$ 20,700	$ 29,654	$ 21,550	$ -	$ 21,550	$ 850	
Maintenance Contracts	$ 35,657	$ 46,373	$ 33,580	$ 33,580	$ 4,024	$ 45,595	$ -	$ 45,595	$ 12,015	
Utilities	$ 96,900	$ 112,843	$ 119,230	$ 119,230	$ 84,129	$ 131,989	$ -	$ 131,989	$ 12,759	
Repair & Maintenance	$ 75,841	$ 133,085	$ 88,000	$ 88,000	$ 87,973	$ 88,000	$ -	$ 88,000	$ -	
Supplies	$ 223,209	$ 174,470	$ 259,850	$ 259,850	$ 204,051	$ 347,600	$ -	$ 347,600	$ 87,750	
Books & Periodicals	$ 347	$ 231	$ 1,900	$ 1,900	$ 1,188	$ 1,500	$ -	$ 1,500	$ (400)	
Advertising	$ 4,473	$ 5,088	$ 5,400	$ 5,400	$ 2,355	$ 6,400	$ -	$ 6,400	$ 1,000	
Printing	$ -	$ 315	$ 1,000	$ 1,000	$ 1,290	$ -	$ -	$ -	$ (1,000)	
Training & Travel	$ 20,145	$ 15,044	$ 19,325	$ 19,325	$ 14,840	$ 18,645	$ -	$ 18,645	$ (680)	
Regulatory & Safety	$ 59,525	$ 74,129	$ 86,584	$ 86,584	$ 32,247	$ 86,584	$ -	$ 86,584	$ -	
Capital Items	$ 717,296	$ 164,079	$ 48,500	$ 48,500	$ 55,653	$ 40,600	$ -	$ 40,600	$ (7,900)	
Transfers Out	$ 325,075	$ 285,819	$ 175,000	$ 175,000	$ -	$ -	$ -	$ -	$ (175,000)	
TOTAL EXPENDITURES	$ 13,692,884	$ 12,372,901	$ 12,346,543	$ 12,346,543	$ 7,492,726	$ 12,788,365	$ -	$ 12,788,365	$ 441,822	3.58%

2019 BUDGET NOTES:

Salary expense reflects the addition of an Equipment Mechanic and the addition of an intern program.

Other increases result from new software, mechanical CPR devices, Zoll ventilators, and an increase in medical supplies.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Fire Department							
100-2201-522.11-01	Salary & Wages	7,650,635	7,895,268	4,598,348	150,000-	8,219,750	8,069,750

LEVEL	TEXT	TEXT AMT
DEPT	1 FIRE CHIEF	
	2 ASST CHIEFS (EMS & OPERATIONS)	
	2 DEPUTY CHIEFS (TRNG OFFCR & PREV/URB AFF)	
	3 BATTALION CHIEFS	
	10 CAPTAINS	
	12 LIEUTENANTS	
	12 EQUIPMENT OPERATORS	
	63 FIREFIGHTERS/FIRE INSPECTORS	
	1 ADMIN SUPPORT SPECIALIST	
	TOTAL POSITIONS 106 FTE	8,219,750
	OPEN POSITIONS OFFSET-ACCOUNT FOR VACANCIES	150,000-
		8,069,750

100-2201-522.11-03	Holidays	17,245	0	8,007	0	0	0
100-2201-522.11-08	Injury Time-Workers Comp	0	0	4,577-	0	0	0
100-2201-522.12-01	Prov. Salary & Wages	2,629	0	21	0	30,000	30,000

LEVEL	TEXT	TEXT AMT
DEPT	COLLEGE INTERN PROGRAM STIPENDS	

100-2201-522.13-01	Overtime Pay	465,474	280,000	366,102	0	279,999	279,999

LEVEL	TEXT	TEXT AMT
DEPT	FLSA OVERTIME	200,000
	STAFFING, SPECIAL EVENTS, MABAS	79,999
		279,999

100-2201-522.13-22	Reimbursed OT (External)	25,676-	0	434-	0	0	0
100-2201-522.14-01	Out of Class Pay	29,138	20,000	13,758	0	20,001	20,001
100-2201-522.14-02	Task Rate	252,626	215,805	158,786	17,300	217,463	234,763

LEVEL	TEXT	TEXT AMT
DEPT	BASIC LIFE SUPPORT (BLS) TASK RATE	11,000
	EQUIPMENT MAINTENANCE	4,800
	BREATHING APPARATUS CERTIFIED MAINTENANCE	1,500
	PARAMEDIC TASK RATE	209,975
	FIRE INSPECTOR TASK RATE (INC IN WAGES)	
	INCENTIVE PAY	7,488
		234,763

100-2201-522.14-11	Clothing Allowance	400	0	0	400	0	400
100-2201-522.21-01	Health Insurance	1,409,214	1,523,646	914,872	0	1,789,683	1,789,683
100-2201-522.21-04	Life Insurance	9,892	10,094	5,762	0	10,614	10,614
100-2201-522.21-07	Dental Insurance	95,302	101,410	58,378	0	105,555	105,555
100-2201-522.22-01	Social Secrty-OASDI 6.2%	3,518	3,269	2,163	0	6,360	6,360

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2201-522.22-02	Social Security-HI 1.45%	116,048	126,787	71,171	250	123,030	123,280
100-2201-522.23-01	Retirement-General	3,728	3,587	2,368	0	6,793	6,793
100-2201-522.23-04	Retirement-Fire	1,300,491	1,307,608	780,597	2,645	1,320,059	1,322,704
100-2201-522.30-02	Consultants	25,264	19,650	29,314	19,650	0	19,650

LEVEL	TEXT	TEXT AMT
DEPT	ACCREDITATION ANNUAL FEE	1,450
	PRIORITY MEDICAL DISPATCH EMD-QA	18,200
		19,650

100-2201-522.30-04	Other	5,497	1,050	1,263	1,900	0	1,900

LEVEL	TEXT	TEXT AMT
DEPT	EMS ENVIRONMENTAL BIOHAZARD CLEANUP SERVICES	500
	STATE FAIR TENT RENTAL	1,400
		1,900

100-2201-522.32-01	Computer Equip/Software	39,676	30,200	3,103	42,215	0	42,215

LEVEL	TEXT	TEXT AMT
DEPT	ZOLL FIRE RMS MAINT FEE ($1163.33 EA 3 STATIONS)	3,500
	STATS FD	1,100
	PROPHOENIX-PROQA INTERFACE ANNUAL SUPPORT	1,500
	PROPHOENIX RMS ANNUAL SUPPORT	7,000
	PROPHOENIX WDA ANNUAL SUPPORT	4,300
	VIDEO CONF. SYSTEM CONTRACT ($7555/YR) DUE IN 2020	
	PROQA ANNUAL SUPPORT	5,280
	FATPOT	11,000
	PULSEPOINT	2,500
	TARGET SOLUTIONS SOFTWARE	6,035
		42,215

100-2201-522.32-03	Misc Equipment	4,021	100	0	100	0	100

LEVEL	TEXT	TEXT AMT
DEPT	OFFICE EQUIPMENT MAINTENANCE	100
		100

100-2201-522.32-04	Other	2,676	3,280	940	3,280	0	3,280

LEVEL	TEXT	TEXT AMT
DEPT	AERIAL LADDER INSPECTIONS AND CERTIFICATION	1,850
	EMS EQUIPMENT INSPECTION, TEST AND CERTIFICATION T	500
	AIR COMPRESSOR ANNUAL MAINTENANCE	450
	SCBA HYDROSTATIC TESTING	480
		3,280

100-2201-522.41-01	Water	3,066	3,400	2,839	3,672	0	3,672

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2201-522.41-02	Storm Water	4,152	4,230	3,147	4,230	0	4,230
100-2201-522.41-03	Sanitary Sewer	2,604	2,900	2,615	2,987	0	2,987
100-2201-522.41-04	Electric	67,754	63,700	51,444	63,700	0	63,700
100-2201-522.41-05	Gas	25,812	40,600	24,265	40,600	0	40,600
100-2201-522.41-06	Telephone	8,035	4,400	5,334	0	0	0
100-2201-522.41-10	Broadband Wireless-Aircrd	1,420	0	644-	16,800	0	16,800
LEVEL	TEXT		TEXT AMT				
DEPT	$7,678 REIMBURSED FROM LIFE QUEST						
100-2201-522.44-02	Misc Machinery & Equip	3,893	2,500	3,531	2,500	0	2,500
100-2201-522.44-03	Vehicles	83,192	85,000	84,817	85,000	0	85,000
LEVEL	TEXT		TEXT AMT				
DEPT	DPW FLEET MAINTENANCE PROGRAM COSTS		85,000				
			85,000				
100-2201-522.44-04	Communication Equip	0	500	0	500	0	500
100-2201-522.44-05	Buildings	0	0	501	0	0	0
100-2201-522.44-08	Other	46,000	0	13	0	0	0
100-2201-522.51-01	Postage	1,752	1,000	210	700	0	700
100-2201-522.51-02	Office Supplies	6,155	6,000	2,087	6,000	0	6,000
100-2201-522.51-03	Photo Supplies	89	400	375	200	0	200
100-2201-522.51-04	Food/Provisions	1,398	2,250	2,044	2,250	0	2,250
LEVEL	TEXT		TEXT AMT				
DEPT	COMPANY FUND CONTRIBUTION PER AGREEMENT		1,500				
	BEVERAGES AND LIGHT SNACKS FOR DEPT. MEETINGS		750				
			2,250				
100-2201-522.51-05	Ammunition (in-service)	0	0	4	0	0	0
100-2201-522.51-06	Custodial Supplies	13,049	12,000	10,932	12,000	0	12,000
100-2201-522.51-07	Cleaning & Laundry Suppl	2,423	3,000	1,891	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	LAUNDRY AND CLEANING SUPPLIES		2,500				
	APPARATUS CLEANING EQUIPMENT		500				
			3,000				
100-2201-522.51-08	Hand & Shop Tools	2,090	500	1,552	500	0	500
100-2201-522.51-09	Other	1,348	1,700	1,188	1,700	0	1,700
100-2201-522.52-01	Subscriptions	231	1,100	766	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	FD MANAGEMENT REFERENCES		400				
	EMS TRAINING		400				
	TRAINING REFERENCES AND STANDARDS		700				
			1,500				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2201-522.52-03	Subscriptions-Software	0	800	423	0	0	0
100-2201-522.53-01	Gasoline	59,813	65,000	42,937	68,250	0	68,250
100-2201-522.53-27	Fire Fighting Supplies	41,043	38,000	34,361	38,000	0	38,000

LEVEL	TEXT	TEXT AMT
DEPT	FIREFIGHTING SUPPLIES	32,000
	TRAINING SUPPLIES	5,500
	FIRE PREVENTION EQUIPMENT	500
		38,000

100-2201-522.53-41	Medical & Lab Supplies	45,308	130,000	126,195	215,000	0	215,000

LEVEL	TEXT	TEXT AMT
DEPT	BLS DISPOSABLE EQUIPMENT	27,000
	BLS NONDISPOSABLE EQUIPMENT REPLACEMENT	3,000
	ZOLL VENTILATOR	20,000
	CHANGE IN MILWAUKEE COUNTY REIMBURSEMENT HAS PUSHED ALL ALS SUPPLY COSTS ONTO MUNICIPALITIES	120,000
	MECHANICAL CPR DEVICES	45,000
		215,000

100-2201-522.54-01	Classified Ads	0	0	36	0	0	0
100-2201-522.54-02	Notices	5,088	5,400	2,335	6,400	0	6,400

LEVEL	TEXT	TEXT AMT
DEPT	FIRE EDUCATION AND FIRE PREVENTION NOTICES	6,000
	FD ADMINISTRATIVE NOTICES AND ANNOUNCEMENTS	300
	OTHER	100
	$1,000 FROM PRINT SHOP MOVED ABOVE FOR FIRE PREVEN WEEK MATERIALS	
		6,400

100-2201-522.55-01	In-house (Print Shop)	315	1,000	1,350	0	0	0
100-2201-522.56-01	Local Business Meetings	0	0	3	0	0	0
100-2201-522.57-01	Membership Dues	2,939	4,325	1,950	3,645	0	3,645

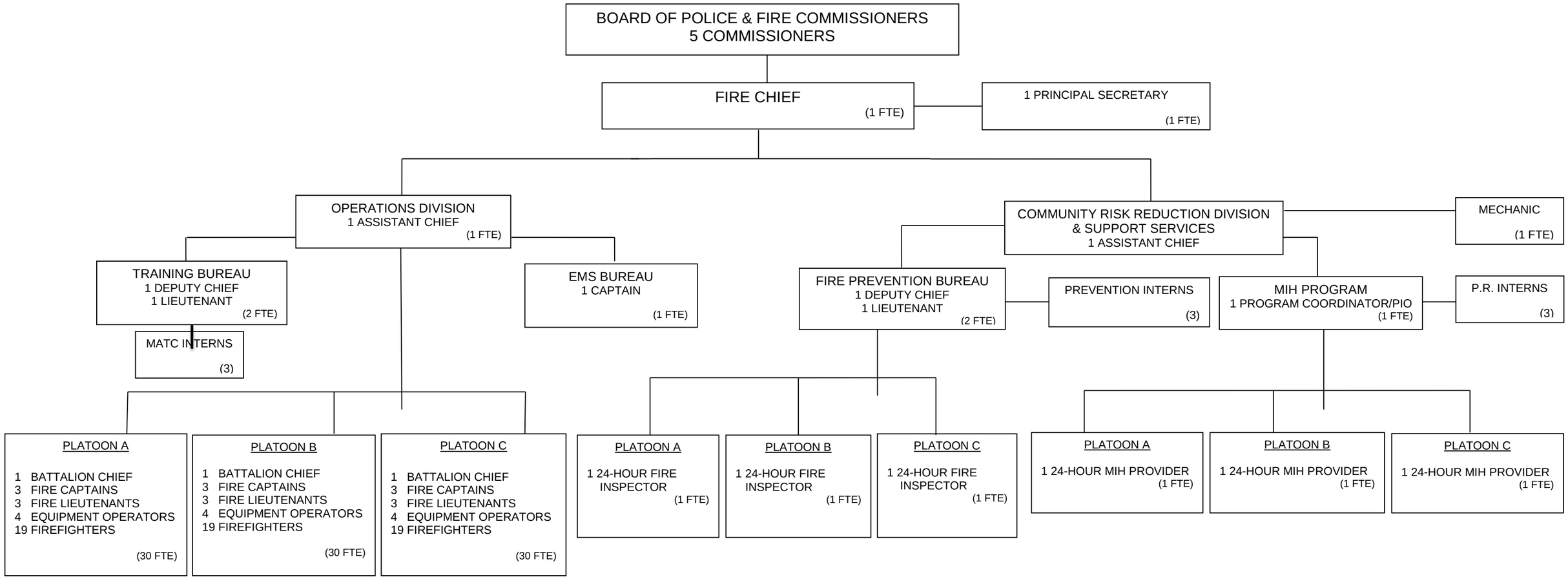
LEVEL	TEXT	TEXT AMT
DEPT	MILWAUKEE COUNTY ASSOCIATION OF FIRE CHIEFS	325
	WISCONSIN STATE CHIEFS ASSOCIATION (3)	200
	INTERNATIONAL ASSOC OF FIRE CHIEFS (3)	240
	NATIONAL ASSOC OF FIRE INVESTIGATORS (3)	195
	INTERNATIONAL CODE COUNCIL	110
	MILWAUKEE COUNTY TRAINING OFFICERS ASSOC	195
	NATIONAL FIRE PROTECTION ASSOC.	175
	AREA 1 FIRE INSPECTORS ASSOC.	120
	WISCONSIN FIRE INSPECTORS ASSOCIATION	250
	INTERNATIONAL ASSOC OF ARSON INVESTIGATORS (7)	175
	ROTARY	180

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	EMERGENCY VEHICLE TECHNICIAN TESTING			80			
	AHA CERTS (PREVIOUSLY PAID BY COUNTY)			1,400			
				3,645			
100-2201-522.57-02	Registration Fees	12,105	15,000	23,842	15,000	0	15,000
LEVEL	TEXT			TEXT AMT			
DEPT	PROFESSIONAL EMPLOYMENT AND LEGAL LIABILITY			5,550			
	FIRE PREVENTION, CODE ENFORCEMENT & INVESTIGATION			2,100			
	EMERGENCY MEDICAL SERVICES			3,300			
	FIRE OPERATIONS PLANNING AND SUPERVISION			2,200			
	TRAINING			1,850			
	OTHER						
				15,000			
100-2201-522.59-01	Medical	18,134	46,500	2,713	0	0	0
100-2201-522.60-01	Clothing/Uniforms	50,943	39,184	42,342	85,684	0	85,684
LEVEL	TEXT			TEXT AMT			
DEPT	PROTECTIVE CLOTHING AND REPAIRS			70,584			
	- MED WELLNESS $46,500 MOVED TO PROTECTIVE CLOTHE						
	STATION UNIFORMS AND REPAIRS			15,100			
				85,684			
100-2201-522.60-02	Safety Equipment	5,051	900	958-	900	0	900
LEVEL	TEXT			TEXT AMT			
DEPT	SAFETY GLASSES (CITY POLICY ITEM)			900			
				900			
100-2201-522.70-01	Furniture & Fixtures	7,572	3,000	5,603	3,000	0	3,000
LEVEL	TEXT			TEXT AMT			
DEPT	STATION DESK REPLACEMENT			1,900			
	MISC. FURNTITURE REPLACEMENT			1,100			
				3,000			
100-2201-522.70-02	Vehicles	120,518	45,000	51,439	37,100	0	37,100
LEVEL	TEXT			TEXT AMT			
DEPT	REPLACEMENT - STAFF VEHICLE			37,100			
				37,100			
100-2201-522.70-05	Other	35,989	500	0	500	0	500
LEVEL	TEXT			TEXT AMT			
DEPT	4 GAS METERS			500			
				500			

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2201-522.91-00	Operating Transfer Out	285,819	175,000	0	0	0	0
*	Gen Administration	12,372,898	12,346,543	7,543,424	659,058	12,129,307	12,788,365
**	Fire Department	12,372,898	12,346,543	7,543,424	659,058	12,129,307	12,788,365

ORGANIZATIONAL CHART
FIRE



TOTAL SWORN POSITIONS: 105
TOTAL NON-SWORN POSITIONS: 2
MATC INTERNS: 9

Department	Director	Fund and Dept. Group
Fire	Mason Pooler	100-2201-522

Mission/Overview

The mission of the West Allis Fire Department is to safeguard the lives and property of the people we serve, to reduce community risk and incidents of emergencies, and to enhance public safety while working with community partners to improve quality of life. Our promise to our citizens is to do so with honor and compassion, while at all times conducting ourselves with the highest ethical standards.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. See attached				
2.				
3.				
4.				
5.				
6.				
7.				

Position Information

Title	Division	Number	Funding Source
Fire Chief	Fire	1	100-2201-522.11-01
Assistant Chief	Fire	2	100-2201-522.11-01
Deputy Chief	Fire	2	100-2201-522.11-01
Battalion Chief	Fire	3	100-2201-522.11-01
Captain	Fire	10	100-2201-522.11-01
Lieutenant	Fire	17	100-2201-522.11-01
Equipment Operator	Fire	12	100-2201-522.11-01
Firefighter	Fire	58	100-2201-522.11-01

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Firefighter (10 positions)	*Operation*	*3 years*	*Four will be filled in September of 2018*	*Final six will be filled in May of 2019*

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1.EMS	*EMS*	*Local and county tax*	*Daily*	*Yes*	*No*	*yes*
2.Fire protection	*Operations*	*Local tax*	*Daily*	*Yes*	*No*	*yes*
3.Fire Inspection	*Prevention*	*Local tax and state*	*Daily*	*No*	*No*	*yes*
4.MIH	*EMS*	*Local tax*	*Daily*	*Yes*	*No*	*No*
5.Public Education	*Training*	*Local tax*	*Daily*	*No*	*No*	*No*

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Station alerting system 75% installed (will be completed shortly)
2. Achieved ISO 1 rating, lowering insurance rates
3. Operating with numerous open positions, thus operating far under budget
4. MIH program performance measures created, decreasing 911 high utilizers
5.
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Fat Pot software implementation, improving efficiency of shared service use
2. 24-hour MIH coverage
3. MATC intern program, increasing hiring pool and creating career development
4.
5.

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1.Shared service agreement with neighboring FDs		X
2.		
3.		
4.		
5.		

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Complete digitalization of fire prevention records, streamlining records requests. Work with IT to automate common requests.	Fire Prevention, Bridget, IT.	Increased customer service and improved experience	Decreased time spent on records requests
2. We are working towards getting the dispatch center accredited. If we can accomplish this, we can stop sending EMS resources on certain low acuity EMS calls.	Fire, Police, IT, Dispatch	Decreased demands on Fire based EMS	National Q service provides QA of dispatch performance
3.Work with IT and Assessor to streamline fire inspection fee process	Fire, IT, Assessor	Decrease workload for Assessor staff	Decreased time spent on billing
4.			
5.			

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1.Online permit payments	Mark Dombrowski / IT/ Finance
2.EMS billing contract should be reviewed for possible increase in revenue	Kurt Zellmann / Finance
3. Fire prevention permit fees can possibly be increased	Mark Dombrowski / Finance/ City Attorney
4.	
5.	

EMPLOYEE DEVELOPMENT
Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No
If no, describe plans to accomplish this in the next 3 years. The Fire Chief will identify those who have not completed the training and assign classes as appropriate.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Kurt Zellmann attended EMS management class at National Fire Academy
2. Mike Wright achieved Certified Fire Officer (FO) designation by CPSE
3. Mike Wright accepted in to Managing Fire Officer (MO) program at National Fire Academy
4.Two members of command staff continued work on college degrees
5. Mason Pooler completed fourth year of Executive Fire Officer program (EFO) at National Fire Academy

2019 Employee Development
1. Continued progress towards college degrees for those without
2. Mike Wright will continue MO program at National Fire Academy
3. Department will send 2-4 members to Community Paramedic education at UWM
4.
5.

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1.		
2.		
3.		
4.		
5.		

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Participate in HIDTA's overdose mapping program	Compliance with new reporting expectations	2-2, 2-6
2.Expand MIH program to 24 hour coverage	Decrease chronic 9-1-1 utilizers	2-3, 2-6
3. Continue residential smoke alarm installation program	Decrease dollar loss from structure fires	2-3
4.Initiate Pulse Point Verified Responder program	Increase number of Pulse Point followers	2-9
5. Accept online fire permit payments	Decrease time public has to stop in to Fire Admin	4-5, 5-1, 5-3
6. Partner with tech schools to create intern program	Increase pool of qualified job applicants	3-3

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1.See attached
2.
3.
4.
5.

REVENUES

Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No
If yes, please note the details here: We are working with our EMS billing company and believe we have found a way to increase our EMS billing by approx. $200,000.

SALARY ACCOUNT ADJUSTMENTS

Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☒Yes ☐ No
If yes, please note the details here: We plan on running short six firefighter positions from January thru May of 2019. These personnel savings can be used to offset other costs.

Bureau	Reporting Period	Obj.	Performance Measures and Outcomes	Goal	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	2017	2016
			Gain early control of emergency incidents by providing rapid response																
		1	**Provide timely response to emergency incidents**																
EMS	Monthly	1a	First arriving unit to a critical EMS alarm arrives on scene within 5-minutes of dispatch 90% of the time C-D-E	>= 90%	77%	79%	83%	84%	77%	83%	70%						78.8%	81.8%	84.8%
EMS	Monthly	1b	Advanced Life Support (ALS) arrives within 9-minutes of dispatch 90% of the time A-B-C-D-E	>= 90%	97%	94%	98%	95%	96%	96%	97%						96.0%	97.9%	99%
Ops	Monthly	1c	Call processing time is less than 90 seconds (baseline) 90% of the time for all fire/ES responses.	>=90%	74%	62%	84%	77%	85%	82%	85%						79%	64%	67%
EMS	Monthly	1d	Call processing time is less than 120 seconds (baseline) 90% of the time for all critical ALS responses C-D-E	>=90%	54%	54%	64%	70%	73%	67%	70%						64.4%	61.1%	64.4%
Ops	Monthly	1e	First arriving unit to a fire/ES alarm arrives on scene within 5-minutes 20-seconds of dispatch 75% of the time.	>= 75%	75%	75%	76%	78%	78%	75%	71%						74%	76%	82%
Ops	Monthly	1f	Effective response force to structure fires arrives on scene within 10-minutes 20-seconds of call, 90% of the time	>= 90%	50%	N/A	100%	100%	66%	100%	100%						83%	89%	86%
			Minimize the effects of injuries and illnesses at emergencies																
		2	**Provide responders who are trained and certified to appropriate levels**																
EMS	Monthly	2a	Minimize ALS mutual aid by maintaining sufficient ALS staff (30% of line personnel licensed)	>= 30%	68%	68%	68%	68%	68%	68%	68%						68.0%	67.4%	62.6%
T&S	Monthly (cumulative)	2b	Assure that line personnel attend critical training (70% of line personnel attend)	>= 70%	66%	81%	75%	78%	100%	71%							74.0%	100.0%	79.8%
T&S	Monthly (cumulative)	2c	Provide performance-based driver/operator training for line personnel (70% of line personnel attending)	>= 70%						Formal program has not yet been created									
		3	**Maximize resuscitation rates for cardiac arrest victims**																
EMS	Annually	3a	Achieve return of spontaneous circulation in cardiac arrest victims	>= 50%													N/A	32.9%	38.8%
EMS	Annually	3b	Assure that cardiac arrest victims (in all arrhythmias) are resuscitated.	>= 15%													N/A	23.7%	28.4%
			Minimize property damage from fires																
		4	**Provide rapid fire control that limits flame spread**																
Ops	Monthly (cumulative)	4a	Bring structure fires under control within 10 minutes of arrival of first-arriving unit capable of fire suppression.	>= 90%	0%	100%	100%	100%	66%	100%	66%						71%	81%	73%
Ops	Monthly (cumulative)	4b	Limit fire spread to the room of origin 70% of the time	>= 70%	33%	100%	100%	100%	66%	50%	100%						80%	85%	89%
Ops	Monthly (cumulative)	4c	Company officers perform pre-fire plans in their first due response area, integrating information into RMS. Each station commander completes three pre-plans per year.	>= 2	0	0	2	2	3	3	2						1.70	2.42	2
			Minimize direct and indirect losses from fires																
		5	**Limit the number of fires that occur in our city**																
Ops	Annually	5a	Limit the number of fire incidents to fewer than 5.00 per 1,000 population	< 5.00	1.44	1.80	1.40	2.00	2.20	1.20	2.40						1.34	1.82	1.95
Ops	Monthly (cumulative)	5b	Limit fire loss to under $20,000 per residential structure fire	< $20,000	$80,000	N/A	$100	$3,950	$44,779	$12,685	$14,278						$23,013	$18,240	$13,716
		6	**Limit fire-related injuries and fatalities**																
Ops	Annually (cumulative)	6a	Limit community fire deaths to 1 per year on a 5-year average	<= 1.00			Fire Deaths by Year: 2013=5 / 2014=1 / 2015=0 / 2016=0 / 2017=0								1.20		0.0	0	0.00
Ops	Annually (cumulative)	6b	Limit civilian injuries to a rate of 4 per year on a 5-year average	<= 4.00			Injuries by Year: 2013=13 / 2014=12 / 2015=4 / 2016=4 / 2017=8								8.20		0.0	7.60	4.00
		7	**Assure effective and timely fire prevention inspections**																
FPB	Monthly	7a	Annually inspect all commercial buildings & 3-family or greater residential units	100%	254%	161%	193%	110%	83%	69%	108%						139.7%	102.7%	102.0%

Bureau	Reporting Period	Obj.	Performance Measures and Outcomes	Goal	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	2017	2016
FPB	Monthly (cumulative)	7b	Verify compliance or citation with violations within 3-months of written notice	85%	98%	99%	100%	98%	97%	98%	95%						97.9%	96.7%	95.0%
		8	**Perform timely and useful fire investigations**																
FPB	Monthly	8a	Assure that at least 4 sworn personnel are state certified fire investigators as defined by NFPA 1033	>= 4	8	11	11	11	11	11	11						10.57	9.50	9.33
FPB	Monthly	8b	Assure that police arson investigators work with FD investigators on all suspicious fires	100%	100%	100%	100%	100%	100%	100%	100%						100.0%	100.0%	100%
FPB	Monthly	8c	Investigate all fires resulting in $500 or greater loss	100%	100%	100%	100%	100%	100%	100%	100%						100%	100%	100%
FPB	Monthly	8d	Certify a classification following investigations	>= 75%	100%	100%	100%	100%	100%	100%	100%						100%	100%	100%
			Provide cost-effective emergency services																
		9	**Provide cost-effective services**																
Adm	Monthly (cumulative)	9a	Annual expenses do not exceed budget (8.3%/mo)	8.3%	6.7%	7.0%	7.2%	7.2%	7.6%	6.6%	7.6%						49.9%	94.4%	93.7%
Adm	Annually	9b	Keep FD cost under $218 real estate tax per $150,000 home	< $216													$0	$0	$0
Adm	Annually	9c	Keep FD net cost under $128 real estate tax per capita	< $157													$0	$0	$0
			Provide fire and safety public education programs																
		10	**Provide Survive Alive fire safety to elementary school students**																
T&S	Monthly (cumulative)	10a	Offer Survive Alive fire safety to all 1st and 4th grade-level classes (15% of total students for 6 mo.)	>= 90%	100%												100%	100%	100%
		11	**Provide general fire safety education programs**																
T&S	Annually	11a	Provide fire prevention program for all public and parochial grade schools at least once per year	100%	Fire Prevention Week October 7-13														100%
		12	**Provide community-wide fire and safety education**																
T&S	Monthly (cumulative)	12a	Provide fire and safety education program for at least 1,000 people annually	>= 5,000	200	39	100	350	50	130							869	10535	10535
			Limit liability through risk management																
		13	**Maintain WAFD Accredited Agency Status**																
Ops	July	13a	Submit Annual Compliance Reports every July	July						100%									100%
		14	**Maintain current Department Policies, Procedures and Operating Guidelines**																
Ops	Monthly (cumulative)	14a	Review 1/2 of all policies annually (5 per month)	50%			13%			13%							52%	52%	50%
T&S	Monthly (cumulative)	14b	Review 1/2 of all guidelines annually	50%			0%			26%							26%	50%	50%
		15	**Minimize employee workplace injuries**																
Ops	Monthly (cumulative)	15a	Limit fire ground injury rate to 3.0 per 100 fires	<= 3.00	1	0	0	0	0	2	0						3.22	2.55	3.31
Ops	Monthly (cumulative)	15b	Limit EMS-related injuries to 2.0 per 1000 EMS alarms	<= 2.00	3	2	0	1	2	2	1						2.37	1.01	1.01
Ops	Monthly (cumulative)	15c	Limit overall workplace injury rate to 20 per 100 employees	<= 1.7	2	2	0	0	1	0	0						9.02	22.00	29.00

City of West Allis
Bldg Insp & Neighbrhd Svc
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 795,458	$ 800,117	$ 899,035	$ 899,035	$ 571,784	$ 904,062	$ -	$ 904,062	$ 5,027	
Provisionals/Part-Time	$ 4,944	$ 27,582	$ 4,816	$ 4,816	$ 7,919	$ 20,587	$ -	$ 20,587	$ 15,771	
Misc Other Pay	$ 21,338	$ 27,670	$ 39,094	$ 39,094	$ 3,871	$ 10,165	$ -	$ 10,165	$ (28,929)	
Overtime	$ 8,458	$ 3,196	$ 9,500	$ 9,500	$ 185	$ 4,500	$ -	$ 4,500	$ (5,000)	
Payroll Taxes	$ 61,067	$ 62,669	$ 69,796	$ 69,796	$ 42,972	$ 68,828	$ -	$ 68,828	$ (968)	
Pension	$ 65,274	$ 55,181	$ 60,359	$ 60,359	$ 37,660	$ 58,229	$ -	$ 58,229	$ (2,130)	
Health Insurance	$ 171,293	$ 187,917	$ 229,687	$ 229,687	$ 133,721	$ 245,091	$ -	$ 245,091	$ 15,404	
Dental Insurance	$ 12,285	$ 12,151	$ 13,238	$ 13,238	$ 7,946	$ 12,326	$ -	$ 12,326	$ (912)	
Life Insurance	$ 1,939	$ 2,397	$ 2,567	$ 2,567	$ 1,538	$ 2,794	$ -	$ 2,794	$ 227	
Professional Services	$ (9,716)	$ (24,111)	$ 1,100	$ 1,100	$ 41,321	$ 43,600	$ -	$ 43,600	$ 42,500	
Maintenance Contracts	$ 376	$ 406	$ 1,700	$ 1,700	$ 439	$ 480	$ -	$ 480	$ (1,220)	
Utilities	$ 110	$ 125	$ 150	$ 150	$ 1,966	$ 4,325	$ -	$ 4,325	$ 4,175	
Repair & Maintenance	$ 178	$ 340	$ -	$ -	$ 2,700	$ 3,000	$ -	$ 3,000	$ 3,000	
Supplies	$ 4,589	$ 6,556	$ 8,300	$ 8,300	$ 4,468	$ 7,700	$ -	$ 7,700	$ (600)	
Books & Periodicals	$ 2,147	$ 1,556	$ 1,000	$ 1,000	$ 491	$ 1,000	$ -	$ 1,000	$ -	
Advertising	$ 176	$ 158	$ 500	$ 500	$ 336	$ 400	$ -	$ 400	$ (100)	
Printing	$ 6	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Training & Travel	$ 8,309	$ 10,243	$ 17,305	$ 17,305	$ 8,038	$ 24,400	$ -	$ 24,400	$ 7,095	
Regulatory & Safety	$ 1,341	$ 608	$ 2,810	$ 2,810	$ 948	$ 2,190	$ -	$ 2,190	$ (620)	
Capital Items	$ 2,522	$ 4,342	$ 2,000	$ 2,000	$ 3,423	$ 1,000	$ -	$ 1,000	$ (1,000)	
TOTAL EXPENDITURES	$ 1,152,092	$ 1,179,103	$ 1,362,957	$ 1,362,957	$ 871,726	$ 1,414,677	$ -	$ 1,414,677	$ 51,720	3.79%

2019 BUDGET NOTES:

Department initiative continues to transition single discipline inspectors to multi-discipline inspectors.
Provisional/Part-time salaries increased in the 2019 budget request.
The increase in Professional Services expenses reflects the increased focus on property maintenance.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Bldg Insp & Neighbrhd Svc							
100-2401-524.11-01	Salary & Wages	254,410	232,286	163,601	0	301,490	301,490
100-2401-524.11-02	Vacation	19,067	0	10,734	0	0	0
100-2401-524.11-03	Holidays	14,794	0	6,688	0	0	0
100-2401-524.11-04	Sick Leave	18,267	0	5,312	0	0	0
100-2401-524.11-06	Funeral Leave	2,578	0	515	0	0	0
100-2401-524.11-12	Comp Time Used	3,250	0	1,933	0	0	0
100-2401-524.13-01	Overtime Pay	264	1,000	0	0	500	500
100-2401-524.14-10	Car Allowance	9,006	2,000	742	0	0	0
100-2401-524.21-01	Health Insurance	75,036	56,357	42,703	0	79,337	79,337
100-2401-524.21-04	Life Insurance	653	466	487	0	547	547
100-2401-524.21-07	Dental Insurance	4,674	3,028	2,416	0	4,145	4,145
100-2401-524.22-01	Social Secrty-OASDI 6.2%	18,939	14,051	11,426	0	18,072	18,072
100-2401-524.22-02	Social Security-HI 1.45%	4,429	3,286	2,672	0	4,226	4,226
100-2401-524.23-01	Retirement-General	21,451	15,564	12,648	0	19,780	19,780
100-2401-524.30-04	Other	330	1,100	110	600	0	600
LEVEL	TEXT		TEXT	AMT			
DEPT	LETTER REPORTS, NOTIFICATIONS & SERVICES			500			
	LEGAL BRIEFINGS SUBSCRIPTION			100			
				600			
100-2401-524.32-04	Other	406	1,700	439	480	0	480
LEVEL	TEXT		TEXT	AMT			
DEPT	MONTHLY CHARGE FOR PRINTER SERVICE			480			
				480			
100-2401-524.41-06	Telephone	0	0	1,893	4,150	0	4,150
LEVEL	TEXT		TEXT	AMT			
DEPT	12 SURFACE PRO DATA PLANS @ $28.80/MO X 12 MO.			4,150			
				4,150			
100-2401-524.44-03	Vehicles	340	0	3,112	3,000	0	3,000
LEVEL	TEXT		TEXT	AMT			
DEPT	6 FLEET VEHICLES REPAIR AND MAINTENANCE			3,000			
				3,000			
100-2401-524.51-01	Postage	3,585	4,000	1,716	3,500	0	3,500
LEVEL	TEXT		TEXT	AMT			
DEPT	DEPARTMENT MAILING COSTS			3,500			
				3,500			
100-2401-524.51-02	Office Supplies	1,368	1,500	830	1,250	0	1,250
LEVEL	TEXT		TEXT	AMT			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	GENERAL OFFICE SUPPLIES		1,250				
			1,250				
100-2401-524.51-03	Photo Supplies	40	0	15	0	0	0
100-2401-524.51-08	Hand & Shop Tools	387	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	GENERAL INSPECTOR TOOLS AND EQUIPMENT		500				
			500				
100-2401-524.51-09	Other	0	0	786	0	0	0
100-2401-524.52-02	Other	0	200	99	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	GENERAL REFERENCE BOOKS		200				
			200				
100-2401-524.53-01	Gasoline	952	2,300	1,967	2,450	0	2,450
LEVEL	TEXT		TEXT AMT				
DEPT	GASOLINE FROM DPW FOR 1,000 GALLONS @ $2.45/GAL.		2,450				
			2,450				
100-2401-524.54-02	Notices	158	250	336	400	0	400
LEVEL	TEXT		TEXT AMT				
DEPT	BOARD OF APPEALS PUBLICATIONS AND NOTICES		400				
			400				
100-2401-524.56-02	Conferences & Seminars	0	1,075	0	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	1 NATIONAL ICC CONFERENCE		1,500				
			1,500				
100-2401-524.57-01	Membership Dues	854	835	130	690	0	690
LEVEL	TEXT		TEXT AMT				
DEPT	NFPA - MUNICIPALITY		450				
	ICC - MUNICIPALITY		240				
			690				
100-2401-524.57-02	Training Schools	0	400	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	CODE CERTIFICATION TRAINING		500				
			500				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2401-524.58-01	Certification-Permits-Lic	0	150	105	150	0	150
LEVEL	TEXT		TEXT AMT				
DEPT	1 NEW INSPECTOR CERTIFICATION AND TESTING		150				
			150				
100-2401-524.60-03	Training Supplies	0	1,000	273	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	VESTS, SAFETY GLASSES, STAND UP DESKS, ETC.		200				
			200				
100-2401-524.70-01	Furniture & Fixtures	1,310	2,000	5,062	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICE FURNITURE AND RELATED		1,000				
			1,000				
100-2401-524.70-03	Equipment	3,031	0	0	0	0	0
*	Insp/Zoning-Gen Admin	459,579	345,048	278,750	20,570	428,097	448,667
100-2402-524.11-01	Salary & Wages	162,228	286,562	131,996	0	296,095	296,095
100-2402-524.11-02	Vacation	19,639	0	12,571	0	0	0
100-2402-524.11-03	Holidays	8,993	0	5,658	0	0	0
100-2402-524.11-04	Sick Leave	15,589	0	3,943	0	0	0
100-2402-524.11-06	Funeral Leave	1,834	0	0	0	0	0
100-2402-524.11-12	Comp Time Used	1,587	0	495	0	0	0
100-2402-524.13-01	Overtime Pay	662	2,000	0	0	1,000	1,000
100-2402-524.14-07	Certification Pay	1,972	7,539	0	0	0	0
100-2402-524.14-10	Car Allowance	6,579	4,300	3,107	3,852	0	3,852
LEVEL	TEXT		TEXT AMT				
DEPT	2 INSPECTORS @ 3,600 MI/YR X $0.535/MI		3,852				
			3,852				
100-2402-524.21-01	Health Insurance	38,405	66,730	31,234	0	68,511	68,511
100-2402-524.21-04	Life Insurance	907	1,160	510	0	1,332	1,332
100-2402-524.21-07	Dental Insurance	2,732	4,251	2,124	0	4,251	4,251
100-2402-524.22-01	Social Secrty-OASDI 6.2%	13,049	17,973	9,343	0	18,092	18,092
100-2402-524.22-02	Social Security-HI 1.45%	3,052	4,204	2,185	0	4,231	4,231
100-2402-524.23-01	Retirement-General	14,593	19,705	10,363	0	19,460	19,460
100-2402-524.41-06	Telephone	21	25	5	25	0	25
LEVEL	TEXT		TEXT AMT				
DEPT	BUILDING DIVISION CELL PHONES		25				
			25				
100-2402-524.51-09	Other	224	0	163	0	0	0
100-2402-524.52-02	Other	1,366	500	491	500	0	500

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	BUILDING DIVISION CODE BOOKS		500				
			500				
100-2402-524.56-02	Conferences & Seminars	718	1,900	2,354	4,750	0	4,750
LEVEL	TEXT		TEXT AMT				
DEPT	2 STATE BUILDING INSPECTOR CONFERENCE		2,000				
	10 WISCONSIN WINTER CODE UPDATES @ $200 EA		2,000				
	10 BIASEW FALL TRAINING @ $75 EA		750				
			4,750				
100-2402-524.57-01	Membership Dues	575	380	240	775	0	775
LEVEL	TEXT		TEXT AMT				
DEPT	5 ICC MEMBERSHIPS @ $55 EA		285				
	8 BIASEW MEMBERSHIPS @ $40 EA		320				
	1 BIASEW MEMBERSHIP @ $50		50				
	3 WCOA MEMBERSHIPS @ $40		120				
			775				
100-2402-524.57-02	Training Schools	2,255	800	2,305	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	BUILDING DIVISION CERTIFICATION TRAINING		1,000				
			1,000				
100-2402-524.58-01	Certification-Permits-Lic	286	620	410	580	0	580
LEVEL	TEXT		TEXT AMT				
DEPT	7 INSPECTOR CERTIFICATION RENEWALS @ $40 EACH		280				
	2 NEW INSPECTOR CERTIFICATIONS AND TESTING		300				
			580				
*	Bldg/HVAC Inspection	297,266	418,649	219,497	11,482	412,972	424,454
100-2403-524.11-01	Salary & Wages	82,558	132,080	62,702	0	141,123	141,123
100-2403-524.11-02	Vacation	6,964	0	7,347	0	0	0
100-2403-524.11-03	Holidays	5,705	0	3,222	0	0	0
100-2403-524.11-04	Sick Leave	2,570	0	83	0	0	0
100-2403-524.11-06	Funeral Leave	1,370	0	0	0	0	0
100-2403-524.11-12	Comp Time Used	3,142	0	830	0	0	0
100-2403-524.12-01	Prov. Salary & Wages	26,270	2,000	7,799	0	2,353	2,353
100-2403-524.13-01	Overtime Pay	881	2,000	173	0	1,000	1,000
100-2403-524.14-07	Certification Pay	1,571	6,711	0	0	0	0
100-2403-524.14-10	Car Allowance	2,957	3,200	896	1,926	0	1,926
LEVEL	TEXT		TEXT AMT				

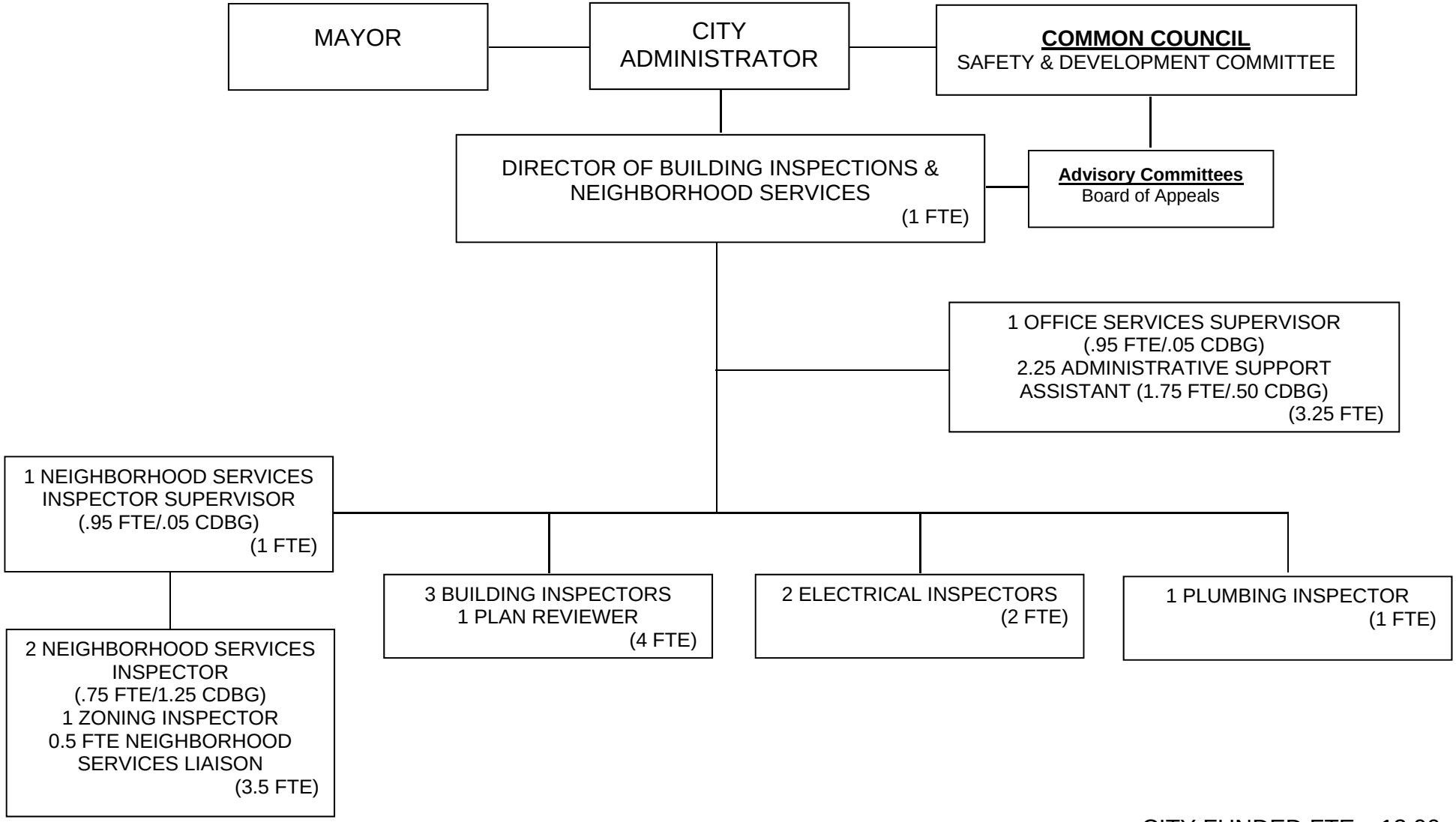
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	1 INSPECTOR @ 3,600 MI/YR X $0.535/MI		1,926				
			1,926				
100-2403-524.21-01	Health Insurance	34,527	44,028	19,720	0	51,471	51,471
100-2403-524.21-04	Life Insurance	470	497	268	0	505	505
100-2403-524.21-07	Dental Insurance	2,119	2,352	735	0	1,176	1,176
100-2403-524.22-01	Social Secrty-OASDI 6.2%	7,910	8,792	4,868	0	8,765	8,765
100-2403-524.22-02	Social Security-HI 1.45%	1,850	2,056	1,139	0	2,050	2,050
100-2403-524.23-01	Retirement-General	8,743	9,299	4,984	0	9,309	9,309
100-2403-524.41-06	Telephone	18	25	210	50	0	50
LEVEL	TEXT		TEXT AMT				
DEPT	ELECTRICAL DIVISION CELL PHONES		50				
			50				
100-2403-524.52-02	Other	23	200	0	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	ELECTRICAL DIVISION CODE BOOKS		200				
			200				
100-2403-524.56-02	Conferences & Seminars	4,590	5,500	1,785	6,100	0	6,100
LEVEL	TEXT		TEXT AMT				
DEPT	2 STATE ELECTRICAL INSPECTOR CONFERENCE		1,300				
	2 NATIONAL ELECTRICAL CODE CENTRAL US GROUP		3,800				
	2 WISCONSIN WINTER ELECTRIC CODE UPDATES @ $200		400				
	6 WISCONSIN WINTER ELECTRIC CODE UPDATES @ $100		600				
			6,100				
100-2403-524.57-01	Membership Dues	360	270	15	380	0	380
LEVEL	TEXT		TEXT AMT				
DEPT	2 INT. ASSOC. OF ELECTRICAL INSPECTORS		240				
	2 EIASEW MEMBERSHIPS		30				
	2 NFPA MEMBERSHIPS		110				
			380				
100-2403-524.57-02	Training Schools	175	400	380	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	ELECTRICAL DIVISION CERTIFICATION TRAINING		1,000				
			1,000				
100-2403-524.58-01	Certification-Permits-Lic	119	580	120	700	0	700
LEVEL	TEXT		TEXT AMT				
DEPT	2 INSPECTOR CERTIFICATION RENEWAL @ $200		400				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	2 NEW INSPECTOR CERTIFICATIONS AND TESTING			300 700			
*	Elec/Htg/AC Inspection	194,892	219,990	117,276	10,356	217,752	228,108
100-2404-524.11-01	Salary & Wages	61,974	71,906	43,834	0	76,211	76,211
100-2404-524.11-02	Vacation	3,083	0	2,638	0	0	0
100-2404-524.11-03	Holidays	3,278	0	1,243	0	0	0
100-2404-524.11-04	Sick Leave	4,070	0	1,776	0	0	0
100-2404-524.11-12	Comp Time Used	1,141	0	879	0	0	0
100-2404-524.12-01	Prov. Salary & Wages	1,311	2,816	0	0	18,234	18,234
100-2404-524.13-01	Overtime Pay	1,037	2,000	0	0	1,000	1,000
100-2404-524.14-07	Certification Pay	938	3,480	0	0	0	0
100-2404-524.14-10	Car Allowance	2,267	500	56	535	0	535
LEVEL	TEXT		TEXT AMT				
DEPT	PT INSPECTOR @ 1,000 MI/YR X $0.535/MI			535 535			
100-2404-524.21-01	Health Insurance	19,800	22,014	13,136	0	22,605	22,605
100-2404-524.21-04	Life Insurance	298	351	207	0	360	360
100-2404-524.21-07	Dental Insurance	1,202	1,176	745	0	1,176	1,176
100-2404-524.22-01	Social Secrty-OASDI 6.2%	4,652	4,717	3,010	0	5,729	5,729
100-2404-524.22-02	Social Security-HI 1.45%	1,088	1,103	704	0	1,340	1,340
100-2404-524.23-01	Retirement-General	5,181	5,051	3,374	0	5,057	5,057
100-2404-524.41-06	Telephone	86	100	85	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	PLUMBING DIVISION CELL PHONE			100 100			
100-2404-524.52-02	Other	167	100	0	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	PLUMBING DIVISION CODE BOOKS			100 100			
100-2404-524.56-02	Conferences & Seminars	451	1,800	0	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	2 STATE PLUMBING INSPECTOR CONFERENCE			2,000 2,000			
100-2404-524.57-01	Membership Dues	65	75	80	80	0	80
LEVEL	TEXT		TEXT AMT				
DEPT	2 PLUMBING INSPECTOR ASSOCIATION MEMBERSHIPS			80 80			

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-2404-524.57-02	Training Schools	200	400	150	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	PLUMBING DIVISION CERTIFICATION TRAINING		500				
			500				
100-2404-524.58-01	Certification-Permits-Lic	203	40	40	260	0	260
LEVEL	TEXT		TEXT AMT				
DEPT	2 INSPECTOR CERTIFICATION RENEWALS @ $40 EACH		80				
	1 JOURNEYMAN PLUMBER RENEWAL		180				
			260				
*	Plumbing/Sewer Inspection	112,492	117,629	71,957	3,575	131,712	135,287
100-2406-524.11-01	Salary & Wages	64,608	156,056	80,489	0	69,570	69,570
100-2406-524.11-02	Vacation	5,585	0	7,138	0	0	0
100-2406-524.11-03	Holidays	3,148	0	4,548	0	0	0
100-2406-524.11-04	Sick Leave	1,748	0	1,612	0	0	0
100-2406-524.11-06	Funeral Leave	224	0	37	0	0	0
100-2406-524.11-12	Comp Time Used	321	0	57	0	0	0
100-2406-524.12-01	Prov. Salary & Wages	0	0	120	0	0	0
100-2406-524.13-01	Overtime Pay	352	2,500	12	0	1,000	1,000
100-2406-524.14-07	Certification Pay	493	4,234	0	0	0	0
100-2406-524.14-10	Car Allowance	351	5,780	1,264	3,852	0	3,852
LEVEL	TEXT		TEXT AMT				
DEPT	2 INSPECTORS @ 3,600 MI/YR X $0.535/MI		3,852				
			3,852				
100-2406-524.21-01	Health Insurance	20,148	40,558	26,320	0	19,229	19,229
100-2406-524.21-04	Life Insurance	68	93	66	0	50	50
100-2406-524.21-07	Dental Insurance	1,424	2,431	1,925	0	1,578	1,578
100-2406-524.22-01	Social Secrty-OASDI 6.2%	4,582	9,785	5,613	0	4,212	4,212
100-2406-524.22-02	Social Security-HI 1.45%	1,072	2,288	1,313	0	985	985
100-2406-524.23-01	Retirement-General	5,213	10,740	6,290	0	4,623	4,623
100-2406-524.30-02	Consultants	504	0	2,439	4,000	0	4,000
LEVEL	TEXT		TEXT AMT				
DEPT	SNOW AND ICE REMOVAL EXPENSES		4,000				
			4,000				
100-2406-524.30-04	Other	24,945-	0	19,277	30,000	0	30,000
LEVEL	TEXT		TEXT AMT				
DEPT	PROPERTY MAINTENANCE EXPENSES		30,000				
			30,000				
100-2406-524.30-31	Grass Removal	0	0	30,935	9,000	0	9,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	GRASS CUTTING EXPENSES		9,000				
			9,000				
100-2406-524.56-02	Conferences & Seminars	0	2,760	599	3,500	0	3,500
LEVEL	TEXT		TEXT AMT				
DEPT	2 EDUCODE SEMINAR		2,500				
	1 ABANDONED PROPERTY SEMINAR		1,000				
			3,500				
100-2406-524.57-01	Membership Dues	0	460	0	375	0	375
LEVEL	TEXT		TEXT AMT				
DEPT	5 AACE MEMBERSHIPS @ $75 EA		375				
			375				
100-2406-524.57-02	Training Schools	0	0	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	MATC INSPECTOR TRAINING X 2		1,000				
			1,000				
100-2406-524.58-01	Certification-Permits-Lic	0	420	0	300	0	300
LEVEL	TEXT		TEXT AMT				
DEPT	2 INSPECTORS W/ NEW CERTIFICATIONS AND TESTING		300				
			300				
*	Abandoned Properties	84,896	238,105	190,054	52,027	101,247	153,274
100-2407-524.11-01	Salary & Wages	26,392	20,145	9,755	0	19,573	19,573
100-2407-524.11-03	Holidays	0	0	148	0	0	0
100-2407-524.14-10	Car Allowance	1,536	1,350	0	0	0	0
100-2407-524.21-01	Health Insurance	0	0	610	0	3,938	3,938
100-2407-524.22-01	Social Secrty-OASDI 6.2%	1,658	1,249	568	0	913	913
100-2407-524.22-02	Social Security-HI 1.45%	388	292	133	0	213	213
100-2407-524.54-04	Public Relation Materials	0	250	0	0	0	0
100-2407-524.57-02	Training Schools	0	250	0	250	0	250
LEVEL	TEXT		TEXT AMT				
DEPT	NEIGHBORHOOD SERVICES LIAISON TRAINING		250				
			250				
*	Neighborhood Enhancement	29,974	23,536	11,214	250	24,637	24,887
**	Bldg Insp & Neighbrhd Svc	1,179,099	1,362,957	888,748	98,260	1,316,417	1,414,677

ORGANIZATIONAL CHART
BUILDING INSPECTION AND NEIGHBORHOOD SERVICES



CITY FUNDED FTEs: 13.90
OTHER FUNDING SOURCES FTEs: 1.85

Department	Director	Fund and Dept. Group
Department of Building Inspection and Neighborhood Services	Ed Lisinski	100-2401

Mission/Overview

To safeguard the public's health, welfare and life; and to promote property preservation by applying minimum adopted building and zoning regulations to the construction, maintenance and use of buildings and properties.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. Issuing Building Permits	Inspection	Number of days to review permits after full submittal	9.2 business days for all permits	5-6 business days residential and 8-10 business days commercial
2. Issuing Plumb./Electric Permits	Inspection	Percentage of permits issued within 24 hrs of submittal	99%	100%
3. Inspecting Buildings	Inspection	Percentage of inspections performed within 24 hrs of request when at full staff.	98%	99%
4. Close out old permits	Inspection	Reduce back log of permits that are more than 6 years old	500 by 8/15/19	2,867 as of 8/15/18
5. Demolish or rehab old dilapidated buildings	Inspection	Demolish or rehab old dilapidated buildings each year	4	5
6. Investigate complaints	Neighborhood Services	Percentage of complaints investigated within 24 hours of complaint filed.	99%	100%
7. Compliance time for complaints	Neighborhood Services	Number of days from an initial Notice is sent until compliance	Unknown	15
8. Number of complaints submitted	Neighborhood Services	Number of complaints filed each year (can be reduced by more proactive enforcement and better communication)	4,363 through July	<8,000 complaints
9. Taking properties to court for compliance	Neighborhood Services	Percentage of complaints that go to court (can be reduced by working with owners, better communication, and improved loan/grant programs)	8%	<10%
10. Inspect CBDG inspection area in a year	Neighborhood Services	Percentage of area that gets an initial inspection in the first year	12% done by end of June	100%
11. Process letters and correspondence from inspectors	Admin	Percentage of letters that get processed and mailed out within 24 hours.		100%
12. Upload permits into GIS system	Admin	Percentage that is uploaded within 24 hours of issuing permit		100%
13. Receive phone calls	Admin	Number of phone calls received (can be reduced through more information available online and on handouts)	323 avg.	<350 phone calls in a month

14. Provide information for citizens	Admin	Number of handouts and resource guides	0	Create 5 new handouts or informational resource guides
15. Provide information for citizens	Admin	Host resource fairs, open houses, listening sessions, or attend other public speaking events to raise our profile and improve our image.	3	Attend/host 5 events

Position Information

Title	Division	Number	Funding Source
Director	Administration	1	City of West Allis
BINS Office Supervisor	Administration	1	0.95 CWA/0.05 CDBG
Neighborhood Services Supervisor	Neighborhood Services	1	0.95 CWA/0.05 CDBG
Administrative Support Assistant	Administration	2.25	1.75 CWA/0.50 CDBG
Commercial Building Inspector	Building Inspection/Electrical Inspection/Plumbing Inspection	7	City of West Allis
Neighborhood Services Zoning Inspector	Neighborhood Services	1	City of West Allis
Neighborhood Services Inspector	Neighborhood Services	2	0.75 CWA/1.25 CDBG
Neighborhood Services Liaison	Abandoned Properties	0.5	City of West Allis

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Administrative Support Assistant	*Administration*	*Since 5/2/18*	*Reviewing applications*	*Fill position*
Neighborhood Services Zoning Inspector	*Neighborhood Services*	*Since 8/13/18*	*Looking to repurpose the position(see new initiatives section for more information)*	*Fill position as combined Zoning Inspector/Residential Building Inspector*

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Perform inspections of residential and commercial new construction, remodeling, demolition and occupancy to ensure compliance with issued permits, approved plans, municipal ordinances, state codes, adopted national codes and	*Building Inspection, Electrical Inspection, Plumbing Inspection*	*City of West Allis*	*Daily*	*None*	*No*	*Yes*

standards, and state statues relating to construction.						
2. Monitor and respond to phone calls, voice mail and email. Assist walk-in customers.	*Building Inspection, Electrical Inspection, Plumbing Inspection*	*City of West Allis*	*Daily*	*None*	*No*	*No*
3. Investigate complaints and referrals by inspection of public and private properties for compliance with building and zoning codes and with regards to building and property maintenance, and land or building use.	*Building Inspection, Electrical Inspection, Plumbing Inspection*	*City of West Allis*	*Daily*	*None*	*No*	*Yes and No*
4. Review construction plans for compliance with codes and ordinances as an official delegated agent of the State of Wisconsin.	*Building Inspection, Electrical Inspection, Plumbing Inspection*	*City of West Allis*	*Daily*	*None*	*No*	*Yes*
5. Issue correction notices, orders and/or citations of various types and severity. Process code violations through the Municipal and County court system, appear as a witness for the City and provide testimony at depositions, municipal and circuit court.	*Building Inspection, Electrical Inspection, Plumbing Inspection*	*City of West Allis*	*Daily*	*None*	*No*	*Yes*
6. Proactively inspect residential, commercial, and manufacturing properties for compliance to the City's Exterior Property Maintenance Code and Zoning Code.	*Neighborhood Services*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*
7. Inspect for snow and ice removal on city sidewalks in winter, tall grass in summer, and garbage complaints for commercial properties;	*Neighborhood Services*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*

inspect vacant properties regularly for compliance, contact and supervise contractor who performs removal of snow or grass cutting, issue citations for snow removal, verify amount of work done, and send invoices to property owners after completion.						
8. Maintain records of referrals and complaints.	*Neighborhood Services*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*Yes and No*
9. Research, inspect, and follow-through with complaints submitted to BINS.	*Neighborhood Services*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*
10. Issue correction notices, orders and/or citations of various types and severity. Process code violations through the Municipal and County court system, appear as a witness for the City and provide testimony at depositions, municipal and circuit court.	*Neighborhood Services*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*Yes and No*
11. Assist the public in person or on the phone by referring them to sources of information, giving out applications and forms and explaining how to complete them, restocking applications and handouts made available for the public, answering requests for factual information by consulting various available sources and explaining standard departmental policies and procedures.	*Administrative*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*

12. Data entry and issuing permits for building, commercial and residential HVAC, electrical, plumbing, mobile homes, and business occupancy permits as well as data entry for lighting plan and plumbing plan reviews.	*Administrative*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*Yes*
13. Type correspondence, make copies, enter recalls, and send out the next day recalls for inspectors, director and plan reviewer.	*Administrative*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*
14. Organize and maintain paper and electronic filing systems. Scan in correspondence, memorandums, permits, plans and documents.	*Administrative*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*
15. Process address changes, corrections and changes to applications/documents, upcoming, canceled and/or rescheduled appointments and notify the appropriate individuals/departments of all.	*Administrative*	*City of West Allis and CDBG*	*Daily*	*None*	*No*	*No*

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1.Created and expanded use of Let Us Help system for online complaints
2.Created online permit application and issuance program for HVAC replacement permits
3.Created and expanded use of online property owner registration program
4.Created online program for property file requests
5.Streamlined building permit application (paper form)
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)

1.Ins- Continue to explore and implement ways to provide online services including permits, payment, inspection requests, etc.
2.Ins- Improve image of department through improving customer service skills.
3.Ins- Provide more 1 or 2 hour time windows for inspections when possible.
4.Ins- Improve inspection skills in other specialties to provide more “one inspector” situations instead of sending in 3 inspectors for minor projects
5.Ins- Provide more pre-construction meetings on larger projects.
6. Ins- Improve applications to reduce submittal errors to speed up plan review and processing time.
7.NS- Ensure each complaint get an initial inspection within 24 hours.
8.NS- Revise code to allow for faster compliance with simple issues (parking on lawn, picking up garbage, etc.) or City will clean up.
9.NS- Revise code to speed up compliance at abandoned buildings for snow removal and grass cutting.
10.NS- Find contractor who can clean up snow and ice faster
11.NS- Improve BP Logix/Let Us Help system to reduce submittal errors.
12.Adm- Provide means of picking up/dropping off permits that is faster for applicants.
13.Adm- Work to develop more online services and features
14.Adm- Improve the website to provide better clarity and faster access to information for the public.
15.Adm- Reduce number of phone calls and visits to office each day
16.Adm- Reduce amount of time it takes to upload property file information so field staff has up to the minute information.

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. Improved building permit application (BINS, reduced delays in getting permits issued)	X	
2. Created online portal for applying, paying for and issuing residential HVAC permits (BINS and IT, reduced time to issue HVAC permits for residential properties and reduced staff time to input data from permits)		X
3. Created online property information request system (BINS and IT, reduced time to get information about a property out to an interested party, reduced staff time)		X
4. Expanded Let Us Help system for online complaints (BINS, IT, Health, DPW; reduced time to get complaints to proper inspector for their investigation)		X
5. Streamlined tall grass cutting system (BINS, rewrote ordinance to allow for shorter time frame for contractor to cut tall grass on private property, streamlined inspection process for initial and follow up complaints about tall grass)		X

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1.Online permits	BINS, IT	This is the single most service	Reduction of time to issue permits,

		delivery based impactful thing we can do in the department in 2019.	Reduction of time for staff to input permit data, Increased customer satisfaction, Reduction of errors in permit applications, Reduction of errors in permit fees,
2. Improving permit applications	BINS	This will reduce errors in applications which will speed up the time it takes to get a permit.	Reduction of time to get a permit, Reduction of staff time to call and get missing information, Improved customer service with easy to follow directions and guidelines on the permit application, more visually appealing and easier to follow applications.
3. Improving snow and ice removal process	BINS, Attorney, Finance	This will get snow and ice removed from public sidewalks quicker	Reduced time for compliance, Reduce time to have safe walkable sidewalks, Improved automatic billing to homeowners, Improved communication with contractor
4.Improving process for abandoned vehicles	BINS, Attorney, Police	This will get abandoned vehicles removed and towed away quicker	Reduced time for a vehicle to be removed after it is declared abandoned, Improved communication with Police and Attorneys, Improved neighborhoods, Improved property maintenance
5.Improve sign permit process	BINS, Development	The process is currently slow and confusing and sign	Reduce time to get sign permits, Automate the

		applications often get lost of misplaced	process better, reduce errors in the application or fees, provide more accurate inspections of signs, increase compliance with current sign code.

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Analysis of the license inspection process. Do we need to do a zoning inspection annually as a part of the license renewal? Is there a way to modify the process to allow for that inspection to occur in the summer when landscaping is installed as opposed to the spring when things are not fully grown yet?	Ed Lisinski/Dan Adamczyk

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☒Yes ☐ No
If no, describe plans to accomplish this in the next 3 years. All have completed Supervision and some are working on Management

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Trained 3 new property maintenance inspectors in their jobs
2. We were able to get 3 inspectors cross certified in electrical inspection and 3 others cross certified in plumbing inspection
3. We were able to send inspectors on 10 different intensive national code training sessions in addition to the many local code training sessions
4. Several are learning to use Surface Pros and improving computer skills with the new hardware
5. Sent my full staff to many CVMIC trainings, inspector training and refreshers with the Attorney's Office and many other non-mandatory trainings.

2019 Employee Development
• Several more inspectors will get cross certified in plumbing and electrical inspections
• I, and the other two supervisors, will continue our management training at CVMIC
• I would like to get at least 2 more people through the CVMIC pre-supervision classes
• I plan to send 3 inspectors to national training intensives
• Continue cross training and improving skills through local inspector organizations

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. It is currently reviewed periodically, but I will develop an internal policy on reviewing this at least bi-annually before the end of 2018.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. "Let Us Help" system has been developed to assist residents to file complaints quicker and easier and to get complaints routed to proper person immediately.	Time reduction to do an initial inspection of a complaint; reduction of data entry time	2-1, 3-5, 3-6, 3-7, 4-5, 5-1, 5-3, 5-5
2. BP Logix system has been created to speed up compliance with property maintenance complaints. Inspectors are held to due dates instead of relying on paper based system which did not notify inspectors when due dates came up.	Reduces time spend bouncing complaints around, Reduces time to get to code compliance	2-1, 3-5, 3-6, 3-7, 4-5, 5-1, 5-3, 5-5
3. Many complaints have been brought over from DPW to BINS to create a "one-stop-shop" for most property maintenance complaints in the city. This is great for coordination and eliminates confusion from residents.	Reduces time spend bouncing complaints around, Reduces time to get to code compliance	2-1, 3-5, 3-6, 3-7, 5-1, 5-2, 5-3, 5-5
4. In the past year, several talks and listening session have been done. BINS had a booth at the Homeowner Resource Fair, I did a talk at the Police Department's Quarterly Neighborhood Partnership Meeting, BINS staff did talks at two Neighborhood Association meetings, and I did	Number of public events, number of citizens reached at events	1-2, 1-3, 1-4, 2-2, 3-1, 3-3, 3-4, 3-5, 3-7, 4-4, 5-2, 5-3, 5-4

three talks at schools about BINS and what we do.		
5. A new code to apply to all homes built prior to June 1, 1980, has been written and is in the Attorney's Office waiting review. The code is based on the Uniform Building Code, which is a code developed by the Building Inspectors Association of Southeast Wisconsin. That code is used wholly or in part by almost every municipality in southeastern Wisconsin, so it keeps us consistent with other area municipalities.	Number of code violations, Improved customer service surveys	2-1

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Fully expand the Surface Pro computers to all field staff and train on their use.	Reduction of wasted time, speed of data delivery to inspectors, improved response time for issues.	4-5, 5-1
2. Continue to explore online permit formats either through BP Logix or through other software solutions.	Number of permits applied for online, Reduction of wasted time, speed of data delivery to inspectors, improved response time for issues.	2-1, 3-1, 3-5, 3-6, 4-4, 4-5, 5-1, 5-3, 5-5
3. Develop new and more useful customer feedback surveys.	Improved customer satisfaction, increased participation in surveys	1-3, 3-7, 4-4, 5-1
4. Continue giving talks and getting feedback from users as much as possible.	Number of public events, number of citizens reached at events	1-3, 3-1, 3-5, 3-7, 4-4, 5-15-3,
5.New code language is currently being worked on for: • Vehicle repairs in residential garages • Paving of commercial parking lots • Updating Home Occupancy requirements • Updating fee schedules • Speeding up compliance time for garbage removal • Revised Sign Code • And a total reconfiguration and reformatting of Chapter 13 (Building Code) to match other BINS code chapters.	Number of ordinances passed, Overall improvement of the city through better codes	2-1, 5-1

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019; include description, need for the

initiative, how it relates to the strategic plan, and what additional costs it may include.
1. New computer software is needed to manage building permits. This software should be able to do multiple types of permits and licenses and be used by multiple departments. West Allis is very much behind the other municipalities in the area in terms of having online permit options. This will benefit all of the 5 Strategic Goals and will help to create a virtual City Hall. The cost estimate for this project would be $350,000. This is not currently included in my budget for 2019. – *Request is being considered for funding in the capital improvement program*
2. The Neighborhood Services Liaison position is requested to become a full time position. This position is integral in keeping the snow and ice removed from sidewalks in the winter and tall grass and weeds removed in the summer, as well as providing a backup and assistance for the code inspection staff. If this position remains a 0.5 FTE position, it will put additional stress on the property maintenance staff, which means that their other work will not be done. This position is critical for Quality of Life and the Image of the City, as well as Excellence in Government. The cost estimate for this position would be approximately $50,000 per year. It is also possible to use CDBG funds to pay for the increase in this position, because it is mostly dealing with low to moderate income areas of the City. This is not currently included in my budget for 2019. – *Not included in Mayor's Recommended Budget.*
3. I would like to create a limited term, part time residential inspector position, or combine the Zoning Inspector position with a Residential Inspector position to create a split position. This position will take a lot of the stress off of the current inspection staff and help out to send one inspector into homes instead of two or three. This inspector would focus on replacements of water heaters, furnaces, air conditioners, plumbing fixtures, and similar type permits. This position could also be responsible for minor bathroom or kitchen remodeling projects which typically involve three inspectors. Currently, those permits take up a lot of my inspector's time, and my inspectors are currently being faced with historically high amounts of development and permits. This position will help to take these permits away from my regular staff so they can focus on providing the best possible service to these large projects. The position would be limited term for 2-3 years, until these larger projects are past us. In addition to this, the purpose for this position is for succession planning. I have two inspectors who could retire in the next 2-3 years and another two who could retire in the next 5-7 years. This position will help to get somebody in to the city to learn from staff before they are gone and to help to bridge the knowledge gap to the next generation. This will fit in with Excellence in Government and Quality of Life. The cost estimate for this position is $70,000 per year for a LTE or another $5K per year for combining the position with the Zoning Inspector. This is not currently included in my budget for 2019. – *Not included in the Mayor's Recommended budget.*
4. I would like to request additional funds to remodel the vault area of BINS with new lighting, ceiling, flooring, shelving, a counter with sink, a second means of egress into the Attorney's Office (also needed from the Attorney's Office side), and tables and chairs. This is needed because that area of the office is underutilized and very old and run down. The second exit is needed from both our office and the Attorney's Office in case of an active shooter or aggressive situation. This does not really play into the Strategic Goals for the city, but it will make a more pleasant work environment for the employees and a safer City Hall. I would estimate this work to be $10,000 or less depending on the amount of labor that can be done by DPW staff. This is currently not included in my budget for 2019. – *Not included in the Mayor's Recommended budget, a plan for City Hall remodeling will be part of the Capital Improvement Subcommittee for Facility Planning.*
5. Implement Vacant Property Registration Program based on the program in use in the City of Janesville. – Use of existing resources to implement this program.
6. Pilot Neighbors Helping Neighbors Program focused on building neighborhoods and compliance. $500 will be needed to implement this program.
7. Explore Rental Inspection pilot program. – Resources not needed unless implemented.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No
If yes, please note the details here: There is $100M in development that is planned for the near future. This will assist us to recoup more of our

administrative costs for the department and help to maintain our current level of services.

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☒Yes ☐ No
If yes, please note the details here: The Zoning Inspector position will be refilled. I would assume this will be done at a lower pay rate than the previous Zoning Inspector was making. The Zoning Inspector was making about 115% of the salary range, and the new inspector could start as low as 87.5%.

City of West Allis
Planning/Community Development
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 274,014	$ 299,298	$ 349,590	$ 349,590	$ 218,127	$ 350,281	$ -	$ 350,281	$ 691	
Provisionals/Part-Time	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ 10,000	$ 10,000	
Misc Other Pay	$ 548	$ 462	$ 800	$ 800	$ 52	$ 700	$ -	$ 700	$ (100)	
Overtime	$ 201	$ 7,132	$ 750	$ 750	$ 9,731	$ 1,000	$ -	$ 1,000	$ 250	
Payroll Taxes	$ 20,723	$ 22,740	$ 26,422	$ 26,422	$ 16,871	$ 27,193	$ -	$ 27,193	$ 771	
Pension	$ 21,880	$ 19,698	$ 22,988	$ 22,988	$ 15,165	$ 23,009	$ -	$ 23,009	$ 21	
Health Insurance	$ 38,889	$ 42,486	$ 60,839	$ 60,839	$ 38,310	$ 58,556	$ -	$ 58,556	$ (2,283)	
Dental Insurance	$ 2,945	$ 3,052	$ 3,753	$ 3,753	$ 2,375	$ 4,990	$ -	$ 4,990	$ 1,237	
Life Insurance	$ 529	$ 699	$ 926	$ 926	$ 776	$ 629	$ -	$ 629	$ (297)	
Professional Services	$ 10,080	$ 10,468	$ 1,500	$ 1,500	$ 2,474	$ 1,500	$ -	$ 1,500	$ -	
Maintenance Contracts	$ 689	$ 655	$ 1,000	$ 1,000	$ 572	$ 1,100	$ -	$ 1,100	$ 100	
Utilities	$ -	$ -	$ 200	$ 200	$ -	$ 600	$ -	$ 600	$ 400	
Repair & Maintenance	$ -	$ -	$ -	$ -	$ -	$ 250	$ -	$ 250	$ 250	
Supplies	$ 2,287	$ 1,528	$ 2,975	$ 2,975	$ 1,339	$ 3,075	$ -	$ 3,075	$ 100	
Books & Periodicals	$ 97	$ 679	$ -	$ -	$ 150	$ 150	$ -	$ 150	$ 150	
Advertising	$ 1,765	$ 140	$ 1,750	$ 1,750	$ 399	$ 1,800	$ -	$ 1,800	$ 50	
Printing	$ 6	$ -	$ 520	$ 520	$ -	$ 20	$ -	$ 20	$ (500)	
Training & Travel	$ 8,054	$ 11,712	$ 14,695	$ 14,695	$ 9,015	$ 14,875	$ -	$ 14,875	$ 180	
Capital Items	$ 4,067	$ -	$ 1,500	$ 1,500	$ 1,873	$ 1,550	$ -	$ 1,550	$ 50	
TOTAL EXPENDITURES	$ 386,774	$ 420,750	$ 490,208	$ 490,208	$ 317,229	$ 501,278	$ -	$ 501,278	$ 11,070	2.26%

2019 BUDGET NOTES:

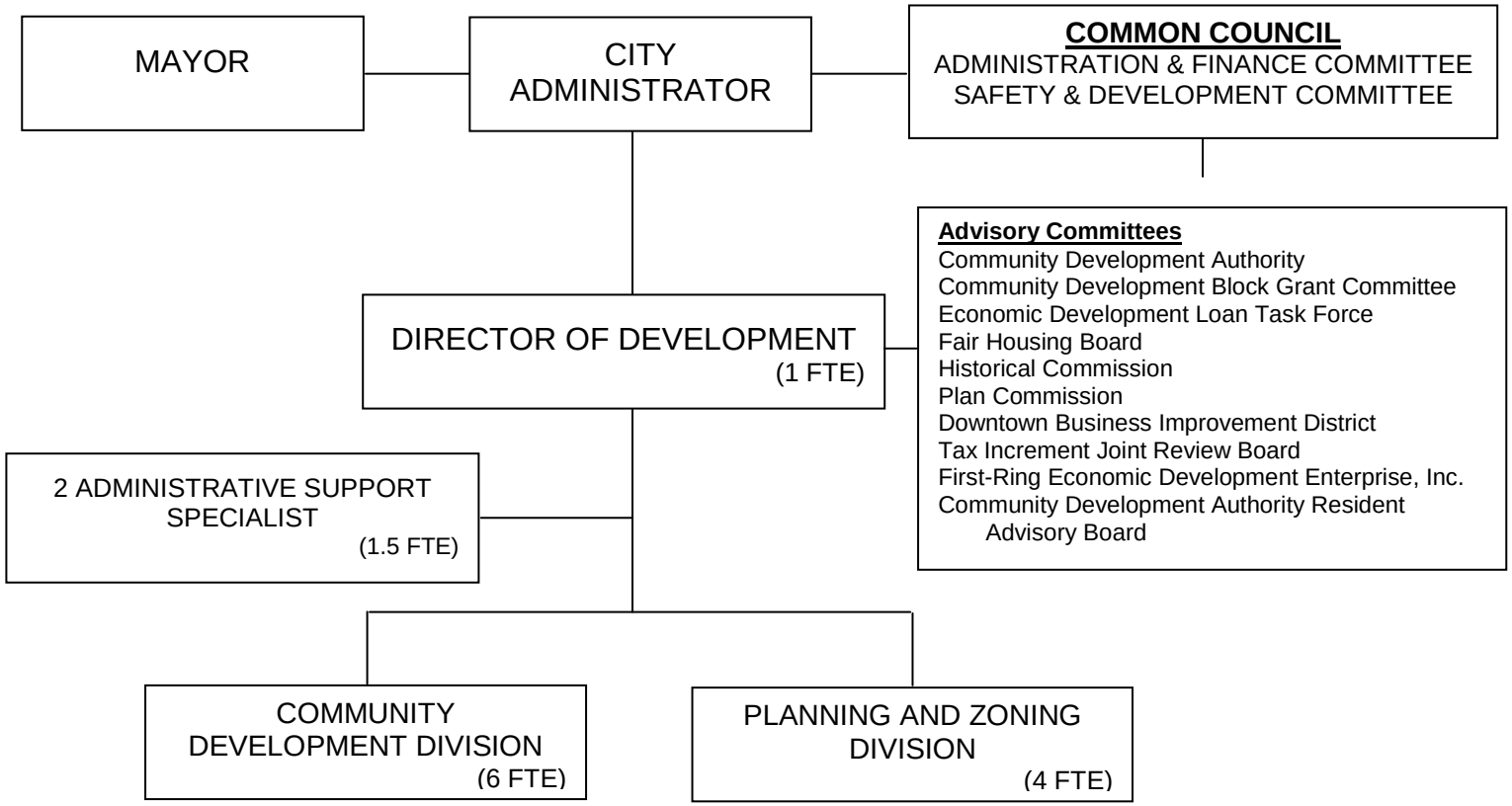
Budget request includes an increase in hours for 2 part-time administrative postions (0.5 to 0.75 FTE).
Intern wages were reclassifed out of "Salaries" expense to "Provisionals/Part-time".

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Planning							
100-2301-523.11-01	Salary & Wages	229,613	349,590	176,504	0	350,281	350,281
LEVEL	TEXT		TEXT AMT				
DEPT	DIRECTOR OF DEVELOPMENT - 31%						
	ADMIN SUPPORT SPECIALIST (GJ) (3/4 TIME) - 47%						
	MANAGER PLANNING & ZONING (SS)- 100%						
	PLANNER (JG) - 100%						
	PLANNER (KB) - 100%						
	ADMIN SUPPORT SPECIALIST (BB) (3/4 TIME) - 27%						
	COMMUNITY DEVELOPMENT MANAGER (PS)-16%						
	COMMUNITY & ECONOMIC DEVELOPMENT COORD (SM) - 62%						
	ADMINISTRATIVE SUPPORT SPECIALIST (AM) - 2%						
	TOTAL FTE = 4.85						
100-2301-523.11-02	Vacation	35,062	0	25,594	0	0	0
100-2301-523.11-03	Holidays	18,021	0	10,440	0	0	0
100-2301-523.11-04	Sick Leave	7,948	0	5,387	0	0	0
100-2301-523.11-06	Funeral Leave	383	0	129	0	0	0
100-2301-523.11-12	Comp Time Used	8,272	0	74	0	0	0
100-2301-523.12-01	Prov. Salary & Wages	0	0	0	0	10,000	10,000
100-2301-523.13-01	Overtime Pay	7,132	750	9,731	0	1,000	1,000
100-2301-523.14-10	Car Allowance	462	800	52	700	0	700
100-2301-523.21-01	Health Insurance	42,486	60,839	38,310	0	58,556	58,556
100-2301-523.21-04	Life Insurance	699	926	776	0	629	629
100-2301-523.21-07	Dental Insurance	3,052	3,753	2,375	0	4,990	4,990
100-2301-523.22-01	Social Secrty-OASDI 6.2%	18,414	21,414	13,142	0	22,039	22,039
100-2301-523.22-02	Social Security-HI 1.45%	4,325	5,008	3,729	0	5,154	5,154
100-2301-523.23-01	Retirement-General	19,698	22,988	15,164	0	23,009	23,009
100-2301-523.30-02	Consultants	7,200	1,500	2,003	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	SCANNING OF PLAN FILES		1,500				
			1,500				
100-2301-523.30-04	Other	96	0	0	0	0	0
100-2301-523.32-04	Other	655	1,000	591	1,100	0	1,100
LEVEL	TEXT		TEXT AMT				
DEPT	KIP 7100 WIDE FORMAT		500				
	COMPUTER SOFTWARE		600				
			1,100				
100-2301-523.41-06	Telephone	0	200	0	600	0	600
LEVEL	TEXT		TEXT AMT				
DEPT	CELLULAR SERVICE/IPAD SERVICE						
100-2301-523.44-01	Office Furniture & Equip	0	0	0	250	0	250
100-2301-523.51-01	Postage	612	875	453	875	0	875

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	PLAN COMMISSION		250				
	COMMITTEES / PUBLIC		250				
	BUSINESS / DEVELOPERS		300				
	GENERAL PUBLIC		75				
			875				
100-2301-523.51-02	Office Supplies	546	1,850	861	1,950	0	1,950
LEVEL	TEXT		TEXT AMT				
DEPT	ACCOUNTING PADS, FORMS		500				
	PENS, PENCILS, PAPER		100				
	GENERAL OFFICE SUPPLIES		450				
	PRINTER SUPPLIES AND PAPER		200				
	COMPUTER SUPPLIES		700				
			1,950				
100-2301-523.51-04	Food/Provisions	370	250	460	250	0	250
100-2301-523.52-01	Subscriptions	611	0	150	150	0	150
100-2301-523.52-02	Other	69	0	0	0	0	0
100-2301-523.54-01	Classified Ads	0	0	0	50	0	50
100-2301-523.54-02	Notices	140	1,750	399	1,750	0	1,750
LEVEL	TEXT		TEXT AMT				
DEPT	PUBLIC HEARING NOTICES		1,750				
			1,750				
100-2301-523.55-01	In-house (Print Shop)	0	500	0	0	0	0
100-2301-523.55-02	Out-sourced	0	20	0	20	0	20
100-2301-523.56-01	Local Business Meetings	676	700	282	700	0	700
LEVEL	TEXT		TEXT AMT				
DEPT	WIS. PLANNING ASSOCIATION		700				
	NDC/ULI CONFERENCE						
			700				
100-2301-523.56-02	Conferences & Seminars	8,716	10,020	8,693	10,200	0	10,200
LEVEL	TEXT		TEXT AMT				
DEPT	APA NATIONAL CONFERENCE		7,200				
	CNU NATIONAL CONFERENCE		2,000				
	WEBINAR/SOCIAL MEDIA CONFERENCE		500				
	COMPLETE STREETS CONFERENCE		500				
			10,200				
100-2301-523.57-01	Membership Dues	2,095	2,075	40	2,075	0	2,075
LEVEL	TEXT		TEXT AMT				

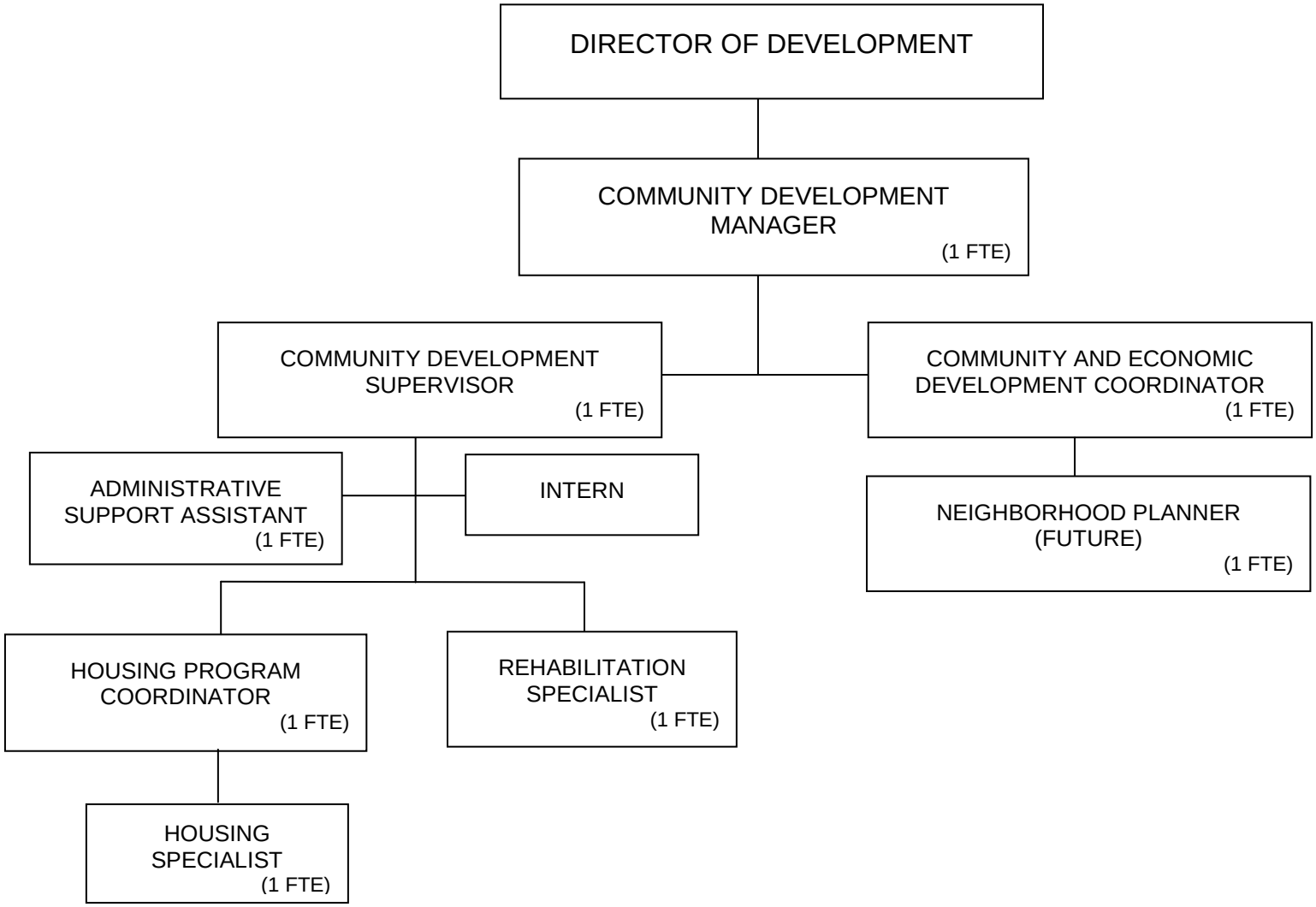
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	WI BIKE FEDERATION		100				
	APA-PLANNING		1,250				
	CNU (CONGRESS FOR NEW URBANISM)		125				
	WI ASSOC HISTORIC PRESERV (WAHPC)		50				
	HISTORICAL SOCIETY MEMBERSHIP		50				
	STRONG TOWNS						
	ARTS WISC ORG		500				
			2,075				
100-2301-523.57-02	Registration Fees	225	1,900	0	1,900	0	1,900
LEVEL	TEXT		TEXT AMT				
DEPT	PLANNING COURSE		600				
	AICP CERTIFICATION		600				
	WISCONSIN PLANNING ASSOC		100				
	NDC/ULI		600				
			1,900				
100-2301-523.70-01	Furniture & Fixtures	0	1,500	1,873	1,550	0	1,550
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICE FURNITURE		750				
	2 PLAN REVIEW MONITORS/COMPUTER		500				
	TASK LIGHTING		300				
			1,550				
*	Gen Administration	417,578	490,208	317,212	25,620	475,658	501,278
100-2302-563.37-01	Organizational Grants	0	0	471	0	0	0
100-2302-563.37-02	FOCUS Grants	3,172	0	0	0	0	0
*	Neighbrhd Small Grnt Prog	3,172	0	471	0	0	0
**	Planning	420,750	490,208	317,683	25,620	475,658	501,278

ORGANIZATIONAL CHART
DEVELOPMENT



CITY FUNDED FTEs: 3.16
OTHER FUNDING SOURCES FTEs: 10.79

ORGANIZATIONAL CHART
COMMUNITY DEVELOPMENT



NOTE: Other personnel working in support of the Community Development Division are not included in this chart, however are funded by the Community Development Division (e.g., Accounting Specialist, Finance Department: 0.95).

ORGANIZATIONAL CHART
PLANNING AND ZONING

Department	Director	Fund and Dept. Group
Development (includes Planning and Community Development)	John F. Stibal	100 and 220

Mission/Overview

Development: It is the mission of the Development Department to advance redevelopment and leverage private investment with a special focus on improving the image of the City while supporting a vibrant business community, building strong neighborhoods with access to diverse goods and services, and implementing the City's strategic vision through effective long and short range planning that creates an enhanced living and work environment for the residents and business of the City of West Allis.

Planning: Provide professional planning assistance to the City of West Allis, the general public, developers, and other governmental bodies and implementing the City's strategic vision through effective long and short range planning that creates an enhanced living and work environment for the residents and businesses of the City of West Allis.

Community Development: Effectively employ Community Development Block Grant (CDBG) and housing funds to assist low-moderate income and elderly residents of the City of West Allis through programs and projects that improve livability, quality of life, safety and environment of our family neighborhoods.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	2018 Current State	FY 2019 Goal
Example: Media Relations/Tourism and Marketing/Community Relations		***Number of Successful Tourism Related Events Held***	***0***	***4-5***
1. Develop and implement the City's vision guided by the Strategic Plan relative to redevelopment and community development	**Development**	**Measure:** Facilitate the development of the Six Points Farmers Market Redevelopment area, 84th and Greenfield Redevelopment Area, 68th and Mitchell site, former Teledyne site and S. 70th St. Office Corridor projects, etc. ***KPI:*** *3 development agreements drafted*	**3**	**3**
2. Attraction of new businesses and investors by preparing sites for development and forming alternative financial strategies such as tax increment financing, developer grants, or use of New Market Tax Credits, Housing Historic Tax Credits and Opportunity Zone financing incentive	**Development**	**Measure:** Attract or retain commercial businesses within commercial nodes throughout West Allis (i.e. Six Points, National Avenue Commercial Corridor, Downtown West Allis, Burnham commercial districts and Census Tract 10001 Opportunity Zone ***KPI****: # New or retained Businesses*	**5**	**6**
3. Grow the City's tax base	**Development**	**Measure:** Work to develop a long-term vision for S. 70th Street and other potential redevelopment opportunities ***KPI:*** *Dollar value of Building Permits issued*	**$57 MM**	**$45 MM**
4. Help promote the positive business environment of West Allis through marketing efforts	**Development**	**Measure:** Actively pursue federal, state, and local grants to assist development, expand improvements, and grow the art/food movement, and programs to support historic preservation	**5**	**5**

		KPI: *Number of events*		
5. Manage the City's 16 Tax Incremental Districts	Development	**Measure:** Maintain creative and fiscally sound financing strategies for development ***KPI:*** *Closed or create a new TIF*	**1**	**1**
1. Provide information to the public about land uses, processes and allowable uses and zoning	**Planning**	Promote quality of life and sound land uses through adoption of a new zoning code. **Measure:** Develop a scope of services toward hiring a consultant to work with staff on preparing a zoning ordinance update ***KPI:*** *Draft Scope of Services*	**1**	**1**
2. Zoning administration and site, landscaping and architectural reviews: a. Business occupancy permit zoning review b. Complete site, landscaping, and architectural plan reviews as part of the building permit process, site changes or changes in use. c. Draft and present special use resolutions, zoning ordinances and zoning map changes to the Plan Commission and Common Council	**Planning**	**Measure**: Provide written technical review staff recommendations to applicants ***KPI:*** *Number technical review meetings* ***KPI:*** *Number of planning calls for technical assistance* **Measure**: Feedback within 30 days of planning application submittal and written Plan Commission decisions within 60 days of filing of the application. ***KPI:*** *Number of surveys returned*	**6** **1,968** **N/A**	**10** **3,500** **60**
3. Management and implementation of the Comprehensive Plan, Zoning Ordinance, and the neighborhood revitalization initiatives adopted by the City's Common Council	**Planning**	Engage our public in Planning and Zoning decisions and initiatives. Maintain monthly updates to the City Planning Divisions portion of the website (public hearing notices, planning initiatives and public informational meetings). Measure 1: Conduct at least two public informational meetings. **KPI:** *Number of public information meetings* **KPI:** *Number of Plan Commission meetings*	**3** **6**	**2** **11**
4. Preserve and enhance developed neighborhoods through the neighborhood planning process	**Planning**	**Measure:** Draft and adopt a Complete Streets Policy to be integrated into the Capital Improvements process ***KPI:*** *Plan Drafted/Approved*	**1**	**1**
5. Guide long range community planning initiatives that improve the quality of life within the City	**Planning**	**Measure:** Maintain effective administration of the zoning code. Integrate BP Logix into the Planning process. Utilize LEAN operation techniques to improve quality of submitted applications with the creation of specific instructions for the most common use applications (day cares, restaurants, auto repair, etc.) and a model set of plans (site, landscaping, screening architectural and CSM) to streamline the review process. ***KPI:*** *Integrate Legistar into the Planning process* ***KPI:*** *Draft user guides for common uses in the City*	**1** **0**	**N/A** **2**

6. Provide staff support to the Plan Commission, Safety and Development Committee, Community Development Authority of the City of West Allis, Historical Commission and Downtown West Allis Business Improvement District	**Planning**	Measure: Conduct weekly Departmental staff meetings, attend bi-weekly Mayoral Department Head meetings and Administrative Task Force meetings as required. At the request of the Mayor and/or Alderpersons, conduct Public Informational Meetings to engage residents in planning and zoning decisions. ***KPI***: *Timely completion of staff reports and presentation.*	**25**	**50**
1. Managing federal and state grants	**Community Development**	**Measure:** Maintain a "Good" rating standard determined by HUD through an Annual Community Assessment with a good rating and that the City of West Allis has the capacity to continue implementing and administering the City's CDBG Consolidated Plan program activities in accordance with the applicable statutory requirements. **KPI:** *Maintain a "Standard High Performing" HUD rating assessment of all programs*	**Standard High Performing**	**Standard High Performing**
2. Promoting neighborhood commercial development through economic development loans and commercial façade grants and other available resources	**Community Development**	***Measure:*** Number of businesses contacted for retention, expansion, or attraction to the City ***KPI:*** *Number of businesses contacted* ***KPI:*** *Amount of private funds leveraged as investment in the community* **Measure:** Increased employment opportunities for low to moderate income individuals ***KPI****: Increase the number employment opportunities*	**30** **$6.6 MM** **25**	**45** **$1 MM** **25**
3. Assisting low income individuals with housing assistance	**Community Development**	**Measure:** Effective administration of housing voucher programs ***KPI:*** *Number of units assisted/ average per month* ***KPI:*** *Amount of housing assistance payments*	**530** **$2.01 MM**	**530** **$3.2 MM**

4. Allocation of funding and management of community projects. Provide access to available services to eliminate homelessness	**Community Development**	**Measure**: Provide services for low income individuals through effective allocation of federal funds to nearly 30 programs. ***KPI:*** *Meeting the federal timeliness ratio of 1.5X the award for the fiscal year*	**1.14**	**<1.5X**

Position Information

Title	Division	Number	Funding Source
Director	Administration	1	City
Administrative Support Assistance	Administration	2	City, CDBG, TIF, FIRE
City Planner	Planning	1	City
Senior Planner	Planning	1	City, TIF
Planner	Planning	1	City
Intern	Planning	1	City
Community Development Manager	Community Development	1	City, CDBG, TIF, FIRE
Community and Economic Development Coordinator	Community Development	1	City, CDBG, TIF, FIRE
Community Development Supervisor	Community Development	1	Section 8, HOME, CDBG, Beloit Road
Housing Specialist	Community Development	1	Section 8
Administrative Support Assistant	Community Development	1	Section 8, City, CDBG
Housing Rehabilitation Specialist	Community Development	1	Section 8

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*

Services Provided (List Top 5 per Department/Division)

Service		*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1.Development and implement the City's vision as approved by the CDA and Common Council that promotes growth and redevelopment	**Redevelopment**	City, TIF,FIRE CDBG,	35%	*N/A*	*N/A*	*No*
2. Attraction of new businesses and investors by preparing sites for development and forming alternative financial strategies	**Redevelopment**	City, TIF, CDBG, FIRE, other resources	*20%*			
3. Manage and implement the City's 16 Tax Increment Districts.	**Redevelopment**	City, TIF	*15%*			
4. Promote City positive business environment.	**Redevelopment**	TIF, Federal or State grants	*10%*			
5. Implementation of programs and tool for	**Redevelopment**	TIF, CITY, FIRE, CDBG	*10%*			

sustaining and expanding the commercial and industrial base of the community that result in leveraged investment and new employment opportunities.						
6. Promote the City throughout the region.	**Redevelopment**	City, FIRE	*10%*			
1. Work to improve the image of West Allis by effectively conducting site, landscaping, and architectural review of projects and within a timely manner	**Planning**	City	*60%*			
2. Guide future growth of the City to update the zoning ordinance in alignment with the City's strategic goals and aligned with the City's Master Plan.	**Planning**	City	*10%*			
3. Promote sustainable and vibrant neighborhoods for residents and businesses of the City through effective long and short term planning	**Planning**	City	*10%*			
4. Incorporate principles of Complete Streets into improvement projects to increase walkability and connectivity between neighborhoods, amenities, and goods and services. Management of special projects and adopted by the Common Council.	**Planning**	City	*10%*			
5. Efficient administration of zoning code and procedures to improve service delivery.	**Planning**	City	*10%*			
1. Administration of the CDBG, Section 8, HOME, EPA, and other state and federal programs	**Community Development Division**	CDBG. Section 8, Home, EPA, etc.	*30%*			
2. Work to assist individuals exploring to open a new business or providing technical assistance to existing and growing businesses	**Community Development Division**	City, CDBG, TIF, FIRE	*30%*			
3. Provide technical	**Community**	CDBG	*10%*			

assistance to subrecipients and City departments. Promotion and investment of CDBG funds that foster job creation	**Development Division**					
4. Enhance the role of citizens and businesses in guiding the revitalization of their neighborhoods thru involvement in neighborhood organizations	**Community Development Division**	City	*10%*			
5. Effective administration of the City's affordable housing programs	**Community Development Division**	Section 8, HOME, Beloit Road Senior Housing, CDBG	*20%*			I

SERVICE DELIVERY

Example: Implemented Performance Management Program.

2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)

1. Utilized Ehlers to prepare TIF Plan and creation of materials, meetings agendas, and schedule for an expedited approval of TIF #16.
2. Amended CDBG Housing Rehabilitation Grant Program to provide a broader service area
3. In collaboration with Finance, purchased new economic development loan software for portfolio management.
4. Worked with Communications Department on events and business openings as well as incorporating business articles into the City Newsletter replacing the Business First insert.
5. Obtained the services of Phoenix Financial Advisors to work with business prospects looking to grow within the City, to prepare materials necessary to obtain public or private financing.

2019 Service Delivery Improvements (*Min. 5 per division*)

REDEVELOPMENT:

1. Improved template of Purchase and Sale Agreements
2. Implement Project Tracking management
3. Improve available property:buildings & spaces listing.
4. Development prospect tracking system
5. Incorporate City Branding efforts into economic development marketing

PLANNING:

1. Implement Project Tracking management
2. Online permitting and online payment
3. Zoning Ordinance updated
4. Staff trained, engaged and provided professional development opportunities
5. Plan Commission training

COMMUNITY DEVELOPMENT:

1. Implement Project Tracking management
2. To be at a fully staffed level to provide high level of services
3. Reacquire a service to provide a database portal on the City's website that provides a list of available properties and spaces for lease
4. Improved CDBG processes following staff training
5. Fillable PDFs for Community Development Programs
6. Develop a communication method or information for Neighborhood Associations

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	*X*	
1. Staff Participated in Lean Management Training: Champion – John Stibal; Green Belt Training - Gale Jender, Luke Radomski and Patrick Schloss; White Belt Training – Barb Burkee and Mel Hoppe	X	
2. Beloit Road Work Order Review and use of Public Works (Luke and Patrick)	X	
3. TIF/Zoning Schedule of Approvals		X
4. Tracking customer calls and walk-ins	X	
5. Improving quality of planning applications project	X	

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Review of calls and walk-ins	Development	Clients receiving information	# of people served
2. Expanded Use of Portfol-loan management software	Community Development/Finance	Business friendly/Good Government	Improve billing and portfolio reports to reduce time to complete by 2%
3. Review CDBG Process	Community Development/Finance	Quicker use of CDBG funds, subrecipient ease of communication and reporting	Improve schedule, process, transferable knowledge of complex program
4. Review of Beloit Road –Grounds Maintenance	Community Development/Finance	Reduce Beloit Road Maintenance	Reduce costs by $25,000 per year
5. Electronically integrated Planning application	Planning	Expedited process	Reduce time to process by an estimated 1 hour per application.

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Collaborate with other departments on City information released	Patrick Schloss
2. Review of the building permit process (i.e. UL stickers)	Patrick Schloss
3. Expedite the bidding process for the construction of new homes	Robb Ahlm
4. Review of building and occupancy permit processes that affect the Planning process	Steve Schaer

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

If no, describe plans to accomplish this in the next 3 years. Luke Radomski will schedule and complete training 2018-2019

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Mel Hoppe completed Housing Specialist certification
2. Luke Radomski attended Federal Financial Management course

3. John Stibal completed Team Building and Champion training. Patrick Schloss, Luke Radomski, and Gale Jender completed Green Management training. Barb Burkee, Mel Hoppe and Steve participated in White Belt Training.
4. Hired new planning staff
5. Reorganized and promoted two team members to leadership positions
2019 Employee Development
1. Amy Moreno - IDIS Training for CDBG program, White Belt Training
2. Luke Radomski - Complete supervisor training
3. Plan Commissioner training
4. Mel Hoppe - complete Housing Quality Standard certification
5. Encourage AICP certification for new staff

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. Planning Technical Review process provides for continuous review and updating of the planning processes. Weekly staff meetings provides for interdisciplinary review of how different initiatives are to be handled.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan

Activity	Measurement/KPI	Strategic Action #
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Formalize a clear image through marketing and brand development process	- FIRE provided a $100,000 FIRE Grant to the City for marketing and branding purposes - Planning is encouraging outdoor dining as a means of enhancing our City's image and quality of life. Examples of recent special use reviews involving outdoor dining and extension of premise include: Kegels, Natty Oaks, Ka-Bob's, Blaze Pizza, The West/Mandel (kiosk & bistro), Fourth-n-Long, Hu-Hot and Cousin's - Promoted Eat West Allis.com in presentations and packets - Worked with Communications on developing a new proposal packet for business presentations and proposals	1-1
2. Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations	- Started a $7 million Small Business Loan Pool in conjunction with Tri-City Bank utilizing New Market Tax Credits - Received a $35 million allocation in 2017/2018 New Market Tax Credits (1 of only a dozen entities in the entire country to receive five consecutive annual allocations of New Market Tax Credits. Since 2009 FIRE has received over a **quarter billion dollars** ($273,000,000) in New Market Tax Credits - FIRE has earned in unrestricted reserves (Profits) as of the end of 2017, a total of about $12 million. In 2018, FIRE is currently estimating to receive $1.1 million and in 2019 is currently estimating to receive $3.7 million. FIRE is projecting an additional $15,000,000 in unrestricted reserves by 2028 - FIRE provided a $10,000,000 NMTC allocation to Tramont Manufacturing, 3710 N. Humboldt Blvd., Milwaukee to finance a working capital loan	1-2

	- FIRE provided a $10,000,000 NMTC allocation to the Mandel development for the construction of the Aurora Medical Clinic. FIRE also invested $150,000 and is a 49% minority owner of the equity position in the property - FIRE is in the process of committing the current balance of $40,000,000 New Market Tax Credits - FIRE submitted an application for a 2018/2019 allocation of NMTCs - Two FIRE financed projects in 2017-2018 were named as Top Projects in the Milwaukee Metropolitan area by the Daily Reporter and CARW	
3. Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals	- Planning division gave presentations to Engineering class at West Allis Central High School - Housing Workshop. Supported Food Truck Event with TIF	1-3
4. Coordinate communication of housing development and improvement goals, priorities and opportunities across citizen demographic groups and markets	- Ogden Development - fully executed a Purchase and Sale and Development Agreement for a 203 high-end apartment complex valued at $42,000,000. The CDA provided a $5,000,000 tax and financing districts-supported General Obligation Bond to the development - Completed the BID process for the construction of two single-family homes- utilizing HOME funds – currently under construction	1-4
5. Create a Farmers Market marketing plan that expands the market's role as a city-wide and regional destination	- FIRE provided a $10,000,000 NMTC allocation to Kroger for their Pick n Save Commissary in Kenosha facility expansion project. Kroger made a $50,000 contribution to the West Allis Community Improvement Foundation to benefit the Farmers Market - Assisted the New Event – Christmas Market at the Farmers Market	1-5
6. Develop a city-wide residential and commercial streetscape, and signage	- FIRE has committed to providing a $10,000,000 NMTC allocation to Cobalt Partners for the 1st phase of the $89 million South 70th Street Office Corridor Redevelopment project - *Mandel/Six Points* - This redevelopment project was one of the most involved and collaborative design initiatives to date. Given the size and scope of this project, Planning requested to hold routine design meetings with Mandel and Zimmerman design group both at City Hall, on site and at Zimmerman's architectural studio. The result will be stunning and transformative for the City and surrounding neighborhood - *Tourist homes* (like Airbnb) - Collaborative discussions with Alderpersons and other City departments regarding a community policy for Airbnb uses	1-6
7. Increase entertainment and specialty retail opportunities city-wide to deepen block-level commitment to commercial corridor connections as destinations	- *Aurora Medical Clinic* - 30,000 ft.² medical office valued at over $10,000,000. FIRE provided $7.8 million New Market Tax Credits (NMTC) allocation and for the first time became an investor in the project with a 48% equity position - FIRE provided $6,700,000 from profits to the CDA to assist in the financing of the Mandel Apartment Development (The West). With these financial resources the CDA is undertaking a $2.7 million environmental capping & services contract and is also providing a $1.5 million CDA Loan and a $2.5 Participating	1-7

	Loan to the development. FIRE also took a $200,000 investment position in the property - FIRE acquired one building in the National Avenue corridor in anticipation of future City redevelopment - FIRE financed the acquisition, demolition, and awarded the construction contract for the nearly $350,000 92nd and National Ave., Plaza project - Loans to the following: a. *Antigua Latin Restaurant* - $50,000 business loan – assisted a local growing business *b. Antigua Latin Restaurant* - $8,500 code compliance forgivable loan - add public restrooms at a new location *c. Public Table Restaurant* - $50,000 - new gastropub at 5835 W. National Ave. Opening in August 2018 *d. Peanut Butter Jelly Deli* - $50,000 - business opened in February - National Ave. 92 – 93rd St. Residential Redevelopment initiative – acquisition (1 of 4 completed), demolition and new construction - Created a National Ave. Corridor Restaurant, Business Attraction and, Storefront / Façade inancing programs - Marketing the vacant 6771 W. National Ave. for an office reuse – developed conceptual renderings for the space to help prospective users capture the vision - Working with Father Gene Help Center to improve their façade	
8. Promote city-wide businesses across sectors by creating a city-wide marketing plan that connects them to the City's renowned walking and biking paths and trails	- *Bike Rack Program* - continued to provide Bike Racks to interested projects. Planning has worked with local businesses on offering the branded "West Allis" bike racks - Bublr Bikes were installed and in operation. This is essentially a regional transportation amenity within Milwaukee County. Bublr sought West Allis for potential new stations. Local match was coordinated through FIRE, and 8 stations were installed in November 2017. In addition to West Allis, Milwaukee, Wauwatosa and Shorewood have stations which provide the existing Bublr network - Worked with over 75 businesses seeking technical and economic assistance. Prepared over 12 packets on spaces and sites for prospective businesses - CDA financed 2018 food trucks at the Farmers Market - Promoted the City at the Governor's Conference on Minority Business Development, WWBIC Annual Luncheon, and Wisconsin Deal Making Conference by International Council of Shopping Centers - Working on hosting a Fall West Allis Real Estate Showcase with CARW	1-9
9. Expand opportunities for Seniors through external collaborations	- City's first off-street walking trail at Klentz Park	1-10
10. Elevate image through planning and architecture	- Planning services include processed and reviewed over 175 applications, organized/attended 11 technical review meetings, 11 Plan Commission meetings, 4 neighborhood meetings and provided staff support for 22 Common Council meetings: - *Advance two new neighborhood revitalization opportunities* - *Mandel Apartments* - 177 high-end apartments - $40,000,000: Purchase and Sale Agreements executed, which included a $2,700,000 CDA Service Agreement, a $1,500,000 CDA Loan and a $2,500,000 CDA Participating Loan and if property taxes are being created, the potential of receiving somewhere around	1-11

	$700,000 per year for the next 20 years. Construction completion is projected to be around late 2019 or early 2020 - Planning services processed and reviewed over 250 applications, organized/attended 11 technical review meetings, 11 Plan Commission meetings, 4 neighborhood meetings and provided staff support for 22 Common Council meetings - *Former Kmart* - Initial drama, but resulting in a dramatic site, landscaping and architectural façade improvement. The initial prototype proposal, if it would have been accepted, would have introduced a semi-truck loading dock on one of the most vital and visible urban intersections within the City (S. 70 St. and W. Greenfield Ave.). City Planning recommended denial at Plan Commission. While initially perceived as a negative by Ramco-Gershenson (property owner/applicant), as time was of the essence to conduct tenant improvements for Hobby Lobby, Planning staff successfully negotiated the applicant to arrive at a mutually acceptable plan. The plan was approved at Plan Commission and consists of enclosing the loading dock within the existing building envelope, adding a landscaping plaza along S. 70 St. and W. Greenfield Ave., installing public art feature along W. Greenfield Ave. adding decorative exterior lighting, and façade improvements including windows to avoid blank wall spaces. The construction work is underway and will improve the overall look for the former Kmart space as well as complement the S. 70 St. and W. Greenfield Ave. corridor - Marketing the vacant 6771 W. National Ave. for an office reuse – developed conceptual renderings for the space to help prospective users capture the vision	
11. Create and implement a city-wide commercial and residential code compliance program that includes city-wide beautification improvements, site, landscaping and infrastructure improvements	- Planning services processed and reviewed over 250 applications, organized/attended 11 technical review meetings, 11 Plan Commission meetings, 4 neighborhood meetings and provided staff support for 22 Common Council meetings - Participated in the Homeowner Showcase event - Provided over 15 CDBG housing rehabilitation Loan and TIF rehabilitation loans	2-1
12. Expand existing efforts to achieve city-wide Complete Streets program that provides safe and healthy transportation choices for multiple users of all ages, including driving, biking, walking or taking transit.	- *Complete Streets* - A draft policy has been created, and will be presented for review and consideration toward adoption later in 2018/early 2019. The policy promotes streets that are safe and convenient for all users including pedestrians, bicyclists, children, people with disabilities, the elderly, public transportation riders, freight providers, emergency responders, adjacent landowners, and motor vehicle drivers of all ages and abilities, which are more conducive to the public life and efficient movement of people. The policy will be integrated with our Capital Improvements process and further promote multiple modes of travel as an alternative to the automobile to reduce negative environmental impacts, promote healthy living and is less costly to the commuter. Integration of all modes of transportation in the design of streets and highways will increase the capacity and efficiency of the road network, reduce traffic congestion by improving mobility options, limiting emissions, and improving the general quality of life - 92 St. and National Ave. Plaza- final design was completed and bid, contractor selected - National Ave. Complete Street initiative: 70th – 76th St.	2-4

	Streetscape enhancement	
13. Improve city-wide parks, open space and art: utilization, maintenance and security	- *Roosevelt and Klentz Park* - Quality of Life for generations to come. Renovated and improved parks in conjunction with the City's recreation and outdoor plan, over $350,000 invested of CDBG and interest income from FIRE loan - *Dog Park* - started community engagement, commenced citizen working groups, conceptual site locations were outlined, applied for pet safe grant, $10,000 contribution received from First-Ring Industrial Redevelopment Enterprise, Inc. - *Sidewalk Poetry* Project - shareholders and resources identified, marketing plan formed in partnership with Communications Department, critical path and schedule developed. Goal is to have concrete stamps produced in 2018 with selected poetry and if obtained in time, incorporate into National Avenue Commercial Corridor project street reconstruction - Westallion Brewery refinancing loan, request to sell alcohol and food in City Parks	2-5
14. Improve key service supports for the City's vulnerable populations (underemployed, homeless, impoverished)	- "Exploit No More" assisted with $50,000 capital equipment for 6330 W. Maple - a nonprofit organization helping young teenage girls recovering from prostitution – construction grant and planning technical assistance - Receive a positive review from HUD for use of CDBG and Section 8 funds - Provided Section 8 Rent Assistance to over 550 units for the year averaging $250,000 per month - In the last year, conducted over 1,000 Housing Quality Standard inspections - Received 4 additional Veterans Affairs Supportive Housing (VASH) vouchers and continued to assist 150 homeless veterans - Fiscally managed over $3,000,000 in federal funds for Section 8 rental payment - Successfully conducted a Fair Housing Poster Contest – 145 participants - Actively participated in the Milwaukee County Continuum of Care focusing on housing and social services for the homeless and at-risk populations	2-6
15. Develop and implement city-wide best strategies that improve city-wide safety and security	- Downtown West Allis Cameras - Neighborhood Associations which help promote safe neighborhoods	2-7
16. Develop Strategic Communications Plan and Cohesive City Brand for Citizen Communication	- Contribute to City Newsletter - Created a logo and brand for the National Avenue Business Incentive Programs - The West and West Quarter	3-2
17. Optimize strong partnerships with stakeholders to create new volunteer, employment and training opportunities	- Neighborhood Associations - Dog Park citizen and volunteer collaboration and goal setting - Working with MATC on potential advanced technology center at MATC as part of the S. 70 St. corridor redevelopment	3-3
18. Grow city-wide citizen-centered programs and services by cultivating strategic partnerships with local, regional and	- Provided a presentation on Neighborhood Associations to Neighborhood Block Watch captains	3-4

national businesses and organizations		
19. Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments	- *Legistar* – Plan Commission agendas and materials are organized/coordinated within Legistar system to meet strategic goal of excellence in government toward continuous improvement, LEAN operation techniques and efficient service delivery	3-6
20. Create Neighborhood association Council to strengthen neighborhoods and neighborhood associations, provide information regarding needed commercial and residential code compliance and other factors negatively impacting neighborhoods	- Assisted the Fairview Neighborhood explore the potential of organizing a neighborhood association - Granted a FOCUS grant to the East Allis Neighborhood Association for the installation of neighborhood identification signs - Conducted 1st Neighborhood Association Leadership Meeting	3-8
21. Update City's long-term financial plans and debt policy; promote data-driven decision-making processes; reduce reliance on alternative funding sources for essential services	- Worked with Finance Dept. on finding alternative resources on redevelopment financing.	4-1
22. Develop city-wide human resource succession plans and documentation of processes and procedures to provide efficient and effective continuity of City services during times of transition and vacancies	- Hired Amy Moreno as Administrative Support Assistant	4-3
23. Actively engage citizens and community stakeholders to identify the areas/facilities/assets to market the City of West Allis as a leading place to start a business or relocate a business or public organization; develop and implement	- Blast Cleaning Technologies announced they are relocating to West Allis taking 120,000 ft.^{2} manufacturing within the former Allis Chalmers industrial complex bringing 90+ high paying jobs and investing over $ 5,000,000 equipment, working capital, and renovation of the existing building - Business Occupancy Permit zoning reviews: 200 applications reviewed relative to zoning administration. The occupancy permit process consists of an online application system	4-4

plan based on results		
24. Promote economic vitality and business growth within the City's business community through the promotion of entrepreneurialism and financial programs to help open a business, expand business retention and expansion efforts to strengthen current employment base, and having a progressive business environment that attracts quality businesses and further diversifies the City into new commercial, retail, and industrial markets	- *Glenn Rieder* - completed construction of a 110,000 ft.² manufacturing valued at over $12,000,000 - *Confidential Manufacturing* - staff continues to negotiate with an advanced manufacturing entity looking for 150,000 ft.² of office and manufacturing space bringing over 500 high paying jobs which are part of the company's engineering group. The company anticipates investing $10,000,000 in renovating the facility - *S.70 St. Corridor Office Complex* -400,000 ft.² Office $150,000,000 New & Renovation of Existing Building - *Chr. Hansen* 90,000 ft.² Manufacturing $100,000,000 New Corporate Expansion - *Mandel* – S. National Avenue - Food Cluster/Apartments $20,000,000 New Construction - *68th & Mitchell* - Confidential Development $25,000,000 New Construction - *68th & National Ave.* - Confidential Development $10,000,000 Renovation of Existing Building - *53rd and Burnham* - 100,000 sq. ft. flex space $10,000,000 New Construction - *1540 S. 108th St.* (former Sam's Club - 129,500 sq. ft. reuse $10,000,000 Renovation / New Construction - *11111-17 W. Greenfield Ave.* (former Pick N Save) 84,600 sq. ft. flex space $7,000,000 +/ Renovation / New Construction - *6610 W. Greenfield Avenue* - Office/Retail $2,000,000 Renovation of Existing Building - *52** W. Burnham* (former Teledyne) -120,000 sq. ft. reuse $7,200,000 New Construction - Received Opportunity Zone designation from Governor Walker for Census Track 100200 (the land area east of 70th St south to the Rail Road Track promoting and hoping to attract tax-deferred investment opportunities - Business Occupancy Permit zoning reviews: 200 applications reviewed relative to zoning administration. The occupancy permit process consists of an online application system - *Chr. Hansen* - Rezoning and land use amendments. The company is planning a major expansion of its US Headquarters in West Allis. The rezoning would align with their scheduled land acquisition of 11 properties and provide room for expansion. The land use and rezoning maps amendment was an initial step whereby Chr. Hansen requested Planning services to navigate the municipal process - *Cobalt Partners Inc*. - Rezoning and land use amendments. Strategic visioning session conducted to share City and steak holder goals with Cobalt Partners development and design team. This project will reshape the S. 70 St. corridor which functions as the gateway welcome mat to the City - Special technical assistance for site improvements - Assisted Magellan's Promotions purchasing and renovating 8802 W. Becher St. The nearly $500,000 investment has promoted the National Avenue Corridor Programs, staff helped the investor navigate the approval process such as building inspection, planning process, etc. Business moved from a leased space in Wauwatosa - Closely worked with Chr. Hansen on zoning and land use issues, potential $100 million project, scheduled meeting with elected officials, coordinated a meeting with WEDC relative to	4-6

	State economic incentives, assisted with Knights of Columbus meetings - Business attraction and technical assistance to Blast Cleaning Technologies - 125,000 sq. ft. manufacture - 90 jobs, $3 million investment in the City - Purchased and started implementing Portfol software with Finance for economic development loans and lead portfolio management - *Provacic Holdings LLC* - $150,000 – property acquisition loan - 16 new jobs - expanding manufacture that was leasing in West Allis and made an investment commitment in the City to expand operations - *Horizon Electric Company* - $30,000 - expanding electrical contractor – 3 new jobs – business was leasing in West Allis and purchased a property in the City to expand operations - *Tall Guy and a Grill* - $45,000 – opened late 2017 - business moved from a leased space in Wauwatosa and purchased a property to expand a catering service 68th & Lincoln - *Six Points Leverage Lender* - $295,000 – West Allis Brownfield Revolving Loan Fund with US EPA funds – assisted with brownfield issues and the development of the Aurora Clinic - *Parthenon Foods* - $30,000 - completed commercial façade grant that improved site landscaping at 8415 W. Greenfield Avenue - *MCH Properties LLC* - $4,000 - added awnings/lighting to PBJ Deli and Kater 2 Kidz -6125-29 W. Greenfield Avenue - *MJOB Properties* - $40,000 - façade grant to improve building appearance with clear windows - 5300 W. Lincoln Avenue - *Dopp's* - $30,000 – façade improvement grant project - 1752 S. 68th St. - *The Choice Restaurant* (9638 W. National Ave.) technical assistance with building permits and alcohol licensing	
25. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans	- *Implementing adopted Park Plan* - Submitting to CIP committee, creating a plan, working thru construction issues until work is complete. Submitting neighborhood improvement funding requests. - *Implementing adopted Bike and Pedestrian Plan* - submitted for annual Bike and Pedestrian Improvements	4-7
26. Create a culture of innovation and continuous improvement among City departments by establishing city-wide employee performance standards, core values and competencies for employees; including LEAN training and technological competencies	- *Lean Management Training* – awarded Greenbelt certification and additionally participated in leadership training at WCTC. Attendees: Patrick Schloss-Green, Mel Hoppe-White, Gale Jender-Green, John Stibal-Champion, Steve Schaer – Green/White, Luke Radomski-Green, and Barb Burkee-White. Several staff members are completing green projects - Updated planning application form to fillable pdf for ease of use by applicants (also available online) - Implemented digital signatures for Section 8 documents in the continued improvement of being a paperless housing authority - Analyzing the manner in which services are provided at Beloit Road Senior Housing Complex - Ehlers & Associates Development Finance Conference – Speaker - DNR State Brownfield Conference – Speaker - International Council of Shopping Centers (ICSC) Milwaukee Chapter – Speaker - DNR Brownfield Study Group – Member	5-1

	- Tri City Bank event – launch FIRE Loan Pool Marketing - CARW event – marketing West Allis development opportunities - Novogradac New Market Tax Credit Conference – Participant - New Market Tax Credit Coalition – Member - CohnReznick New Market Tax Credit Conference – Participant - WBD Board Member - WAPA and APA - Governor's Conference on Minority Business Development	
27. Increase city-wide department employee and agency knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.	- *APA* – sent one Plan Commissioner and two staff members to the American Planning Association's National Conference - Promoted Mel Hoppe and she successfully completed Housing Specialist certification	5-2
28. Create a streamlined citizen and business service environment city-wide, eliminating the need for citizens and stakeholders to go to multiple departments for City permitting, licenses, or other requirements and services	- Business Occupancy Permit zoning reviews: 200 applications reviewed relative to zoning administration. The occupancy permit process consists of an online application system	5-3
29. Align common/connected strategic goals, outcomes and results across all City mandated, department and agency plans (City Strategic Plan, Department Plans, Comprehensive Plan, Parks Plan, Facilities Plan, Capital Improvement Plan, and Commercial Corridor Plans)	- 3 FIRE projects were exited and have successfully completed their 7 year requirement netting FIRE an additional $800,000 in unrestricted reserves - Received the final $150,000 donation from the Windhover Foundation (10/4/2017) for the West Allis Skate Park - Team Development by improving communication	5-4
30. Develop and Implement ongoing Operational Analysis/Audit/Alternative Service Delivery Options/Organizational Structure Analysis; Review each process and related ordinance/procedure/practice to ensure they comport with actual activities and current best practices; eliminate	- Have begun to work with IT on how Agenda items and Reports are sent out to applicants, commission members and the public as we seem to have a very duplicative time consuming process in its current state. Increasing the use of Dropbox for file sharing and storage	5-5

or provide discretion to allow for continuous improvement activities		

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Formalize a clear image through marketing and brand development process	- *5 presentations about the City* - *Display West Allis branding at two regional events promoting business environment*	1-1
2. Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations	- *2 donations from FIRE to support West Allis projects*	1-2
3. Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals	- *Provide technical assistance for the creation of two new Neighborhood Associations* - *2 Grants provided to established Neighborhood Associations* - *3 meetings of Neighborhood Associations leadership*	1-3
4. Coordinate communication of housing development and improvement goals, priorities and opportunities across citizen demographic groups and markets	- *Draft one new housing program to promote curb appeal and investment*	1-4
5. Create a Farmers Market marketing plan that expands the market's role as a city-wide and regional destination	- *Support of four food truck nights through the use of TIF* - *1 improvement project*	1-5
6. Develop a city-wide residential and commercial corridor, common community streetscape, and signage program which markets neighborhood, community, and corridor culture, and welcomes visitors, residents, and stakeholders	- *Develop a plan for the Burnham Point Neighborhood* - *Fund three improvements of façades along National Avenue* - *1 new program to help address facades and or commercial spaces without federal requirements*	1-6
7. Increase entertainment and specialty retail opportunities city-wide to deepen block-level commitment to commercial corridor connections as destinations	- *Develop marketing packet for commercial corridors* - *Attract 4 new businesses to commercial corridors*	1-7
8. Promote city-wide businesses across sectors by creating a city-wide marketing plan that connects them to the City's renowned walking and biking paths and trails	- *1 plan for Kopperud Park that will make a connection to the Hank Aaron Trail* - *Promote*	1-9

	Eatwestallis.com in presentations and packets	
9. Expand opportunities for Seniors through external collaborations	- *Improve operational efficiency of Beloit Road Senior Housing*	1-10
10. Elevate image through planning and architecture	- *250 site, landscaping and architectural reviews*	1-11
11. Create and implement a city-wide commercial and residential code compliance program that includes city-wide beautification improvements, site, landscaping and infrastructure improvements	- *1 public art project in collaboration with property owner Ramco-Gershenson at the WA Towne Centre on Public Art installation.* - *Install 10 new racks thru Bike Rack Program.* - *1 new curb appeal program* - *1 new housing program* - *1 new program in collaboration with BINS to address vacant storefronts*	2-1
12. Expand existing efforts to achieve city-wide Complete Streets Program that provides safe and healthy transportation choices for multiple users of all ages, including driving, biking, walking or taking transit.	- *Complete S. 92 and W. National project* - *Incorporate into plans for S. 70th St. revitalization* - *Integrated Complete Streets policy with our Capital Improvements process for two streets*	2-4
13. Improve city-wide parks, open space and art: utilization, maintenance and security	- *2 conceptual plans to improve parks* - *Complete 2 new art projects* - *Complete 6 sidewalk poetry projects* - *Engage public to raise $10,000 for the Dog Park*	2-5
14. Improve key service supports for the City's vulnerable populations (underemployed, homeless, impoverished)	- *Maintain 530 units assisted under Section 8 and VASH* - *Quarterly participation in the Homeless Continuum of Care* - *Support 10 CDBG programs that service Low to Moderate Income (LMI) populations* - *200 students participating in the Fair Housing Poster Contest*	2-6
15. Develop and implement city-wide best strategies that improve city-wide safety and security	- *Reinvigorate the Home Security program to provide grants for security cameras to LMI individuals with 10 grants*	2-7

16. Create "City 101 Academy" to deepen citizen and stakeholder knowledge regarding city services and budget/plans/priorities, and strategic goals and outcomes/progresses of city-wide plan alignment	- *3 working sessions with Neighborhood Association Leadership*	3-1
17. Develop Strategic Communications Plan and Cohesive City Brand for Citizen Communication	- *Work collaboratively with Communications on 4 press releases and public relations*	3-2
18. Optimize strong partnerships with stakeholders to create new volunteer, employment and training opportunities	- *Provide 2 grants for Neighborhood Focus Grants* - *1 training workshop for entrepreneurial development*	3-3
19. Grow city-wide citizen-centered programs and services by cultivating strategic partnerships with local, regional and national businesses and organizations	- *Participate in 1 legislative day for economic development, planning and development* - *3 FIRE board meetings to maintain regional identity* - *1 Milwaukee-7 (M7) Regional board meeting*	3-4
20. Expand access to City information through citizen focused city-wide communications and social media activities	- *5 announcements regarding business openings, anniversaries,* - *investments and new projects using social media* - *Create a Financial Self Sufficiency program*	3-5
21. Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments	- *Collaborate with IT and Finance Departments toward development of an online permitting/payment system for Planning* - *Fillable PDF for Economic Development Loan/Grant Applications*	3-6
22. Query and track citizens opinions and experiences regarding City services through Citizen Satisfaction Surveys; review and improve processes based on responses	- *Draft and Implement a customer satisfaction survey for the Department programs* - *80% customer approval rating*	3-7
23. Create Neighborhood Association Council to strengthen neighborhoods and neighborhood associations, provide information regarding needed commercial and residential code compliance and other factors negatively impacting neighborhoods	- *Work collaboratively with various City Departments to develop 1 idle storefront program*	3-8
24. Update City's long-term financial plans and debt policy; promote data-driven decision-	- *Adopt a guideline toward Developer*	4-1

making processes; reduce reliance on alternative funding sources for essential services	*funded TIF projects*	
25. Engage city-wide departmental priority based budgeting, including shared City services review/implementation and related organizational operation innovations to determine how the City can provide the same level of service differently to maintain or reduce costs	- *Use LEAN process to optimize the Beloit Road Senior Housing grounds maintenance*	4-2
26. Develop city-wide human resource succession plans and documentation of processes and procedures to provide efficient and effective continuity of City services during times of transition and vacancies	- *Continue to offer inter-disciplinary training approach to expose Division managers to all operations of the Department*	4-3
27. Actively engage citizens and community stakeholders to identify the areas/facilities/assets to market the City of West Allis as a leading place to start a business or relocate a business or public organization; develop and implement plan based on results	- *5 proposals to businesses exploring West Allis opportunities* - *5 pre-application planning meetings with businesses and other Departments as appropriate*	4-4
28. Promote economic vitality and business growth within the City's business community through the promotion of entrepreneurialism and financial programs to help open a business, expand business retention and expansion efforts to strengthen current employment base, and having a progressive business environment that attracts quality businesses and further diversifies the City into new commercial, retail, and industrial markets	- *100,000-sf of new or redeveloped commercial or industrial development.* - *Creation or retention of 100 jobs* - *Process 5 business loan applications* - *Process 3 commercial façade grants* - *Process 175 site, landscaping, architectural signage and zoning reviews* - *Develop 1 pop-up retail event* - *Promote economic develop with visual zoning ordinance update* - *Create access to the inventory of available properties and spaces*	4-6
29. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans	- *Staff support and Development Department representation in all CIP meetings*	4-7
30. Create a culture of innovation and continuous improvement among City departments by establishing city-wide employee performance standards, core values and competencies for employees;	- *Provide staff access to at least 8 webinars, conferences, TED Talk, etc. to encourage out of the box thinking and best*	5-1

including LEAN training and technological competencies	*practices* - *Incorporate LEAN into 4 decision making processes* - *Conduct 35 staff meetings* - *Quarterly (4 times) incorporate the review of our Departmental Business Plan and Strategic Actions*	
31. Increase city-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.	- *Continue to offer inter-disciplinary training approach to expose departmental colleagues to all operations of the Department* - *3 team members to complete supervisor certification via CIVMIC and other professional development continued education*	5-2
32. Create a streamlined citizen and business service environment city-wide, eliminating the need for citizens and stakeholders to go to multiple departments for City permitting, licenses, or other requirements and services	- *Update design review and special use guide for the Department website* - *Update Business First Guide to Opening a Business*	5-3
33. Align common/connected strategic goals, outcomes and results across all City mandated, department and agency plans (City strategic plan, Department Plans, Comprehensive Plan, Parks Plan, Facilities Plan, Capital Improvement Plan, Commercial Corridor plans)	- *Review and report on the Comprehensive Plan, Zoning Code, Park and Open Spaces Plan, National Ave. Corridor Plan, etc. for conformity with the strategic goals of the City.*	5-4
34. Develop and Implement ongoing Operational Analysis/Audit/Alternative Service Delivery Options/Organizational Structure Analysis; Review each process and related ordinance/procedure/practice to ensure they comport with actual activities and current best practices; eliminate or provide discretion to allow for continuous improvement activities	- *Collaborate with other departments on City information released* - *Review of the building permit process (i.e. UL stickers)* - *Expedite the bidding process for the construction of new homes* - *Review of building and occupancy permit processes that affect the Planning process*	5-5

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
• Additional funding needed for zoning code update

• Sidewalk removal and paving costs associated with Sidewalk Poetry Program
• Three Business Development Workshops - Retail Workshop, Entrepreneur Resource Workshop, Business Synergy Workshop/Discussion
• Neighborhood Association Leadership Development programs/meetings. .
• Curb Appeal Enhancement Program – Workshops and guides on how to improve curb appeal. Focus on specific area of the City. Targeted TIF Housing Rehabilitation Program.
• Retail Grant Program to eliminate Building Code Compliance and to build out commercial space.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here:

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☒Yes ☐ No
If yes, please note the details here: Downsizing Lead Planner position for 6 months while training is being completed

2019 Budget & Action Plan

Engineering & Public Works

City of West Allis
Public Works Department
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 4,616,443	$ 4,096,724	$ 4,846,318	$ 4,846,318	$ 2,965,527	$ 4,944,413	$ -	$ 4,944,413	$ 98,095	
Provisionals/Part-Time	$ 145,041	$ 154,341	$ 146,415	$ 146,415	$ 132,918	$ 186,885	$ -	$ 186,885	$ 40,470	
Misc Other Pay	$ 33,442	$ 33,250	$ 65,288	$ 65,288	$ 21,680	$ 98,279	$ -	$ 98,279	$ 32,991	
Overtime	$ 232,315	$ 138,046	$ 214,600	$ 214,600	$ 146,100	$ 123,801	$ -	$ 123,801	$ (90,799)	
Payroll Taxes	$ 383,878	$ 342,219	$ 321,111	$ 321,111	$ 242,145	$ 396,390	$ -	$ 396,390	$ 75,279	
Pension	$ 415,949	$ 302,116	$ 278,001	$ 278,001	$ 209,033	$ 337,690	$ -	$ 337,690	$ 59,689	
Health Insurance	$ 1,220,240	$ 1,152,490	$ 1,678,123	$ 1,678,123	$ 789,234	$ 1,545,212	$ -	$ 1,545,212	$ (132,911)	
Dental Insurance	$ 89,771	$ 79,969	$ 103,762	$ 103,762	$ 51,236	$ 92,122	$ -	$ 92,122	$ (11,640)	
Life Insurance	$ 13,592	$ 12,153	$ 13,192	$ 13,192	$ 7,758	$ 12,380	$ -	$ 12,380	$ (812)	
Professional Services	$ 42,670	$ 38,094	$ 43,800	$ 43,800	$ 32,927	$ 46,200	$ -	$ 46,200	$ 2,400	
Maintenance Contracts	$ 25,258	$ 34,645	$ 62,420	$ 62,420	$ 25,996	$ 43,000	$ -	$ 43,000	$ (19,420)	
Utilities	$ 624,404	$ 689,036	$ 830,880	$ 830,880	$ 467,958	$ 834,000	$ -	$ 834,000	$ 3,120	
Rentals	$ 2,530	$ 9,136	$ 1,575	$ 1,575	$ 1,214	$ 720	$ -	$ 720	$ (855)	
Repair & Maintenance	$ 399,237	$ 346,570	$ 426,600	$ 426,600	$ 277,947	$ 421,800	$ -	$ 421,800	$ (4,800)	
Supplies	$ 1,044,769	$ 768,968	$ 1,056,542	$ 1,056,542	$ 627,556	$ 1,110,928	$ -	$ 1,110,928	$ 54,386	
Books & Periodicals	$ 6,941	$ 5,468	$ 9,050	$ 9,050	$ 5,777	$ 8,500	$ -	$ 8,500	$ (550)	
Printing	$ 6	$ 2,497	$ 1,625	$ 1,625	$ 1,869	$ 255	$ -	$ 255	$ (1,370)	
Training & Travel	$ 19,923	$ 12,337	$ 18,910	$ 18,910	$ 11,913	$ 28,355	$ -	$ 28,355	$ 9,445	
Regulatory & Safety	$ 14,132	$ 13,316	$ 14,190	$ 14,190	$ 10,530	$ 11,860	$ -	$ 11,860	$ (2,330)	
Miscellaneous	$ (503)	$ 279	$ 1,200	$ 1,200	$ 119	$ 1,200	$ -	$ 1,200	$ -	
Capital Items	$ 1,315,651	$ 426,985	$ 1,254,200	$ 1,254,200	$ 301,375	$ 661,150	$ -	$ 661,150	$ (593,050)	
Transfers Out	$ -	$ -	$ -	$ -	$ 140,000	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 10,645,691	$ 8,658,640	$ 11,387,802	$ 11,387,802	$ 6,470,810	$ 10,905,140	$ -	$ 10,905,140	$ (482,662)	-4.24%

2019 BUDGET NOTES:

Reductions to DPW Staffing include: 1 Equipment Mechanic (to Fire Dept), 1 Admin position (Fleet), 0.75 FTE Plumber (to Water), 0.25 FTE Maint Repairer .

Other staffing adjustments include reclassifying an Arborist to a Laborer, an Admin position to a Business Process Analyst, an Electrician to Utility Locator, and 2 Electrical Mechanics to Maint Repairers.

2019 Budget request also reflects a street lighting conversion program (high volatage to low voltage).

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Public Works Admin Office							
100-4001-533.11-01	Salary & Wages	191,874	247,778	143,372	0	224,738	224,738
LEVEL	TEXT		TEXT AMT				
DEPT	1 DIRECTOR OF PUBLIC WORKS (74%)						
	1 ADMINISTRATIVE SUPPORT SPECIALIST (75%)						
	1 ADMINISTRATIVE SUPPORT ASSISTANT						
	1 BUSINESS PROCESS ANALYST						
	TOTAL POSITIONS 4 (3.49 FTE)						
100-4001-533.11-02	Vacation	21,266	0	12,601	0	0	0
100-4001-533.11-03	Holidays	12,487	0	5,123	0	0	0
100-4001-533.11-04	Sick Leave	958	0	44	0	0	0
100-4001-533.11-06	Funeral Leave	3,775	0	0	0	0	0
100-4001-533.11-07	Jury Duty	0	0	209	0	0	0
100-4001-533.11-12	Comp Time Used	1,051	0	49	0	0	0
100-4001-533.13-01	Overtime Pay	13,767	6,200	3,976	0	6,200	6,200
100-4001-533.14-10	Car Allowance	671	2,000	0	1,000	0	1,000
100-4001-533.21-01	Health Insurance	53,849	60,763	38,181	0	56,983	56,983
100-4001-533.21-04	Life Insurance	425	507	205	0	320	320
100-4001-533.21-07	Dental Insurance	3,774	4,025	2,553	0	3,613	3,613
100-4001-533.22-01	Social Secrty-OASDI 6.2%	14,955	15,200	9,959	0	13,978	13,978
100-4001-533.22-02	Social Security-HI 1.45%	3,498	3,555	2,330	0	3,269	3,269
100-4001-533.23-01	Retirement-General	16,825	16,601	10,900	0	15,127	15,127
100-4001-533.30-02	Consultants	0	1,100	0	0	0	0
100-4001-533.30-04	Other	248	0	285	500	0	500
100-4001-533.32-01	Computer Equip/Software	0	5,000	3,920	1,000	0	1,000
100-4001-533.32-02	Office Equipment	1,375	1,420	912	1,500	0	1,500
100-4001-533.32-04	Other	25	0	0	0	0	0
100-4001-533.41-06	Telephone/Internet	1,176	1,650	689	800	0	800
100-4001-533.51-01	Postage	1,480	1,275	266	500	0	500
100-4001-533.51-02	Office Supplies	630	1,000	398	500	0	500
100-4001-533.51-09	Other	5	0	9	0	0	0
100-4001-533.52-01	Subscriptions	14	0	0	0	0	0
100-4001-533.52-02	Other	86	0	0	0	0	0
100-4001-533.53-41	Medical & Lab Supplies	68	0	0	500	0	500
100-4001-533.55-02	Out-sourced	0	0	0	5	0	5
100-4001-533.56-02	Conferences & Seminars	1,625	5,000	3,054	6,100	0	6,100
LEVEL	TEXT		TEXT AMT				
DEPT	APWA NATIONAL CONFERENCE OR OTHER						
	APWA STATE CONFERENCES (SPRING, FALL)						
100-4001-533.57-01	Membership Dues	3,020	2,800	2,880	3,355	0	3,355
LEVEL	TEXT		TEXT AMT				
DEPT	APWA NATIONAL AND STATE DUES (DPW, ENG, PWC)						
100-4001-533.57-02	Registration Fees	680	2,100	744	2,100	0	2,100
100-4001-533.60-01	Clothing/Uniforms	18	50	0	100	0	100
100-4001-533.60-02	Safety Equipment	1,746	2,000	1,464	2,000	0	2,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	SAFETY EYEWEAR (FOR ALL DIVISIONS EXCEPT WATER)						
100-4001-533.70-03	Equipment	1,511	0	0	0	0	0
*	Gen Administration	352,882	380,024	244,123	19,960	324,228	344,188
**	Public Works Admin Office	352,882	380,024	244,123	19,960	324,228	344,188

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Building & Electrical							
100-4101-533.11-01	Salary & Wages	283,814	1,362,937	122,388	0	1,535,775	1,535,775

LEVEL	TEXT	TEXT AMT
DEPT	.5 BUILDING & SIGN MAINT/INVENTORY SUPT (.5 INV)	
	1 ELECTRICAL MAINTENANCE SUPERINTENDENT	
	1 BUILDING AND SIGN LEAD PERSON	
	1 LEAD ELECTRICAL MECHANIC (CERTIFIED)	
	.25 PLUMBER	
	1 HVAC TECHNICIAN	
	1 LEAD CARPENTER	
	1 CARPENTER	
	1 PAINTER	
	1 CUSTODIAN CITY HALL)	
	1 JANITOR (DPW)	
	7 MAINTENANCE REPAIRER (B&S)	
	1 LABORER	
	6 ELECTRICAL MECHANIC	
	2 MAINTENANCE REPAIRER (ELECTRICAL)	
	1 UTILITY LOCATE TECHNICIAN	
	TOTAL POSITIONS 26.75 PLUS 3.5 IN INVENTORY=30.25	

100-4101-533.11-02	Vacation	93,855	0	59,128	0	0	0
100-4101-533.11-03	Holidays	50,185	0	26,913	0	0	0
100-4101-533.11-04	Sick Leave	12,256	0	26,674	0	0	0
100-4101-533.11-06	Funeral Leave	653	0	1,715	0	0	0
100-4101-533.11-08	Injury Time-Workers Comp	7,322	0	3,191	0	0	0
100-4101-533.11-12	Comp Time Used	9,956	0	5,219	0	0	0
100-4101-533.12-01	Prov. Salary & Wages	220	14,400	415	0	19,200	19,200

LEVEL	TEXT	TEXT AMT
DEPT	4 EMPLOYEES*12 WEEKS*40 HOURS*$10.00 PER HOUR	19,200
		19,200

100-4101-533.13-01	Overtime Pay	9,943	31,800	4,567	0	16,000	16,000
100-4101-533.14-01	Out of Class Pay	6	0	0	0	950	950
100-4101-533.14-02	Task Rate	0	7,946	61	0	0	0
100-4101-533.14-04	Watch Duty	10,921	11,600	6,980	0	27,950	27,950
100-4101-533.21-01	Health Insurance	99,679	434,046	52,821	0	394,175	394,175
100-4101-533.21-04	Life Insurance	1,800	4,208	940	0	4,794	4,794
100-4101-533.21-07	Dental Insurance	7,314	28,008	3,601	0	24,139	24,139
100-4101-533.22-01	Social Secrty-OASDI 6.2%	29,336	95,203	15,560	0	97,062	97,062
100-4101-533.22-02	Social Security-HI 1.45%	6,836	22,266	3,639	0	22,700	22,700
100-4101-533.23-01	Retirement-General	32,008	85,106	17,242	0	103,534	103,534
100-4101-533.30-04	Other	0	4,000	0	4,000	0	4,000

LEVEL	TEXT	TEXT AMT
DEPT	LAMP RECYCLING DISPOSAL	4,000
		4,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4101-533.30-10	Graffitti Removal	0	200	32	200	0	200
100-4101-533.32-03	Misc Equipment	118	18,000	0	22,000	0	22,000

LEVEL	TEXT	TEXT AMT
DEPT	BUILDING AUTOMATION (TIME AND MATERIAL)	5,350
	FIRE EXTINGUISHER TESTING	4,000
	SIMPLEX GRINNEL (FIRE ALARM)	5,500
	HALON TEST (EVERY YEAR $330)	350
	SPRINKLER CERTIFICATION	1,700
	KITCHEN FIRE SUPPRESSION SYSTEM (TEST AND INSPECT)	700
	CLEANING GREASE TRAP FIRE STATION #1	400
	PORT-A-JOHN	4,000
		22,000

100-4101-533.32-04	Other	0	15,000	0	15,000	0	15,000

LEVEL	TEXT	TEXT AMT
DEPT	ELEVATOR SERVICE MAINT CONTRACT + REPAIRS	

100-4101-533.41-01	Water	0	16,800	0	17,000	0	17,000
100-4101-533.41-02	Storm Water	0	31,500	0	32,000	0	32,000
100-4101-533.41-03	Sanitary Sewer	0	5,250	0	6,000	0	6,000
100-4101-533.41-04	Electric	0	615,500	0	616,000	0	616,000
100-4101-533.41-05	Gas	0	100,280	0	100,300	0	100,300
100-4101-533.41-06	Telephone/Internet	2,886	5,500	2,326	5,500	0	5,500
100-4101-533.41-08	Rodent & Pest Control	54	4,000	0	8,000	0	8,000
100-4101-533.43-02	Equipment Rental from PW	32,427	110,250	29,622	110,250	0	110,250
100-4101-533.43-03	Other	0	2,000	0	0	0	0
100-4101-533.44-05	Buildings	1,436	4,000	1,977	2,000	0	2,000
100-4101-533.44-07	Accident Damages-repair	21,816-	300	10,908	2,000	0	2,000
100-4101-533.44-08	Other	2,847	5,000	1,826	1,000	0	1,000

LEVEL	TEXT	TEXT AMT
DEPT	DIGGERS HOTLINE	

100-4101-533.51-02	Office Supplies	839	1,200	152	200	0	200
100-4101-533.51-06	Custodial Supplies	1,307	15,000	82	12,000	0	12,000
100-4101-533.51-07	Cleaning & Laundry Suppl	8,537	15,000	6,042	10,000	0	10,000
100-4101-533.51-08	Hand & Shop Tools	5,061	7,500	3,097	7,500	0	7,500
100-4101-533.51-09	Other	772	30,000	122	2,000	0	2,000
100-4101-533.52-02	Other	0	250	0	0	0	0
100-4101-533.53-05	Chemicals	0	5,200	0	5,500	0	5,500

LEVEL	TEXT	TEXT AMT
DEPT	DESUDSER FOUNTAIN CITY HALL	200
	POOL CHLORINE LIBERTY HEIGHTS	2,000
	BOILER CHEMICALS / COOLING TOWER CITY HALL	3,300
		5,500

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4101-533.53-06	Painting Supplies	133	20,000	0	20,000	0	20,000
100-4101-533.53-07	Pipe, Steel Bars & Sheets	23	3,000	0	3,000	0	3,000
100-4101-533.53-08	Concrete & Cement	15	1,000	0	1,000	0	1,000
100-4101-533.53-09	Asphalt & Road Oils	0	500	0	500	0	500
100-4101-533.53-10	Sand, Stone, & Gravel	0	400	0	600	0	600
100-4101-533.53-12	Lumber & Bldg Supplies	10,224	15,000	36	32,500	0	32,500

LEVEL	TEXT	TEXT AMT
DEPT	DPW GARAGE DOOR CLOSURE	7,500
	DPW OUTSIDE DOORS/FRAMES/LOCKS	7,500
	FRAME AND DOOR HISTORICAL	3,500
	PATCHING EXISTING ROOF DPW	10,000
	VESTIBULE ART GALLERY	2,000
	OUTSIDE GLASS REPLACEMENT (CITY HALL ART GALLERY)	2,000
		32,500

100-4101-533.53-17	Barricades	2,721	6,000	1,011	10,000	0	10,000
100-4101-533.53-18	Plumbing Parts	220	18,000	196	18,000	0	18,000
100-4101-533.53-19	Air Conditioner Parts	0	18,000	0	18,000	0	18,000
100-4101-533.53-20	Heating Parts	0	17,000	0	17,000	0	17,000
100-4101-533.53-21	Electrical Supplies	912-	100,000	0	100,000	0	100,000

LEVEL	TEXT	TEXT AMT
DEPT	MISC-TRAFFIC CONTROLLERS/STREETLIGHTING/GEN EQUIP	96,000
	COMPUTER WIRING AND ELECTRONICS	4,000
		100,000

100-4101-533.53-22	Welding Supplies	0	75	0	0	0	0
100-4101-533.53-23	Salt & Ice Control	0	75	166	0	0	0
100-4101-533.53-24	Signs & Supplies	1,999	14,000	2,232	15,000	0	15,000

LEVEL	TEXT	TEXT AMT
DEPT	SIGNS AND SUPPLIES	9,000
	REFLECTIVE MATERIALS	6,000
		15,000

100-4101-533.55-01	In-house (Print Shop)	0	25	0	0	0	0
100-4101-533.57-01	Membership Dues	660	210	600	1,000	0	1,000

LEVEL	TEXT	TEXT AMT
DEPT	IAEA (ELECTRICAL EVERY YR)	500
	SEMINARS/RECERTIFICATION	500
		1,000

100-4101-533.57-02	Registration Fees	869	2,000	275	4,500	0	4,500
100-4101-533.58-01	Certification-Permits-Lic	325	3,740	579	4,860	0	4,860

LEVEL	TEXT	TEXT AMT

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	DON MOLLESON (2021) MASTER ELECTRICIAN						
	DAVE YOUNG (2022) MASTER ELECTRICIAN						
	RICK GENRICH (2022) MASTER ELECTRICIAN						
	DON HOLCOMB (2021) MASTER ELECTRICIANS						
	GREG KEIFER (2021) MASTER ELECTRICIAN						
	RYAN HAKALA (2021) JOURNEYMAN ELECTRICIAN						
	KEITH KLESCEWSKI (2021) JOURNEYMAN ELECTRICIAN						
	VACANT (20XX) MASTER PLUMBER						
	HVAC CONTRACTOR		160				
	CROSS CONNECTION CONTROL TESTER		4,000				
	REFRIGERANT HANDLING TECHNICIAN ($20 EVERY 4 YRS)						
	WIS DIHLR BOILER LICENSE		700				
			4,860				
100-4101-533.59-02	Other	0	200	0	400	0	400
LEVEL	TEXT		TEXT AMT				
DEPT	ELECTRICAL GLOVES TESTING 2X/YR - 10 PR.		200				
	MISC ELECTRICAL GLOVE PURCHASE		200				
			400				
100-4101-533.60-01	Clothing/Uniforms	433	1,000	535	1,000	0	1,000
100-4101-533.60-02	Safety Equipment	196	200	2	0	0	0
100-4101-533.70-01	Furniture & Fixtures	0	600	0	800	0	800
100-4101-533.70-02	Vehicles	0	0	0	1,000	0	1,000
100-4101-533.70-03	Equipment	821	1,000	0	91,000	0	91,000
LEVEL	TEXT		TEXT AMT				
DEPT	2 CABLE FAULT LOCATOR		26,000				
	LIBRARY WINDOWS		5,000				
	GARAGE DOOR		10,000				
	TRAFFIC CONTROLLER		20,000				
	FUELING STATION FUEL PITS		30,000				
			91,000				
100-4101-533.70-04	Infrastructure	0	580,000	4,245	0	0	0
100-4101-533.70-05	Other	0	500	0	0	0	0
100-4101-533.91-00	Operating Transfer Out	0	0	140,000	0	0	0
*	Gen Administration	708,299	3,911,775	557,117	1,318,610	2,246,279	3,564,889
100-4102-517.11-01	Salary & Wages	206,412	0	185,207	0	0	0
100-4102-517.11-04	Sick Leave	508	0	0	0	0	0
100-4102-517.12-01	Prov. Salary & Wages	1,197	0	539	0	0	0
100-4102-517.13-01	Overtime Pay	1,028	0	1,603	0	0	0
100-4102-517.21-01	Health Insurance	45,935	0	39,356	0	0	0
100-4102-517.21-04	Life Insurance	940	0	706	0	0	0
100-4102-517.21-07	Dental Insurance	3,483	0	2,603	0	0	0
100-4102-517.22-01	Social Secrty-OASDI 6.2%	12,601	0	11,271	0	0	0
100-4102-517.22-02	Social Security-HI 1.45%	2,947	0	2,636	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4102-517.23-01	Retirement-General	14,193	0	12,530	0	0	0
100-4102-517.32-03	Misc Equipment	4,720	0	3,531	0	0	0
100-4102-517.32-04	Other	1,030	0	821	0	0	0
100-4102-517.41-01	Water	12,163	0	4,494	0	0	0
100-4102-517.41-02	Storm Water	7,158	0	5,433	0	0	0
100-4102-517.41-03	Sanitary Sewer	4,153	0	1,628	0	0	0
100-4102-517.41-04	Electric	58,969	0	45,114	0	0	0
100-4102-517.41-05	Gas	18,028	0	15,365	0	0	0
100-4102-517.41-08	Rodent & Pest Control	365	0	0	0	0	0
100-4102-517.43-03	Other	1,336	0	1,051	0	0	0
100-4102-517.44-02	Misc Machinery & Equip	797	0	55	0	0	0
100-4102-517.44-05	Buildings	294	0	1,200	0	0	0
100-4102-517.51-06	Custodial Supplies	3,614	0	3,868	0	0	0
100-4102-517.51-09	Other	378	0	141	0	0	0
100-4102-517.53-05	Chemicals	2,708	0	377	0	0	0
100-4102-517.53-06	Painting Supplies	308	0	234	0	0	0
100-4102-517.53-12	Lumber & Bldg Supplies	67	0	69	0	0	0
100-4102-517.53-18	Plumbing Parts	287	0	548	0	0	0
100-4102-517.53-19	Air Conditioner Parts	331	0	1,570	0	0	0
100-4102-517.53-20	Heating Parts	4,647	0	1,014	0	0	0
100-4102-517.53-21	Electrical Supplies	2,112	0	287	0	0	0
*	City Hall Bldg O & M	412,709	0	343,251	0	0	0
100-4103-533.11-01	Salary & Wages	48,502	0	0	0	0	0
100-4103-533.12-01	Prov. Salary & Wages	19	0	0	0	0	0
100-4103-533.13-01	Overtime Pay	235	0	0	0	0	0
100-4103-533.21-01	Health Insurance	10,381	0	0	0	0	0
100-4103-533.21-04	Life Insurance	169	0	0	0	0	0
100-4103-533.21-07	Dental Insurance	785	0	0	0	0	0
100-4103-533.22-01	Social Secrty-OASDI 6.2%	3,047	0	0	0	0	0
100-4103-533.22-02	Social Security-HI 1.45%	713	0	0	0	0	0
100-4103-533.23-01	Retirement-General	3,450	0	0	0	0	0
100-4103-533.32-03	Misc Equipment	671	0	1,010	0	0	0
100-4103-533.32-04	Other	0	0	200	0	0	0
100-4103-533.41-01	Water	2,914	0	2,528	0	0	0
100-4103-533.41-02	Storm Water	9,371	0	7,205	0	0	0
100-4103-533.41-03	Sanitary Sewer	2,947	0	2,742	0	0	0
100-4103-533.41-04	Electric	56,689	0	45,742	0	0	0
100-4103-533.41-05	Gas	30,147	0	30,052	0	0	0
100-4103-533.41-08	Rodent & Pest Control	639	0	7,076	0	0	0
100-4103-533.43-03	Other	0	0	4	0	0	0
100-4103-533.44-05	Buildings	1,000	0	0	0	0	0
100-4103-533.44-08	Other	0	0	4	0	0	0
100-4103-533.51-06	Custodial Supplies	8,987	0	6,761	0	0	0
100-4103-533.51-08	Hand & Shop Tools	70	0	125	0	0	0
100-4103-533.51-09	Other	6,750	0	3,087	0	0	0
100-4103-533.53-05	Chemicals	60	0	14	0	0	0
100-4103-533.53-06	Painting Supplies	1,681	0	395	0	0	0
100-4103-533.53-12	Lumber & Bldg Supplies	1,604	0	1,663	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4103-533.53-18	Plumbing Parts	1,768	0	2,173	0	0	0
100-4103-533.53-19	Air Conditioner Parts	6,729	0	661	0	0	0
100-4103-533.53-20	Heating Parts	923	0	190	0	0	0
100-4103-533.53-21	Electrical Supplies	1,335	0	996	0	0	0
100-4103-533.58-01	Certification-Permits-Lic	485	0	497	0	0	0
*	PW Admin Bldg O & M	202,071	0	113,125	0	0	0
100-4104-533.41-01	Water	167	0	135	0	0	0
100-4104-533.41-02	Storm Water	2,048	0	1,575	0	0	0
100-4104-533.41-03	Sanitary Sewer	118	0	98	0	0	0
*	Incinerator Bldg O & M	2,333	0	1,808	0	0	0
100-4105-533.11-01	Salary & Wages	673	0	0	0	0	0
100-4105-533.21-01	Health Insurance	124	0	0	0	0	0
100-4105-533.21-04	Life Insurance	1	0	0	0	0	0
100-4105-533.21-07	Dental Insurance	8	0	0	0	0	0
100-4105-533.22-01	Social Secrty-OASDI 6.2%	43	0	0	0	0	0
100-4105-533.22-02	Social Security-HI 1.45%	10	0	0	0	0	0
100-4105-533.23-01	Retirement-General	48	0	0	0	0	0
100-4105-533.32-03	Misc Equipment	656	0	309	0	0	0
100-4105-533.32-04	Other	910	0	896	0	0	0
100-4105-533.41-01	Water	537	0	322	0	0	0
100-4105-533.41-02	Storm Water	159	0	122	0	0	0
100-4105-533.41-03	Sanitary Sewer	202	0	347	0	0	0
100-4105-533.41-04	Electric	1,929	0	1,227	0	0	0
100-4105-533.41-05	Gas	3,790	0	3,571	0	0	0
100-4105-533.51-09	Other	91	0	0	0	0	0
100-4105-533.53-06	Painting Supplies	134	0	0	0	0	0
100-4105-533.53-20	Heating Parts	582	0	212	0	0	0
100-4105-533.53-21	Electrical Supplies	48	0	0	0	0	0
*	Garfield Bldg O & M	9,945	0	7,006	0	0	0
100-4107-541.11-01	Salary & Wages	2,178	0	0	0	0	0
100-4107-541.21-01	Health Insurance	520	0	0	0	0	0
100-4107-541.21-04	Life Insurance	9	0	0	0	0	0
100-4107-541.21-07	Dental Insurance	39	0	0	0	0	0
100-4107-541.22-01	Social Secrty-OASDI 6.2%	148	0	0	0	0	0
100-4107-541.22-02	Social Security-HI 1.45%	35	0	0	0	0	0
100-4107-541.23-01	Retirement-General	167	0	0	0	0	0
100-4107-541.32-03	Misc Equipment	685	0	238	0	0	0
100-4107-541.32-04	Other	100	0	0	0	0	0
100-4107-541.51-09	Other	0	0	25	0	0	0
100-4107-541.53-18	Plumbing Parts	296	0	100	0	0	0
100-4107-541.53-19	Air Conditioner Parts	0	0	284	0	0	0
100-4107-541.53-20	Heating Parts	243	0	189	0	0	0
100-4107-541.53-21	Electrical Supplies	319	0	23	0	0	0
*	Health Dept Bldg O & M	4,739	0	859	0	0	0
100-4108-555.11-01	Salary & Wages	2,919	0	0	0	0	0
100-4108-555.21-01	Health Insurance	763	0	0	0	0	0
100-4108-555.21-04	Life Insurance	20	0	0	0	0	0
100-4108-555.21-07	Dental Insurance	60	0	0	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4108-555.22-01	Social Secrty-OASDI 6.2%	186	0	0	0	0	0
100-4108-555.22-02	Social Security-HI 1.45%	44	0	0	0	0	0
100-4108-555.23-01	Retirement-General	214	0	0	0	0	0
100-4108-555.32-03	Misc Equipment	80	0	275	0	0	0
100-4108-555.32-04	Other	1,623	0	2,064	0	0	0
100-4108-555.51-09	Other	10	0	79	0	0	0
100-4108-555.53-06	Painting Supplies	0	0	255	0	0	0
100-4108-555.53-12	Lumber & Bldg Supplies	0	0	13	0	0	0
100-4108-555.53-18	Plumbing Parts	100	0	206	0	0	0
100-4108-555.53-19	Air Conditioner Parts	891	0	1,325	0	0	0
100-4108-555.53-20	Heating Parts	360	0	0	0	0	0
100-4108-555.53-21	Electrical Supplies	752	0	21	0	0	0
100-4108-555.58-01	Certification-Permits-Lic	51	0	0	0	0	0
*	Library O & M	8,073	0	4,238	0	0	0
100-4109-552.11-01	Salary & Wages	61,037	0	21,454	0	0	0
100-4109-552.12-01	Prov. Salary & Wages	5,404	0	6,257	0	0	0
100-4109-552.13-01	Overtime Pay	697	0	120	0	0	0
100-4109-552.21-01	Health Insurance	14,056	0	4,909	0	0	0
100-4109-552.21-04	Life Insurance	218	0	86	0	0	0
100-4109-552.21-07	Dental Insurance	1,014	0	263	0	0	0
100-4109-552.22-01	Social Secrty-OASDI 6.2%	4,054	0	1,688	0	0	0
100-4109-552.22-02	Social Security-HI 1.45%	948	0	395	0	0	0
100-4109-552.23-01	Retirement-General	4,201	0	1,446	0	0	0
100-4109-552.32-03	Misc Equipment	80	0	85	0	0	0
100-4109-552.51-09	Other	413	0	7,329	0	0	0
100-4109-552.53-06	Painting Supplies	24	0	0	0	0	0
100-4109-552.53-12	Lumber & Bldg Supplies	0	0	25	0	0	0
100-4109-552.53-18	Plumbing Parts	334	0	0	0	0	0
100-4109-552.53-20	Heating Parts	203	0	0	0	0	0
100-4109-552.53-21	Electrical Supplies	528	0	47	0	0	0
100-4109-552.70-03	Equipment	26,188	0	0	0	0	0
*	Parks & Celebrations	119,399	0	44,104	0	0	0
100-4110-521.11-01	Salary & Wages	7,983	0	0	0	0	0
100-4110-521.13-01	Overtime Pay	97	0	0	0	0	0
100-4110-521.21-01	Health Insurance	1,914	0	0	0	0	0
100-4110-521.21-04	Life Insurance	35	0	0	0	0	0
100-4110-521.21-07	Dental Insurance	149	0	0	0	0	0
100-4110-521.22-01	Social Secrty-OASDI 6.2%	498	0	0	0	0	0
100-4110-521.22-02	Social Security-HI 1.45%	116	0	0	0	0	0
100-4110-521.23-01	Retirement-General	567	0	0	0	0	0
100-4110-521.32-03	Misc Equipment	2,370	0	1,699	0	0	0
100-4110-521.32-04	Other	2,354	0	1,540	0	0	0
100-4110-521.51-09	Other	527	0	632	0	0	0
100-4110-521.53-06	Painting Supplies	0	0	122	0	0	0
100-4110-521.53-12	Lumber & Bldg Supplies	384	0	418	0	0	0
100-4110-521.53-18	Plumbing Parts	1,625	0	848	0	0	0
100-4110-521.53-19	Air Conditioner Parts	4,729	0	954	0	0	0
100-4110-521.53-20	Heating Parts	135	0	1,787	0	0	0

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100-4110-521.53-21	Electrical Supplies	327	0	370	0	0	0
100-4110-521.58-01	Certification-Permits-Lic	153	0	0	0	0	0
*	Police Bldgs O & M	23,963	0	8,370	0	0	0
100-4111-522.11-01	Salary & Wages	22,646	0	0	0	0	0
100-4111-522.12-01	Prov. Salary & Wages	28	0	0	0	0	0
100-4111-522.21-01	Health Insurance	5,454	0	0	0	0	0
100-4111-522.21-04	Life Insurance	58	0	0	0	0	0
100-4111-522.21-07	Dental Insurance	412	0	0	0	0	0
100-4111-522.22-01	Social Secrty-OASDI 6.2%	1,428	0	0	0	0	0
100-4111-522.22-02	Social Security-HI 1.45%	334	0	0	0	0	0
100-4111-522.23-01	Retirement-General	1,611	0	0	0	0	0
100-4111-522.32-03	Misc Equipment	346	0	719	0	0	0
100-4111-522.32-04	Other	1,030	0	520	0	0	0
100-4111-522.41-08	Rodent & Pest Control	524	0	2,275	0	0	0
100-4111-522.51-09	Other	18	0	42	0	0	0
100-4111-522.53-06	Painting Supplies	35	0	136	0	0	0
100-4111-522.53-12	Lumber & Bldg Supplies	276	0	0	0	0	0
100-4111-522.53-18	Plumbing Parts	828	0	338	0	0	0
100-4111-522.53-19	Air Conditioner Parts	384	0	663	0	0	0
100-4111-522.53-20	Heating Parts	2,899	0	105	0	0	0
100-4111-522.53-21	Electrical Supplies	1,003	0	66	0	0	0
*	Fire Bldgs O & M	39,314	0	4,864	0	0	0
100-4112-522.32-03	Misc Equipment	663	0	1,156	0	0	0
100-4112-522.32-04	Other	2,124	0	770	0	0	0
100-4112-522.41-08	Rodent & Pest Control	600	0	0	0	0	0
100-4112-522.51-09	Other	61	0	70	0	0	0
100-4112-522.53-06	Painting Supplies	65	0	0	0	0	0
100-4112-522.53-12	Lumber & Bldg Supplies	84	0	345	0	0	0
100-4112-522.53-18	Plumbing Parts	395	0	16	0	0	0
100-4112-522.53-19	Air Conditioner Parts	0	0	303	0	0	0
100-4112-522.53-20	Heating Parts	64	0	290	0	0	0
100-4112-522.53-21	Electrical Supplies	62	0	0	0	0	0
*	Fire Dept Bldg #1	4,118	0	2,950	0	0	0
100-4113-522.32-03	Misc Equipment	765	0	753	0	0	0
100-4113-522.32-04	Other	1,899	0	1,129	0	0	0
100-4113-522.41-08	Rodent & Pest Control	566	0	0	0	0	0
100-4113-522.51-09	Other	250	0	1,060	0	0	0
100-4113-522.53-06	Painting Supplies	59	0	166	0	0	0
100-4113-522.53-12	Lumber & Bldg Supplies	1,668	0	719	0	0	0
100-4113-522.53-18	Plumbing Parts	904	0	164	0	0	0
100-4113-522.53-19	Air Conditioner Parts	20	0	0	0	0	0
100-4113-522.53-20	Heating Parts	772	0	1,121	0	0	0
100-4113-522.53-21	Electrical Supplies	397	0	313	0	0	0
*	Fire Dept Bldg #2	7,300	0	5,425	0	0	0
100-4114-522.32-03	Misc Equipment	670	0	551	0	0	0
100-4114-522.41-08	Rodent & Pest Control	566	0	0	0	0	0
100-4114-522.51-09	Other	66	0	20	0	0	0
100-4114-522.53-06	Painting Supplies	100	0	0	0	0	0

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100-4114-522.53-12	Lumber & Bldg Supplies	174	0	134	0	0	0
100-4114-522.53-18	Plumbing Parts	54	0	63	0	0	0
100-4114-522.53-19	Air Conditioner Parts	0	0	308	0	0	0
100-4114-522.53-20	Heating Parts	277	0	1,004	0	0	0
100-4114-522.53-21	Electrical Supplies	28	0	111	0	0	0
*	Fire Dept Bldg #3	1,935	0	2,191	0	0	0
100-4115-544.11-01	Salary & Wages	3,435	0	0	0	0	0
100-4115-544.21-01	Health Insurance	822	0	0	0	0	0
100-4115-544.21-04	Life Insurance	7	0	0	0	0	0
100-4115-544.21-07	Dental Insurance	66	0	0	0	0	0
100-4115-544.22-01	Social Secrty-OASDI 6.2%	210	0	0	0	0	0
100-4115-544.22-02	Social Security-HI 1.45%	49	0	0	0	0	0
100-4115-544.23-01	Retirement-General	238	0	0	0	0	0
100-4115-544.32-03	Misc Equipment	420	0	261	0	0	0
100-4115-544.32-04	Other	1,480	0	743	0	0	0
100-4115-544.44-08	Other	402	0	650	0	0	0
100-4115-544.51-09	Other	475	0	462	0	0	0
100-4115-544.53-06	Painting Supplies	29	0	0	0	0	0
100-4115-544.53-12	Lumber & Bldg Supplies	7	0	338	0	0	0
100-4115-544.53-18	Plumbing Parts	338	0	557	0	0	0
100-4115-544.53-20	Heating Parts	243	0	0	0	0	0
100-4115-544.53-21	Electrical Supplies	172	0	7	0	0	0
*	Senior Center Bldg O & M	8,393	0	3,018	0	0	0
100-4116-531.11-01	Salary & Wages	91,248	0	41,717	0	0	0
100-4116-531.12-01	Salary & Wages	4,919	0	4,183	0	0	0
100-4116-531.13-01	Overtime Pay	2,216	0	1,391	0	0	0
100-4116-531.21-01	Health Insurance	25,866	0	11,661	0	0	0
100-4116-531.21-04	Life Insurance	326	0	109	0	0	0
100-4116-531.21-07	Dental Insurance	1,997	0	803	0	0	0
100-4116-531.22-01	Social Secrty-OASDI 6.2%	5,921	0	2,851	0	0	0
100-4116-531.22-02	Social Security-HI 1.45%	1,385	0	667	0	0	0
100-4116-531.23-01	Retirement-General	6,359	0	2,889	0	0	0
100-4116-531.41-04	Electric	69,129	0	49,814	0	0	0
100-4116-531.44-07	Accident Damages-repair	11,476	0	9,389-	0	0	0
100-4116-531.51-09	Other	370	0	7	0	0	0
100-4116-531.53-21	Electrical Supplies	1,076	0	12,452	0	0	0
*	Elec Traffic Controls	222,288	0	119,155	0	0	0
100-4118-531.11-01	Salary & Wages	156,523	0	201,816	0	0	0
100-4118-531.12-01	Salary & Wages	313	0	321	0	0	0
100-4118-531.13-01	Overtime Pay	3,142	0	1,075	0	0	0
100-4118-531.21-01	Health Insurance	37,180	0	36,581	0	0	0
100-4118-531.21-04	Life Insurance	496	0	455	0	0	0
100-4118-531.21-07	Dental Insurance	2,611	0	1,920	0	0	0
100-4118-531.22-01	Social Secrty-OASDI 6.2%	9,650	0	12,349	0	0	0
100-4118-531.22-02	Social Security-HI 1.45%	2,257	0	2,888	0	0	0
100-4118-531.23-01	Retirement-General	10,869	0	13,593	0	0	0
100-4118-531.41-04	Electric	270,903	0	192,304	0	0	0
100-4118-531.44-07	Accident Damages-repair	49,533-	0	2,993	0	0	0

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100-4118-531.51-09	Other	1,895	0	599	0	0	0
100-4118-531.53-06	Painting Supplies	520	0	400	0	0	0
100-4118-531.53-08	Concrete & Cement	0	0	88	0	0	0
100-4118-531.53-09	Asphalt & Road Oils	31	0	8	0	0	0
100-4118-531.53-21	Electrical Supplies	46,205	0	30,502	0	0	0
*	City-Owned Street Lightng	493,062	0	497,892	0	0	0
100-4119-532.41-04	Electric	48,194	0	35,902	0	0	0
100-4119-533.53-21	Electrical Supplies	6,284	0	671	0	0	0
*	City-Owned Alley Lighting	54,478	0	36,573	0	0	0
100-4120-533.51-09	Other	157	0	369	0	0	0
100-4120-533.53-12	Lumber & Bldg Supplies	437	0	431	0	0	0
100-4120-533.53-17	Barricades	3,026	0	2,346	0	0	0
*	Barricades	3,620	0	3,146	0	0	0
100-4121-533.11-01	Salary & Wages	95	0	0	0	0	0
100-4121-533.21-01	Health Insurance	42	0	0	0	0	0
100-4121-533.21-07	Dental Insurance	3	0	0	0	0	0
100-4121-533.22-01	Social Secrty-OASDI 6.2%	6	0	0	0	0	0
100-4121-533.22-02	Social Security-HI 1.45%	1	0	0	0	0	0
100-4121-533.23-01	Retirement-General	6	0	0	0	0	0
100-4121-533.30-10	Graffitti Removal	329	0	27-	0	0	0
*	Graffiti Removal	482	0	27-	0	0	0
100-4123-531.51-09	Other	4,321	0	1,081	0	0	0
100-4123-531.53-06	Painting Supplies	11,241	0	14,308	0	0	0
*	Lane Markings	15,562	0	15,389	0	0	0
100-4124-531.11-01	Salary & Wages	0	0	13	0	0	0
100-4124-531.12-01	Salary & Wages	0	0	5	0	0	0
100-4124-531.21-01	Health Insurance	0	0	3	0	0	0
100-4124-531.22-01	Social Secrty-OASDI 6.2%	0	0	1	0	0	0
100-4124-531.23-01	Retirement-General	0	0	1	0	0	0
100-4124-531.44-07	Accident Damages-repair	2,561-	0	573-	0	0	0
100-4124-531.51-09	Other	2,610	0	703	0	0	0
100-4124-531.53-06	Painting Supplies	126	0	51	0	0	0
100-4124-531.53-07	Pipe, Steel Bars & Sheets	2,349	0	1,248	0	0	0
100-4124-531.53-08	Concrete & Cement	0	0	131	0	0	0
100-4124-531.53-12	Lumber & Bldg Supplies	0	0	139	0	0	0
100-4124-531.53-24	Signs & Supplies	4,098	0	1,049	0	0	0
*	Traffic Str Signs & Fence	6,622	0	2,771	0	0	0
100-4125-533.11-01	Salary & Wages	32,885	0	35,717	0	0	0
100-4125-533.12-01	Prov. Salary & Wages	1,093	0	1,180	0	0	0
100-4125-533.13-01	Overtime Pay	133	0	134	0	0	0
100-4125-533.21-01	Health Insurance	9,766	0	8,966	0	0	0
100-4125-533.21-04	Life Insurance	179	0	80	0	0	0
100-4125-533.21-07	Dental Insurance	740	0	623	0	0	0
100-4125-533.22-01	Social Secrty-OASDI 6.2%	2,039	0	2,224	0	0	0
100-4125-533.22-02	Social Security-HI 1.45%	477	0	520	0	0	0
100-4125-533.23-01	Retirement-General	2,246	0	2,403	0	0	0
100-4125-533.41-04	Electric	3,500	0	2,855	0	0	0
100-4125-533.51-09	Other	304	0	438	0	0	0

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100-4125-533.53-12	Lumber & Bldg Supplies	70	0	0	0	0	0
100-4125-533.53-21	Electrical Supplies	440	0	0	0	0	0
*	General Celebration Maint	53,872	0	55,140	0	0	0
100-4126-552.31-02	Other	2,850	0	2,850	0	0	0
*	Band Concerts	2,850	0	2,850	0	0	0
100-4127-552.53-06	Painting Supplies	0	0	61	0	0	0
*	Park Benches	0	0	61	0	0	0
100-4128-552.11-01	Salary & Wages	32	0	0	0	0	0
100-4128-552.21-01	Health Insurance	10	0	0	0	0	0
100-4128-552.21-07	Dental Insurance	1	0	0	0	0	0
100-4128-552.22-01	Social Secrty-OASDI 6.2%	2	0	0	0	0	0
100-4128-552.23-01	Retirement-General	2	0	0	0	0	0
100-4128-552.41-04	Electric	680	0	473	0	0	0
100-4128-552.51-06	Custodial Supplies	199	0	0	0	0	0
100-4128-552.51-09	Other	0	0	40	0	0	0
100-4128-552.53-06	Painting Supplies	176	0	32	0	0	0
100-4128-552.53-12	Lumber & Bldg Supplies	0	0	127	0	0	0
100-4128-552.53-18	Plumbing Parts	0	0	15	0	0	0
100-4128-552.53-21	Electrical Supplies	16	0	0	0	0	0
*	Klentz Park	1,118	0	687	0	0	0
100-4129-552.32-03	Misc Equipment	0	0	497	0	0	0
100-4129-552.41-01	Water	913	0	604	0	0	0
100-4129-552.41-02	Storm Water	539	0	414	0	0	0
100-4129-552.41-03	Sanitary Sewer	669	0	329	0	0	0
100-4129-552.51-06	Custodial Supplies	146	0	62	0	0	0
100-4129-552.51-09	Other	459	0	0	0	0	0
100-4129-552.53-06	Painting Supplies	31	0	0	0	0	0
100-4129-552.53-21	Electrical Supplies	0	0	1	0	0	0
*	Veterans Park Maint	2,757	0	1,907	0	0	0
100-4130-552.11-01	Salary & Wages	95	0	0	0	0	0
100-4130-552.21-01	Health Insurance	31	0	0	0	0	0
100-4130-552.21-04	Life Insurance	1	0	0	0	0	0
100-4130-552.21-07	Dental Insurance	2	0	0	0	0	0
100-4130-552.22-01	Social Secrty-OASDI 6.2%	6	0	0	0	0	0
100-4130-552.22-02	Social Security-HI 1.45%	1	0	0	0	0	0
100-4130-552.23-01	Retirement-General	6	0	0	0	0	0
100-4130-552.32-03	Misc Equipment	8,267	0	3,713	0	0	0
100-4130-552.41-01	Water	1,796	0	1,322	0	0	0
100-4130-552.41-02	Storm Water	5,010	0	3,852	0	0	0
100-4130-552.41-03	Sanitary Sewer	831	0	498	0	0	0
100-4130-552.41-04	Electric	5,874	0	4,504	0	0	0
100-4130-552.41-05	Gas	1,657	0	978	0	0	0
100-4130-552.51-06	Custodial Supplies	1,896	0	295	0	0	0
100-4130-552.51-09	Other	399	0	129	0	0	0
100-4130-552.53-05	Chemicals	1,997	0	1,520	0	0	0
100-4130-552.53-06	Painting Supplies	152	0	0	0	0	0
100-4130-552.53-12	Lumber & Bldg Supplies	16	0	310	0	0	0
100-4130-552.53-18	Plumbing Parts	350	0	320	0	0	0

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100-4130-552.53-20	Heating Parts	114	0	0	0	0	0
100-4130-552.53-21	Electrical Supplies	37	0	63	0	0	0
*	Washington Park Maint	28,538	0	17,504	0	0	0
100-4131-552.41-02	Storm Water	823	0	633	0	0	0
100-4131-552.41-04	Electric	2,998	0	1,952	0	0	0
100-4131-552.41-05	Gas	1,635	0	1,537	0	0	0
100-4131-552.51-07	Cleaning & Laundry Suppl	1,174	0	828	0	0	0
*	McKinley Playground Maint	6,630	0	4,950	0	0	0
100-4132-552.11-01	Salary & Wages	79	0	0	0	0	0
100-4132-552.21-01	Health Insurance	26	0	0	0	0	0
100-4132-552.21-07	Dental Insurance	2	0	0	0	0	0
100-4132-552.22-01	Social Secrty-OASDI 6.2%	5	0	0	0	0	0
100-4132-552.22-02	Social Security-HI 1.45%	1	0	0	0	0	0
100-4132-552.23-01	Retirement-General	5	0	0	0	0	0
100-4132-552.32-03	Misc Equipment	80	0	0	0	0	0
100-4132-552.41-01	Water	818	0	856	0	0	0
100-4132-552.41-02	Storm Water	2,234	0	1,718	0	0	0
100-4132-552.41-03	Sanitary Sewer	208	0	277	0	0	0
100-4132-552.41-04	Electric	1,172	0	1,023	0	0	0
100-4132-552.51-06	Custodial Supplies	0	0	108	0	0	0
100-4132-552.51-09	Other	0	0	21	0	0	0
100-4132-552.53-12	Lumber & Bldg Supplies	0	0	138	0	0	0
100-4132-552.53-18	Plumbing Parts	0	0	32	0	0	0
100-4132-552.53-21	Electrical Supplies	233	0	0	0	0	0
*	Reservoir Park	4,863	0	4,173	0	0	0
100-4133-552.11-01	Salary & Wages	197	0	0	0	0	0
100-4133-552.21-01	Health Insurance	68	0	0	0	0	0
100-4133-552.21-04	Life Insurance	1	0	0	0	0	0
100-4133-552.21-07	Dental Insurance	6	0	0	0	0	0
100-4133-552.22-01	Social Secrty-OASDI 6.2%	12	0	0	0	0	0
100-4133-552.22-02	Social Security-HI 1.45%	3	0	0	0	0	0
100-4133-552.23-01	Retirement-General	13	0	0	0	0	0
100-4133-552.41-05	Gas	459	0	439	0	0	0
100-4133-552.51-09	Other	0	0	53	0	0	0
100-4133-552.53-12	Lumber & Bldg Supplies	0	0	259	0	0	0
*	Log Cabin & HistSoc Maint	759	0	751	0	0	0
100-4134-521.32-03	Misc Equipment	80	0	85	0	0	0
100-4134-521.51-09	Other	72	0	122	0	0	0
100-4134-521.53-12	Lumber & Bldg Supplies	34	0	18	0	0	0
100-4134-521.53-21	Electrical Supplies	39	0	33	0	0	0
*	Police Substation O & M	225	0	258	0	0	0
100-4170-533.11-01	Salary & Wages	37,251-	22,100-	15,269-	30,000-	0	30,000-
100-4170-533.12-01	Prov. Salary & Wages	695-	0	356-	0	0	0
100-4170-533.13-01	Overtime Pay	2,395-	0	1,153-	0	0	0
100-4170-533.21-01	Health Insurance	8,750-	0	4,376-	7,100-	0	7,100-
100-4170-533.21-04	Life Insurance	162-	0	47-	150-	0	150-
100-4170-533.21-07	Dental Insurance	681-	0	328-	650-	0	650-
100-4170-533.22-01	Social Secrty-OASDI 6.2%	2,434-	0	1,008-	1,860-	0	1,860-

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4170-533.22-02	Social Security-HI 1.45%	570-	0	236-	435-	0	435-
100-4170-533.23-01	Retirement-General	2,692-	0	1,101-	1,965-	0	1,965-
*	Work for Water-offset	55,630-	22,100-	23,874-	42,160-	0	42,160-
100-4171-533.11-01	Salary & Wages	37,179	0	14,706	0	0	0
100-4171-533.12-01	Prov. Salary & Wages	695	0	356	0	0	0
100-4171-533.13-01	Overtime Pay	2,395	0	769	0	0	0
100-4171-533.21-01	Health Insurance	8,797	0	4,184	0	0	0
100-4171-533.21-04	Life Insurance	163	0	62	0	0	0
100-4171-533.21-07	Dental Insurance	686	0	311	0	0	0
100-4171-533.22-01	Social Secrty-OASDI 6.2%	2,450	0	951	0	0	0
100-4171-533.22-02	Social Security-HI 1.45%	573	0	223	0	0	0
100-4171-533.23-01	Retirement-General	2,710	0	1,037	0	0	0
*	Work for Water Utility	55,648	0	22,599	0	0	0
100-4172-533.11-01	Salary & Wages	2,025-	0	743-	0	0	0
100-4172-533.12-01	Prov. Salary & Wages	5-	0	0	0	0	0
100-4172-533.21-01	Health Insurance	635-	0	226-	0	0	0
100-4172-533.21-04	Life Insurance	13-	0	3-	0	0	0
100-4172-533.21-07	Dental Insurance	47-	0	17-	0	0	0
100-4172-533.22-01	Social Secrty-OASDI 6.2%	122-	0	44-	0	0	0
100-4172-533.22-02	Social Security-HI 1.45%	29-	0	10-	0	0	0
100-4172-533.23-01	Retirement-General	138-	0	50-	0	0	0
*	Work for San Swr-Offset	3,014-	0	1,093-	0	0	0
100-4173-533.11-01	Salary & Wages	2,025	0	787	0	0	0
100-4173-533.12-01	Prov. Salary & Wages	5	0	0	0	0	0
100-4173-533.21-01	Health Insurance	635	0	226	0	0	0
100-4173-533.21-04	Life Insurance	13	0	3	0	0	0
100-4173-533.21-07	Dental Insurance	47	0	17	0	0	0
100-4173-533.22-01	Social Secrty-OASDI 6.2%	122	0	47	0	0	0
100-4173-533.22-02	Social Security-HI 1.45%	29	0	11	0	0	0
100-4173-533.23-01	Retirement-General	138	0	53	0	0	0
*	Work for Sanitary Sewer	3,014	0	1,144	0	0	0
100-4174-533.11-01	Salary & Wages	7,716-	0	6,103-	0	0	0
100-4174-533.12-01	Prov. Salary & Wages	338-	0	74-	0	0	0
100-4174-533.13-01	Overtime Pay	0	0	94-	0	0	0
100-4174-533.21-01	Health Insurance	2,181-	0	1,687-	0	0	0
100-4174-533.21-04	Life Insurance	41-	0	21-	0	0	0
100-4174-533.21-07	Dental Insurance	170-	0	101-	0	0	0
100-4174-533.22-01	Social Secrty-OASDI 6.2%	485-	0	373-	0	0	0
100-4174-533.22-02	Social Security-HI 1.45%	113-	0	87-	0	0	0
100-4174-533.23-01	Retirement-General	525-	0	415-	0	0	0
*	Work for Storm-Offset	11,569-	0	8,955-	0	0	0
100-4175-533.11-01	Salary & Wages	7,716	0	6,105	0	0	0
100-4175-533.12-01	Prov. Salary & Wages	338	0	74	0	0	0
100-4175-533.13-01	Overtime Pay	0	0	94	0	0	0
100-4175-533.21-01	Health Insurance	2,181	0	1,689	0	0	0
100-4175-533.21-04	Life Insurance	41	0	22	0	0	0
100-4175-533.21-07	Dental Insurance	170	0	101	0	0	0
100-4175-533.22-01	Social Secrty-OASDI 6.2%	485	0	374	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4175-533.22-02	Social Security-HI 1.45%	113	0	87	0	0	0
100-4175-533.23-01	Retirement-General	525	0	416	0	0	0
*	Work for Storm Water Util	11,569	0	8,962	0	0	0
100-4176-533.11-01	Salary & Wages	973-	0	186-	0	0	0
100-4176-533.21-01	Health Insurance	119-	0	22-	0	0	0
100-4176-533.21-04	Life Insurance	7-	0	0	0	0	0
100-4176-533.21-07	Dental Insurance	8-	0	2-	0	0	0
100-4176-533.22-01	Social Secrty-OASDI 6.2%	58-	0	12-	0	0	0
100-4176-533.22-02	Social Security-HI 1.45%	14-	0	2-	0	0	0
100-4176-533.23-01	Retirement-General	66-	0	12-	0	0	0
*	Work for Solid Wst-offset	1,245-	0	236-	0	0	0
100-4177-533.11-01	Salary & Wages	973	0	93	0	0	0
100-4177-533.21-01	Health Insurance	119	0	11	0	0	0
100-4177-533.21-04	Life Insurance	7	0	0	0	0	0
100-4177-533.21-07	Dental Insurance	8	0	1	0	0	0
100-4177-533.22-01	Social Secrty-OASDI 6.2%	58	0	6	0	0	0
100-4177-533.22-02	Social Security-HI 1.45%	14	0	1	0	0	0
100-4177-533.23-01	Retirement-General	66	0	6	0	0	0
*	Work for Solid Waste Fund	1,245	0	118	0	0	0
100-4178-533.11-01	Salary & Wages	41,471-	109,900-	38,017-	40,000-	0	40,000-
100-4178-533.12-01	Prov. Salary & Wages	1,361-	0	4,852-	0	0	0
100-4178-533.13-01	Overtime Pay	870-	0	267-	0	0	0
100-4178-533.21-01	Health Insurance	7,484-	0	7,462-	7,280-	0	7,280-
100-4178-533.21-04	Life Insurance	92-	0	82-	100-	0	100-
100-4178-533.21-07	Dental Insurance	571-	0	432-	550-	0	550-
100-4178-533.22-01	Social Secrty-OASDI 6.2%	2,633-	0	2,615-	2,480-	0	2,480-
100-4178-533.22-02	Social Security-HI 1.45%	616-	0	612-	580-	0	580-
100-4178-533.23-01	Retirement-General	2,863-	0	2,566-	2,620-	0	2,620-
*	Work for Beloit Hsg-offst	57,961-	109,900-	56,905-	53,610-	0	53,610-
100-4179-533.11-01	Salary & Wages	41,471	0	46,935	0	0	0
100-4179-533.12-01	Prov. Salary & Wages	1,361	0	4,852	0	0	0
100-4179-533.13-01	Overtime Pay	632	0	267	0	0	0
100-4179-533.21-01	Health Insurance	7,544	0	9,430	0	0	0
100-4179-533.21-04	Life Insurance	92	0	110	0	0	0
100-4179-533.21-07	Dental Insurance	576	0	572	0	0	0
100-4179-533.22-01	Social Secrty-OASDI 6.2%	2,650	0	3,153	0	0	0
100-4179-533.22-02	Social Security-HI 1.45%	620	0	738	0	0	0
100-4179-533.23-01	Retirement-General	2,882	0	3,164	0	0	0
*	Work for Beloit Hsg	57,828	0	69,221	0	0	0
100-4180-533.11-01	Salary & Wages	0	4,900-	0	0	0	0
*	Work for Parking-offset	0	4,900-	0	0	0	0
100-4182-533.11-01	Salary & Wages	71,482-	0	5,220-	0	0	0

LEVEL	TEXT	TEXT AMT
DEPT	NO TRANSFERS OUT TO CIP FUNDS-ALL LABOR IS FUNDED IN GEN FUND BUDGETS NOT CAPITAL PROJECTS	

100-4182-533.12-01	Prov. Salary & Wages	723-	0	745-	0	0	0
100-4182-533.13-01	Overtime Pay	36-	0	146-	0	0	0

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100-4182-533.21-01	Health Insurance	19,022-	0	1,073-	0	0	0
100-4182-533.21-04	Life Insurance	248-	0	9-	0	0	0
100-4182-533.21-07	Dental Insurance	1,336-	0	73-	0	0	0
100-4182-533.22-01	Social Secrty-OASDI 6.2%	4,358-	0	371-	0	0	0
100-4182-533.22-02	Social Security-HI 1.45%	1,019-	0	87-	0	0	0
100-4182-533.23-01	Retirement-General	4,882-	0	360-	0	0	0
*	Work for CIP/TIF-offset	103,106-	0	8,084-	0	0	0
100-4183-533.11-01	Salary & Wages	71,482	0	4,965	0	0	0
100-4183-533.12-01	Prov. Salary & Wages	723	0	745	0	0	0
100-4183-533.13-01	Overtime Pay	36	0	146	0	0	0
100-4183-533.21-01	Health Insurance	19,022	0	995	0	0	0
100-4183-533.21-04	Life Insurance	248	0	9	0	0	0
100-4183-533.21-07	Dental Insurance	1,336	0	68	0	0	0
100-4183-533.22-01	Social Secrty-OASDI 6.2%	4,358	0	356	0	0	0
100-4183-533.22-02	Social Security-HI 1.45%	1,019	0	83	0	0	0
100-4183-533.23-01	Retirement-General	4,882	0	343	0	0	0
*	Work for Cap Proj/TIFs	103,106	0	7,710	0	0	0
100-4199-533.11-01	Salary & Wages	6,175	0	0	0	0	0
100-4199-533.14-02	Task Rate	74	0	0	0	0	0
100-4199-533.21-01	Health Insurance	2,250	0	0	0	0	0
100-4199-533.21-04	Life Insurance	33	0	0	0	0	0
100-4199-533.21-07	Dental Insurance	154	0	0	0	0	0
100-4199-533.22-01	Social Secrty-OASDI 6.2%	371	0	0	0	0	0
100-4199-533.22-02	Social Security-HI 1.45%	87	0	0	0	0	0
100-4199-533.23-01	Retirement-General	424	0	0	0	0	0
*	Work for Others-Transfers	9,568	0	0	0	0	0
**	Building & Electrical	2,459,770	3,774,875	1,872,113	1,222,840	2,246,279	3,469,119

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Sanitation & Streets							
100-4201-535.11-01	Salary & Wages	247,149	2,796,002	190,346	0	2,639,368	2,639,368
LEVEL	TEXT		TEXT AMT				
DEPT	1 SANITATION AND STREET SUPERINTENDENT						
	1 SANITATION SUPERVISOR						
	1 STREET AND SEWER SUPERVISOR						
	2 EQUIPMENT OPERATOR SPECIALIST						
	5 EQUIPMENT OPERATOR						
	11 MAINTENANCE REPAIRER						
	4 MAINTAINER						
	25 TRUCK DRIVERS						
	1 YARD ATTENDANT						
	1 LABORER						
	1 ADMINISTRATIVE SUPPORT SPECIALIST						
	TOTAL POSITIONS 53						
100-4201-535.11-02	Vacation	189,151	0	99,631	0	0	0
100-4201-535.11-03	Holidays	117,550	0	52,997	0	0	0
100-4201-535.11-04	Sick Leave	105,280	0	51,826	0	0	0
100-4201-535.11-06	Funeral Leave	5,087	0	1,403	0	0	0
100-4201-535.11-07	Jury Duty	1,161	0	1,229	0	0	0
100-4201-535.11-08	Injury Time-Workers Comp	15,093	0	7,443	0	0	0
100-4201-535.11-12	Comp Time Used	32,739	0	30,833	0	0	0
100-4201-535.11-20	Est hourly labor - budget	144,373-	0	0	0	0	0
100-4201-535.12-01	Prov. Salary & Wages	211	0	317	0	34,580	34,580
LEVEL	TEXT		TEXT AMT				
DEPT	SEE 100 4218-535-1201						
100-4201-535.13-01	Overtime Pay	29,811	165,000	65,374	0	85,001	85,001
100-4201-535.14-01	Out of Class Pay	10	1,078	0	0	1,880	1,880
100-4201-535.14-02	Task Rate	439	25,000	386	0	55,439	55,439
100-4201-535.14-04	Watch Duty	5,660	5,200	3,490	0	9,760	9,760
100-4201-535.14-05	Acting Supervisor	0	2,500	0	0	0	0
100-4201-535.21-01	Health Insurance	223,662	962,788	136,914	0	940,865	940,865
100-4201-535.21-04	Life Insurance	1,928	7,571	1,042	0	6,472	6,472
100-4201-535.21-07	Dental Insurance	14,921	57,404	8,767	0	54,310	54,310
100-4201-535.22-01	Social Secrty-OASDI 6.2%	45,457	102,113	29,594	0	169,455	169,455
100-4201-535.22-02	Social Security-HI 1.45%	10,630	23,850	6,921	0	39,631	39,631
100-4201-535.23-01	Retirement-General	52,650	107,745	33,323	0	182,839	182,839
100-4201-535.30-02	Consultants	90	3,500	0	3,500	0	3,500
100-4201-535.30-04	Other	0	28,000	0	28,000	0	28,000
LEVEL	TEXT		TEXT AMT				
DEPT	ECYCLE PROGRAM		25,000				
	OTHER		3,000				
			28,000				
100-4201-535.41-02	Storm Water	13,327	15,000	8,000	15,000	0	15,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
LEVEL	TEXT		TEXT AMT				
DEPT	AYRES METHANE GAS AND GROUNDWATER MONITORING AT CITY OF WEST ALLIS LANDFILL						
100-4201-535.41-04	Electric	0	2,600	0	2,600	0	2,600
100-4201-535.41-06	Telephone	2,223	4,500	1,917	4,500	0	4,500
100-4201-535.43-02	Equipment Rental from PW	0	448,288	0	461,738	0	461,738
100-4201-535.43-03	Other	526	700	267	700	0	700
100-4201-535.44-03	Vehicles	742	0	510	0	0	0
100-4201-535.44-07	Accident Damages-repair	59	1,000	0	1,000	0	1,000
100-4201-535.44-08	Other	2	2,300	38	2,300	0	2,300
100-4201-535.51-02	Office Supplies	1,448	1,700	925	1,700	0	1,700
100-4201-535.51-03	Photo Supplies	434	400	109	400	0	400
100-4201-535.51-06	Custodial Supplies	39	0	32	0	0	0
100-4201-535.51-07	Cleaning & Laundry Suppl	5,872	3,000	3,314	3,000	0	3,000
100-4201-535.51-08	Hand & Shop Tools	7,095	9,000	3,602	9,000	0	9,000
100-4201-535.51-09	Other	2,411	0	458	0	0	0
100-4201-535.53-04	Propane	69	500	0	500	0	500
100-4201-535.53-05	Chemicals	404	0	0	0	0	0
100-4201-535.53-08	Concrete & Cement	17,067	10,000	16,455	10,000	0	10,000
100-4201-535.53-09	Asphalt & Road Oils	34,511	45,000	22,287	45,000	0	45,000
100-4201-535.53-10	Sand, Stone, & Gravel	14	2,000	198	2,000	0	2,000
100-4201-535.53-12	Lumber & Bldg Supplies	86	1,000	430	1,000	0	1,000
100-4201-535.53-16	Landscaping Materials	58	200	0	200	0	200
100-4201-535.53-23	Salt & Ice Control	4,323	258,118	6,623	355,690	0	355,690
LEVEL	TEXT		TEXT AMT				
DEPT	5000T (1000T RESERVE)@ $68.48/TON SALT		342,400				
	(SALT PRICE FOR 2018 $58.58/TON)						
	11000 GAL @ $.64 LIQUID CALCIUM		7,040				
	25000 GAL @ $.25 SALT BRINE (TOSA)		6,250				
			355,690				
100-4201-535.55-01	In-house (Print Shop)	283	1,200	0	0	0	0
100-4201-535.55-02	Out-sourced	2,214	0	1,869	0	0	0
100-4201-535.57-02	Training Schools	0	1,000	0	1,000	0	1,000
100-4201-535.60-01	Clothing/Uniforms	4,128	2,500	2,675	2,500	0	2,500
100-4201-535.60-02	Safety Equipment	1,703	0	1,109	0	0	0
100-4201-535.70-03	Equipment	1,511	0	0	0	0	0
100-4201-535.70-04	Infrastructure	0	126,000	0	0	0	0
*	Sanitation Admin	1,054,855	5,223,757	792,654	951,328	4,219,600	5,170,928
100-4202-535.11-01	Salary & Wages	603,899	0	416,818	0	0	0
100-4202-535.12-01	Prov. Salary & Wages	298	0	810	0	0	0
100-4202-535.13-01	Overtime Pay	16,373	0	10,165	0	0	0
100-4202-535.14-02	Task Rate	15,414	0	9,719	0	0	0
100-4202-535.21-01	Health Insurance	202,689	0	140,432	0	0	0
100-4202-535.21-04	Life Insurance	1,191	0	877	0	0	0
100-4202-535.21-07	Dental Insurance	12,274	0	8,377	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4202-535.22-01	Social Secrty-OASDI 6.2%	38,162	0	26,379	0	0	0
100-4202-535.22-02	Social Security-HI 1.45%	8,925	0	6,169	0	0	0
100-4202-535.23-01	Retirement-General	43,493	0	29,439	0	0	0
100-4202-535.30-04	Other	28,645	0	25,505	0	0	0
100-4202-535.41-08	Rodent & Pest Control	4,174	0	0	0	0	0
100-4202-535.43-02	Equipment Rental from PW	138,437	0	94,527	0	0	0
*	Garbage Coll & Dump Site	1,113,974	0	769,217	0	0	0
100-4203-535.11-01	Salary & Wages	228	0	0	0	0	0
100-4203-535.21-01	Health Insurance	83	0	0	0	0	0
100-4203-535.21-04	Life Insurance	1	0	0	0	0	0
100-4203-535.21-07	Dental Insurance	6	0	0	0	0	0
100-4203-535.22-01	Social Secrty-OASDI 6.2%	13	0	0	0	0	0
100-4203-535.22-02	Social Security-HI 1.45%	3	0	0	0	0	0
100-4203-535.23-01	Retirement-General	15	0	0	0	0	0
100-4203-535.30-04	Other	506	0	0	0	0	0
100-4203-535.41-09	Dumping Fees	176	0	0	0	0	0
100-4203-535.51-09	Other	7	0	0	0	0	0
*	Garbage Collection	1,038	0	0	0	0	0
100-4204-535.41-09	Dumping Fees	500	0	0	0	0	0
*	Sharps Disposal	500	0	0	0	0	0
100-4207-535.11-01	Salary & Wages	47	0	0	0	0	0
100-4207-535.21-01	Health Insurance	13	0	0	0	0	0
100-4207-535.21-07	Dental Insurance	1	0	0	0	0	0
100-4207-535.22-01	Social Secrty-OASDI 6.2%	3	0	0	0	0	0
100-4207-535.22-02	Social Security-HI 1.45%	1	0	0	0	0	0
100-4207-535.23-01	Retirement-General	3	0	0	0	0	0
*	Bulk Refuse Collection	68	0	0	0	0	0
100-4208-535.41-04	Electric	3,397	0	2,559	0	0	0
*	Dump Site Maintenance	3,397	0	2,559	0	0	0
100-4212-531.11-01	Salary & Wages	79,476	0	119,762	0	0	0
100-4212-531.12-01	Salary & Wages	0	0	4,398	0	0	0
100-4212-531.13-01	Overtime Pay	34,071	0	36,949	0	0	0
100-4212-531.21-01	Health Insurance	23,659	0	41,505	0	0	0
100-4212-531.21-04	Life Insurance	135	0	383	0	0	0
100-4212-531.21-07	Dental Insurance	1,605	0	2,732	0	0	0
100-4212-531.22-01	Social Secrty-OASDI 6.2%	6,891	0	9,711	0	0	0
100-4212-531.22-02	Social Security-HI 1.45%	1,612	0	2,271	0	0	0
100-4212-531.23-01	Retirement-General	7,743	0	10,498	0	0	0
100-4212-531.43-02	Equipment Rental from PW	7,274	0	0	0	0	0
100-4212-531.44-07	Accident Damages-repair	36	0	0	0	0	0
100-4212-531.53-16	Landscaping Materials	292	0	216	0	0	0
*	Snow Removal & Ice Contrl	162,794	0	228,425	0	0	0
100-4213-531.53-23	Salt & Ice Control	162,869	0	217,755	0	0	0
*	Spreading Salt/Sand	162,869	0	217,755	0	0	0
100-4218-531.11-01	Salary & Wages	145,200	29,640	97,213	0	0	0
100-4218-531.12-01	Salary & Wages	11,302	0	13,123	0	0	0
100-4218-531.13-01	Overtime Pay	42	0	291	0	0	0
100-4218-531.21-01	Health Insurance	39,648	0	24,041	0	0	0

BUDGET PREPARATION WORKSHEET
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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4218-531.21-04	Life Insurance	399	0	263	0	0	0
100-4218-531.21-07	Dental Insurance	2,653	0	1,661	0	0	0
100-4218-531.22-01	Social Secrty-OASDI 6.2%	9,398	1,838	6,699	0	0	0
100-4218-531.22-02	Social Security-HI 1.45%	2,198	430	1,567	0	0	0
100-4218-531.23-01	Retirement-General	9,887	0	6,544	0	0	0
100-4218-531.43-02	Equipment Rental from PW	277,427	0	149,926	0	0	0
100-4218-531.53-08	Concrete & Cement	15	0	0	0	0	0
100-4218-531.53-09	Asphalt & Road Oils	2,419	0	0	0	0	0
*	Street/Sidewalk Maint	500,588	31,908	301,328	0	0	0
100-4219-531.53-08	Concrete & Cement	2,263	0	0	0	0	0
100-4219-531.53-09	Asphalt & Road Oils	2,376	0	0	0	0	0
*	Concrete Street Maintnc	4,639	0	0	0	0	0
100-4225-532.11-01	Salary & Wages	8,203	0	3,244	0	0	0
100-4225-532.12-01	Prov. Salary & Wages	4	0	0	0	0	0
100-4225-532.13-01	Overtime Pay	26	0	435	0	0	0
100-4225-532.14-02	Task Rate	6	0	0	0	0	0
100-4225-532.21-01	Health Insurance	2,685	0	1,258	0	0	0
100-4225-532.21-04	Life Insurance	15	0	8	0	0	0
100-4225-532.21-07	Dental Insurance	176	0	84	0	0	0
100-4225-532.22-01	Social Secrty-OASDI 6.2%	491	0	218	0	0	0
100-4225-532.22-02	Social Security-HI 1.45%	115	0	52	0	0	0
100-4225-532.23-01	Retirement-General	560	0	246	0	0	0
*	Municipal Bldgs Lot Maint	12,281	0	5,545	0	0	0
100-4235-535.41-09	Dumping Fees	763	0	0	0	0	0
*	Brush Collection&Process	763	0	0	0	0	0
100-4238-535.41-09	Dumping Fees	3,456	0	1,470	0	0	0
*	Recyclables Collect/Disp	3,456	0	1,470	0	0	0
100-4239-533.75-05	Residential Containers	10,618	0	5,331	0	0	0
*	Residential Containers	10,618	0	5,331	0	0	0
100-4270-535.11-01	Salary & Wages	76,858-	63,320-	48,659-	65,000-	0	65,000-
100-4270-535.11-03	Holidays	0	0	26-	0	0	0
100-4270-535.11-04	Sick Leave	0	0	50-	0	0	0
100-4270-535.12-01	Prov. Salary & Wages	220-	0	240-	0	0	0
100-4270-535.13-01	Overtime Pay	1,584-	1,500-	1,196-	0	0	0
100-4270-535.21-01	Health Insurance	23,803-	19,000-	15,391-	19,600-	0	19,600-
100-4270-535.21-04	Life Insurance	254-	180-	159-	180-	0	180-
100-4270-535.21-07	Dental Insurance	1,594-	1,300-	994-	1,300-	0	1,300-
100-4270-535.22-01	Social Secrty-OASDI 6.2%	4,685-	4,000-	3,000-	4,030-	0	4,030-
100-4270-535.22-02	Social Security-HI 1.45%	1,096-	900-	702-	942-	0	942-
100-4270-535.23-01	Retirement-General	5,336-	4,200-	3,348-	4,260-	0	4,260-
*	Work for Water-offset	115,430-	94,400-	73,765-	95,312-	0	95,312-
100-4271-535.11-01	Salary & Wages	76,858	0	49,941	0	0	0
100-4271-535.11-03	Holidays	0	0	13	0	0	0
100-4271-535.11-04	Sick Leave	0	0	50	0	0	0
100-4271-535.11-08	Injury Time-Workers Comp	0	0	27	0	0	0
100-4271-535.12-01	Prov. Salary & Wages	220	0	240	0	0	0
100-4271-535.13-01	Overtime Pay	1,584	0	635	0	0	0
100-4271-535.21-01	Health Insurance	23,803	0	15,389	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4271-535.21-04	Life Insurance	254	0	168	0	0	0
100-4271-535.21-07	Dental Insurance	1,594	0	994	0	0	0
100-4271-535.22-01	Social Secrty-OASDI 6.2%	4,685	0	3,047	0	0	0
100-4271-535.22-02	Social Security-HI 1.45%	1,096	0	713	0	0	0
100-4271-535.23-01	Retirement-General	5,336	0	3,397	0	0	0
*	Work for Water Utility	115,430	0	74,614	0	0	0
100-4272-535.11-01	Salary & Wages	148,671-	140,000-	62,962-	120,000-	0	120,000-
100-4272-535.11-02	Vacation	429-	0	0	0	0	0
100-4272-535.11-03	Holidays	849-	0	434-	0	0	0
100-4272-535.13-01	Overtime Pay	416-	0	592-	0	0	0
100-4272-535.21-01	Health Insurance	41,606-	45,000-	19,129-	36,000-	0	36,000-
100-4272-535.21-04	Life Insurance	430-	500-	164-	400-	0	400-
100-4272-535.21-07	Dental Insurance	2,896-	3,000-	1,281-	2,600-	0	2,600-
100-4272-535.22-01	Social Secrty-OASDI 6.2%	8,913-	7,000-	3,795-	7,440-	0	7,440-
100-4272-535.22-02	Social Security-HI 1.45%	2,084-	2,000-	888-	1,740-	0	1,740-
100-4272-535.23-01	Retirement-General	10,226-	10,000-	4,277-	7,860-	0	7,860-
*	Work for San Swr-offset	216,520-	207,500-	93,522-	176,040-	0	176,040-
100-4273-535.11-01	Salary & Wages	148,671	0	63,402	0	0	0
100-4273-535.11-02	Vacation	429	0	0	0	0	0
100-4273-535.11-03	Holidays	849	0	217	0	0	0
100-4273-535.13-01	Overtime Pay	416	0	591	0	0	0
100-4273-535.21-01	Health Insurance	41,606	0	18,502	0	0	0
100-4273-535.21-04	Life Insurance	430	0	186	0	0	0
100-4273-535.21-07	Dental Insurance	2,896	0	1,224	0	0	0
100-4273-535.22-01	Social Secrty-OASDI 6.2%	8,913	0	3,808	0	0	0
100-4273-535.22-02	Social Security-HI 1.45%	2,084	0	891	0	0	0
100-4273-535.23-01	Retirement-General	10,226	0	4,292	0	0	0
*	Work for Sanitary Sewer	216,520	0	93,113	0	0	0
100-4274-535.11-01	Salary & Wages	406,753-	425,000-	169,202-	375,000-	0	375,000-
100-4274-535.11-03	Holidays	368-	0	0	0	0	0
100-4274-535.11-04	Sick Leave	50-	0	0	0	0	0
100-4274-535.11-12	Comp Time Used	49-	0	0	0	0	0
100-4274-535.12-01	Prov. Salary & Wages	9,565-	0	9,858-	0	0	0
100-4274-535.13-01	Overtime Pay	1,659-	0	499-	0	0	0
100-4274-535.21-01	Health Insurance	117,826-	130,000-	45,326-	112,500-	0	112,500-
100-4274-535.21-04	Life Insurance	1,349-	1,100-	440-	1,000-	0	1,000-
100-4274-535.21-07	Dental Insurance	8,211-	8,800-	2,902-	8,000-	0	8,000-
100-4274-535.22-01	Social Secrty-OASDI 6.2%	25,089-	26,350-	10,815-	23,250-	0	23,250-
100-4274-535.22-02	Social Security-HI 1.45%	5,868-	6,200-	2,530-	5,440-	0	5,440-
100-4274-535.23-01	Retirement-General	27,810-	28,500-	11,374-	24,560-	0	24,560-
*	Work for Storm-offset	604,597-	625,950-	252,946-	549,750-	0	549,750-
100-4275-535.11-01	Salary & Wages	406,753	0	166,910	0	0	0
100-4275-535.11-03	Holidays	368	0	0	0	0	0
100-4275-535.11-04	Sick Leave	50	0	87	0	0	0
100-4275-535.11-12	Comp Time Used	49	0	0	0	0	0
100-4275-535.12-01	Prov. Salary & Wages	9,565	0	9,858	0	0	0
100-4275-535.13-01	Overtime Pay	1,659	0	550	0	0	0
100-4275-535.21-01	Health Insurance	117,826	0	44,938	0	0	0

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100-4275-535.21-04	Life Insurance	1,349	0	461	0	0	0
100-4275-535.21-07	Dental Insurance	8,211	0	2,861	0	0	0
100-4275-535.22-01	Social Secrty-OASDI 6.2%	25,089	0	10,689	0	0	0
100-4275-535.22-02	Social Security-HI 1.45%	5,868	0	2,500	0	0	0
100-4275-535.23-01	Retirement-General	27,810	0	11,229	0	0	0
*	Work for Storm Water	604,597	0	250,083	0	0	0
100-4276-535.11-01	Salary & Wages	263,249-	300,000-	183,179-	300,000-	0	300,000-

LEVEL	TEXT	TEXT AMT
DEPT	SAN AND STR TO SOLID WASTE	300,000-
	17% SAN & ST TO SOLID WASTE	
	SUPV SAN & ST TO SOLID WASTE CHARGED DIRECTLY	
		300,000-

100-4276-535.11-02	Vacation	1,556-	0	0	0	0	0
100-4276-535.11-03	Holidays	1,667-	0	778-	0	0	0
100-4276-535.11-08	Injury Time-Workers Comp	0	0	19-	0	0	0
100-4276-535.11-12	Comp Time Used	99-	0	238-	0	0	0
100-4276-535.12-01	Prov. Salary & Wages	533-	0	0	0	0	0
100-4276-535.13-01	Overtime Pay	7,296-	0	5,266-	0	0	0
100-4276-535.14-02	Task Rate	6,045-	0	4,370-	0	0	0
100-4276-535.21-01	Health Insurance	92,681-	80,500-	53,167-	105,600-	0	105,600-
100-4276-535.21-04	Life Insurance	779-	700-	339-	700-	0	700-
100-4276-535.21-07	Dental Insurance	5,800-	5,300-	2,702-	5,300-	0	5,300-
100-4276-535.22-01	Social Secrty-OASDI 6.2%	16,672-	17,000-	11,563-	18,600-	0	18,600-
100-4276-535.22-02	Social Security-HI 1.45%	3,899-	4,000-	2,705-	4,350-	0	4,350-
100-4276-535.23-01	Retirement-General	18,952-	18,500	12,774-	19,650-	0	19,650-
*	Work for Solid Wst-offset	419,228-	389,000-	277,100-	454,200-	0	454,200-
100-4277-535.11-01	Salary & Wages	263,249	0	192,956	0	0	0
100-4277-535.11-02	Vacation	1,556	0	0	0	0	0
100-4277-535.11-03	Holidays	1,667	0	389	0	0	0
100-4277-535.11-04	Sick Leave	0	0	31	0	0	0
100-4277-535.11-08	Injury Time-Workers Comp	0	0	19	0	0	0
100-4277-535.11-12	Comp Time Used	99	0	238	0	0	0
100-4277-535.12-01	Prov. Salary & Wages	533	0	0	0	0	0
100-4277-535.13-01	Overtime Pay	7,296	0	6,193	0	0	0
100-4277-535.14-02	Task Rate	6,045	0	4,622	0	0	0
100-4277-535.21-01	Health Insurance	92,681	0	54,858	0	0	0
100-4277-535.21-04	Life Insurance	779	0	412	0	0	0
100-4277-535.21-07	Dental Insurance	5,800	0	2,822	0	0	0
100-4277-535.22-01	Social Secrty-OASDI 6.2%	16,672	0	12,203	0	0	0
100-4277-535.22-02	Social Security-HI 1.45%	3,899	0	2,854	0	0	0
100-4277-535.23-01	Retirement-General	18,952	0	13,475	0	0	0
*	Work for Solid Waste	419,228	0	291,072	0	0	0
100-4278-535.11-01	Salary & Wages	0	0	1,107-	0	0	0
100-4278-535.12-01	Prov. Salary & Wages	37-	0	0	0	0	0
100-4278-535.21-01	Health Insurance	0	0	357-	0	0	0
100-4278-535.21-04	Life Insurance	0	0	2-	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4278-535.21-07	Dental Insurance	0	0	22-	0	0	0
100-4278-535.22-01	Social Secrty-OASDI 6.2%	2-	0	66-	0	0	0
100-4278-535.22-02	Social Security-HI 1.45%	1-	0	15-	0	0	0
100-4278-535.23-01	Retirement-General	0	0	74-	0	0	0
*	Work for Beloit Hsg-offst	40-	0	1,643-	0	0	0
100-4279-535.11-01	Salary & Wages	0	0	880	0	0	0
100-4279-535.12-01	Prov. Salary & Wages	37	0	0	0	0	0
100-4279-535.21-01	Health Insurance	0	0	284	0	0	0
100-4279-535.21-04	Life Insurance	0	0	2	0	0	0
100-4279-535.21-07	Dental Insurance	0	0	18	0	0	0
100-4279-535.22-01	Social Secrty-OASDI 6.2%	2	0	53	0	0	0
100-4279-535.22-02	Social Security-HI 1.45%	1	0	12	0	0	0
100-4279-535.23-01	Retirement-General	0	0	59	0	0	0
*	Work for Beloit Hsg	40	0	1,308	0	0	0
100-4280-535.12-01	Prov. Salary & Wages	9-	0	0	0	0	0
100-4280-535.22-01	Social Secrty-OASDI 6.2%	1-	0	0	0	0	0
*	Work for Parking-offset	10-	0	0	0	0	0
100-4281-535.12-01	Prov. Salary & Wages	9	0	0	0	0	0
100-4281-535.22-01	Social Secrty-OASDI 6.2%	1	0	0	0	0	0
*	Work for Parking Utility	10	0	0	0	0	0
100-4282-535.11-01	Salary & Wages	3,051-	0	1,245-	0	0	0
100-4282-535.21-01	Health Insurance	923-	0	384-	0	0	0
100-4282-535.21-04	Life Insurance	10-	0	5-	0	0	0
100-4282-535.21-07	Dental Insurance	65-	0	27-	0	0	0
100-4282-535.22-01	Social Secrty-OASDI 6.2%	182-	0	74-	0	0	0
100-4282-535.22-02	Social Security-HI 1.45%	43-	0	17-	0	0	0
100-4282-535.23-01	Retirement-General	207-	0	83-	0	0	0
*	Work for CIP/TIFs-offset	4,481-	0	1,835-	0	0	0
100-4283-535.11-01	Salary & Wages	3,051	0	1,245	0	0	0
100-4283-535.21-01	Health Insurance	923	0	384	0	0	0
100-4283-535.21-04	Life Insurance	10	0	5	0	0	0
100-4283-535.21-07	Dental Insurance	65	0	27	0	0	0
100-4283-535.22-01	Social Secrty-OASDI 6.2%	182	0	74	0	0	0
100-4283-535.22-02	Social Security-HI 1.45%	43	0	17	0	0	0
100-4283-535.23-01	Retirement-General	207	0	83	0	0	0
*	Work for Cap Proj/TIFs	4,481	0	1,835	0	0	0
100-4299-533.11-01	Salary & Wages	1,194	0	1,245	0	0	0
100-4299-533.14-02	Task Rate	20	0	0	0	0	0
100-4299-533.21-01	Health Insurance	470	0	384	0	0	0
100-4299-533.21-04	Life Insurance	3	0	5	0	0	0
100-4299-533.21-07	Dental Insurance	29	0	27	0	0	0
100-4299-533.22-01	Social Secrty-OASDI 6.2%	71	0	74	0	0	0
100-4299-533.22-02	Social Security-HI 1.45%	17	0	17	0	0	0
100-4299-533.23-01	Retirement-General	82	0	83	0	0	0
100-4299-535.11-01	Salary & Wages	1,438	0	0	0	0	0
100-4299-535.14-02	Task Rate	29	0	0	0	0	0
100-4299-535.21-01	Health Insurance	605	0	0	0	0	0
100-4299-535.21-04	Life Insurance	2	0	0	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4299-535.21-07	Dental Insurance	37	0	0	0	0	0
100-4299-535.22-01	Social Secrty-OASDI 6.2%	86	0	0	0	0	0
100-4299-535.22-02	Social Security-HI 1.45%	20	0	0	0	0	0
100-4299-535.23-01	Retirement-General	99	0	0	0	0	0
*	Work for Others-Transfers	4,202	0	1,835	0	0	0
**	Sanitation & Streets	3,036,042	3,938,815	2,337,333	323,974-	4,219,600	3,895,626

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Forestry							
100-4301-533.11-01	Salary & Wages	140,282	777,756	106,569	0	775,442	775,442
LEVEL	TEXT		TEXT AMT				
DEPT	1 FORESTRY AND GROUNDS SUPERINTENDENT						
	1 LEAD ARBORIST						
	12 ARBORISTS						
	1 LABORER						
	TOTAL POSITIONS 15						
100-4301-533.11-02	Vacation	54,718	0	34,791	0	0	0
100-4301-533.11-03	Holidays	33,975	0	15,859	0	0	0
100-4301-533.11-04	Sick Leave	27,537	0	10,671	0	0	0
100-4301-533.11-06	Funeral Leave	198	0	196	0	0	0
100-4301-533.11-07	Jury Duty	0	0	193	0	0	0
100-4301-533.11-08	Injury Time-Workers Comp	382	0	132	0	0	0
100-4301-533.11-12	Comp Time Used	6,350	0	6,004	0	0	0
100-4301-533.12-01	Prov. Salary & Wages	2,032	132,015	3,017	0	143,105	143,105
100-4301-533.13-01	Overtime Pay	4,369	2,500	6,384	0	6,000	6,000
100-4301-533.14-01	Out of Class Pay	0	600	0	0	1,200	1,200
100-4301-533.14-03	Shift Differential	0	15	0	0	0	0
100-4301-533.14-05	Acting Supervisor	0	480	0	0	0	0
100-4301-533.21-01	Health Insurance	66,608	256,148	43,246	0	254,132	254,132
100-4301-533.21-04	Life Insurance	1,111	1,678	657	0	1,857	1,857
100-4301-533.21-07	Dental Insurance	4,996	16,058	3,166	0	16,085	16,085
100-4301-533.22-01	Social Secrty-OASDI 6.2%	16,761	55,427	11,110	0	56,010	56,010
100-4301-533.22-02	Social Security-HI 1.45%	3,920	12,963	2,598	0	13,099	13,099
100-4301-533.23-01	Retirement-General	18,697	48,868	12,065	0	51,263	51,263
100-4301-533.41-01	Water	960	4,500	0	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	-$2000 LESS WATER USAGE DUE TO BLVD CONVERSION						
	REDUCING THE # OF FLOWER & SHRUB BED TO BE WATERED						
	MOVE TO REGISTRATION FEES 100-4301-533-57-02						
100-4301-533.41-02	Storm Water	0	4,000	0	4,000	0	4,000
LEVEL	TEXT		TEXT AMT				
DEPT	PARKS 100-4303-552-41-02		2,300				
	BUILDINGS 100-4304-533-41-02		1,700				
			4,000				
100-4301-533.41-06	Telephone/Internet	1,895	4,800	1,319	4,800	0	4,800
100-4301-533.41-09	Dumping Fees	14,519	15,000	0	15,000	0	15,000
LEVEL	TEXT		TEXT AMT				
DEPT	SCREENING STUMP GRINDINGS TO SEPARATE SOIL FROM		15,000				
	WOOD FIBER TO RECOVER SOIL AND USE AS TOPSOIL						
	FOR PUBLIC WORKS						
			15,000				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4301-533.43-02	Equipment Rental from PW	62,112	137,242	51,130	147,466	0	147,466
100-4301-533.44-08	Other	2,844	6,000	2,005	6,000	0	6,000

LEVEL TEXT TEXT AMT
DEPT DIGGERS HOTLINE, PLANTING LOCATIONS & STUMPS 6,000
6,000

100-4301-533.51-02	Office Supplies	557	500	235	550	0	550
100-4301-533.51-08	Hand & Shop Tools	11,590	13,000	5,049	13,300	0	13,300
100-4301-533.51-09	Other	17,023	22,521	4,721	5,500	0	5,500

LEVEL TEXT TEXT AMT
DEPT SUPPLIES FOR INJECTION OF ASH TREES DUE TO E.A.B. 5,500
-$13,010 MOVE TO EAB CHEM 100-4301-533-53-05
-$4011 INITIATIVE FROM 2017 SALARY SAVINGS
PURCHASE OF EAB 2 INJ. EQUIP. - COMPLETED
5,500

100-4301-533.52-01	Subscriptions	63	150	0	0	0	0

LEVEL TEXT TEXT AMT
DEPT -$150 MOVE TO HAND&SHOP TOOLS 100-4301-533-51-08

100-4301-533.52-02	Other	0	150	0	0	0	0

LEVEL TEXT TEXT AMT
DEPT -$150 MOVE TO HAND$SHOP TOOLS 100-430-533-51-08

100-4301-533.53-05	Chemicals	35,601	36,750	880	49,760	0	49,760

LEVEL TEXT TEXT AMT
DEPT CHEMICALS EAB 45,360
COMBINED AMOUNT FROM 100-4301-533-51-09 INTO ACCT
MUNICIPAL PARKING LOT 500
BUILDINGS 100-4304-533-53-05 350
PARKS 100-4303-552-53-05 200
BOUELEVARDS 100-4305-531-53-05 450
TREE MAINT. CHEM. OTHER THAN E.A.B. 600
30 GAL DRUM HERBICIDE FOR ALL THE TURF 2,300
49,760

100-4301-533.53-10	Sand, Stone, & Gravel	35	100	1,210	0	0	0

LEVEL TEXT TEXT AMT
DEPT -$100 MOVE TO LANDSCAPE MATRL 100-4301-533-53-16

100-4301-533.53-12	Lumber & Bldg Supplies	0	200	178	0	0	0

LEVEL TEXT TEXT AMT
DEPT -$200 MOVE TO LANDSCAPE MATERL 100-4301-533-53-16

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4301-533.53-16	Landscaping Materials	4,003-	81,050	6,651-	44,550	0	44,550

LEVEL	TEXT	TEXT AMT
DEPT	+52 TREES DUE INCREASED ASH REMOVAL	5,044
	ANNUAL TREE PLANTING 100-4302-561-53-16	24,825
	NEW CONSOLIDATED BLVD BEDS 100-4305-531-53-16	4,356
	ANNUAL BLVD PLANTING 100-4305-531-53-16	5,550
	BUILDINGS 100-4304-533-53-16	1,100
	-$650 PARKS 100-4303-552-53-16 (WAS $1875)	1,225
	+$650 FROM PARKS TO PLAYGRND CHIPS(+50YDS)=100YDS	2,150
	+$100 FROM SAND,STONE&GRAVEL 100-4301-533-53-10	100
	+$200 FROM LUMBER 100-4301-533-12	200
		44,550

100-4301-533.53-18	Plumbing Parts	0	2,500	0	2,500	0	2,500

LEVEL	TEXT	TEXT AMT
DEPT	PARKS 100-4303-552-53-18	250
	BUILDINGS 100-4304-533-53-18	250
	BLOUVARDS 100-4305-531-53-18	2,000
		2,500

100-4301-533.55-01	In-house (Print Shop)	0	50	0	0	0	0

LEVEL	TEXT	TEXT AMT
DEPT	-$50 MOVE TO OFFICE SUPPLIES 100-4301-533-51-02	

100-4301-533.57-01	Membership Dues	265	0	1,610	0	0	0
100-4301-533.57-02	Registration Fees	3,909	2,300	1,224	4,300	0	4,300

LEVEL	TEXT	TEXT AMT
DEPT	+$2000 FROM WATER (IRRIGATION) 100-4301-533-41-01	4,300
	TRAINING FOR CERTIFIED ARBORISTS	
		4,300

100-4301-533.60-01	Clothing/Uniforms	3,225	3,500	3,207	0	0	0
100-4301-533.70-03	Equipment	0	0	0	18,000	0	18,000

LEVEL	TEXT	TEXT AMT
DEPT	TREE PLANTING (200 TREES)	18,000
		18,000

*	Gen Administration	532,531	1,638,821	322,775	318,226	1,318,193	1,636,419
100-4302-561.11-01	Salary & Wages	36,165	0	4,495	0	0	0
100-4302-561.12-01	Salary & Wages	511	0	0	0	0	0
100-4302-561.13-01	Overtime Pay	67	0	9	0	0	0
100-4302-561.21-01	Health Insurance	12,415	0	1,598	0	0	0
100-4302-561.21-04	Life Insurance	51	0	9	0	0	0
100-4302-561.21-07	Dental Insurance	803	0	102	0	0	0

BUDGET PREPARATION WORKSHEET
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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4302-561.22-01	Social Secrty-OASDI 6.2%	2,183	0	280	0	0	0
100-4302-561.22-02	Social Security-HI 1.45%	511	0	65	0	0	0
100-4302-561.23-01	Retirement-General	2,464	0	315	0	0	0
100-4302-561.44-07	Accident Damages-repair	55	0	0	0	0	0
100-4302-561.51-09	Other	73	0	0	0	0	0
100-4302-561.53-05	Chemicals	931	0	0	0	0	0
100-4302-561.53-16	Landscaping Materials	28,880	0	32,850	0	0	0
*	Street Tree Planting	85,109	0	39,723	0	0	0
100-4303-552.11-01	Salary & Wages	15,015	0	14,234	0	0	0
100-4303-552.12-01	Prov. Salary & Wages	14,808	0	17,601	0	0	0
100-4303-552.13-01	Overtime Pay	0	0	187	0	0	0
100-4303-552.21-01	Health Insurance	4,009	0	4,546	0	0	0
100-4303-552.21-04	Life Insurance	22	0	21	0	0	0
100-4303-552.21-07	Dental Insurance	252	0	296	0	0	0
100-4303-552.22-01	Social Secrty-OASDI 6.2%	1,822	0	1,951	0	0	0
100-4303-552.22-02	Social Security-HI 1.45%	426	0	456	0	0	0
100-4303-552.23-01	Retirement-General	1,021	0	954	0	0	0
100-4303-552.41-02	Storm Water	2,313	0	1,751	0	0	0
100-4303-552.53-05	Chemicals	48	0	0	0	0	0
100-4303-552.53-10	Sand, Stone, & Gravel	0	0	502	0	0	0
100-4303-552.53-16	Landscaping Materials	320	0	414	0	0	0
100-4303-552.53-18	Plumbing Parts	484	0	191	0	0	0
*	Parks/Playground Maint	40,540	0	43,104	0	0	0
100-4304-533.11-01	Salary & Wages	23,029	0	13,379	0	0	0
100-4304-533.12-01	Prov. Salary & Wages	14,241	0	10,490	0	0	0
100-4304-533.13-01	Overtime Pay	0	0	124	0	0	0
100-4304-533.21-01	Health Insurance	6,423	0	4,104	0	0	0
100-4304-533.21-04	Life Insurance	39	0	18	0	0	0
100-4304-533.21-07	Dental Insurance	406	0	274	0	0	0
100-4304-533.22-01	Social Secrty-OASDI 6.2%	2,266	0	1,455	0	0	0
100-4304-533.22-02	Social Security-HI 1.45%	530	0	340	0	0	0
100-4304-533.23-01	Retirement-General	1,565	0	897	0	0	0
100-4304-533.41-02	Storm Water	1,706	0	1,251	0	0	0
100-4304-533.53-05	Chemicals	631	0	818	0	0	0
100-4304-533.53-16	Landscaping Materials	4,290	0	2,195	0	0	0
100-4304-533.53-18	Plumbing Parts	0	0	3	0	0	0
*	Bldg & Grounds Maintenanc	55,126	0	35,348	0	0	0
100-4305-531.11-01	Salary & Wages	48,899	0	31,548	0	0	0
100-4305-531.12-01	Salary & Wages	52,555	0	38,003	0	0	0
100-4305-531.13-01	Overtime Pay	52	0	394	0	0	0
100-4305-531.21-01	Health Insurance	16,297	0	10,420	0	0	0
100-4305-531.21-04	Life Insurance	53	0	59	0	0	0
100-4305-531.21-07	Dental Insurance	1,107	0	710	0	0	0
100-4305-531.22-01	Social Secrty-OASDI 6.2%	6,166	0	4,251	0	0	0
100-4305-531.22-02	Social Security-HI 1.45%	1,442	0	995	0	0	0
100-4305-531.23-01	Retirement-General	3,322	0	2,114	0	0	0
100-4305-531.51-09	Other	1,524	0	13	0	0	0
100-4305-531.53-05	Chemicals	241	0	105	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4305-531.53-16	Landscaping Materials	15,874	0	8,488	0	0	0
100-4305-531.53-18	Plumbing Parts	3,781	0	1,001	0	0	0
*	Blvd/Street Maintenance	151,313	0	98,101	0	0	0
100-4306-532.11-01	Salary & Wages	1,167	0	522	0	0	0
100-4306-532.12-01	Prov. Salary & Wages	19,922	0	0	0	0	0
100-4306-532.21-01	Health Insurance	306	0	106	0	0	0
100-4306-532.21-04	Life Insurance	4	0	0	0	0	0
100-4306-532.21-07	Dental Insurance	21	0	6	0	0	0
100-4306-532.22-01	Social Secrty-OASDI 6.2%	1,305	0	32	0	0	0
100-4306-532.22-02	Social Security-HI 1.45%	305	0	7	0	0	0
100-4306-532.23-01	Retirement-General	79	0	35	0	0	0
*	Weeds-Sidewalk & Curbs	23,109	0	708	0	0	0
100-4307-532.11-01	Salary & Wages	7,528	0	6,420	0	0	0
100-4307-532.12-01	Prov. Salary & Wages	10,508	0	8,047	0	0	0
100-4307-532.13-01	Overtime Pay	0	0	254	0	0	0
100-4307-532.21-01	Health Insurance	2,069	0	1,720	0	0	0
100-4307-532.21-04	Life Insurance	13	0	11	0	0	0
100-4307-532.21-07	Dental Insurance	136	0	117	0	0	0
100-4307-532.22-01	Social Secrty-OASDI 6.2%	1,101	0	900	0	0	0
100-4307-532.22-02	Social Security-HI 1.45%	258	0	211	0	0	0
100-4307-532.23-01	Retirement-General	512	0	430	0	0	0
*	Weeds-Lots & Shoulders	22,125	0	18,110	0	0	0
100-4308-561.11-01	Salary & Wages	293,661	0	206,381	0	0	0
100-4308-561.12-01	Salary & Wages	14,758	0	17,383	0	0	0
100-4308-561.13-01	Overtime Pay	274	0	312	0	0	0
100-4308-561.21-01	Health Insurance	89,623	0	62,103	0	0	0
100-4308-561.21-04	Life Insurance	446	0	290	0	0	0
100-4308-561.21-07	Dental Insurance	5,895	0	4,048	0	0	0
100-4308-561.22-01	Social Secrty-OASDI 6.2%	18,478	0	13,440	0	0	0
100-4308-561.22-02	Social Security-HI 1.45%	4,321	0	3,144	0	0	0
100-4308-561.23-01	Retirement-General	19,985	0	13,874	0	0	0
100-4308-561.44-07	Accident Damages-repair	9,725	0	10,065	0	0	0
100-4308-561.51-09	Other	485	0	0	0	0	0
100-4308-561.53-05	Chemicals	467	0	1,701	0	0	0
100-4308-561.53-16	Landscaping Materials	5,302	0	861	0	0	0
*	Tree Maintenance	463,420	0	333,602	0	0	0
100-4370-533.11-01	Salary & Wages	134-	3,900-	0	0	0	0
100-4370-533.12-01	Prov. Salary & Wages	1,029-	0	0	0	0	0
100-4370-533.21-01	Health Insurance	47-	0	0	0	0	0
100-4370-533.21-07	Dental Insurance	3-	0	0	0	0	0
100-4370-533.22-01	Social Secrty-OASDI 6.2%	72-	0	0	0	0	0
100-4370-533.22-02	Social Security-HI 1.45%	17-	0	0	0	0	0
100-4370-533.23-01	Retirement-General	9-	0	0	0	0	0
*	Work for Water-offset	1,311-	3,900-	0	0	0	0
100-4371-533.11-01	Salary & Wages	134	0	0	0	0	0
100-4371-533.12-01	Prov. Salary & Wages	1,029	0	0	0	0	0
100-4371-533.21-01	Health Insurance	47	0	0	0	0	0
100-4371-533.21-07	Dental Insurance	3	0	0	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4371-533.22-01	Social Secrty-OASDI 6.2%	72	0	0	0	0	0
100-4371-533.22-02	Social Security-HI 1.45%	17	0	0	0	0	0
100-4371-533.23-01	Retirement-General	9	0	0	0	0	0
*	Work for Water Utility	1,311	0	0	0	0	0
100-4372-533.11-01	Salary & Wages	174-	300-	0	0	0	0
100-4372-533.21-01	Health Insurance	50-	0	0	0	0	0
100-4372-533.21-07	Dental Insurance	5-	0	0	0	0	0
100-4372-533.22-01	Social Secrty-OASDI 6.2%	10-	0	0	0	0	0
100-4372-533.22-02	Social Security-HI 1.45%	2-	0	0	0	0	0
100-4372-533.23-01	Retirement-General	12-	0	0	0	0	0
*	Work for San Swr-offset	253-	300-	0	0	0	0
100-4373-533.11-01	Salary & Wages	174	0	0	0	0	0
100-4373-533.21-01	Health Insurance	50	0	0	0	0	0
100-4373-533.21-07	Dental Insurance	5	0	0	0	0	0
100-4373-533.22-01	Social Secrty-OASDI 6.2%	10	0	0	0	0	0
100-4373-533.22-02	Social Security-HI 1.45%	2	0	0	0	0	0
100-4373-533.23-01	Retirement-General	12	0	0	0	0	0
*	Work for Sanitary Sewer	253	0	0	0	0	0
100-4374-533.11-01	Salary & Wages	1,185-	1,500-	0	0	0	0
100-4374-533.12-01	Prov. Salary & Wages	114-	0	0	0	0	0
100-4374-533.21-01	Health Insurance	477-	0	0	0	0	0
100-4374-533.21-07	Dental Insurance	31-	0	0	0	0	0
100-4374-533.22-01	Social Secrty-OASDI 6.2%	77-	0	0	0	0	0
100-4374-533.22-02	Social Security-HI 1.45%	18-	0	0	0	0	0
100-4374-533.23-01	Retirement-General	81-	0	0	0	0	0
*	Work for Storm-offset	1,983-	1,500-	0	0	0	0
100-4375-533.11-01	Salary & Wages	1,185	0	0	0	0	0
100-4375-533.12-01	Prov. Salary & Wages	114	0	0	0	0	0
100-4375-533.21-01	Health Insurance	477	0	0	0	0	0
100-4375-533.21-07	Dental Insurance	31	0	0	0	0	0
100-4375-533.22-01	Social Secrty-OASDI 6.2%	77	0	0	0	0	0
100-4375-533.22-02	Social Security-HI 1.45%	18	0	0	0	0	0
100-4375-533.23-01	Retirement-General	81	0	0	0	0	0
*	Work for Storm Water Util	1,983	0	0	0	0	0
100-4376-533.11-01	Salary & Wages	2,358-	11,600-	0	0	0	0
100-4376-533.21-01	Health Insurance	801-	0	0	0	0	0
100-4376-533.21-04	Life Insurance	3-	0	0	0	0	0
100-4376-533.21-07	Dental Insurance	51-	0	0	0	0	0
100-4376-533.22-01	Social Secrty-OASDI 6.2%	140-	0	0	0	0	0
100-4376-533.22-02	Social Security-HI 1.45%	33-	0	0	0	0	0
100-4376-533.23-01	Retirement-General	160-	0	0	0	0	0
*	Work for Solid Wst-offset	3,546-	11,600-	0	0	0	0
100-4377-533.11-01	Salary & Wages	2,358	0	0	0	0	0
100-4377-533.21-01	Health Insurance	801	0	0	0	0	0
100-4377-533.21-04	Life Insurance	3	0	0	0	0	0
100-4377-533.21-07	Dental Insurance	51	0	0	0	0	0
100-4377-533.22-01	Social Secrty-OASDI 6.2%	140	0	0	0	0	0
100-4377-533.22-02	Social Security-HI 1.45%	33	0	0	0	0	0

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4377-533.23-01	Retirement-General	160	0	0	0	0	0
*	Work for Solid Waste	3,546	0	0	0	0	0
100-4378-533.11-01	Salary & Wages	5,252-	5,800-	1,055-	5,000-	0	5,000-
100-4378-533.12-01	Prov. Salary & Wages	5,189-	0	3,612-	10,000-	0	10,000-
100-4378-533.21-01	Health Insurance	1,228-	0	321-	0	0	0
100-4378-533.21-04	Life Insurance	1-	0	1-	0	0	0
100-4378-533.21-07	Dental Insurance	84-	0	21-	0	0	0
100-4378-533.22-01	Social Secrty-OASDI 6.2%	636-	0	287-	930-	0	930-
100-4378-533.22-02	Social Security-HI 1.45%	149-	0	67-	200-	0	200-
100-4378-533.23-01	Retirement-General	357-	0	71-	980-	0	980-
*	Work for Beloit Hsg-offst	12,896-	5,800-	5,435-	17,110-	0	17,110-
100-4379-533.11-01	Salary & Wages	5,252	0	1,761	0	0	0
100-4379-533.12-01	Prov. Salary & Wages	5,189	0	3,612	0	0	0
100-4379-533.21-01	Health Insurance	1,228	0	588	0	0	0
100-4379-533.21-04	Life Insurance	1	0	3	0	0	0
100-4379-533.21-07	Dental Insurance	84	0	39	0	0	0
100-4379-533.22-01	Social Secrty-OASDI 6.2%	636	0	329	0	0	0
100-4379-533.22-02	Social Security-HI 1.45%	149	0	77	0	0	0
100-4379-533.23-01	Retirement-General	357	0	118	0	0	0
*	Work for Beloit Hsg	12,896	0	6,527	0	0	0
100-4380-533.11-01	Salary & Wages	9,501-	7,700-	5,119-	15,000-	0	15,000-
100-4380-533.12-01	Prov. Salary & Wages	1,918-	0	1,450-	0	0	0
100-4380-533.21-01	Health Insurance	2,059-	0	1,805-	2,000-	0	2,000-
100-4380-533.21-04	Life Insurance	12-	0	14-	0	0	0
100-4380-533.21-07	Dental Insurance	130-	0	110-	0	0	0
100-4380-533.22-01	Social Secrty-OASDI 6.2%	694-	0	394-	930-	0	930-
100-4380-533.22-02	Social Security-HI 1.45%	162-	0	92-	200-	0	200-
100-4380-533.23-01	Retirement-General	646-	0	343-	980-	0	980-
*	Work for Parking-offset	15,122-	7,700-	9,327-	19,110-	0	19,110-
100-4381-533.11-01	Salary & Wages	9,501	0	8,168	0	0	0
100-4381-533.12-01	Prov. Salary & Wages	1,918	0	1,450	0	0	0
100-4381-533.13-01	Overtime Pay	0	0	122	0	0	0
100-4381-533.21-01	Health Insurance	2,059	0	2,999	0	0	0
100-4381-533.21-04	Life Insurance	12	0	19	0	0	0
100-4381-533.21-07	Dental Insurance	130	0	189	0	0	0
100-4381-533.22-01	Social Secrty-OASDI 6.2%	694	0	581	0	0	0
100-4381-533.22-02	Social Security-HI 1.45%	162	0	136	0	0	0
100-4381-533.23-01	Retirement-General	646	0	556	0	0	0
*	Work for Parking Utility	15,122	0	14,220	0	0	0
100-4382-533.11-01	Salary & Wages	1,500-	0	2,253-	0	0	0

LEVEL	TEXT	TEXT AMT
DEPT	NO CHARGE OUT FOR CAPITAL PROJECTS-ALL LABOR IS FUNDED IN GEN FUND BUDGETS NOT CAPITAL PROJECTS	

100-4382-533.12-01	Prov. Salary & Wages	912-	0	943-	0	0	0
100-4382-533.13-01	Overtime Pay	25-	0	0	0	0	0
100-4382-533.21-01	Health Insurance	557-	0	524-	0	0	0
100-4382-533.21-04	Life Insurance	4-	0	4-	0	0	0

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4382-533.21-07	Dental Insurance	36-	0	41-	0	0	0
100-4382-533.22-01	Social Secrty-OASDI 6.2%	145-	0	195-	0	0	0
100-4382-533.22-02	Social Security-HI 1.45%	34-	0	46-	0	0	0
100-4382-533.23-01	Retirement-General	102-	0	151-	0	0	0
*	Work for CIP/TIFs-offset	3,315-	0	4,157-	0	0	0
100-4383-533.11-01	Salary & Wages	1,500	0	2,797	0	0	0
100-4383-533.12-01	Prov. Salary & Wages	912	0	943	0	0	0
100-4383-533.21-01	Health Insurance	557	0	667	0	0	0
100-4383-533.21-04	Life Insurance	4	0	6	0	0	0
100-4383-533.21-07	Dental Insurance	36	0	50	0	0	0
100-4383-533.22-01	Social Secrty-OASDI 6.2%	145	0	227	0	0	0
100-4383-533.22-02	Social Security-HI 1.45%	34	0	53	0	0	0
100-4383-533.23-01	Retirement-General	102	0	188	0	0	0
*	Work for Cap Proj/TIFs	3,290	0	4,931	0	0	0
**	Forestry	1,373,248	1,608,021	898,230	282,006	1,318,193	1,600,199

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Inventory Services							
100-4401-533.11-01	Salary & Wages	93,930	89,454	71,598	0	91,019	91,019
LEVEL	TEXT		TEXT AMT				
DEPT	.5 BLDG&SIGN/INVENTORY SUPT						
	1 LEAD INVENTORY SERVICES SPECIALIST						
	2 INVENTORY SERVICES SPECIALIST						
	3.5 TOTAL POSITIONS						
100-4401-533.11-02	Vacation	9,217	0	7,308	0	0	0
100-4401-533.11-03	Holidays	4,527	0	1,602	0	0	0
100-4401-533.11-04	Sick Leave	2,074	0	587	0	0	0
100-4401-533.11-08	Injury Time-Workers Comp	0	0	31	0	0	0
100-4401-533.11-12	Comp Time Used	57	0	668	0	0	0
100-4401-533.12-01	Prov. Salary & Wages	0	0	425	0	0	0
100-4401-533.13-01	Overtime Pay	8,015	4,000	1,544	0	2,000	2,000
100-4401-533.14-02	Task Rate	0	0	12	0	0	0
100-4401-533.14-05	Acting Supervisor	0	620	0	0	0	0
100-4401-533.21-01	Health Insurance	23,153	27,062	22,319	0	32,326	32,326
100-4401-533.21-04	Life Insurance	536	321	313	0	231	231
100-4401-533.21-07	Dental Insurance	1,654	1,580	1,391	0	2,011	2,011
100-4401-533.22-01	Social Secrty-OASDI 6.2%	7,058	5,481	4,990	0	5,572	5,572
100-4401-533.22-02	Social Security-HI 1.45%	1,651	1,282	1,167	0	1,303	1,303
100-4401-533.23-01	Retirement-General	7,799	4,330	5,585	0	6,093	6,093
100-4401-533.30-04	Other	4,827	7,000	8,026	10,000	0	10,000
LEVEL	TEXT		TEXT AMT				
DEPT	FUEL ISLAND MAINTENANCE/CERTIFICATION						
100-4401-533.32-04	Other	29	23,000	0	3,500	0	3,500
LEVEL	TEXT		TEXT AMT				
DEPT	MSDS SOFTWARE						
100-4401-533.43-02	Equipment Rental from PW	0	1,575	0	0	0	0
100-4401-533.44-02	Misc Machinery & Equip	0	500	0	0	0	0
100-4401-533.44-08	Other	71	0	0	0	0	0
100-4401-533.51-01	Postage	0	100	0	0	0	0
100-4401-533.51-02	Office Supplies	413	2,000	462	2,000	0	2,000
100-4401-533.51-06	Custodial Supplies	14	0	7	200	0	200
100-4401-533.51-08	Hand & Shop Tools	3	500	0	500	0	500
100-4401-533.51-09	Other	386	1,500	273	1,500	0	1,500
100-4401-533.55-01	In-house (Print Shop)	0	250	0	250	0	250
100-4401-533.64-01	Inventory Adjustments	39	1,000	119	1,000	0	1,000
100-4401-533.64-03	Inv Freight Chg/Discounts	0	200	0	200	0	200
100-4401-533.64-06	Core Charges	240	0	0	0	0	0
100-4401-533.70-01	Furniture & Fixtures	0	350	0	350	0	350
*	Gen Administration	165,693	172,105	128,427	19,500	140,555	160,055
**	Inventory Services	165,693	172,105	128,427	19,500	140,555	160,055

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Fleet Services							
100-4501-533.11-01	Salary & Wages	396,591	733,171	283,250	0	628,071	628,071
LEVEL	TEXT			TEXT AMT			
DEPT	1 FLEET SERVICES SUPERINTENDENT						
	1 LEAD EQUIPMENT MECHANIC						
	8 EQUIPMENT MECHANIC (1 POSITION TO FIRE)						
	1 FLEET MAINTENANCE TECHNICIAN						
	TOTAL POSITIONS 11						
100-4501-533.11-02	Vacation	43,624	0	28,503	0	0	0
100-4501-533.11-03	Holidays	22,838	0	10,009	0	0	0
100-4501-533.11-04	Sick Leave	71,615	0	29,393	0	0	0
100-4501-533.11-06	Funeral Leave	759	0	0	0	0	0
100-4501-533.11-08	Injury Time-Workers Comp	98	0	805	0	0	0
100-4501-533.11-12	Comp Time Used	5,623	0	2,858	0	0	0
100-4501-533.11-20	Est hourly labor - budget	2,628-	0	0	0	0	0
100-4501-533.12-01	Prov. Salary & Wages	0	0	18	0	0	0
100-4501-533.13-01	Overtime Pay	13,528	6,600	10,329	0	8,600	8,600
100-4501-533.14-01	Out of Class Pay	0	0	0	0	100	100
100-4501-533.14-02	Task Rate	0	8,249	0	0	0	0
LEVEL	TEXT			TEXT AMT			
DEPT	ZERO OUT DUE TO NO USE OF ACCOUNT FOR PAST SEVERAL						
	YEARS, APPLY $2000 TO OVERTIME ACCOUNT						
100-4501-533.21-01	Health Insurance	124,878	211,816	79,121	0	156,811	156,811
100-4501-533.21-04	Life Insurance	1,461	1,387	842	0	1,236	1,236
100-4501-533.21-07	Dental Insurance	10,045	15,087	5,852	0	10,364	10,364
100-4501-533.22-01	Social Secrty-OASDI 6.2%	33,994	39,691	22,075	0	38,673	38,673
100-4501-533.22-02	Social Security-HI 1.45%	7,950	9,262	5,163	0	9,045	9,045
100-4501-533.23-01	Retirement-General	37,399	39,551	24,114	0	41,709	41,709
100-4501-533.30-04	Other	600	0	0	0	0	0
100-4501-533.41-06	Telephone/Internet	721	0	557	0	0	0
100-4501-533.43-02	Equipment Rental from PW	510,403-	698,480-	325,205-	719,434-	0	719,434-
LEVEL	TEXT			TEXT AMT			
DEPT	INCREASED 3%						
100-4501-533.44-02	Misc Machinery & Equip	5,539	7,500	2,813	7,500	0	7,500
100-4501-533.44-03	Vehicles	382,637	400,000	270,496	400,000	0	400,000
LEVEL	TEXT			TEXT AMT			
DEPT	VEHICLE MAINTENANCE/REPAIR						
100-4501-533.51-02	Office Supplies	952	1,000	509	1,000	0	1,000
100-4501-533.51-07	Cleaning & Laundry Suppl	7,131	8,500	7,448	8,500	0	8,500
100-4501-533.51-08	Hand & Shop Tools	5,537	12,000	3,228	12,000	0	12,000
100-4501-533.51-09	Other	13,681	12,000	12,533	12,000	0	12,000
LEVEL	TEXT			TEXT AMT			
DEPT	SMALL ENGINE/EQUIPMENT						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4501-533.52-03	Subscriptions-Software	5,305	8,500	6,672	8,500	0	8,500
100-4501-533.53-01	Gasoline	176,807	242,178	166,487	254,278	0	254,278
LEVEL	TEXT		TEXT AMT				
DEPT	DIESEL 75372 GAL * $2.65		199,737				
	UNLEADED 23,713 GAL * $2.30		54,541				
			254,278				
100-4501-533.55-01	In-house (Print Shop)	0	100	0	0	0	0
100-4501-533.57-02	Registration Fees	1,309	3,500	1,846	6,000	0	6,000
100-4501-533.60-02	Safety Equipment	853	1,000	582	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	CRANE INSPECTION		1,000				
			1,000				
100-4501-533.70-02	Vehicles	386,335	545,750	349,356	550,000	0	550,000
LEVEL	TEXT		TEXT AMT				
DEPT	REFUSE PACKER		260,000				
	DRILL RIG		198,000				
	2 WING BLADES		31,000				
	CONCRETE SAW		36,000				
	2 PLOW 11 FOOT		25,000				
			550,000				
*	Gen Administration	1,244,779	1,608,362	999,654	541,344	894,609	1,435,953
100-4502-533.11-01	Salary & Wages	14	0	0	0	0	0
100-4502-533.21-01	Health Insurance	5	0	0	0	0	0
100-4502-533.22-01	Social Secrty-OASDI 6.2%	1	0	0	0	0	0
100-4502-533.23-01	Retirement-General	1	0	0	0	0	0
100-4502-533.44-03	Vehicles	519	0	0	0	0	0
*	Repair/Maint of Equipment	540	0	0	0	0	0
100-4570-533.11-01	Salary & Wages	11,220-	26,200-	0	0	0	0
100-4570-533.13-01	Overtime Pay	323-	0	0	0	0	0
100-4570-533.21-01	Health Insurance	2,395-	0	0	0	0	0
100-4570-533.21-04	Life Insurance	34-	0	0	0	0	0
100-4570-533.21-07	Dental Insurance	202-	0	0	0	0	0
100-4570-533.22-01	Social Secrty-OASDI 6.2%	700-	0	0	0	0	0
100-4570-533.22-02	Social Security-HI 1.45%	164-	0	0	0	0	0
100-4570-533.23-01	Retirement-General	785-	0	0	0	0	0
*	Work for Water-offset	15,823-	26,200-	0	0	0	0
100-4571-533.11-01	Salary & Wages	11,220	0	0	0	0	0
100-4571-533.13-01	Overtime Pay	323	0	0	0	0	0
100-4571-533.21-01	Health Insurance	2,395	0	0	0	0	0
100-4571-533.21-04	Life Insurance	34	0	0	0	0	0
100-4571-533.21-07	Dental Insurance	202	0	0	0	0	0
100-4571-533.22-01	Social Secrty-OASDI 6.2%	700	0	0	0	0	0

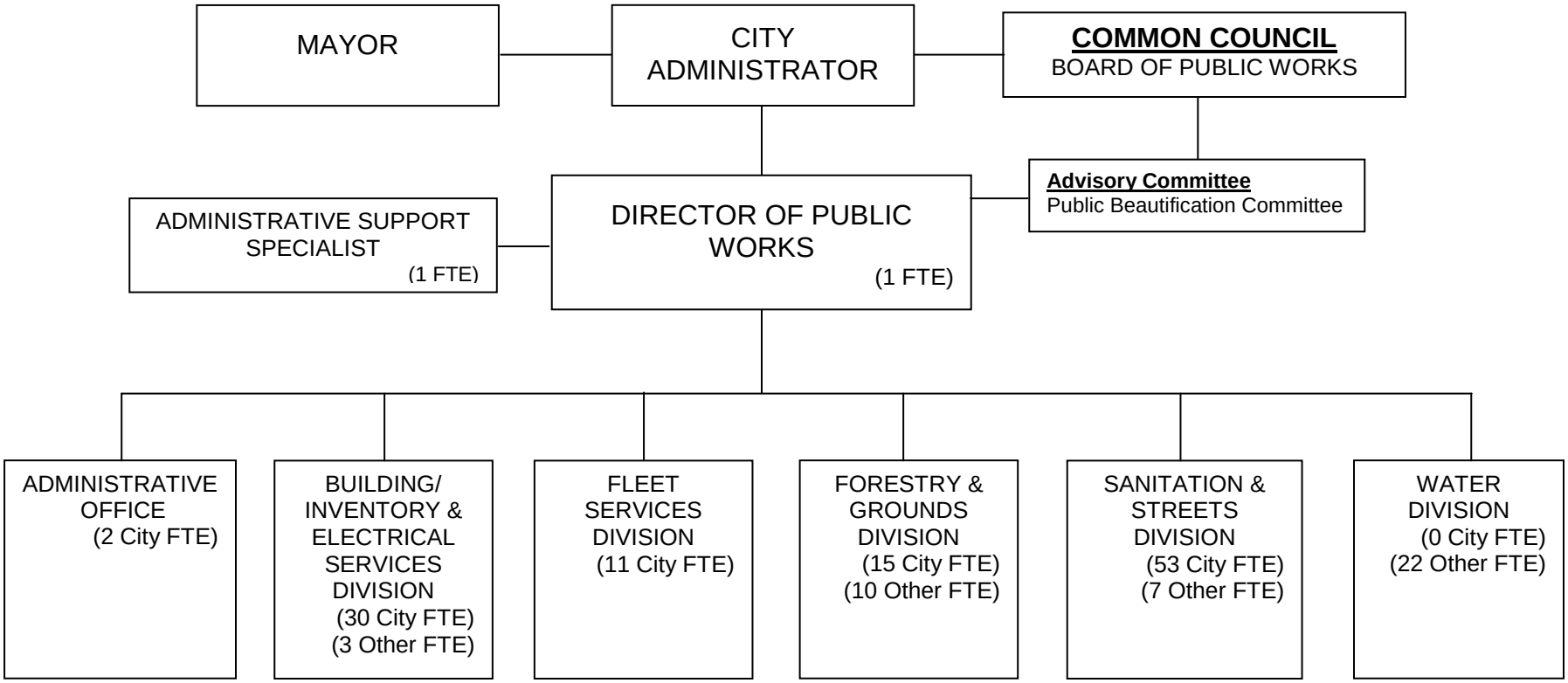
BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4571-533.22-02	Social Security-HI 1.45%	164	0	0	0	0	0
100-4571-533.23-01	Retirement-General	785	0	0	0	0	0
*	Work for Water Utility	15,823	0	0	0	0	0
100-4572-533.11-01	Salary & Wages	4,725-	18,500-	0	0	0	0
100-4572-533.21-01	Health Insurance	1,388-	0	0	0	0	0
100-4572-533.21-04	Life Insurance	11-	0	0	0	0	0
100-4572-533.21-07	Dental Insurance	94-	0	0	0	0	0
100-4572-533.22-01	Social Secrty-OASDI 6.2%	289-	0	0	0	0	0
100-4572-533.22-02	Social Security-HI 1.45%	67-	0	0	0	0	0
100-4572-533.23-01	Retirement-General	321-	0	0	0	0	0
*	Work for San Swr-offset	6,895-	18,500-	0	0	0	0
100-4573-533.11-01	Salary & Wages	4,725	0	0	0	0	0
100-4573-533.21-01	Health Insurance	1,388	0	0	0	0	0
100-4573-533.21-04	Life Insurance	11	0	0	0	0	0
100-4573-533.21-07	Dental Insurance	94	0	0	0	0	0
100-4573-533.22-01	Social Secrty-OASDI 6.2%	289	0	0	0	0	0
100-4573-533.22-02	Social Security-HI 1.45%	67	0	0	0	0	0
100-4573-533.23-01	Retirement-General	321	0	0	0	0	0
*	Work for Sanitary Sewer	6,895	0	0	0	0	0
100-4574-533.11-01	Salary & Wages	4,322-	41,200-	0	0	0	0
100-4574-533.13-01	Overtime Pay	67-	0	0	0	0	0
100-4574-533.21-01	Health Insurance	872-	0	0	0	0	0
100-4574-533.21-04	Life Insurance	13-	0	0	0	0	0
100-4574-533.21-07	Dental Insurance	58-	0	0	0	0	0
100-4574-533.22-01	Social Secrty-OASDI 6.2%	267-	0	0	0	0	0
100-4574-533.22-02	Social Security-HI 1.45%	63-	0	0	0	0	0
100-4574-533.23-01	Retirement-General	299-	0	0	0	0	0
*	Work for Storm-offset	5,961-	41,200-	0	0	0	0
100-4575-533.11-01	Salary & Wages	4,322	0	0	0	0	0
100-4575-533.13-01	Overtime Pay	67	0	0	0	0	0
100-4575-533.21-01	Health Insurance	872	0	0	0	0	0
100-4575-533.21-04	Life Insurance	13	0	0	0	0	0
100-4575-533.21-07	Dental Insurance	58	0	0	0	0	0
100-4575-533.22-01	Social Secrty-OASDI 6.2%	267	0	0	0	0	0
100-4575-533.22-02	Social Security-HI 1.45%	63	0	0	0	0	0
100-4575-533.23-01	Retirement-General	299	0	0	0	0	0
*	Work for Storm Water	5,961	0	0	0	0	0
100-4576-533.11-01	Salary & Wages	5,694-	8,500-	0	0	0	0
100-4576-533.13-01	Overtime Pay	648-	0	0	0	0	0
100-4576-533.21-01	Health Insurance	1,129-	0	0	0	0	0
100-4576-533.21-04	Life Insurance	15-	0	0	0	0	0
100-4576-533.21-07	Dental Insurance	92-	0	0	0	0	0
100-4576-533.22-01	Social Secrty-OASDI 6.2%	386-	0	0	0	0	0
100-4576-533.22-02	Social Security-HI 1.45%	90-	0	0	0	0	0
100-4576-533.23-01	Retirement-General	431-	0	0	0	0	0
*	Work for Solid Wst-offset	8,485-	8,500-	0	0	0	0
100-4577-533.11-01	Salary & Wages	5,694	0	0	0	0	0
100-4577-533.13-01	Overtime Pay	648	0	0	0	0	0

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4577-533.21-01	Health Insurance	1,129	0	0	0	0	0
100-4577-533.21-04	Life Insurance	15	0	0	0	0	0
100-4577-533.21-07	Dental Insurance	92	0	0	0	0	0
100-4577-533.22-01	Social Secrty-OASDI 6.2%	386	0	0	0	0	0
100-4577-533.22-02	Social Security-HI 1.45%	90	0	0	0	0	0
100-4577-533.23-01	Retirement-General	431	0	0	0	0	0
*	Work for Solid Waste	8,485	0	0	0	0	0
100-4599-533.11-01	Salary & Wages	17,952	0	0	0	0	0
100-4599-533.13-01	Overtime Pay	424	0	0	0	0	0
100-4599-533.21-01	Health Insurance	4,347	0	0	0	0	0
100-4599-533.21-04	Life Insurance	28	0	0	0	0	0
100-4599-533.21-07	Dental Insurance	322	0	0	0	0	0
100-4599-533.22-01	Social Secrty-OASDI 6.2%	1,115	0	0	0	0	0
100-4599-533.22-02	Social Security-HI 1.45%	261	0	0	0	0	0
100-4599-533.23-01	Retirement-General	1,250	0	0	0	0	0
*	Work for Others-Transfers	25,699	0	0	0	0	0
**	Fleet Services	1,271,018	1,513,962	999,654	541,344	894,609	1,435,953

ORGANIZATIONAL CHART
PUBLIC WORKS



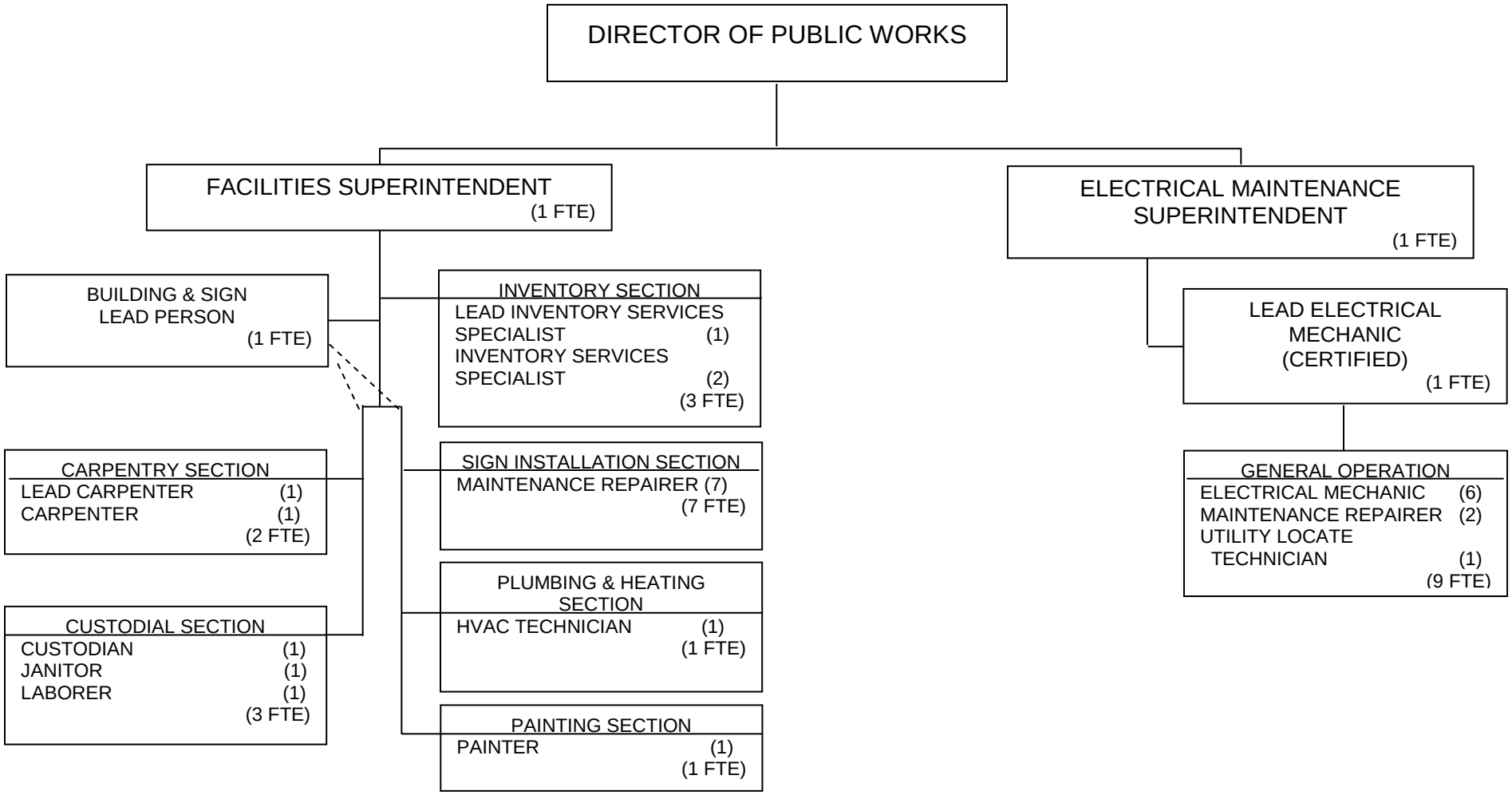
CITY FUNDED FTEs: 115
OTHER FUNDING SOURCES FTEs: 42

ORGANIZATIONAL CHART
PUBLIC WORKS
ADMINISTRATIVE OFFICE

DIRECTOR OF PUBLIC WORKS

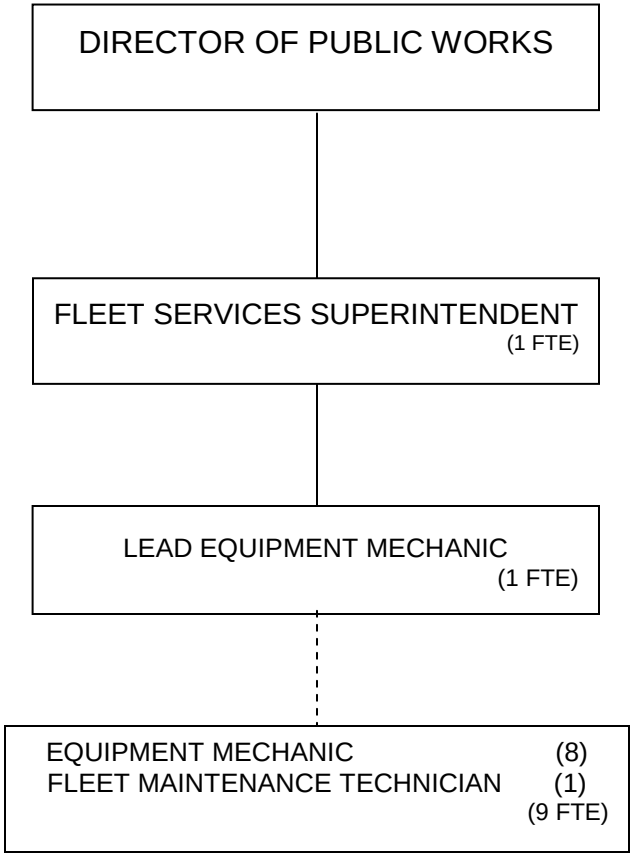
ADMINISTRATIVE SUPPORT SPECIALIST (1)
ADMINISTRATIVE SUPPORT ASSISTANT (1)
BUSINESS PROCESS ANALYST (1)
(3 FTE)

ORGANIZATIONAL CHART
PUBLIC WORKS
BUILDING / INVENTORY AND ELECTRICAL SERVICES

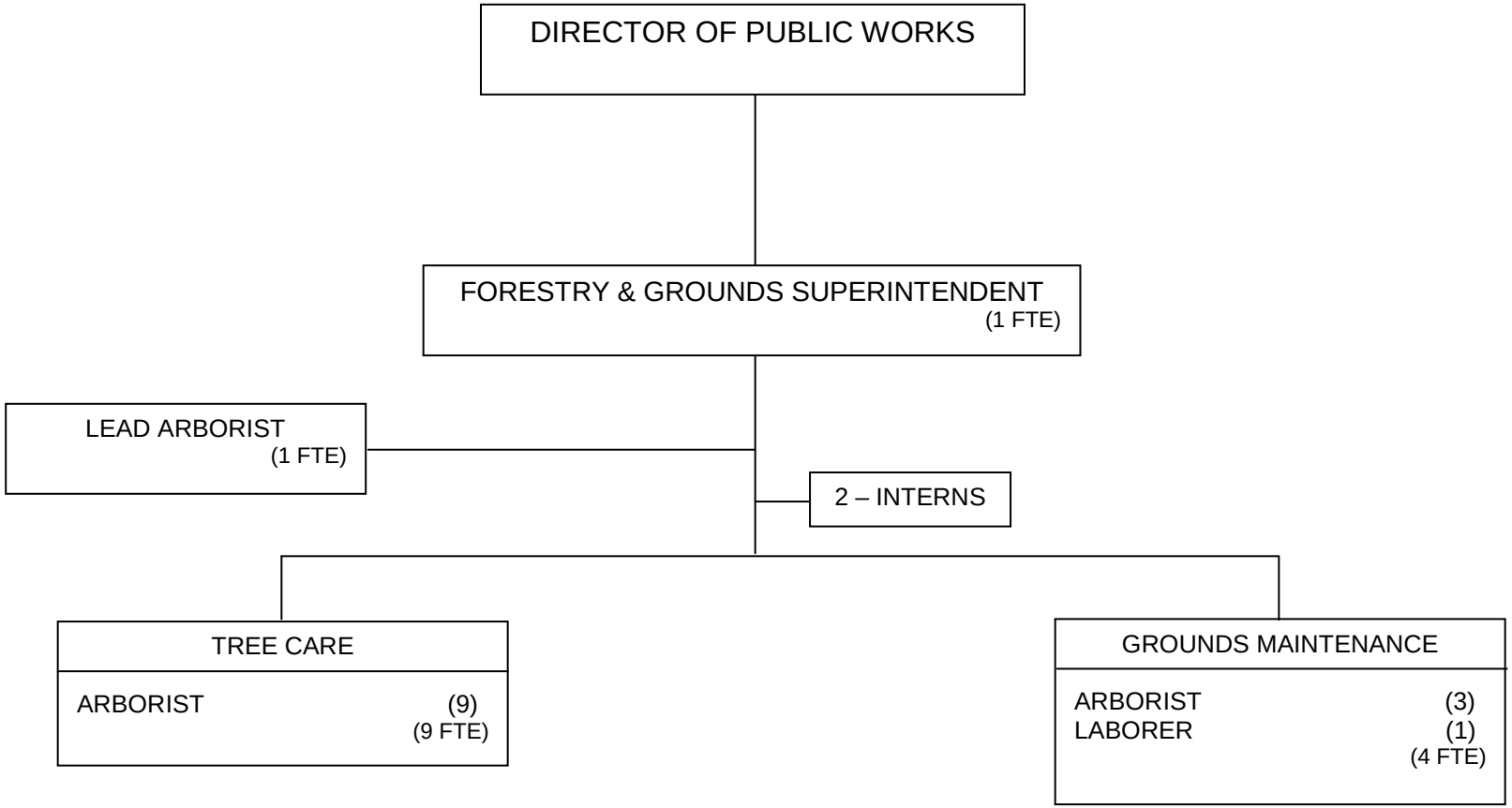


Org Chart does not reflect the seasonal temporary laborer positions.

ORGANIZATIONAL CHART
PUBLIC WORKS
FLEET SERVICES

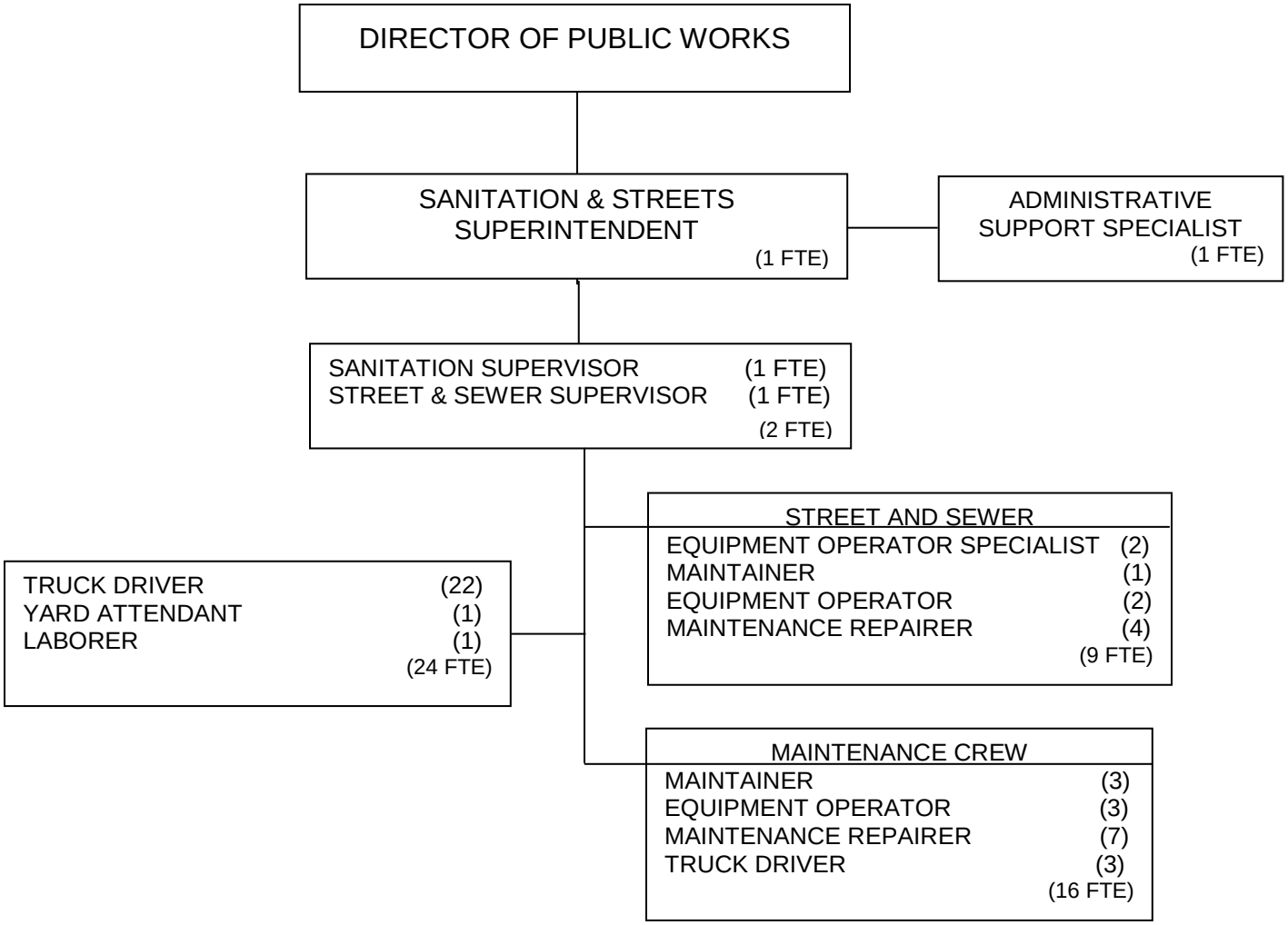


ORGANIZATIONAL CHART
PUBLIC WORKS
FORESTRY & GROUNDS



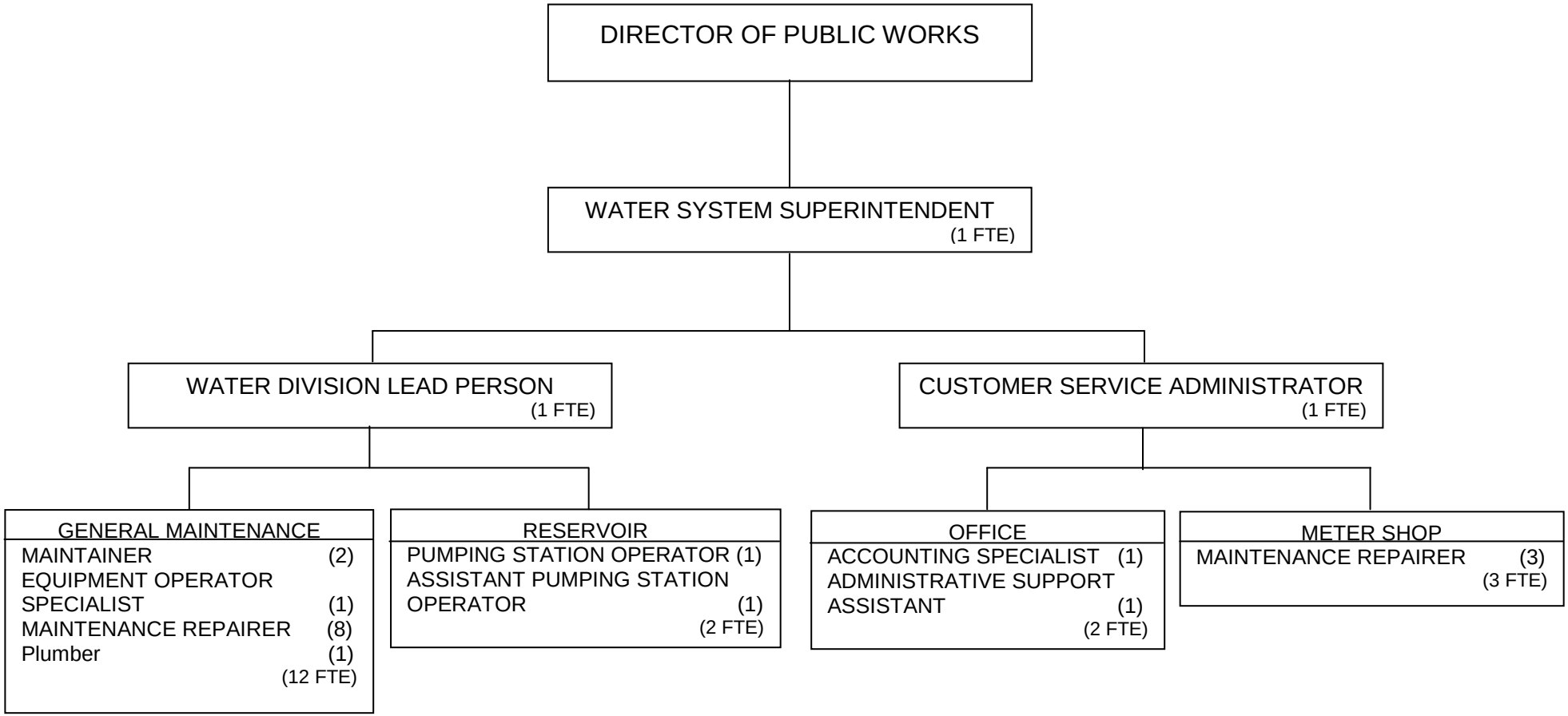
Org Chart does not reflect the seasonal temporary laborer positions.

ORGANIZATIONAL CHART
PUBLIC WORKS
SANITATION & STREETS



Org Chart does not reflect the seasonal temporary laborer positions.

ORGANIZATIONAL CHART
PUBLIC WORKS
WATER



NOTE: Other personnel working in support of the Water Utility (A&F, Treasurer, PW, IT) are also funded by the Water Utility, but are not included on this chart. Further, some of the positions reflected above on this chart also perform work funded by other Utility Budgets (Sanitary, Storm, etc.).

Department	Director	Fund and Dept. Group
Department of Public Works	Dave Wepking	100-4001 (Building & Sign) 100-4101 (Electrical) 100-4501 (Fleet) 100-4301 (Forestry) 100-4401 (Inventory) 100-4201 (Sanitation & Street) 501-2901 (Water)

Mission/Overview

Under the direction of Common Council, provide a variety of services to the public in the most efficient and effective manner possible.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Implementation of AssetWorks (work order system)	Department wide	Full implementation of software	0%	66%
Implementation of listed performance goals within business plan	Department wide	Completion of listed business goals for DPW in 2019	0%	95%
Respond to emergency and off hour concerns	Department wide	All calls are responded to within 60-90 minutes maximum	60-90 minutes	69-90 minutes
Administer/direct public works operations and activities	Administration Office	Operations and activities completed in an efficient and timely manner within approved budget guidelines	2019 budget	Stay within budget
Prepare and coordinate Department's payroll/timecards in addition to Novatime	Administration Office	Payroll and timecards are completed in a timely manner on a daily basis	Biweekly	Paperless
Process injury/property accidents	Administration Office	1-3 days, as soon as practical	1-3 days	1-3 days
Maintain alderperson and customer contact/service of all citizen concerns	Administration Office	Citizens to be contacted within 24 hours regarding all questions and concerns	24 hours	24 hours
Provide proper work zone barricading to all divisions and contractors as requested per MUTCD	Building & Sign	All standard/after hour-emergency requests provided as requested per staffing/barricading available	100%	100%
Crosswalk/parking lot/bike lane marking and center line pavement striping	Building & Sign	Locations as specified by Engineering	156,519 linear feet of parking lot, bike lane and center line	100% per Engineering requests
Parks, wading pool and playground equipment maintenance	Building & Sign	Completion of routine and requested work orders within budget and contingent on staffing	50%	95%
Facility maintenance/construction requests	Building & Sign	Completion of routine and requested work orders within budget and contingent on staffing	50%	95%
City-wide special events (including construction of floats, signage, barricades)	Building & Sign	Completion of requested work orders within budget and contingent on staffing	100%	100%
Beloit Road Senior Housing (snow and ice control)	Building & Sign	Completion of removal of snow and ice as required	100%	100%
Maintain annual re-lamping of City street lighting	Electrical	City street lighting maintained on an annual basis	2040 out of 6000-7000	30% annually

			complete	
Address alley lighting concerns on a bi-weekly basis	Electrical	Alley lighting concerns addressed bi-weekly	Bi-weekly	Bi-weekly
Complete work generated by traffic control knockdowns	Electrical	All traffic control knockdowns completed within 1-3 work days (contingent on staffing and traffic control parts availability)	Response has been 1 work day	1-3 work days
Complete work generated by street light knockdowns	Electrical	All street light knockdowns completed within 1-3 work days (contingent on staffing and street light parts availability)	Response has been 1 work day based on material availability	1-3 work days
Respond to Diggers Hotline requests	Electrical	All Diggers Hotline requests are immediate for emergencies or by the date indicated as mandated	As mandated	As mandated
Respond to damaged cable for traffic controls or street lights	Electrical	All damaged cables for traffic controls or street lights response within 1-3 days	1-3 days	1-3 days
Evaluate DPW fleet rolling stock condition using APWA vehicle condition guide	Fleet	Evaluation of 215 vehicles (age, repair expense, condition, hours of use, miles)	5%	40%
Increase preventative maintenance yearly completion from previous year by 10%	Fleet	Preventative maintenance of approximately 215 rolling stock DPW vehicles and 100 small engine devices given staff availability	44% of 215 rolling stock completed	Goal at least 10% increase, 100% ultimate goal
Lower customer repair response for minor repairs	Fleet	Designated quick fix station for unscheduled repairs requiring immediate action by a fleet technician	Continue current status	2 hours or less contingent on repair/issue
Create parts pick list for standard preventative maintenance of DPW rolling stock	Fleet	Creating parts pick list for 215 rolling stock for Public Works	10% of rolling stock completed	35% of rolling stock completed
Create business processes for routine repairs to increase efficiencies	Fleet	Evaluating common processes within the Fleet Services Division	0 processes completed	5 processes completed
Response to service calls at various work sites	Fleet	24/7 response coverage	Same day response as staffing permits	Same day response as staffing permits
Tree planting	Forestry	Replant street trees one year after removal	2.5 years following removal	Replant in one year contingent upon budget approval
Tree Maintenance: Tree Pruning	Forestry	Prune 10% of 22,000 of City trees annually	80% of goal, pruned 1747	goal to prune 2200 trees
Boulevard maintenance	Forestry	Reduce maintenance costs by consolidating the small individual shrub and flower beds along a designated section of boulevard into two large entrance beds with trees, shrubs, perennials and annuals	8 out of 30 large entrance beds are completed	Build 4 new entrance beds contingent on funding (40%)
Grounds maintenance at buildings, parks and parking lots grounds maintenance	Forestry	Weekly contingent on seasonal and special event requests	Maintain current schedule	Maintain attractive landscape

Snow and ice removal at buildings, parks, municipal lots, Beloit Road Senior Housing and City sidewalks	Forestry	Response time per City ordinance and weather conditions	Maintain as weather dictates	Clear City sidewalks 24 hours after snowfall
Continue to supply materials, supplies and parts City wide	Inventory	Complete requisition of stocked requests to City wide customers	Within 5 days as staffing permits	Within 3 days as staffing permits
Eliminate office supply stock	Inventory	Reduce office supply stock to below 5% and help other Departments set up Office Depot/Max accounts	Ongoing	Eliminate from stock
Evaluate and deactivate stock parts based on usage, cost and lead time	Inventory	Deactivate 10% of total inventory and/or cost	Ongoing	10% of total inventory stock
Procure stock and non-stock items at best price/value	Inventory	Responsible spending	Ongoing	All applicable requests
Continue to update/manage MSDS records for city inventory items	Inventory	Online and network (safety issue) for each product within Inventory	Ongoing	All applicable materials and supplies
Achieve DNR per capita collection standard for recycling materials	Sanitation & Street	Obtain DNR standard	Compliant	Maintain
Continue uninterrupted services for refuse, recycling and brush collection year round as weather permits	Sanitation & Street	Due to road construction, inclement weather or other emergency situations, services will continue uninterrupted	98%	100% weather permitting
Refuse and recycling ordinance violations and citations	Sanitation & Street	Maintain 2000-3000 violations and citations issues and corrected	2200	reduce 10% through education and enforcement
Concrete for street repairs and asphalt for street repairs	Sanitation & Street	Maintain 500 cubic yards of concrete and continue to provide 900 tons of asphalt	Ongoing	“measurable” number obtained with full staffing
Maintain and clean catch basins	Sanitation & Street	Repair and rebuild catch basins, Goal = 120 (contingent on full staffing) and clean approximately 3200 catch basins	Ongoing, approximately 55 currently	¼ of City
Sewer line maintenance and inspection of manholes and document	Sanitation & Street	Provide over 200 miles of sanitary sewer line maintenance and inspect 1030 sanitary manholes	Ongoing	100%
Water main and service maintenance done by Water Utility staff	Water	Provide over 300 miles of water main and service maintenance done by Water Utility staff with minimal service interruptions	100%	100% of work orders
Complete safety and quality checks on excavations and preventative maintenance	Water	Complete quality and safety checks on 20% of all excavations and preventative maintenance tasks	5%	20% upon filling Lead Position
Hydrant maintenance and flushing program (1250 hydrants a year)	Water	Complete all preventative hydrant maintenance per Wisconsin DNR administrative code	1120	1250
Valve program for preventative maintenance (1200 valves a year)	Water	Complete all preventative valve maintenance per Wisconsin DNR administrative code	900	1200
Meter exchanges	Water	Exchange residential, commercial, and industrial meters, maintaining compliance with the Wisconsin PSC	Compliant	Compliant

Position Information

Title	Division	Number	Funding Source
Director of Public Works	Administration Office	1	General Fund/Utility
Administrative Support Specialist	Administration Office	1	General Fund/Utility
Administrative Support Assistant	Administration Office	1	General Fund
Business Process Analyst	Administration Office	1	General Fund
Building & Sign Lead Person	Building & Sign	1	General Fund/Utility
H/VAC Mechanic	Building & Sign	1	General Fund
Lead Carpenter	Building & Sign	1	General Fund
Painter	Building & Sign	1	General Fund
Carpenter	Building & Sign	1	General Fund
Maintenance Repairer	Building & Sign	4	General Fund
Custodian	Building & Sign	1	General Fund
Janitor	Building & Sign	1	General Fund
Laborer	Building & Sign	1	General Fund
Lead Electrical Mechanic	Electrical	1	General Fund/Utility
Electrical Mechanic	Electrical	6	General Fund
Fleet Superintendent	Fleet	1	General Fund/Utility
Lead Mechanic	Fleet	1	General Fund/Utility
Equipment Mechanic	Fleet	6	General Fund
Fleet Maintenance Technician	Fleet	1	General Fund
Forestry & Public Grounds Superintendent	Forestry	1	General Fund/Utility
Lead Arborist	Forestry	1	General Fund/Utility
Arborist	Forestry	12	General Fund
Lead Inventory Services Specialist	Inventory	1	General Fund/Utility
Inventory Services Specialist	Inventory	2	General Fund/Utility
Sanitation & Street Superintendent	Sanitation & Street	1	General Fund/Utility
Street & Sewer Supervisor	Sanitation & Street	1	General Fund/Utility
Sanitation Supervisor	Sanitation & Street	1	General Fund/Utility
Equipment Operator Specialist	Sanitation & Street	2	General Fund/Utility
Maintainer	Sanitation & Street	3	General Fund/Utility
Equipment Operator	Sanitation & Street	4	General Fund/Utility
Maintenance Repairer	Sanitation & Street	10	General Fund
Administrative Support Specialist	Sanitation & Street	1	General Fund/Utility
Truck Driver	Sanitation & Street	21	General Fund/Utility
Laborer	Sanitation & Street	1	General Fund
Yard Attendant	Sanitation & Street	1	General Fund/Utility
Water Systems Superintendent	Water	1	Utility Fund
Customer Service Administrator	Water	1	Utility Fund
Pumping Station Operator	Water	1	Utility Fund
Maintainer	Water	1	Utility Fund
Equipment Operator Specialist	Water	1	Utility Fund

Maintenance Repairer	Water	11	Utility Fund
Accounting Specialist	Water	1	Utility Fund
Administrative Support Assistant	Water	1	Utility Fund

Vacant Positions

Title	Division	Length of Vacancy	Current Status	Plan for 2019
Facilities Superintendent	Building & Sign Electrical/Inventory	Since March 2017	Internal candidate	Interim status
Maintenance Repairer	Building & Sign	Since December 2016	Previous Sign Painter	Approved to fill as Maintenance Repairer
Maintenance Repairer	Building & Sign	Since July 2016	Previous Painter	Approved to fill as Maintenance Repairer
Maintenance Repairer	Building & Sign	Since March 2018	Job Description Updated	Sent to HR to Finalize
Electrical Maintenance Superintendent	Electrical	Since June 2017	Could not fill as Engineer / Superintendent, fill with internal candidate as Superintendent	Interim status
Electrical Mechanic	Electrical	Since July 2016	Hold	Hold CAO CIP
Electrical Mechanic	Electrical	Since August 2016	CC approval to fill	Fill as Maintenance Repairer
Electrical Mechanic	Electrical	Since October 2017	CC approval to fill	Fill as Maintenance Repairer
Equipment Mechanic	Fleet	Since August 2016	Pending	Pending Fleet Audit Results
Equipment Mechanic	Fleet	Since February 2017	CC approval to fill	Aug. 2018 CAO approved to fill
Equipment Mechanic	Fleet	Since May 2017	Hold	Per CAO to Fire Department
Administrative Support Specialist	Fleet	Since August 2018		Per CAO to Assessor's Office
Arborist	Forestry	Since October 2016 as Arborist	Superintendent to write job description Arborist to Laborer	Fill as reduced position as Laborer
Truck Driver	Sanitation & Street	Since March 2018	Approval to fill	Position to fill
Maintenance Repairer	Sanitation & Street	Since January 2018	Recruitment closed May 2018	Position to fill
Maintainer	Sanitation & Street	Since March 2018	Job Description Updated	Sent to HR to Finalize
Truck Driver	Sanitation & Street	Since April 2018	Approval to fill	Position to fill
Maintenance Repairer	Sanitation & Street	Since March 2018	Approval to fill	Position to fill
Truck Driver	Sanitation & Street	Since August 2018	Approval to fill	Position to fill
Truck Driver	Sanitation & Street	Since August 2018	Approval to fill	Position to fill
Assistant Pumping Station Operator	Water	Since July 2017	Approval to fill	Position To fill
Maintenance Repairer	Water	Since August 2017	Approval to fill	Position to fill
Water Division Lead Person	Water	Since January 2018	Job description being updated to request to fill	Position to fill
Maintainer	Water	Since January 2018	Job Description Updated	Sent to HR to Finalize
Plumber	Water	Since May 2018	JDQ being updated	Reclassify to Commercial Plumber

Services Provided (List Top 5 per Department/Division)

Service	Division	Funded by	Frequency	Shared Service	Contracted	Statutory
Traffic control, lane or street closures/detours due to road construction, water main breaks, etc., planned and emergency situations	Building & Sign	General Fund	Daily	No	No	Federal and State
Install street, traffic, parking and other regulatory signs - straighten and replace faded, rusty or damaged signs, may include digging holes to place sign posts	Building & Sign	General Fund	Daily	No	No	Federal and State
Maintain and repair City of West Allis owned buildings and Beloit Road LLC, including painting, carpentry, HVAC, custodial, etc.	Building & Sign	General Fund and LLC	Daily	No	No, but may require outside services to be contracted (plumbing) due to position vacancy	Ordinance
Install, maintain and repair street lighting	Electrical	General Fund	Daily	No	No	Statutory for maintenance
Install, maintain and repair traffic signals and controls	Electrical	General Fund	Daily	No	No	State
Maintenance of electrical systems in City buildings	Electrical	General Fund	Daily	No	No	State and Ordinance
Locate City-owned street light, traffic signal cables and fiber for Diggers Hotline	Electrical	General Fund	Daily	Yes	No	State
Maintain and repair Senior Housing and facilities owned by LLC	Electrical	Utility	Daily	Yes	Yes	Electrical code
Acquisition of new equipment and purchase used and demonstrator equipment at a substantial savings to the City	Fleet	General/Utility	Monthly	No	No	No
Perform major repairs to engines, transmissions drive lines, suspensions, brake systems	Fleet	General	Daily	No	No	No
Maintain City wide	Fleet	General/Utility	Weekly	No	No	No

emergency generators						
Repair, rebuild and maintain all snow and ice control equipment and perform PM services on all DPW equipment	Fleet	General/Utility	Daily	No	No	DOT
Available to perform 24/7 emergency repair/recovery for all City equipment	Fleet	General/Utility	Daily	No	No	No
Tree Planting	Forestry	General Fund	April – May, Sept	No	No	No
Tree pruning citizen service request, young tree training, whole block small tree training	Forestry	General Fund	Year round	No	No	Ordinance (street, sidewalk, alley clearance and vision)
Tree removal and stump removal, screening of stump grindings to recover the soil then use soil to restore stump site	Forestry	General Fund	June – Sept Sept – Nov	No	No	No
Grounds maintenance and irrigation: buildings, parks, parking lot, right of ways (trees, shrubs, perennials, annuals and turf; design, plant, prune, divide, fertilize, weed and apply herbicides, mulch and irrigation	Forestry	General Fund	May – Nov	No	No	No
Snow and ice removal at buildings, parks, municipal lots, Beloit Road Senior Housing and City sidewalks	Forestry	General Fund	May – Nov	No	No	Ordinance (walks 24 hours after snow fall)
Research, locate, procure/purchase stock and non-stock parts (all departments/divisio ns) considering cost, lead time, emergency, value	Inventory	General Fund	Daily	No	No	
Process receipts/invoices -	Inventory	General Fund	Daily	No	No	

determine order, blanket purchase order, procurement card (pcard) or requisition payment						
Maintenance and repair of sanitary	Sanitation and Street	Utility Fund	Daily	No	Yes (periodic)	State
Recyclables collection, processing and disposal	Sanitation and Street	Utility Fund	Daily	No	Collection – no, Processing of- yes	Federal
Staff Municipal Yard and Morgan drop off sites	Sanitation and Street	Utility Fund	Daily	No	No	State, policy
Street sweeping and cleaning	Sanitation and Street	Utility Fund	Daily	No	No	State
Refuse collection and disposal	Sanitation and Street	General Fund	Daily	No	Collection – no, Processing of - yes	Ordinance
Meter installation, repair, reading and billing	Water	Utility Fund	Daily	No	No	State
Water main service maintenance and repair	Water	Utility Fund	Daily	No	No	State
Hydrant and valve operation, installation, maintenance, repair and testing	Water	Utility Fund	Daily	No	No	State
Water tower and reservoir pumping, supply, distribution, testing and treatment	Water	Utility Fund	Daily	No	No	State, Federal
Diggers Hotline emergency and standard service locates	Water	Utility Fund	Daily	No	No	State

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Department – leverage of light duty policy to accomplish simple tasks within non-work related injuries/illness restrictions
2. Department – increased use of social media to update public of DPW's activities and emergency operations
3. Department – improved orientation and exit procedures for Department
4. Administrative Office – computer lab to increase overall computer availability and competency for employees
5. Electrical – conversion of 750 alley lights to LED throughout City
6. Fleet and Water – through increased preventative maintenance and operational readiness enabled ISO class 1 rating
7. Forestry – boulevard consolidation (constructed 4 new large beds, eliminated 8 shrub and 16 annual

	flower beds, to increase maintenance efficiency and visual impact of larger landscape beds)
8.	Inventory – increased use of pcards reduced staff time in Finance and amount of stock being stored
9.	Inventory – developed parts pick lists for 35% of 220 rolling stock vehicles
10.	Sanitation and Street – installation of hydraulic joystick for snow plow controls to increase efficiency of plowing
11.	Sanitation and Street – provide internal support staff to construct specialized facilities/projects for other departments (fire training tower, police training center, police walkway)
12.	Sanitation and Street – resident drop-off of recycling material consolidated to single sort container in lieu of multiple stations
13.	Sanitation and Street – elimination of sand barrels being placed throughout City (during winter months)
14.	Water – refurbished hydrant truck to decrease time spent on hydrant replacements
15.	Water – developed job trailer to improve main break response time
16.	Water – purchased large meter test equipment, 90% of large meters can now be tested in-house
17.	Fleet – refurbished 3-200 series trucks at $23,000 per truck savings vs. purchasing new vehicles
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)	
1.	Department – each division will create 5 business processes to increase efficiency (all divisions)
2.	Department – each division will continue to implement and migrate to AssetWorks work order software system as requested (all divisions)
3.	Department – all divisions will no longer supply materials for CIP contracts therefore reducing inventory and handling of materials by City personnel (Electrical, Inventory, Water)
4.	Department – use of technology for credit card payment (brush collection, refuse or recycling carts, etc.) to increase payment and efficiency (Forestry, Sanitation & Street, Water)
5.	Department – provide internal support staff to construct specialized training tower at Police Department grounds in lieu of contractor delayed services and not being within required budget parameters (Sanitation and Street, Building & Sign, Inventory, Electrical)
6.	Building & Sign/Inventory – continue to evaluate and discontinue multiple deliveries to City facilities and require consolidation by requesting department
7.	Building & Sign/Inventory – use of Maintenance Repairer personnel to accomplish routine and/or emergency repairs and maintenance within City/facilities (addressing plumbing, carpentry, etc.)
8.	Electrical – contingent on budget approval of boring machine and staffing, implement program to convert high voltage street lighting to future parallel lighting infrastructure - infrastructure is currently becoming outdated
9.	Fleet – maintain 90-95% fleet availability
10.	Fleet and Inventory – parts pick lists for preventative maintenance of equipment
11.	Forestry - pre-emptive ash removal complete by 2021
12.	Forestry – Improve new tree survival
13.	Forestry – continue to educate residents about Emerald Ash Borer & urban wood uses through various media and the Wood & Wings, a la Carte, Homeowner Resource Fair events
14.	Forestry – utilize volunteers, contingent upon new volunteer policy
15.	Inventory – purchasing of bar code system contingent on AssetWorks installation
16.	Inventory – replace fuel islands
17.	Sanitation & Street – sanitation crews communicating property issues to BINS
18.	Sanitation & Street – use of sand on hot tar to increase efficiency and opening of street faster requiring less drying time, reduced claims.
19.	Water – inter-departmental checklist for work within the right of way for private utility service
20.	Water – move large meter customers to cellular on-line account management
21.	Water – reduce number of mailed letters and billing by promoting on-line and electronic communications
22.	Water – reduce the number of manual read meters in the system decreasing staff hours reading meters

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. Department – uniform onboarding/orientation and exit checklist by all divisions		X
2. Department – increased number of computers available to staff by creation of computer lab, kiosks		X
3. Department – increased communications via email in anticipation of upcoming technology upgrades and City communications		X
4. Forestry and Sanitation & Street – brush collection crew is issuing check for charge to Forestry staff time issuing check for charge by Andi Hetzer	X	
5. Water – analyze main break repair hours by Karyn Rittenhouse and Tony Longoria (developed job site trailer to eliminate multiple trips and coordinated access of as-builts in the field through mobile technology)	X	

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Elimination of multiple styles of light poles as specified by Development and Engineering	Development, Engineering, DPW	Reduction of, inventory of, availability of and expense to purchase various electrical poles	Number of styles reduced from 19 to 5
2. Elimination of multiple luminaires as specified by Development and Engineering	Development, Engineering, DPW	Reduction of, inventory of, availability of and expense to purchase various luminaires	Number of styles reduced from 35 to 5
3. Uni-directional flushing program	Water	Water quality	Reduced number of complaints
4. Eliminate printing of hotlines	Electrical, Water, Police Department	Reduce amount of paper	Amount of money saved on paper and printer toner and maintenance
5. Eliminate paper timecards	DPW, Finance Department, Creative Services (print shop)	Reduction of employee time	Reduction of paper use
6. Inter-departmental job shadowing	All City departments that interact with DPW	Enhance sharing information	Staffing flexibility
7. Re-routing water meter routes	Water	Increased efficiency on meter routes	Time spent reading meters

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Implement use of on-line and in-person credit card payment for DPW services	Karyn Rittenhouse
2. Work at Beloit Housing	Cindy Rausch and Andi Hetzer

3. Each division's needs for supplies requiring Inventory Services to supply and deliver	Cindy Rausch
4. Elimination of spring yard waste collection	Tim Last and Brenda Schmid
5. Evaluation of in-house boring machine for conduit, water services, irrigation, fiber	Dave Young

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

- Dave Wepking – APWA Public Works Supervisor Academy, CVMIC Management training in progress
- Cindy Rausch - CVMIC Supervision training completed
- Dave Young - none
- Jim Leu - CVMIC Supervision training completed
- Mike Rushmer - APWA Public Works Supervisor Academy completed
- Tim Last - CVMIC Supervision training completed, CVMIC Management training in progress
- Sara Diebitz - CVMIC Supervision training completed
- Tim Schneider - CVMIC Supervision and Management training completed
- Mike Brofka - CMVIC Supervision training will be completed in spring, plans to enroll in CVMIC Management training after Supervision training completed, UWM certificate in Public Administration
- Karyn Rittenhouse - CVMIC Supervision training completed, CVMIC Management training in progress

If no, describe plans to accomplish this in the next 3 years.
see above

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Employee enrichment
2. NIMS certification
3. Safety training (confined space, barricades, CPR)
4. Division specific (Badger Meter, APWA snow plow roadeo, TAPCO traffic control training, ASE seminars, continuing education for Master Electrician)
5. Lean training
6. CVMIC seminars/courses
7. Certified Arborists sent to Wisconsin Arborist Association seminar - earn CEUs, learn latest techniques and tree insect and disease issues

2019 Employee Development
1. Skills assessment/computer competency
2. Division specific (Badger Meter, APWA snow plow roadeo, TAPCO traffic control training, ASE seminars, continuing education for Master Electrician)
3. Succession training (watch duty, supervisor fill in)
4. Equipment and new product training
5. CDL training
6. AssetWorks training
7. NeoGov training
8. Budget training "101" for supervisory and management staff (HTE, utilities, reports, general administration account vs. sub accounts)
9. Lean training
10. CVMIC - supervision training and succession planning

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No (SOP manual needs to be updated due to staffing changes, current evaluation of departmental business processes is ongoing)
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☐Yes ☒ No (at this time developing interim staff)
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. • Current policies and procedures will be revised by applicable divisions. Completion of designated business processes as described previously. • Updating current DPW SOP with current staff changes.

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement	*Number of Lean Projects completed outside of the lean training*	*SA 5-1*
1. Boulevard/landscape bed consolidation	Reduction of number of boulevard/landscape beds	SA 1-6
2. Creation of Wood and Wings with BID	Number of attendees	SA 1-2 SA 3-4
3. Provide street maintenance repair	Tonnage of concrete and/or asphalt	SA 2-4
4. Maintenance, camera installation and landscaping of City parks	Completed requests, preventative maintenance and daily maintenance	SA 2-5 SA 2-7
5. A la Carte, Homeowner Resource Fair and Career Fair	Number of attendees	SA 3-4 SA 3-5
6. Code compliance with refuse and recycling ordinances	Reduction of violations and citations	SA 2-1
7. Administer and conduct activities of Beautification Committee	Schedule activities as required to increase homeowner participation	SA 2-1
8. Continuous NIMS and emergency training for employees and new personnel	Required within 6 months of hire	SA 2-9
9. Leverage of social media to keep public informed	Communication to public of Public Works events	SA 3-5
10. Selection and purchase of work order system	Product selection	SA 4-5
11. Submitted 2 employees for green belt lean training, various for leadership training and white	Certification	SA 5-1

belt attendees		
12. Maintain and improve mural by 84/National	Removal of graffiti and complete re-sealing	SA 2-5
13. Remove landscaping at pumping station as recommended by WDNR	Increase security and visibility	SA 2-5
14. Convert 750 alley lights to LED to increase efficiency per CIP	Increase security, visibility and cost savings from energy efficiency	SA 2-5 SA 5-5
15. Paperless process for valve and hydrant preventative maintenance programs	Reduce paper waste and reduce time spent performing these operations in the field, also eliminates the need to post-process the information in the office	SA 5-1
16. Flushing program	Reduced water quality complaints	SA 4-5
17. Social media use, including online videos and educational outreach	Resident increased knowledge and satisfaction	SA 3-5

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Implementation of AssetWorks	Implementation	SA 4-5
2. CIP contractors supply their own materials and signs	Reduction in inventory and staff time	SA 5-5
3. Barcode scanning	Reduction in paperwork, streamline business processes and increase Inventory's documentation accuracy	SA 5-5
4. Evaluate bare root gravel bed, contingent upon approval of funding and Engineering review	Increase new tree planting survival	SA 5-5
5. Explore expansion of soil recycling	Reduce purchase of top soil and tipping fees of soil from drop-off sites	SA 5-5
6. Safety and quality audits	20 percent check of all jobs completed within the Water Division	SA 5-5
7. Implement business processes	Increased efficiency with business processes	SA 4-5
8. New meter reading software	Increased efficiency for meter routes	SA 4-5
9. Streamline private utility permitting process within city departments	Increased customer satisfaction and increased oversite of all utility permits	SA 5-4

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Creation of Business Process Analyst position to assist with the implementation of AssetWorks and business goals of the Department's business plan. Position will assist in reviewing/evaluating various

	business processes to increase efficiency. – SA 51, SA 5-5
2.	Boring machine ($205,000) to convert series to parallel circuits. Phillips manufacturer of low pressure sodium lamps are discontinuing in July 2019. 3200 light fixtures will be affected/obsolete. – SA 2-3, SA 2-4, SA 2-5, SA 5-5
3.	Reduce 2 Electrical Mechanic positions to 2 Maintenance Repairer positions (savings is difference of Electrical Mechanic pay vs. Maintenance Repairer pay) to operate and maintain potential boring machine in lieu of 2 Electricians to assist with addressing lighting infrastructure contingent upon budget approval. – SA 5-5
4.	Retroreflectometer ($20,000.00) for MUTCD compliance of all City signage and barricades. – SA 2-7
5.	Designate additional employee to respond to Digger's Hotline requests, including water and electrical locates, propose to designate City electrician position to new position of utility locate technician. Currently 2 highly skilled employees respond to the same location to mark separate utilities. This could be accomplished by one lower classified employee (savings is difference of Electrical Mechanic pay vs proposed pay of Maintenance Repairer pay range for utility locate technician). – SA 5-5
6.	Hydrant painting (year 1 of 5), hydrants have typically been painted by seasonal employees with a low level of quality and quantity. Hydrants are in need of painting due to the harsh weather and the road salt being used during plowing operations. The hydrants have faded and have shown signs of corrosion. The painting process will help extend the life of the hydrant along with improving aesthetics of the hydrant. The initiative would bid out the process to a qualified contractor. The process would include sandblasting, priming, and top-coating the hydrant. Other municipalities have moved towards this process with great results. Anticipated cost would be around $50,000 a year for the next 5 years. – SA 2-1
7.	Reclassify position of Plumber with the Building and Inventory/Electrical Division to Commercial Plumber with the Water Division. This would allow cross connection inspections to be conducted by City staff and ensure DNR compliance for commercial properties in the City. This position could also be used for plumbing concerns at City owned properties and/or construction projects in the City as warranted. – SA 5-2, SA 5-5

REVENUES

Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No

If yes, please note the details here:

- Increased rates for collection of bulk, brush
- Use of online sales for equipment in lieu of County auction – in excess 50% increase in returns, flexibility to sell all year (not limited to County auction only twice a year)

SALARY ACCOUNT ADJUSTMENTS

Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☒Yes ☐ No

If yes, please note the details here:

Reduce 2 Electrical Mechanic positions to 2 Maintenance Repairer positions to operate and maintain potential boring machine in lieu of 2 Electricians. Designate additional employee to respond to Digger's Hotline requests, including water and electrical locates. Propose to designate City electrician position to new position of utility locate technician. Currently 2 highly skilled employees respond to the same location to mark separate utilities. This could be accomplished by one lower classified employee.

One Arborist position reduced to a Laborer position within Forestry Division. Approximate $17,000 less wages (not including benefits) supplemented into the tree planting account to replace ash trees killed by EAB.

25 positions are currently open. Salary not used during this time could be used for the following:

a. Retroreflectometer ($20,000)
b. Fault locator – 2 locators (total of $55,000)
c. Purchase of boring machine ($205,000)

City of West Allis
Engineering
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 770,748	$ 712,285	$ 864,209	$ 864,209	$ 433,123	$ 873,839	$ -	$ 873,839	$ 9,630	
Provisionals/Part-Time	$ 6,746	$ 3,246	$ 51,000	$ 51,000	$ 102	$ 35,360	$ -	$ 35,360	$ (15,640)	
Misc Other Pay	$ 19,833	$ 11,559	$ 20,000	$ 20,000	$ 2,601	$ 10,000	$ -	$ 10,000	$ (10,000)	
Overtime	$ 28,297	$ 21,421	$ 15,000	$ 15,000	$ 1,073	$ 10,000	$ -	$ 10,000	$ (5,000)	
Payroll Taxes	$ 60,811	$ 55,890	$ 81,790	$ 81,790	$ 32,315	$ 68,714	$ -	$ 68,714	$ (13,076)	
Pension	$ 66,156	$ 50,048	$ 69,099	$ 69,099	$ 27,925	$ 57,891	$ -	$ 57,891	$ (11,208)	
Health Insurance	$ 183,553	$ 162,522	$ 243,489	$ 243,489	$ 100,682	$ 224,572	$ -	$ 224,572	$ (18,917)	
Dental Insurance	$ 11,924	$ 10,146	$ 12,981	$ 12,981	$ 6,521	$ 15,773	$ -	$ 15,773	$ 2,792	
Life Insurance	$ 1,901	$ 1,573	$ 2,254	$ 2,254	$ 732	$ 1,599	$ -	$ 1,599	$ (655)	
Professional Services	$ 3,317	$ 13,007	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Maintenance Contracts	$ 3,884	$ 33,122	$ 19,000	$ 19,000	$ 1,611	$ 18,000	$ -	$ 18,000	$ (1,000)	
Utilities	$ 6,618	$ 7,270	$ 6,700	$ 6,700	$ 3,754	$ 7,480	$ -	$ 7,480	$ 780	
Rentals	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Repair & Maintenance	$ -	$ 12	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Supplies	$ 7,230	$ 10,946	$ 9,800	$ 9,800	$ 4,178	$ 9,700	$ -	$ 9,700	$ (100)	
Books & Periodicals	$ 123	$ 225	$ 300	$ 300	$ -	$ 250	$ -	$ 250	$ (50)	
Advertising	$ -	$ 1,098	$ -	$ -	$ 315	$ -	$ -	$ -	$ -	
Printing	$ (292)	$ (33)	$ 100	$ 100	$ -	$ -	$ -	$ -	$ (100)	
Training & Travel	$ 14,780	$ 6,475	$ 19,450	$ 19,450	$ 1,577	$ 16,300	$ -	$ 16,300	$ (3,150)	
Regulatory & Safety	$ -	$ 112	$ 150	$ 150	$ 167	$ 450	$ -	$ 450	$ 300	
Capital Items	$ 5,722	$ 1,445	$ 5,000	$ 5,000	$ 323	$ 3,000	$ -	$ 3,000	$ (2,000)	
Transfers Out	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 1,194,349	$ 1,102,367	$ 1,420,322	$ 1,420,322	$ 616,998	$ 1,352,928	$ -	$ 1,352,928	$ (67,394)	-4.74%

2019 BUDGET NOTES:

Salary and Benefit expense changes reflect staff turnover.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Engineering							
100-4601-533.11-01	Salary & Wages	550,460	1,191,025	361,255	0	1,188,839	1,188,839
LEVEL	TEXT		TEXT AMT				
DEPT	CITY ENGINEER						
	ASST. CITY ENGINEER						
	2 PRINCIPAL ENGINEERS						
	2 PROFESSIONAL ENGINEERS						
	1 CIVIL ENGINEER/PROF LAND SURVEYOR						
	8 ENGINEERING TECHS						
	ADMIN SUPPORT SPECIALIST						
	ADMIN SUPPORT ASSISTANT						
	SPECIAL ASSESSMENT SPECIALIST						
	18.0 POSITIONS						
100-4601-533.11-02	Vacation	78,469	0	35,343	0	0	0
100-4601-533.11-03	Holidays	46,040	0	21,119	0	0	0
100-4601-533.11-04	Sick Leave	28,885	0	11,384	0	0	0
100-4601-533.11-06	Funeral Leave	1,475	0	773	0	0	0
100-4601-533.11-07	Jury Duty	0	0	315	0	0	0
100-4601-533.11-12	Comp Time Used	6,957	0	2,934	0	0	0
100-4601-533.11-20	Est hourly labor - budget	0	100	0	0	0	0
100-4601-533.11-21	Trans Payroll pct- budget	0	310,000-	0	315,000-	0	315,000-
LEVEL	TEXT		TEXT AMT				
DEPT	COMM. DEV. BLOCK GRANT PROGRAM						
	WATER UTILITY PROJECTS		100,000-				
	SANITARY SEWER PROJECTS		130,000-				
	STORM SEWER PROJECTS		85,000-				
	TIF PROJECTS						
			315,000-				
100-4601-533.12-01	Prov. Salary & Wages	3,246	51,000	102	0	35,360	35,360
LEVEL	TEXT		TEXT AMT				
DEPT	HIGH SCHOOL & COLLEGE INTERNS-CO-OPS						
100-4601-533.13-01	Overtime Pay	21,421	15,000	1,073	0	10,000	10,000
LEVEL	TEXT		TEXT AMT				
DEPT	NEED TO ADD 10K FOR 2019 - RG						
100-4601-533.14-10	Car Allowance	11,559	20,000	3,678	10,000	0	10,000
LEVEL	TEXT		TEXT AMT				
DEPT	CAR ALLOWANCE PER IRS RATE		10,000				
			10,000				
100-4601-533.21-01	Health Insurance	162,522	243,489	100,682	72,450-	297,022	224,572
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	ENG DEPT TOTAL						
	ESTIMATE TO WATER			23,000-			
	ESTIMATE TO STORM			19,550-			
	ESTIMATE TO SEWER			29,900-			
				72,450-			
100-4601-533.21-04	Life Insurance	1,573	2,254	732	400-	1,999	1,599
LEVEL	TEXT		TEXT AMT				
DEPT	ESTIMATE TO WATER			100-			
	ESTIMATE TO STORM			300-			
				400-			
100-4601-533.21-07	Dental Insurance	10,146	12,981	6,522	3,000-	18,773	15,773
LEVEL	TEXT		TEXT AMT				
DEPT	ESTIMATE TO WATER			1,000-			
	ESTIMATE TO STORM			2,000-			
				3,000-			
100-4601-533.22-01	Social Secrty-OASDI 6.2%	45,322	66,213	26,190	19,530-	75,220	55,690
LEVEL	TEXT		TEXT AMT				
DEPT	ENG STAFF TOTAL						
	ESTIMATE TO WATER			6,200-			
	ESTIMATE TO STORM			5,270-			
	ESTIMATE TO SEWER			8,060-			
				19,530-			
100-4601-533.22-02	Social Security-HI 1.45%	10,567	15,577	6,125	4,567-	17,591	13,024
LEVEL	TEXT		TEXT AMT				
DEPT	ENG STAFF TOTAL						
	ESTIMATE TO WATER			1,450-			
	ESTIMATE TO STORM			1,232-			
	ESTIMATE TO SEWER			1,885-			
				4,567-			
100-4601-533.23-01	Retirement-General	50,048	69,099	27,925	20,633-	78,524	57,891
LEVEL	TEXT		TEXT AMT				
DEPT	ENG STAFF TOTAL						
	ESTIMATE TO WATER			6,550-			
	ESTIMATE TO STORM			5,568-			
	ESTIMATE TO SEWER			8,515-			
				20,633-			
100-4601-533.30-02	Consultants	0	0	29,702	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4601-533.30-04	Other	13,007	0	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	MICROSTATION, POWER DRAFT, MAINTENANCE CONTRACT						
100-4601-533.32-04	Other	33,122	19,000	1,611	18,000	0	18,000
LEVEL	TEXT		TEXT AMT				
DEPT	CAD COMPUTER MAINTENANCE CONTRACTS		18,000				
			18,000				
100-4601-533.41-06	Telephone/Internet	7,270	6,700	4,471	7,480	0	7,480
LEVEL	TEXT		TEXT AMT				
DEPT	TELEPHONE		7,000				
	DATA FOR TABLET		480				
			7,480				
100-4601-533.44-08	Other	12	0	0	0	0	0
100-4601-533.51-01	Postage	4,559	3,500	1,985	3,500	0	3,500
LEVEL	TEXT		TEXT AMT				
DEPT	NOTICES TO PROPERTY OWNERS (MC-2300-500)		1,600				
	HEARINGS & ASSESSMENT BILLS (MC-2300-500)		1,600				
	GENERAL CONSTRUCTION NOTICES		300				
			3,500				
100-4601-533.51-02	Office Supplies	4,820	4,500	1,587	4,500	0	4,500
LEVEL	TEXT		TEXT AMT				
DEPT	STATIONERY		400				
	DESIGN SUPPLIES		1,000				
	PLAN PREPARATION SUPPLIES		1,000				
	PRINT PAPER		1,600				
	TONER PRINT		500				
			4,500				
100-4601-533.51-09	Other	1,368	1,600	529	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	GENERAL MATERIALS REPLACEMENT		1,500				
			1,500				
100-4601-533.52-01	Subscriptions	225	300	0	250	0	250
LEVEL	TEXT		TEXT AMT				
DEPT	PROFESSIONAL ENGINEERING BOOKS		25				
	DAILY REPORTER & ENGINEERING MAGAZINE		225				
			250				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-4601-533.53-01	Gasoline	0	0	142	0	0	0
100-4601-533.54-02	Notices	1,098	0	315	0	0	0
100-4601-533.55-02	Out-sourced	0	100	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	OUT SOURCED PRINTING						
100-4601-533.55-04	Bid Documents for re-sale	33-	0	0	0	0	0
100-4601-533.56-01	Local Business Meetings	33	250	0	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	MMSD & DNR & MISC. BUSINESS TRAVEL		200				
			200				
100-4601-533.56-02	Conferences & Seminars	1,754	7,500	246	5,200	0	5,200
LEVEL	TEXT		TEXT AMT				
DEPT	APWA NATIONAL CONVENTION (2)		3,500				
	APWA SPRING AND FALL MEETINGS (2)		1,200				
	AWWA STATE CONVENTION		500				
	AWWA OR OTHER NATIONAL CONFERENCE (1)						
			5,200				
100-4601-533.57-01	Membership Dues	1,125	1,500	320	1,500	0	1,500
LEVEL	TEXT		TEXT AMT				
DEPT	LAND SURVEYOR		150				
	APWA ASSOCIATION		500				
	AWWA ASSOCIATION		200				
	TRANSPORTATION DEVELOPMENT ASSN		300				
	ASCE ASSOCIATION (2)		350				
			1,500				
100-4601-533.57-02	Registration Fees	3,163	10,000	1,606	9,000	0	9,000
LEVEL	TEXT		TEXT AMT				
DEPT	SURVEYORS INSTITUTE		1,200				
	SEWER SEMINAR		1,200				
	CONCRETE PAVING		1,200				
	ASPHALT PAVING		1,200				
	CAD TRAINING		250				
	MISC. ENGINEERING SEMINARS		3,700				
	ENGINEER COMPUTER TRAINING		250				
			9,000				
100-4601-533.58-01	Certification-Permits-Lic	0	0	251	300	0	300
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	PROFESSIONAL ENGINEERING LICENSES			300 300			
100-4601-533.60-01	Clothing/Uniforms	112	150	0	150	0	150
LEVEL	TEXT		TEXT AMT				
DEPT	CLOTHING & SAFETY GLASSES			150 150			
100-4601-533.70-01	Furniture & Fixtures	1,445	2,000	323	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICE FURITURE REPLACEMENT			1,000 1,000			
100-4601-533.70-03	Equipment	0	3,000	0	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	SURVEY & CONSTRUCTION EQUIPMENT			1,000			
	PRINTING EQUIPMENT			1,000 2,000			
*	Gen Administration	1,101,770	1,436,838	649,240	371,000-	1,723,328	1,352,328
100-4602-521.51-09	Other	200	200	200	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	HELMETS, VESTS, AWARDS			200 200			
100-4602-521.56-03	Other	400	200	400	400	0	400
LEVEL	TEXT		TEXT AMT				
DEPT	CADET REWARD TRAVEL			400 400			
*	Safety Commission	600	400	600	600	0	600
100-4670-533.11-01	Salary & Wages	0	2,819-	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	5% CITY ENGINEER TO WATER			2,819- 2,819-			
*	Work for Water Utility	0	2,819-	0	0	0	0
100-4672-533.11-01	Salary & Wages	0	5,639-	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	10% CITY ENGINEER TO SANITARY SEWER			5,639- 5,639-			

BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
*	Work for San Sewer	0	5,639-	0	0	0	0
100-4674-533.11-01	Salary & Wages	0	5,639-	0	0	0	0

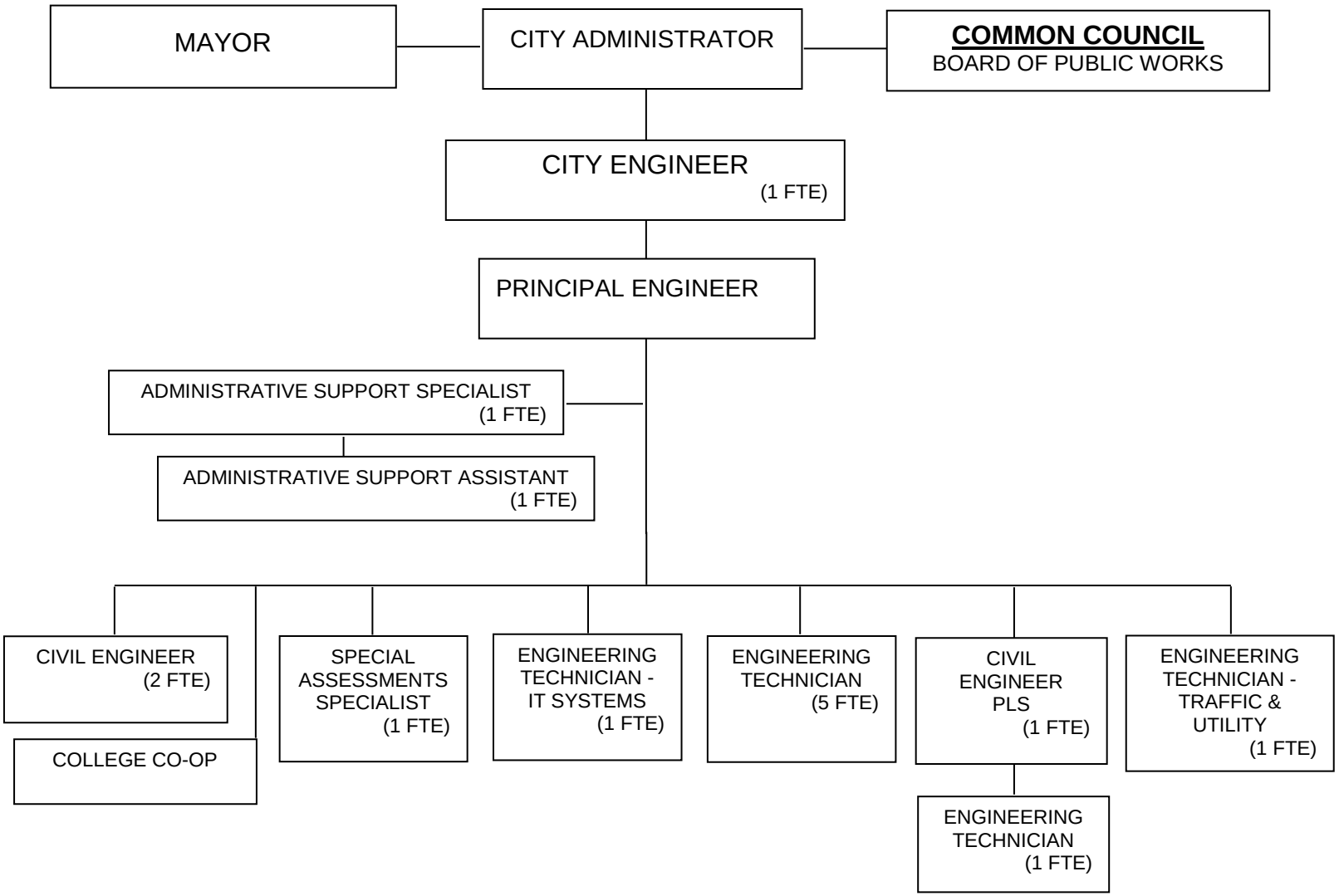
LEVEL	TEXT	TEXT AMT
DEPT	10% CITY ENGINEER TO STORM	5,639-
		5,639-

*	Work for Storm Sewer	0	5,639-	0	0	0	0
100-4676-533.11-01	Salary & Wages	0	2,819-	0	0	0	0

LEVEL	TEXT	TEXT AMT
DEPT	5% CITY ENGINEER TO SOLID WASTE	2,819-
		2,819-

*	Work for Solid Waste	0	2,819-	0	0	0	0
**	Engineering	1,102,370	1,420,322	649,840	370,400-	1,723,328	1,352,928

ENGINEERING



CITY FUNDED FTEs: 18.00

Department	Director	Fund and Dept. Group
Engineering	Peter Daniels	Engineering

Mission/Overview

The Engineering Department is dedicated to providing professional, well-organized, and cost effective municipal engineering services to the citizens and businesses of West Allis, as well as other Departments of the City. Our efforts are focused on providing a high level of expertise in the designing, planning, advising, administering, and overseeing of all public works improvements to facilitate upgrades of an aging City infrastructure. Our goal is to provide these services within the project budget and timeframe required while striving to improve the health, safety and overall quality of life for the citizens of our City.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. Pavement Replacement		Miles of pavement repaired	0	3.35 miles
2. Sanitary Sewer Relay		Miles of sanitary sewer repaired	0	2.73 miles
3. Storm Sewer Relay		Miles of storm sewer repaired	0	3.88 miles
4. Water Main Relay		Miles of water main replaced	0	1.70 miles
5. Street Lighting Circuit Replacement		Miles of street lighting circuit replaced	0	3.35 miles
6. Private Lead Service Removal		Number of lead services removed	0	305 lead services
7. Total Suspended Solids Removal in stormwater discharges as required by EPA/DNR/MMSD		Percent of Total Suspended Solids (TSS) Removed	23%	60 - 70% required **over long term** by Milwaukee River Basin Total Maximum Daily Load (TMDL) plan.

Position Information

Title	Division	Number	Funding Source
City Engineer		1	General, Water, Sanitary and Storm funds
Principal Engineer		3	General, Water, Sanitary and Storm funds
Civil Engineer		2	General, Water, Sanitary and Storm funds
Engineer and Professional Land Surveyor		1	General, Water, Sanitary and Storm funds
Engineering Technician – IT Systems		1	General, Water, Sanitary and Storm funds
Engineering Technician		7	General, Water, Sanitary and Storm funds
Special Assessment Specialist		1	General
Administrative Support Specialist		1	General
Administrative Support Assistant		1	General
Coop Student		1	General, Water, Sanitary and Storm funds

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Principal Engineer		8 months	HR Recruitment Queue	Filled

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1.Maintain Infrastructure in City Right of Way		General, Water, Storm and Sanitary Funds, Special Assessments and Grants	Daily	Public Works	Construction contracts, Consultant contracts	Federal, State, MMSD, Local
2.Utility Permits		General Fund	Daily	No	No	State and Local
3.Parking Ordinances		General Fund	Daily	No	No	State and Local
4.Infrastructure Condition Evaluation		General, Water, Storm and Sanitary Funds	Daily	Public Works	Contractor evaluation of sewers, Consultant evaluation of buildings, Consultant evaluation of bridges	Federal, State and Local
5.Facilites Maintenance		General	Daily	Public Works	Construction contracts, Consultant contracts	Federal, State and Local

SERVICE DELIVERY

Example: Implemented Performance Management Program.

2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)

1. Online bidding with Quest website to create paperless, automated bidding process
2. Creation of computerized facilities condition assessment database to track maintenance needs
3. Outsourced street lighting design to consultants and outsourced installation to contractors to reduce City staff costs
4. Accelerated upgrade of street lighting circuits to LED lights to reduce electricity use
5. Creation of hydraulic water model with WaterGEMS software to find areas for cost savings and efficiencies in pumping and reservoir system and water main layout

2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Continue scanning of plans and records
2. Preparation of long range facilities maintenance plan to avoid costly emergency repairs to buildings
3. Continue creation of hydraulic water model with WaterGEMS software to find areas for cost savings and efficiencies in pumping and reservoir system and water main layout
4. Use of computer tablets in the field for paperless annotation of plans and preparation of daily reports
5. Replace underperforming online application for loading zones, special parking zones, disability zones
6. Replace underperforming special assessment online balance owed status and bill pay

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1.Special Assessment software migration to new host for continued automated special assessment generation for Nancy Stengel	X	
2.Oversize load permit fee cost calculations to recoup actual costs	X	
3.Online bidding with Quest website to create paperless, automated bidding process		X
4.Create hydraulic water model with WaterGEMS software to eliminate the need for water main pressure testing in the field and to more precisely model the entire system in order to find areas for cost savings and efficiencies in pumping and reservoir system		X
5.Scanning of plans and records to allow access to all plans at everyone's desktop instead of from the vault		X

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1.Restore special assessment online balance owed status and bill pay	Special Assessment Specialist, Finance, Treasurer's Office	24 hour access for public to online bills and balances	Reduced phone calls for balance owed status
2.Tablets used in field for plans and reports	Engineering Technicians in field	Paperless annotation of plans and preparation of daily reports	Reduced use of paper

3. Continue creation of hydraulic water model with WaterGEMS software	Engineers involved in water main design, DPW water utility staff at reservoir, Fire Dept. staff involved in pressure testing	Eliminate the need for water main pressure testing in the field and to more precisely model the entire system in order to find areas for cost savings and efficiencies in pumping and reservoir system	Reduced electricity use at Reservoir, Reduced maintenance costs at Reservoir
4.Continue scanning of plans and records	Engineers and Engineering Technicians	Allow access to all plans at everyone's desktop instead of from the vault	Reduced time needed to prepare plans
5.Restore online application for loading zones, special parking zones, disability zones	Greg Bartelme	Allow applications to be submitted from home 24 hours a day	Reduced time and paperwork

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1.Special assessment online bill pay has been malfunctioning and was discontinued	Nancy Stengel
2.Online loading zone application using BP Logix has been malfunctioning and was discontinued	Greg Bartelme
3.Online disability parking zone application using BP Logix has been malfunctioning and was discontinued	Greg Bartelme
4.Online special parking zone application using BP Logix has been malfunctioning and was discontinued	Greg Bartelme

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

If no, describe plans to accomplish this in the next 3 years.

- Peter Daniels will continue attending CVMIC Management training
- Heath Brozovich will begin attending CVMIC Supervisor training
- Robert Hutter has completed a Fundamentals of Management Certificate through the University of Wisconsin but will also be taking CVMIC Supervisor training

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Rebecca Fleming took Green Belt Training and Quest Training
2. Nancy Stengel took White Belt Training
3. Darcy Menzia took White Belt Training and Quest Training
4. Robert Strysick took Green Belt Training
5. Robert Hutter took Champion Training
6. Peter Daniels took Champion Training
7. Leo plans to take Yellow Belt Training

2019 Employee Development
1. Sara Breitzman will take Engineering Design training in the areas of street and sewer design
2. Frank Leung will take Construction Inspection training
3. Michael Lee will take Construction Inspection training
4. Matthew Zinnecker will take Engineering Design training in the areas of street and sewer design
5. Eric Jeske will take Construction Inspection training

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. Annually
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. Expand existing efforts to achieve city-wide Complete Streets program that provides safe and healthy transportation choices for multiple users of all ages, including driving, biking, walking or taking transit. (SA 2-4)	National Avenue will have bike lanes, green bike boxes and enhanced sidewalk areas.	SA 2-4

2. Improve city-wide parks, open space and art: utilization, maintenance and security. (SA 2-5)	The Engineering Department has implemented the Parks Plan by constructing Klentz and Roosevelt Parks in 2018. 5 parks have been completed from the Parks Plan.	SA 2-5
3. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans (SA 4-7)	The Engineering Department has been advocating for a sustainable CIP program and overseeing the Facilities Assessment initiative and DPW Yards Action Plan.	SA 4-7
4. Continue to develop city-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources (SA 4-5)	Engineering Department has initiated online bidding	SA 4-5
5. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans (SA 4-7) and Focus on Health Lifestyles (SA 2-2)	The Engineering Department has been replacing private lead services throughout the City. We have replaced about 460 of the 9,300 private lead services in the City.	SA 4-7 SA 2-2
6. Increase City-wide department and agency employee knowledge of organizational operations, processes, goals and plans (SA 5-2)	The Engineering Department has implemented weekly staff meetings with supervisors and quarterly meetings with all staff.	SA 5-2
7. Expand access to City information through citizen focused city-wide communications and social media activities (SA 3-5)	The Engineering Department collaborated with Communications Department to get the word out about Greenfield Ave emergency repairs and National Avenue reconstruction and private lead service concerns.	SA 3-5
8. Continue to develop city-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources (SA 4-5)	Creation of hydraulic water model with WaterGEMS software to eliminate the need for water main pressure testing in the field and to more precisely model the entire system in order to find areas for cost savings and efficiencies in water main system	SA 4-5

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Improve city-wide parks, open space and art: utilization, maintenance and security. (SA 2-5)	The Engineering Department will help implement plans for a Dog Park	SA 2-5
2. Continue to develop city-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources (SA 4-5)	The Engineering Department will help redevelop the underperforming online systems to process loading zones, special parking areas and disabled parking zones	SA 4-5
3. Continue to develop city-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources (SA 4-5)	The Engineering Department will help redevelop the underperforming online systems for paying special assessments online	SA 4-5
4. Expand existing efforts to achieve city-wide Complete Streets program that provides safe and healthy transportation choices for multiple users of all ages, including driving, biking, walking or taking transit. (SA 2-4)	National Avenue and 116th Street will have bike lanes and/or enhanced sidewalk areas.	SA 2-4
5. Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans (SA 4-7	The Engineering Department will help oversee the Facilities Assessment initiative and Action Plan for DPW Yards Facility and Transfer Station and will participate in the Water Utility Facilities Assessment. 3.5 miles of new pavement per year would also be a sustainable goal.	SA 4-7
7. Expand access to City information through citizen focused city-wide communications and social media activities (SA 3-5)	The Engineering Department will continue collaboration with Communications Department to get the word out about National Avenue reconstruction and private lead service concerns.	SA 3-5
8. Continue to develop city-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources (SA 4-5)	Continue creation of hydraulic water model with WaterGEMS software to eliminate the need for water main pressure testing in the field and to more precisely model the entire system in	SA 4-5

	order to find areas for cost savings and efficiencies in water main system	

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. The Engineering Dept. and Water Utility need to explore the possibility of instituting a mandatory private lead service line replacement program to replace the remaining 9,000 private lead services in the City. Residents must pay at least ½ by state law leaving the Water Utility to pay the other ½ (~$500,000). This initiative supports SA 2-2: Focus on Health Lifestyles and SA 4-7: Develop a sustainable Capital Improvement Plan.
2.
3.
4.
5.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No
If yes, please note the details here: The oversize load fees will be increased based on our Green Belt project results

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

2019 Budget & Action Plan

Health, Culture, and Recreation

City of West Allis
Health Department
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 1,395,484	$ 1,432,060	$ 1,550,700	$ 1,550,700	$ 984,681	$ 1,570,999	$ -	$ 1,570,999	$ 20,299	
Provisionals/Part-Time	$ 11,594	$ 30,050	$ 12,960	$ 12,960	$ 7,039	$ 21,553	$ -	$ 21,553	$ 8,593	
Misc Other Pay	$ 11,141	$ 8,253	$ 8,480	$ 8,480	$ 2,795	$ 8,480	$ -	$ 8,480	$ -	
Overtime	$ 7,533	$ 9,910	$ 7,900	$ 7,900	$ 565	$ 7,900	$ -	$ 7,900	$ -	
Payroll Taxes	$ 105,250	$ 110,567	$ 117,682	$ 117,682	$ 73,414	$ 121,050	$ -	$ 121,050	$ 3,368	
Pension	$ 115,216	$ 98,655	$ 100,362	$ 100,362	$ 65,508	$ 103,418	$ -	$ 103,418	$ 3,056	
Health Insurance	$ 240,821	$ 251,239	$ 300,986	$ 300,986	$ 166,228	$ 303,352	$ -	$ 303,352	$ 2,366	
Dental Insurance	$ 22,452	$ 21,923	$ 22,963	$ 22,963	$ 13,048	$ 22,415	$ -	$ 22,415	$ (548)	
Life Insurance	$ 4,920	$ 5,582	$ 5,774	$ 5,774	$ 3,456	$ 5,824	$ -	$ 5,824	$ 50	
Professional Services	$ 258	$ 760	$ 5,300	$ 5,300	$ 151	$ 5,300	$ -	$ 5,300	$ -	
Maintenance Contracts	$ 2,348	$ 2,771	$ 7,290	$ 7,290	$ 3,613	$ 10,590	$ -	$ 10,590	$ 3,300	
Utilities	$ 22,886	$ 25,399	$ 34,368	$ 34,368	$ 18,451	$ 30,929	$ -	$ 30,929	$ (3,439)	
Repair & Maintenance	$ 8,531	$ 2,574	$ 1,100	$ 1,100	$ -	$ 1,100	$ -	$ 1,100	$ -	
Supplies	$ 44,386	$ 72,974	$ 60,221	$ 60,221	$ 25,495	$ 79,648	$ -	$ 79,648	$ 19,427	
Books & Periodicals	$ 426	$ 192	$ 800	$ 800	$ 251	$ 800	$ -	$ 800	$ -	
Advertising	$ 55	$ 556	$ 500	$ 500	$ -	$ 500	$ -	$ 500	$ -	
Printing	$ 26	$ 63	$ 623	$ 623	$ -	$ -	$ -	$ -	$ (623)	
Training & Travel	$ 9,938	$ 13,062	$ 22,270	$ 22,270	$ 21,516	$ 22,945	$ -	$ 22,945	$ 675	
Regulatory & Safety	$ 64	$ 25	$ 300	$ 300	$ -	$ 300	$ -	$ 300	$ -	
Insurance	$ 400	$ 400	$ 875	$ 875	$ 100	$ 875	$ -	$ 875	$ -	
Capital Items	$ 1,308	$ 25,182	$ 2,500	$ 2,500	$ 514	$ 2,500	$ -	$ 2,500	$ -	
TOTAL EXPENDITURES	$ 2,005,038	$ 2,112,199	$ 2,263,954	$ 2,263,954	$ 1,386,825	$ 2,320,478	$ -	$ 2,320,478	$ 56,524	2.50%

2019 BUDGET NOTES:

Health department salaries reflect staff turnover and a requested adjustment to change an Environmental Tech to an Environmentalist position (partially grant funded)
Medical lab supplies were increased to reflect historical actual experience. Reallocation of the Market Assistant and Farmer's Market Activities to the Tourism and Events Coordinator and Tourism Commission.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Health Department							
100-3001-541.11-01	Salary & Wages	292,385	394,576	205,032	0	406,973	406,973
LEVEL	TEXT		TEXT AMT				
DEPT	1 HEALTH COMMISSIONER						
	1 BUSINESS MANAGER						
	1 DEPUTY REGISTRAR						
	3 ADMINISTRATIVE SUPPORT ASSISTANT						
	1 MUNICIPAL JANITOR						
	---						
	7 POSITIONS (7 FTE, FUNDED BY GEN FUND)						
100-3001-541.11-02	Vacation	25,511	0	12,316	0	0	0
100-3001-541.11-03	Holidays	15,102	0	7,702	0	0	0
100-3001-541.11-04	Sick Leave	7,160	0	3,952	0	0	0
100-3001-541.11-06	Funeral Leave	1,349	0	0	0	0	0
100-3001-541.11-12	Comp Time Used	100	0	0	0	0	0
100-3001-541.13-01	Overtime Pay	1,322	1,000	0	0	1,000	1,000
100-3001-541.14-10	Car Allowance	125	400	0	400	0	400
100-3001-541.21-01	Health Insurance	66,250	92,883	44,382	0	99,689	99,689
100-3001-541.21-04	Life Insurance	1,678	1,729	1,059	0	2,010	2,010
100-3001-541.21-07	Dental Insurance	5,202	6,418	3,113	0	6,267	6,267
100-3001-541.22-01	Social Secrty-OASDI 6.2%	20,708	23,958	13,722	0	24,547	24,547
100-3001-541.22-02	Social Security-HI 1.45%	4,843	5,603	3,209	0	5,741	5,741
100-3001-541.23-01	Retirement-General	23,486	26,437	15,343	0	26,722	26,722
100-3001-541.30-02	Consultants	40	4,000	312	4,000	0	4,000
100-3001-541.30-04	Other	60	300	300-	300	0	300
LEVEL	TEXT		TEXT AMT				
DEPT	VOLUNTEERS, PACK N PLAYS						
100-3001-541.32-04	Other	2,771	3,090	1,782	3,090	0	3,090
LEVEL	TEXT		TEXT AMT				
DEPT	COPIER LEASE						
100-3001-541.41-01	Water	611	603	165	650	0	650
100-3001-541.41-02	Storm Water	847	1,205	218	1,000	0	1,000
100-3001-541.41-03	Sanitary Sewer	449	0	109	500	0	500
100-3001-541.41-04	Electric	12,548	17,570	10,651	15,000	0	15,000
100-3001-541.41-05	Gas	4,113	6,646	3,522	5,500	0	5,500
100-3001-541.41-06	Telephone	0	500	0	0	0	0
100-3001-541.44-01	Office Furniture & Equip	170	200	0	200	0	200
100-3001-541.44-08	Other	1,729	100	0	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIR & MAINTENANCE MISC						
100-3001-541.51-01	Postage	5,543	5,670	3,475	5,670	0	5,670
100-3001-541.51-02	Office Supplies	3,004	4,878	1,628	4,878	0	4,878
100-3001-541.51-04	Food/Provisions	50	500	0	500	0	500
100-3001-541.51-06	Custodial Supplies	3,266	3,173	2,021	3,200	0	3,200

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-3001-541.51-08	Hand & Shop Tools	72	25	0	25	0	25
100-3001-541.51-09	Other	20-	300	12	300	0	300
LEVEL	TEXT		TEXT AMT				
DEPT	OTHER SUPPLIES, TB INCENTIVE						
100-3001-541.52-01	Subscriptions	192	300	251	300	0	300
100-3001-541.52-02	Other	0	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	OTHER BOOKS & PERIODICALS						
100-3001-541.53-01	Gasoline	0	75	0	75	0	75
100-3001-541.54-02	Notices	556	500	0	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	ADVERTISING						
100-3001-541.55-01	In-house (Print Shop)	63	623	0	0	0	0
100-3001-541.56-01	Local Business Meetings	95	850	0	850	0	850
100-3001-541.56-02	Conferences & Seminars	0	1,550	250	1,550	0	1,550
100-3001-541.57-01	Membership Dues	885	5,825	8,775	6,500	0	6,500
LEVEL	TEXT		TEXT AMT				
DEPT	ACCREDITATION FEE		5,600				
	WPHA, NACCHO, APHA		900				
			6,500				
100-3001-541.57-02	Training Schools	0	1,200	137	1,200	0	1,200
100-3001-541.59-01	Medical	25	100	0	100	0	100
100-3001-541.70-01	Furniture & Fixtures	238	1,500	181	1,500	0	1,500
100-3001-541.70-05	Other	24,944	1,000	594	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	OTHER CAPITAL ITEMS						
*	Health Administration	527,472	615,787	343,613	59,388	572,949	632,337
100-3002-541.11-01	Salary & Wages	89,702	113,811	63,994	0	116,457	116,457
LEVEL	TEXT		TEXT AMT				
DEPT	1 DENTAL HYGIENIST						
	1 COORDINATOR COMMUNITY HEALTH EDUCATOR		116,457				
	---						
	2 POSITIONS (1.9 FTE, FUNDED BY GEN FUND)						
			116,457				
100-3002-541.11-02	Vacation	11,619	0	4,695	0	0	0
100-3002-541.11-03	Holidays	4,747	0	1,777	0	0	0
100-3002-541.11-04	Sick Leave	4,615	0	1,375	0	0	0
100-3002-541.11-12	Comp Time Used	198	0	0	0	0	0
100-3002-541.13-01	Overtime Pay	1,498	900	0	0	900	900
100-3002-541.14-10	Car Allowance	657	500	134	500	0	500

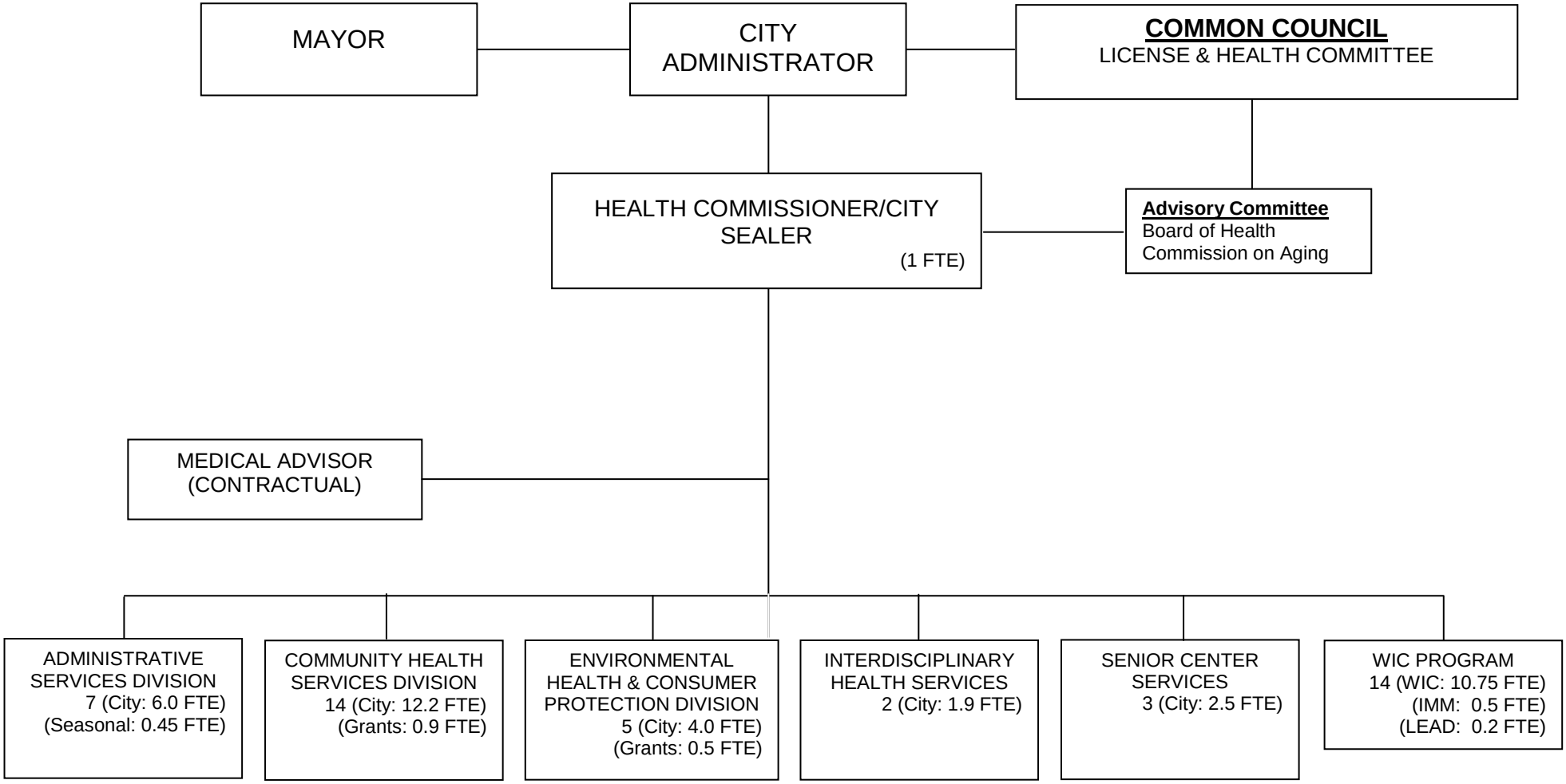
BUDGET PREPARATION WORKSHEET
FOR FISCAL YEAR 2019

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-3002-541.21-01	Health Insurance	19,774	22,014	13,010	0	22,605	22,605
100-3002-541.21-04	Life Insurance	560	616	359	0	616	616
100-3002-541.21-07	Dental Insurance	2,220	2,234	1,396	0	2,234	2,234
100-3002-541.22-01	Social Secrty-OASDI 6.2%	6,682	7,067	4,291	0	7,229	7,229
100-3002-541.22-02	Social Security-HI 1.45%	1,563	1,653	1,003	0	1,691	1,691
100-3002-541.23-01	Retirement-General	7,714	7,626	4,814	0	7,687	7,687
100-3002-541.51-09	Other	1,349	500	139	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	OTHER - SUPPLIES						
100-3002-541.53-41	Medical & Lab Supplies	2,927	3,000	726	3,000	0	3,000
100-3002-541.56-01	Local Business Meetings	121	150	83	150	0	150
100-3002-541.56-02	Conferences & Seminars	382	400	125	400	0	400
100-3002-541.57-01	Membership Dues	123	165	0	165	0	165
100-3002-541.57-02	Training Schools	0	200	0	200	0	200
*	Interdisc Health Service	156,451	160,836	97,921	4,915	159,419	164,334
100-3003-541.11-01	Salary & Wages	588,393	792,992	424,603	0	802,233	802,233
LEVEL	TEXT		TEXT AMT				
DEPT	1 DEPUTY HEALTH COMMSSIONER		802,233				
	8 PUBLIC HEALTH NURSES (8.0 FTE)						
	2 COMM HEALTH TECH (1.8 GEN FUND .2 GRANT FUND)						
	2 PUBLIC HLTH SPECLST (1.4 GEN FUND .6 GRANT FUND)						
	1 COMMUNITY HEALTH WORKER (.1 LTE GRANT FUND)						
	---						
	14 POSITIONS						
			802,233				
100-3003-541.11-02	Vacation	62,873	0	38,513	0	0	0
100-3003-541.11-03	Holidays	34,885	0	20,071	0	0	0
100-3003-541.11-04	Sick Leave	38,030	0	12,477	0	0	0
100-3003-541.11-06	Funeral Leave	845	0	1,159	0	0	0
100-3003-541.11-07	Jury Duty	140	0	0	0	0	0
100-3003-541.11-08	Injury Time-Workers Comp	2,107	0	417	0	0	0
100-3003-541.11-12	Comp Time Used	5,089	0	1,798	0	0	0
100-3003-541.12-01	Prov. Salary & Wages	7,353	1,600	0	0	3,000	3,000
100-3003-541.13-01	Overtime Pay	3,912	4,200	0	0	4,200	4,200
100-3003-541.14-10	Car Allowance	3,116	3,420	593	3,420	0	3,420
100-3003-541.14-11	Clothing Allowance	1,180	1,140	594	1,140	0	1,140
100-3003-541.21-01	Health Insurance	113,606	148,726	74,060	0	142,702	142,702
100-3003-541.21-04	Life Insurance	2,729	2,794	1,619	0	2,497	2,497
100-3003-541.21-07	Dental Insurance	11,922	13,459	7,179	0	13,062	13,062
100-3003-541.22-01	Social Secrty-OASDI 6.2%	45,655	48,921	29,906	0	49,952	49,952
100-3003-541.22-02	Social Security-HI 1.45%	10,701	11,441	6,994	0	11,682	11,682
100-3003-541.23-01	Retirement-General	51,188	51,148	32,976	0	52,822	52,822
100-3003-541.30-02	Consultants	0	0	110	0	0	0
100-3003-541.32-04	Other	0	4,200	2,348	7,500	0	7,500
LEVEL	TEXT		TEXT AMT				

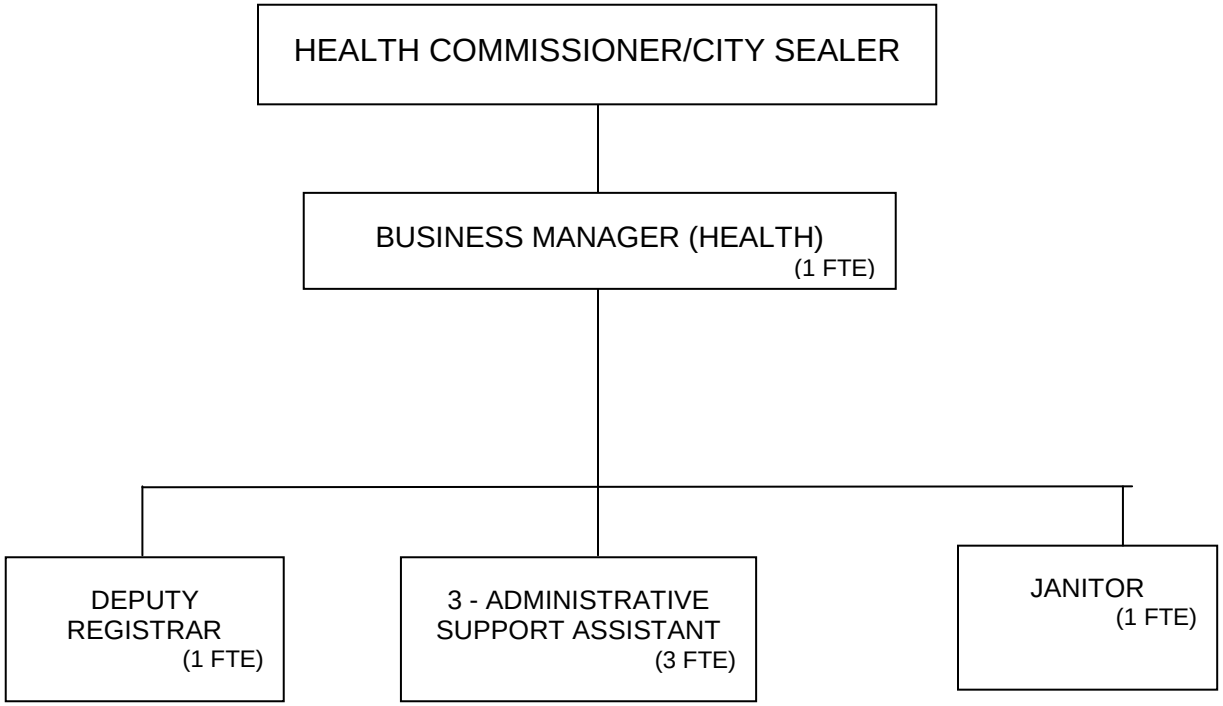
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	EHR SOFTWARE ANNUAL MAINTENANCE		4,740				
	TRAINING (BILLING & REPORTS)		1,365				
	SHORT SERVICE MODULE		395				
	LANGUAGE LINE		1,000				
			7,500				
100-3003-541.44-08	Other	675	800	570	800	0	800
LEVEL	TEXT		TEXT AMT				
DEPT	OTHER MAINTENANCE - AUDIOMETERS, LAB EQUIPMENT						
100-3003-541.51-09	Other	410	0	1,130	0	0	0
100-3003-541.53-41	Medical & Lab Supplies	51,652	34,600	28,632	54,000	0	54,000
LEVEL	TEXT		TEXT AMT				
DEPT	VACCINES, SYRINGES, LEAD TEST KITS, ETC						
100-3003-541.56-01	Local Business Meetings	333	500	526	500	0	500
100-3003-541.56-02	Conferences & Seminars	1,372	2,400	595	2,400	0	2,400
100-3003-541.57-01	Membership Dues	160	1,575	1,151	1,575	0	1,575
100-3003-541.57-02	Training Schools	860	2,000	450	2,000	0	2,000
100-3003-541.61-01	Liability Ins (premiums)	400	875	100	875	0	875
*	Community Nursing Service	1,039,586	1,126,791	688,571	74,210	1,082,150	1,156,360
100-3004-541.11-01	Salary & Wages	216,038	237,640	164,791	0	245,336	245,336
LEVEL	TEXT		TEXT AMT				
DEPT	3 ENVIRONMENTALISTS/ENVIR COORDINATOR		245,336				
	1 ENVIRONMENTAL TECH.						
	1 PREPAREDNESS COORDINATOR (.5 FTE GRANT FUNDED)						
	---						
	5 POSITIONS-4.5 FTE (4 FTE FUNDED BY GEN FUND)						
			245,336				
100-3004-541.11-02	Vacation	14,134	0	10,188	0	0	0
100-3004-541.11-03	Holidays	11,183	0	6,845	0	0	0
100-3004-541.11-04	Sick Leave	3,922	0	2,562	0	0	0
100-3004-541.11-06	Funeral Leave	989	0	0	0	0	0
100-3004-541.11-12	Comp Time Used	944	0	31	0	0	0
100-3004-541.12-01	Prov. Salary & Wages	11,464	2,000	0	0	5,000	5,000
100-3004-541.13-01	Overtime Pay	3,179	1,800	565	0	1,800	1,800
100-3004-541.14-10	Car Allowance	3,175	3,020	1,507	3,020	0	3,020
100-3004-541.21-01	Health Insurance	51,608	37,363	34,775	0	38,356	38,356
100-3004-541.21-04	Life Insurance	615	635	419	0	701	701
100-3004-541.21-07	Dental Insurance	2,579	852	1,360	0	852	852
100-3004-541.22-01	Social Secrty-OASDI 6.2%	15,850	14,707	11,144	0	15,537	15,537
100-3004-541.22-02	Social Security-HI 1.45%	3,707	3,439	2,606	0	3,634	3,634
100-3004-541.23-01	Retirement-General	16,267	15,151	12,376	0	16,187	16,187
100-3004-541.30-04	Other	660	1,000	139	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	OTHER - PROFESSIONAL SERVICES						
100-3004-541.51-06	Custodial Supplies	169	0	0	0	0	0
100-3004-541.51-09	Other	1,496	2,000	0	2,000	0	2,000
100-3004-541.53-40	Environmental Supplies	2,054	2,500	1,203	2,500	0	2,500
100-3004-541.56-01	Local Business Meetings	4,497	1,500	846	1,500	0	1,500
100-3004-541.56-02	Conferences & Seminars	2,674	2,500	5,390	2,500	0	2,500
100-3004-541.57-01	Membership Dues	693	705	670	705	0	705
100-3004-541.57-02	Training Schools	866	750	3,215	750	0	750
100-3004-541.59-02	Other	0	200	0	200	0	200
LEVEL	TEXT		TEXT AMT				
DEPT	TESTING						
*	Environmental Health Serv	368,763	327,762	260,632	14,175	327,403	341,578
100-3005-552.11-01	Salary & Wages	0	11,681	0	0	0	0
LEVEL	TEXT		TEXT AMT				
DEPT	==========						
	TOTAL HEALTH DEPT POSITIONS = 46 (40.9 FTE)						
	27.6 FTE FUNDED BY GEN FUND						
	12.85 FTE FUNDED BY GRANTS						
	.45 SEASONAL						
100-3005-552.12-01	Prov. Salary & Wages	11,232	9,360	7,039	0	13,553	13,553
LEVEL	TEXT		TEXT AMT				
DEPT	1 MARKET ATTENDANT (.45 FTE)						
100-3005-552.22-01	Social Secrty-OASDI 6.2%	696	724	436	0	840	840
100-3005-552.22-02	Social Security-HI 1.45%	163	169	102	0	197	197
100-3005-552.41-01	Water	763	602	319	800	0	800
100-3005-552.41-02	Storm Water	3,312	3,509	2,546	3,509	0	3,509
100-3005-552.41-03	Sanitary Sewer	364	0	211	370	0	370
100-3005-552.41-04	Electric	2,392	3,733	2,285	3,600	0	3,600
100-3005-552.51-09	Other	1,003	3,000	710	3,000	0	3,000
LEVEL	TEXT		TEXT AMT				
DEPT	GENERAL SUPPLIES						
*	General Market Operations	19,925	32,778	13,648	11,279	14,590	25,869
**	Health Department	2,112,197	2,263,954	1,404,385	163,967	2,156,511	2,320,478

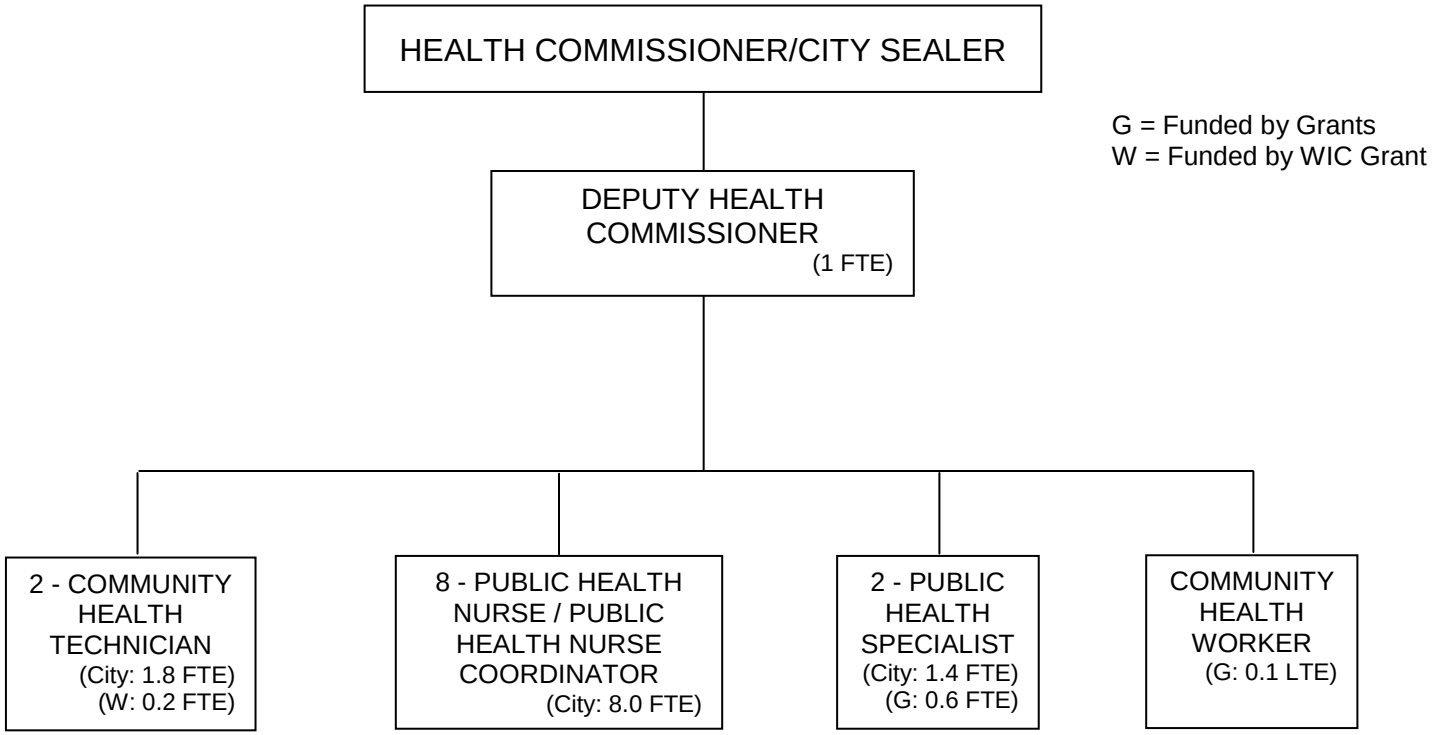
ORGANIZATIONAL CHART
HEALTH



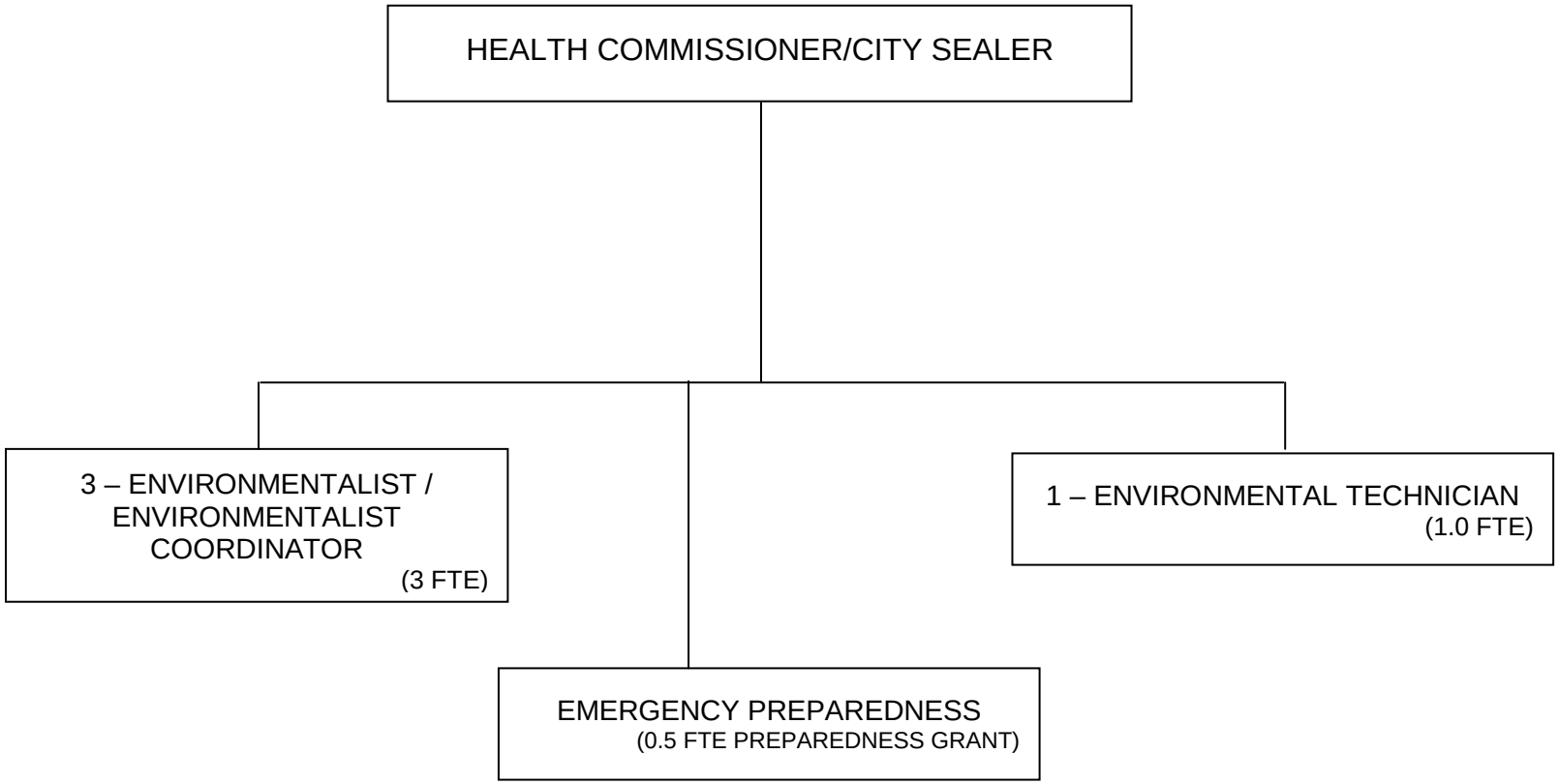
ORGANIZATIONAL CHART
HEALTH
HEALTH ADMINISTRATIVE SERVICES



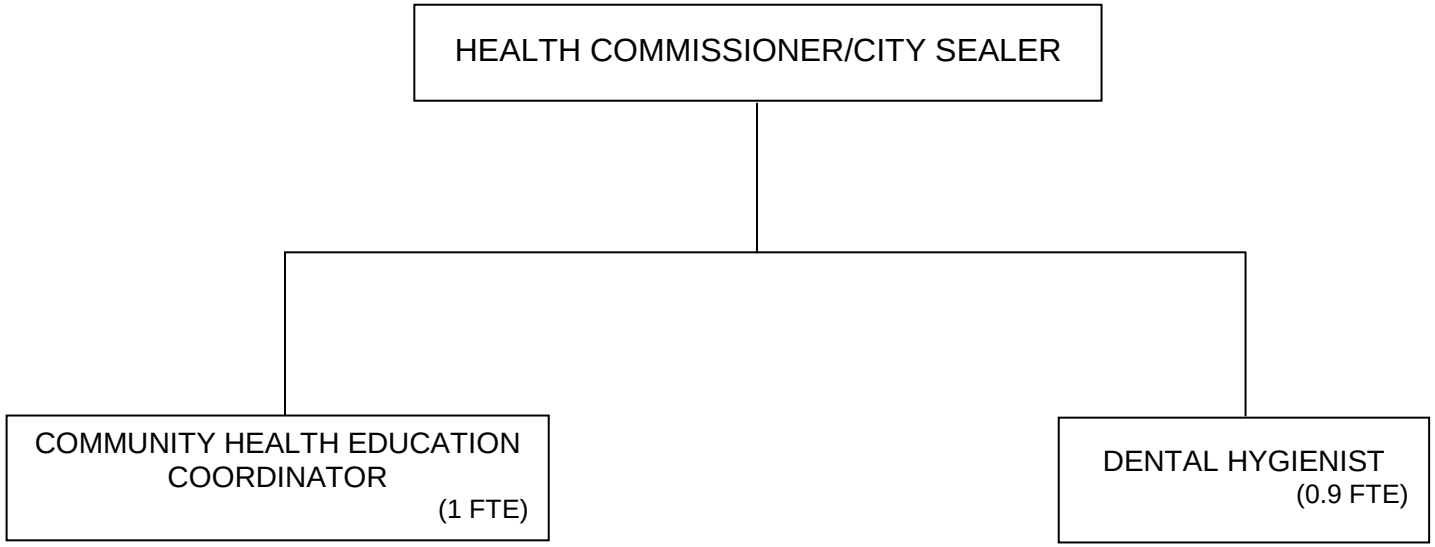
ORGANIZATIONAL CHART
HEALTH
COMMUNITY HEALTH SERVICES



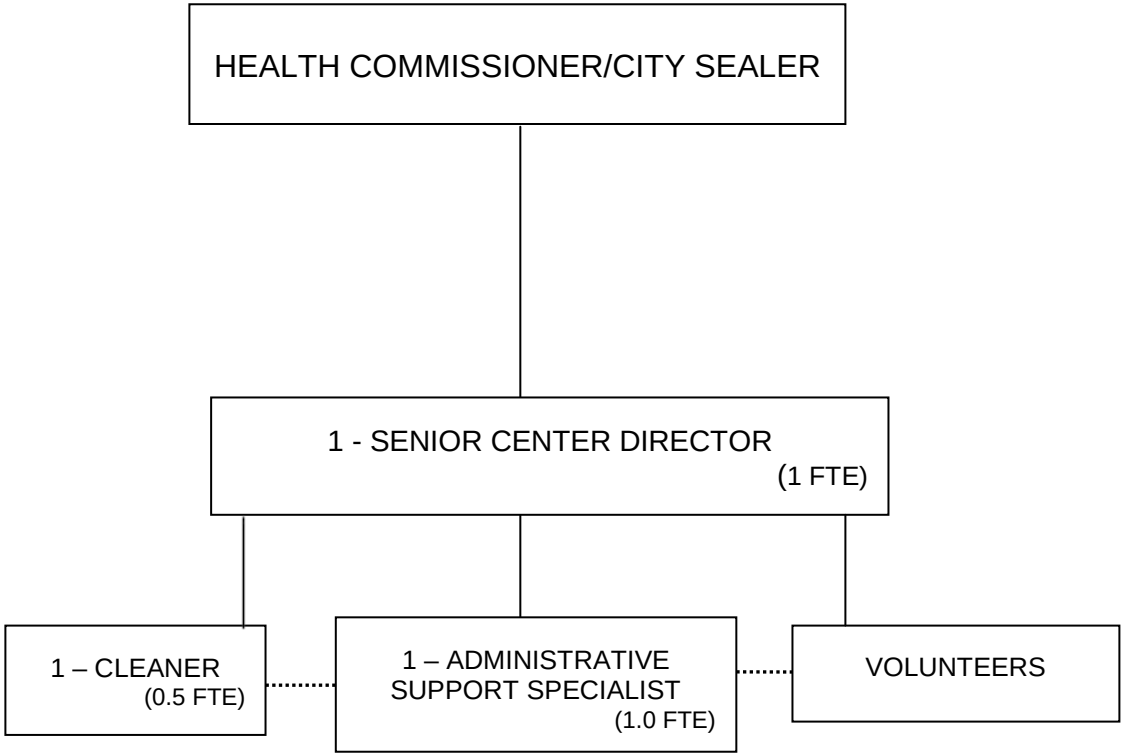
ORGANIZATIONAL CHART
HEALTH
ENVIRONMENTAL HEALTH & CONSUMER PROTECTION



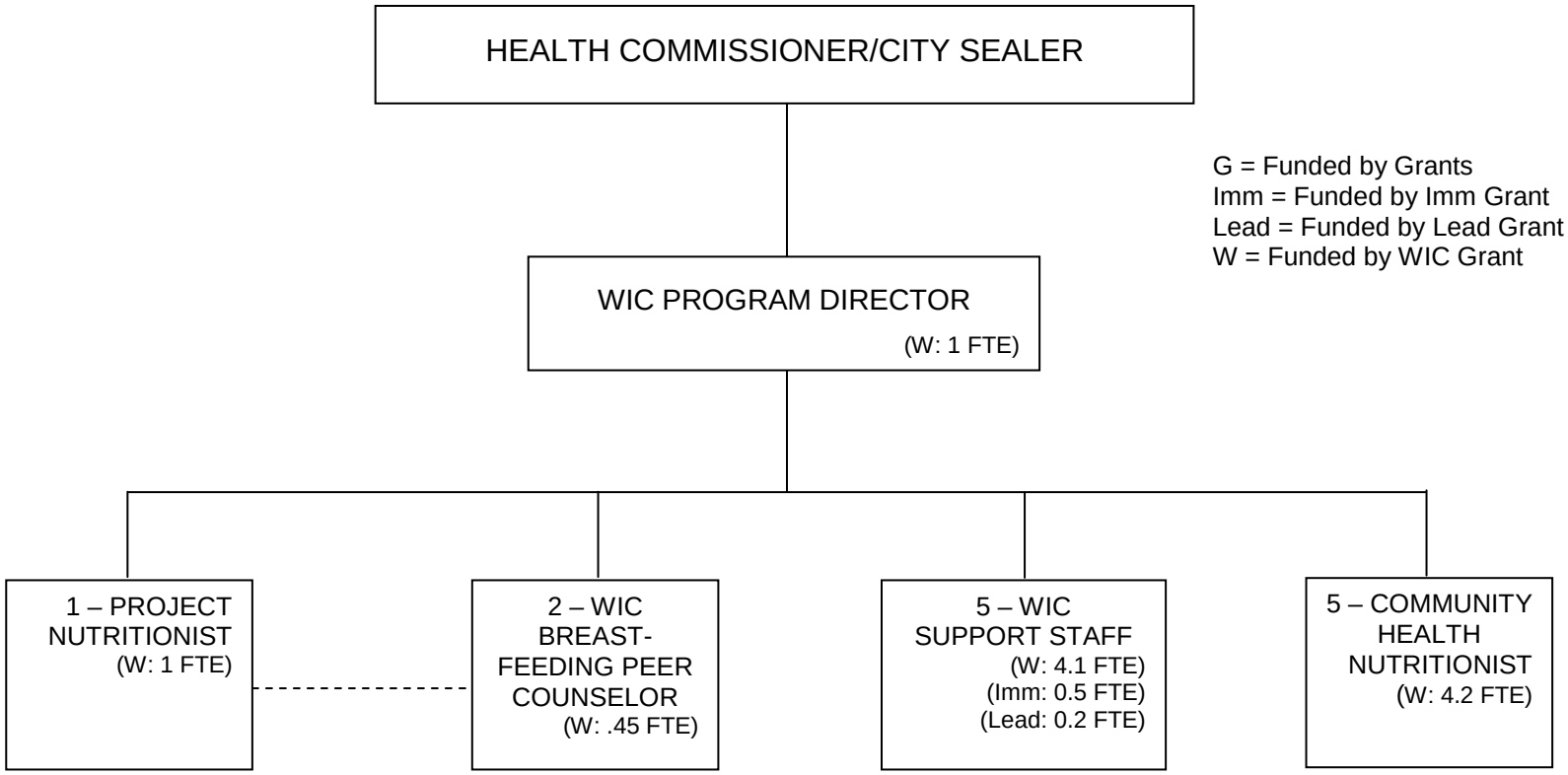
ORGANIZATIONAL CHART
HEALTH
INTERDISCIPLINARY HEALTH SERVICES



ORGANIZATIONAL CHART
HEALTH
SENIOR CENTER



ORGANIZATIONAL CHART
HEALTH
WOMEN, INFANTS AND CHILDREN (WIC) PROGRAM



Department	Director	Fund and Dept. Group
Health	Sally Nusslock	100-30

Mission/Overview

Mission:
The West Allis Health Department will provide community leadership to protect and promote the health of all people in West Allis.

Performance Measures (List 5-7 per Division)

Performance measures taken from the 2018 WAHD Performance Management Plan.

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
1. % of residents with reportable enteric communicable diseases that receive prevention and containment education within 3 business days	CHS	Increase current state	63%	100%
2. % residents with a current STI with history of prior STI in past 5 years	CHS	Reduce current state	44%	40% (2018) 35% (2019)
3. % of WAWM children utilizing WAHD Immunization Clinic who receive all required immunizations on or before 24 months of age	CHS	Increase current state	75%	80%
4. % of WA adults 19-26 yr that received 3 or more doses of HPV vaccination	CHS	Increase current state	31%	30% (2018) 40% (2019)
5. % of audited PNCC (enrolled) charts with complete Medicaid compliancy	CHS	Increase current state	36.6% (baseline)	70%
6. Childhood Lead Screening	Admin.	increase revenue for childhood lead screening	$12,548	$45,874
7. Medicare Billing	Admin	Decrease % of Medicare denials	30%	20%
8. WAHD Facebook Review Rating	Interdis	Increase	4.5	4.5
9. West Allis Health Department WIC Facebook Review Rating	Interdis	Increase	4.5	5.0
10. Percent of first grade students referred for dental care of those seen by the Dental Hygienist	Interdis	Decrease	TBD	24.8%
11. Percent of fifth grade students referred for dental care of those seen by the Dental Hygienist	Interdis	Decrease	TBD	20.6%
12. Percent of WAWM children under six years old with elevated blood lead (venous or capillary) levels (≥ 5 and <10 micrograms/dcl)	Env/CHS	Reduce percentage	<1%	4.7%
13. Percent of WAWM children under six years old with elevated blood lead (venous or capillary) levels (≥10 micrograms/dcl)	Env/CHS	Reduce percentage	<1%	1.8%
14. Percent of WAWM children under six years old with elevated blood lead venous levels (> 5 and <10 micrograms/dcl) who have a rescreen completed within 6 months of initial test	Env/CHS	Increase percentage	75%	66.7%
15. Percent of violations related to HealthSpace (HS) # 8 "Adequate handwashing facilities supplied and accessible"	Env	Reduce percentage	TBD	9.64%
16. Percent of violations related to HS #13 "Food separated and protected"	Env	Reduce percentage	TBD	5.89%
17. Percent of violations related to HS #14	Env	Reduce percentage	TBD	3.39%

"Food contact surfaces c cleaned and sanitized"				
18. Percent of violations related to HS #20 "Proper cold holding temperature"	Env	Reduce percentage	TBD	7.32%
19. Percent of violations related to HP #21 "Proper date marking and disposition	Env	Reduce current percentage	TBD	5.54%
20. Percent of clients receiving WAHD services who agree or strongly agree they were satisfied with WAHD services	All	Increase percentage	90%	91.3%
21. Percent of clients receiving WAHD services who agree or strongly agree they would recommend WAHD to others	All	Increase percentage	90%	92.8%
22. Percent of WAHD WIC mothers who initiate breastfeeding	WIC	Increase percentage	72.1%	75.3%
23. Percent of WAHD WIC ever breastfed infants who are breastfed at 3 months of age	WIC	Increase percentage	65.8%	96%
24. Percent of WAHD WIC ever breastfed infants who are breastfed at 6 months of age	WIC	Increase percentage	44.3%	35.2%
25. Percent of WAHD WIC population who smoke during pregnancy	WIC	Decrease percentage	15%	13.7%

Position Information

Title	Division	Number	Funding Source
Health Commissioner	Adm	1	City
Business Manager	Adm	1	City
Deputy Registrar	Adm	1	City
Administrative Support Assistant	Adm	3	City
Janitor	Adm	1	City
Environmental Technician	Envir	1	City
Environmentalist/Environmentalist Coordinator	Envir	3	City
Emergency Preparedness Coordinator	Envir	1	Grant
Deputy Health Commissioner	CHS	1	City
Public Health Nurse/Public Health Nurse Coordinator	CHS	8	City
Public Health Specialist	CHS	2	City/Grant
Community Health Technician	CHS	2	City/Grant
Community Health Worker	CHS	1	Grant
Community Health Education Coordinator	Inter	1	City
Dental Hygienist	Inter	1	City
WIC Program Director	WIC	1	Grant
WIC Project Nutritionist	WIC	1	Grant
Community Health Nutritionist	WIC	4	Grant
WIC Support Staff	WIC	5	Grant
WIC Breastfeeding Peer Counselor	WIC	2	Grant

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Public Health Nurse (0.5 FTE)	CHS	11 months	Unsuccessful recruitment	Combine with Tech Position
Public Health Nurse (1.0 FTE)	CHS	3 weeks	Need to recruit	Recruit
Public Health Specialist	CHS	2 weeks	Need to recruit	Recruit
Community Health Technician (0.6	CHS	4 weeks	Need to	Combine with PHN

FTE)			recruit	hours and recruit
Community Health Worker	Envir	New	Contracting	Continue to contract
Emergency Preparedness Coord.	Envir	New	Held	Recruit or reorganize Env positions

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Emergency Preparedness	All	Grant	Daily	No	No	Yes
2. Community Assessment and Planning	All	Grant and City	Daily	No	No	Yes
3. Immunizations	CHS	State Grant and City funded	Clinics 2-3 times weekly	No	No	Yes
4. Communicable Disease surveillance and follow up	CHS	State Grant and City funded	Daily	No	No	Yes
5. Lead Screening	CHS/WIC	Grant and Revenue	Daily	Yes	No	Yes
6. Maternal Child Health Programs-individual and population services	CHS	State Grant and City funded	Daily	No	No	Need certain # of programs to maintain HD level 3 status
7. Adult Health Programs-individual and population services	CHS	City funded	Daily	No	No	Need certain # of programs to maintain HD level 3 status
8. Vital Records	Administration	City	Daily	No	No	Yes
9. Licensing	Administration	City	Daily	Yes	No	Yes
10. Medicaid/Medicare Billing	Administration	City	Daily	No	No	Yes
11. Administrative Support	Administration	City	Daily	No	No	No
12. Food Safety, Inspection and Licensing Program	Environmental	City	Daily	Yes	Yes (with us)	Yes
13. Human Health Hazard (Hoarding, Lead, Radon)	Environmental	City	Daily	Yes	Yes (with us)	Yes
14. Animal Health (Pet Shops, Fancier, Rabies, Pest, Nuisance)	Environmental	City	Daily	Yes	Yes (with us)	Yes
15. Recreational Water Inspection and Licensing	Environmental	City	Daily	Yes	Yes (with us)	Yes
16. Hotel, Motel, Rooming House Inspection and Licensing	Environmental	City	Daily	Yes	Yes (with us)	Yes
17. Farmers Market Inspections	Environmental	City	Daily	No	No	No
18. Weights and Measures	Environmental	City	Daily	No	No	No
19. Dental Varnishing Program	Interdisciplinary	City	Daily (Sept – May)	No	No	No
20. Dental Screening and Referral	Interdisciplinary	City	Daily	No	No	No
21. Health Education Programs and Outreach	Interdisciplinary	City	Daily	No	No	No
22. Women, Infants and	WIC	Grant	Daily	Yes	Yes	No

Children (WIC) Program						

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Formed building wide interdivisional health equity leadership team
2. Expanded use of customer service surveys, implemented some electronic versions
3. Initiated implementation of our EHR system
4. Time study done with the Mass Influenza Vaccination Clinic
5. Completed risk factor assessment of food facilities
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Customer service surveys to PHN referrals and other services; increase use of electronic surveys
2. Implement customer service/health equity survey with our community partners
3. Audit response time to PHN referrals and Immunization clinic appointment times
4. Streamline PHN documentation and billing procedures with use of new HER software
5. Audit programs for timeliness, completeness and billing compliance

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
1. Improve system of collecting and analyzing customer satisfaction data (CHS – Mary Sue, Yvonne, Jennifer) • Developed a systematic process and policy for assessing customer satisfaction.		X
2. Increase WIC recertification of one year olds (WIC – Stacy, Irene, Cheryl) • Small increase noted.		X
3. Vision screening time study (CHS – Terri & Katie) • Goal to decrease time spent vision screening 4K-5K using the photo vision screening devise rather than the LEA Symbols Chart and Stereopsis Test. Time per child was reduced but overall time did not due to newness of machine, lack of accessibility of machine. Will do another rapid cycle in Fall 2018.		X
4. Improve newborn/post-partum referral rate (CHS - Marilyn)		X

• Reviewed process for contacting newborn referrals.		

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Lengthen inter-pregnancy intervals/Ensure positive birth outcomes	WIC and CHS	Improved birth outcomes	Time span between pregnancies
2. Decrease CDC Risk Factors for Foodborne Illness	Environmental	Reduce illness risk	Decrease in violations, less GI illness reports
3. Credit Card and Online Payment System	Adm and Finance	Improved customer service	Customer satisfaction surveys, Data on use.

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1. Financial – Uniform Chart of Accounts – Assess services and costs to provide. Move toward priority based budgeting.	Sally Nusslock/Diane Dubey Assistance from Finance Department
2.	
3.	
4.	
5.	

EMPLOYEE DEVELOPMENT
Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☒Yes ☐ No
If no, describe plans to accomplish this in the next 3 years.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Emergency Preparedness Training – Plan review and drill, Stop the Bleed training
2. Health Equity, Cultural Competence, and Diversity Trainings
3. HIPPA and Confidentiality
4. Bloodborne Pathogen and PPE
5. Situational awareness and verbal judo
6. Strategic Plan, Foundational Public Health Services, Core Competencies
7. Self-Assessment and Training Plans completed based on Core Public Health Competencies

2019 Employee Development
1.Performance Management and QI Training
2.Health Equity and Cultural Competence Training
3. Emergency Preparedness Training
4. Bloodborne Pathogen and PPE
5. Healthcare provider CPR and AED Training

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. Employees are currently working on documenting/updating critical tasks and procedures. Employees have been crossed trained on critical functions and currently cover each other for vacations and vacancies.

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Increase Social Media Presence	Number of Likes	1-1
2. Violence Free West Allis	Establish Collaborative	1-3, 2-3
3. Farmers Market Events	Number/type of events	1-5
4. Assisted regulated entities variance applications for patios	Two facilities have applied for variances for dogs on patios	1-7
5. CHIP workgroup activities	Events and outreach	2-2
6. Healthy Communities application	Pending	2-2
7. Create a Health Equity Policy and training	Policy created Training completed	2-6
8. Review Emergency Procedures	Review Completed Training Completed	2-7
9. Stop the Bleed Training	Number of classes Number of kits positioned in community	2-9
10. Emergency Preparedness	Exercise participation	2-9
11. Communication Plans Updated	WAHD plans reviewed/update	3-2
12. Articles, social media, Snapshot	Communications provided	3-5
13. Customer Service and Satisfaction	Policy, Survey results	3-7
14. Performance Plan Review and set Benchmarks	Plan Reviewed Benchmarks Established	4-1
15. Cross training of staff, documentation of critical procedures	# of staff Procedure manuals	4-3
16. Implement EHR software	System in place	4-5
17. Workforce assessment and Workforce Dev. Plan	Assessments and Plan	5-1
18. Quality Council and Performance/QI Plan	Projects, minutes, training	5-1
19. Technology Training	Training Logs	5-1
20. Increased employee knowledge and implementation of City operations/plans/policies	Department meeting minutes Professional Dev. Plans Events	5-2
21. WAHD Strategic Plan	Plan	5-4
22. Participated in revision of DHS Chapt. 140 (HD requirements)	Minutes	5-5
23. Working with U of Washington on PH standard measures	Results	5-5
24. Working with U of Washington on developing a PH uniform chart of accounts	Results	5-5
25. Employee Recognition	Activities	5-6

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Farmers Market Marketing Plan (In conjunction with Mayor, Communications and Development)	Completed Plan	1-5
2. CHIP Activities	Report	2-2
3. Violence Free WA Collaborative	Minutes, Workplan	2-3
4. Health Equity Plan - Community	Completed Plan	2-6
5. Staff Trained in Preparedness	Training Logs	2-9
6. Community Stop the Bleed Training	Report	2-9
7. Update Preparedness Plans	Plans	2-9
8. Establish online and credit card payment system	Systems in place	3-6
9. Policy and Procedure Tracking List	List created	4-3 & 4-5
10. Advance WAHD QI	Achieve NACCHO Phase 6	5-1
11. Develop chart of accounts	Results	5-5
12. Increase staff engagement score	Score result	5-6

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.

1. **Dual Protection Program** – Sexually Transmitted Infection (STI) testing and treatment, pregnancy testing, health insurance eligibility screening and enrollment, dual protection education and supplies, and initial/primary method, and referral and follow-up. STI rates are continuing to increase and access to care and services has been reduced in the area. Many of these will be billable services. Will have some initial startup costs for supplies and medications. Ongoing staffing and supply costs should be covered by program fees and/or insurance reimbursements.
2. **Promote Environmental Technician (Non-Exempt D) to Environmental (Exempt I) during 2019** – Adding Greendale environmental health, back up to Greenfield Health Department and the increasing number of community events during evenings and weekends, involving food, has significantly increased the workload for the Environmentalists. Salary increase would be covered be emergency preparedness grant (currently an unfilled 0.5 FTE). Estimated cost of increased salary and benefits is ~$20,000.
4.
5.

REVENUES

Are there any changes for 2019 which may impact your revenues for 2019? ☒Yes ☐ No

If yes, please note the details here:
We are anticipating a 3 – 5% decrease in the Women, Infant and Children (WIC) Program funding for 2019. Other grant funds are predicted to remain at current level.

SALARY ACCOUNT ADJUSTMENTS

Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
Senior Center
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 149,030	$ 148,338	$ 148,117	$ 148,117	$ 84,647	$ 142,792	$ -	$ 142,792	$ (5,325)	
Misc Other Pay	$ 325	$ 125	$ 300	$ 300	$ -	$ 300	$ -	$ 300	$ -	
Overtime	$ 334	$ 2,370	$ 200	$ 200	$ 563	$ 200	$ -	$ 200	$ -	
Payroll Taxes	$ 11,257	$ 11,303	$ 11,528	$ 11,528	$ 6,309	$ 10,985	$ -	$ 10,985	$ (543)	
Pension	$ 12,572	$ 10,342	$ 9,924	$ 9,924	$ 5,662	$ 8,344	$ -	$ 8,344	$ (1,580)	
Health Insurance	$ 19,570	$ 19,800	$ 22,014	$ 22,014	$ 13,010	$ 38,031	$ -	$ 38,031	$ 16,017	
Dental Insurance	$ 1,602	$ 1,589	$ 1,621	$ 1,621	$ 989	$ 2,503	$ -	$ 2,503	$ 882	
Life Insurance	$ 500	$ 504	$ 507	$ 507	$ 276	$ 388	$ -	$ 388	$ (119)	
Professional Services	$ 3,314	$ 2,452	$ 3,985	$ 3,985	$ 350	$ 3,500	$ -	$ 3,500	$ (485)	
Utilities	$ 14,863	$ 16,234	$ 21,079	$ 21,079	$ 11,395	$ 19,580	$ -	$ 19,580	$ (1,499)	
Repair & Maintenance	$ 128	$ -	$ 700	$ 700	$ -	$ 700	$ -	$ 700	$ -	
Supplies	$ 3,401	$ 4,451	$ 4,925	$ 4,925	$ 2,437	$ 4,825	$ -	$ 4,825	$ (100)	
Printing	$ -	$ -	$ 270	$ 270	$ -	$ -	$ -	$ -	$ (270)	
Training & Travel	$ 30	$ 178	$ 222	$ 222	$ (43)	$ 222	$ -	$ 222	$ -	
Capital Items	$ 274	$ -	$ 454	$ 454	$ -	$ 454	$ -	$ 454	$ -	
TOTAL EXPENDITURES	$ 217,201	$ 217,688	$ 225,846	$ 225,846	$ 125,595	$ 232,824	$ -	$ 232,824	$ 6,978	3.09%

2019 BUDGET NOTES:

Salary and benefit changes reflect staff turnover and the related reallocation of positions.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Senior Center							
100-3401-544.11-01	Salary & Wages	107,115	148,117	68,858	0	142,792	142,792
LEVEL	TEXT		TEXT AMT				
DEPT	1 SENIOR CENTER DIRECTOR						
	1 ADMINISTRATIVE SUPPORT SPECIALIST (1.0 FTE)						
	1 CLEANER(.5 FTE)						
	TOTAL POSITIONS (2.5 FTE)						
100-3401-544.11-02	Vacation	13,865	0	8,066	0	0	0
100-3401-544.11-03	Holidays	6,829	0	1,794	0	0	0
100-3401-544.11-04	Sick Leave	18,955	0	5,011	0	0	0
100-3401-544.11-06	Funeral Leave	85	0	0	0	0	0
100-3401-544.11-12	Comp Time Used	1,490	0	916	0	0	0
100-3401-544.13-01	Overtime Pay	2,370	200	563	0	200	200
100-3401-544.14-10	Car Allowance	125	300	0	300	0	300
100-3401-544.21-01	Health Insurance	19,800	22,014	13,010	0	38,031	38,031
100-3401-544.21-04	Life Insurance	504	507	276	0	388	388
100-3401-544.21-07	Dental Insurance	1,589	1,621	989	0	2,503	2,503
100-3401-544.22-01	Social Secrty-OASDI 6.2%	9,161	9,343	5,113	0	8,903	8,903
100-3401-544.22-02	Social Security-HI 1.45%	2,143	2,185	1,196	0	2,082	2,082
100-3401-544.23-01	Retirement-General	10,342	9,924	5,662	0	8,344	8,344
100-3401-544.30-04	Other	2,452	3,985	350	3,500	0	3,500
LEVEL	TEXT		TEXT AMT				
DEPT	VOLUNTEER RECOGNITION						
100-3401-544.41-01	Water	748	994	207	994	0	994
100-3401-544.41-02	Storm Water	1,021	1,136	336	1,136	0	1,136
100-3401-544.41-03	Sanitary Sewer	420	0	105	450	0	450
100-3401-544.41-04	Electric	9,827	11,300	7,771	11,000	0	11,000
100-3401-544.41-05	Gas	4,218	7,649	3,839	6,000	0	6,000
100-3401-544.44-01	Office Furniture & Equip	0	700	0	700	0	700
100-3401-544.51-01	Postage	658	1,000	343	900	0	900
100-3401-544.51-02	Office Supplies	1,644	1,825	704	1,825	0	1,825
100-3401-544.51-06	Custodial Supplies	2,150	2,100	1,398	2,100	0	2,100
100-3401-544.55-01	In-house (Print Shop)	0	270	0	0	0	0
100-3401-544.56-02	Conferences	0	172	0	172	0	172
100-3401-544.57-01	Membership Dues	0	50	0	50	0	50
100-3401-544.57-02	Training Schools	178	0	43-	0	0	0
100-3401-544.70-01	Furniture & Fixtures	0	200	0	200	0	200
100-3401-544.70-05	Other	0	254	0	254	0	254
LEVEL	TEXT		TEXT AMT				
DEPT	OTHER CAPITAL ITEMS						
*	Gen Administration	217,689	225,846	126,464	29,581	203,243	232,824
**	Senior Center	217,689	225,846	126,464	29,581	203,243	232,824

Department	Director	Fund and Dept. Group
Health – Senior Center	Denise Koenig	100-34

Mission/Overview

The West Allis Senior Center's goals are to promote a healthy quality of life for older adults, advocate for vital services, offer lifelong learning activities, and provide opportunities to develop meaningful fellowship.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
1. Increase the number of enrichment, education and wellness opportunities offered	Senior Center	Number of programs and opportunities offered through the Senior Center	2018 will be baseline	
2. Increase the number of partnerships and networking with organizations	Senior Center	Number/type of partnerships with organizations	18	2 new
3. Increase Membership enrollment at the Senior Center	Senior Center	Increase membership numbers	388	400
4. Increase program participation	Senior Center	Annual attendance Programs Annual attendance Meal Program	Programs = 17,214 (Sept – Aug) Meal Site = (Jan-Jul) 9,720	Increase by 2%
5.				
6.				
7.				

Position Information

Title	Division	Number	Funding Source
Senior Center Director	Health-Sr. Center	1	City

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Assistant Director (0.70 FTE)	*Health-Sr. Center*	*1 month*	*Reorganization-Position will be reclassified to Administrative support Specialist (1.0 FTE)*	*Change to Adm Support Specialist*
Janitor (0.5 FTE)	*Health-Sr. Center*	*6 months*	*Reorganization – Position will be reclassified to Cleaner (0.5 FTE)*	
Cleaner (0.5 FTE)	*Health – Sr. Center*	*NEW POSITION*	*HR currently recruiting(8-2018)*	
Administrative Support Specialist	*Health – Sr. Center*	*NEW POSITION*	*HR will recruit September 2018*	

Services Provided (List Top 5 per Department/Division)						
Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1.Older Adult Classes & Activities	*All*	*City*	*Daily*			*No*
2.Health & Wellness Programs	*All*	*City*	*Daily & Intermittent*	*Health Dept./WIHA/ Marquette Univ./Mount Mary Univ./Aurora*		*No*
3.Senior Nutrition Program	*All*	*Federal*	*Daily*	*MCDA & Unison*		*No*
4.Stockbox Distribution Site/Food for the Hungry	*All*	*State/Fed*	*Monthly/Weekly*	*Hunger Task Force/Food for the Hungry*		*No*
5.Tax Preparation Assistance	*All*	*Grant*	*Annual (3 month program)*	*AARP*		*No*
6. Older Adult Support Groups	*All*	*Grant*	*Weekly*	*Interfaith/Vitas*		*No*
7.Information & Referral	*All*	*City/Grant*	*Monthly*	*MCDA/Health Dept./ Interfaith/LEGAL/POLICE*		*No*

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Strategic planning with Commission on Aging – SWOT Complete
2. Initiated Customer Service Surveys
3.
4.
5.
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1.Program Evaluations
2.Surveys of West Allis Older Adults & Senior Center Membership
3.Increase Senior Center Access to Social Media and Update City Web Site Page
4.
5.

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. None		
2.		
3.		
4.		
5.		

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. TBD			
2.			
3.			
4.			
5.			

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
1. How to track membership, participation and attendance (software?).	Koenig w/IT Department
2.	
3.	
4.	
5.	

EMPLOYEE DEVELOPMENT
Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No
If no, describe plans to accomplish this in the next 3 years. In process. Need to fill vacancies so Center is staffed.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. EPL –Training – Team Building: Coaching and Empowerment 3/15/18
2. EPL Employment Practices and Liability w/Jean Cole CVMIC
3. Giving and Receiving Feedback w/Jenna Bidwell
4. Stop the Bleed & Hands Only CPR w/Dave Bandomir Fire
5. Safety Training Workshop – Verbal Judo/Active Shooter w/Phil LaSpisa 4/27/18

2019 Employee Development
1.Onboarding of New Employees – Cleaner and Administrative Support Specialist
2.Annual Volunteer Safety Training
3.Customer Service Training for Volunteers & Staff
4.Team Building for Volunteer Staff
5.

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING
Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☐Yes ☒ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed. With the change in the Organizational Chart and the change in positions the duties of each position have been shifted. Training and cross-training on critical tasks will begin when the new Administrative Support Specialist is hired. Documentation of processes will be updated/created simultaneously with the training/cross-training. Documentation of volunteer responsibilities for those in key volunteer leadership positions will also be reviewed and updated.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
Expanded opportunities/reduce isolation through external collaborations/partnerships. New partners = Unison, Library Square, WA Library, MATC, Cardinal Stritch, Wisconsin Institute on Healthy Aging	Number of new Partnerships/Programs offered in partnership	1-10
Provided opportunities for healthy lifestyles by increasing physical activity – Walk With Ease Program/Eat Better Move More/Arthritis Exercise Program	# of Programs and Participants	2-2
Light & Unite Red/WAWM Coalition	# of Participants	2-3
Stockbox Distribution/Food for the Hungry	# of Meals Provided and Food Boxes distributed	2-6
Review Emergency Procedures	Training logs	2-7
Stop the Bleed Training	# of Trainings	2-9
Senior Safety Workshops w/Police Dept.	# of Participants	2-7
Partnership for Training Opportunities	# of Community Partners	3-3

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Healthy Lifestyles	# of Programs and Participants	2-2
2. Training Opportunities – MATC, Marquette University	# of Students	3-3
3. Website, Newsletter, Social Media – Senior Center Facebook	Communications provided	3-5
4. Citizen Experiences	Survey Results	3-7
5. Documentation of Processes/Procedures	Manuals	4-3
6. Implement Technology/Software	Software solution implemented	4-5
7. LEAN Training/QI Training Project	Project report	5-1
8.Align Strategic Plan	Completed Senior Center Plan	5-4
		5-1
		4-5

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Research and secure a software package to electronically track membership and participant's involvement in all programs and activities. This will replace current method of manually tracking on paper and increase efficiency. The cost could possibly be covered by carryover of unspent salary dollars.
2.
3.
4.
5.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here:

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

City of West Allis
Library
2019 Budget

EXPENDITURES	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Year-to-Date	2019 Request	2019 Additions/ Deletions	2019 Budget	Change	% Change
Salaries	$ 938,872	$ 955,575	$ 1,134,526	$ 1,134,526	$ 652,164	$ 1,048,836	$ -	$ 1,048,836	$ (85,690)	
Provisionals/Part-Time	$ 243,032	$ 230,591	$ 201,918	$ 201,918	$ 129,116	$ 262,678	$ -	$ 262,678	$ 60,760	
Misc Other Pay	$ 325	$ 125	$ 1,480	$ 1,480	$ -	$ 480	$ -	$ 480	$ (1,000)	
Overtime	$ 4,567	$ 5,427	$ 10,000	$ 10,000	$ 2,964	$ -	$ -	$ -	$ (10,000)	
Payroll Taxes	$ 88,695	$ 89,507	$ 100,250	$ 100,250	$ 58,554	$ 101,776	$ -	$ 101,776	$ 1,526	
Pension	$ 90,548	$ 72,667	$ 73,521	$ 73,521	$ 45,132	$ 71,171	$ -	$ 71,171	$ (2,350)	
Health Insurance	$ 174,860	$ 181,611	$ 248,412	$ 248,412	$ 118,475	$ 236,244	$ -	$ 236,244	$ (12,168)	
Dental Insurance	$ 11,796	$ 10,564	$ 14,607	$ 14,607	$ 7,225	$ 13,398	$ -	$ 13,398	$ (1,209)	
Life Insurance	$ 3,162	$ 3,057	$ 2,851	$ 2,851	$ 1,771	$ 3,037	$ -	$ 3,037	$ 186	
Professional Services	$ 9,820	$ 9,164	$ 14,815	$ 14,815	$ 8,425	$ 14,815	$ -	$ 14,815	$ -	
Maintenance Contracts	$ 87,083	$ 93,940	$ 112,000	$ 112,000	$ 100,646	$ 111,300	$ -	$ 111,300	$ (700)	
Utilities	$ 65,926	$ 67,617	$ 77,400	$ 77,400	$ 43,627	$ 77,400	$ -	$ 77,400	$ -	
Repair & Maintenance	$ 241	$ 677	$ 4,950	$ 4,950	$ 843	$ 4,950	$ -	$ 4,950	$ -	
Supplies	$ 55,543	$ 40,434	$ 52,728	$ 52,728	$ 32,910	$ 52,728	$ -	$ 52,728	$ -	
Books & Periodicals	$ 266,347	$ 271,102	$ 278,000	$ 278,000	$ 148,774	$ 278,000	$ -	$ 278,000	$ -	
Training & Travel	$ 603	$ 899	$ 3,000	$ 3,000	$ 633	$ 3,000	$ -	$ 3,000	$ -	
Regulatory & Safety	$ -	$ -	$ 350	$ 350	$ -	$ 350	$ -	$ 350	$ -	
Capital Items	$ 25,673	$ 3,200	$ 13,500	$ 13,500	$ 5,374	$ 13,500	$ -	$ 13,500	$ -	
Transfers Out	$ 12,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
TOTAL EXPENDITURES	$ 2,079,093	$ 2,036,157	$ 2,344,308	$ 2,344,308	$ 1,356,633	$ 2,293,663	$ -	$ 2,293,663	$ (50,645)	-2.16%

2019 BUDGET NOTES:

Salary and benefit changes reflect staff turnover.

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Library							
100-3501-555.11-01	Salary & Wages	167,570	255,133	104,595	50,000-	182,645	132,645

LEVEL	TEXT	TEXT AMT
DEPT	1 LIBRARY DIRECTOR	
	1 LIBRARIAN III	
	2 LIBRARIAN II	
	5 LIBRARIAN I	
	1 LIBRARY ASSISTANT	
	3 CIRCULATION SERVICES REPRESENTATIVE	
	2 LIBRARY TECHNICIAN	
	1 CUSTODIAN III	
	1 MUNICIPAL LIBRARY JANITOR	
	1 ADMIN/CIRC SUPERVISOR	
	1 ASST. ADMIN/CIRC SUPERVISOR	
	1 LEAD LIBRARY TECHNICIAN	
	1 ADMINISTRATIVE SERVICES ASSISTANT	
	21.0 POSITIONS	
	OPEN POSITION OFFSET-ACCOUNT FOR VACANCIES	50,000-
		50,000-

100-3501-555.11-02	Vacation	17,292	0	8,971	0	0	0
100-3501-555.11-03	Holidays	9,288	0	5,044	0	0	0
100-3501-555.11-04	Sick Leave	5,278	0	9,858	0	0	0
100-3501-555.11-06	Funeral Leave	0	0	1,726	0	0	0
100-3501-555.11-12	Comp Time Used	356	0	132	0	0	0
100-3501-555.13-01	Overtime Pay	12	0	0	0	0	0
100-3501-555.14-10	Car Allowance	125	480	0	480	0	480
100-3501-555.21-01	Health Insurance	38,140	59,745	24,599	0	38,031	38,031
100-3501-555.21-04	Life Insurance	626	530	354	0	662	662
100-3501-555.21-07	Dental Insurance	2,914	3,960	1,753	0	2,352	2,352
100-3501-555.22-01	Social Secrty-OASDI 6.2%	12,263	15,675	7,930	0	11,140	11,140
100-3501-555.22-02	Social Security-HI 1.45%	2,868	3,666	1,854	0	2,605	2,605
100-3501-555.23-01	Retirement-General	13,449	17,094	8,732	0	11,963	11,963
100-3501-555.30-04	Other	6,471	10,790	7,510	12,700	0	12,700

LEVEL	TEXT	TEXT AMT
DEPT	SECURITY GUARD SERVICE	12,375
	PERMITS	75
	SIGN LANGUAGE SERVICE	250
		12,700

100-3501-555.32-01	Computer Equip/Software	28,159	28,000	9,528	27,300	0	27,300

LEVEL	TEXT	TEXT AMT
DEPT	MCFLS AUTOMATION	18,000
	SAM/COMPRISE	2,100
	E-BOOKS MCFLS	7,000

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
	SOFTWARE LICENSE			200			
	IMPACT PRINTING CONTRACT-IN IT FOR 2017						
				27,300			
100-3501-555.32-04	Other	442	2,000	269	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	COPIERS-2 PUBLIC/2 OFFICE/TYPEWRITERS						
100-3501-555.44-01	Office Furniture & Equip	0	1,000	0	1,000	0	1,000
100-3501-555.51-01	Postage	200	1,000	818	1,000	0	1,000
100-3501-555.51-02	Office Supplies	3,919	5,000	4,273	10,000	0	10,000
100-3501-555.51-03	Photo Supplies	0	0	0	200	0	200
100-3501-555.51-09	Other	135	600	142	0	0	0
100-3501-555.56-01	Local Business Meetings	70	500	57	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	MILEAGE/PARKING REIMBURSEMENTS			500			
				500			
100-3501-555.56-02	Conferences & Seminars	0	1,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	ALA/PLA CONFERENCE(DIRECTOR)			700			
	WLA-WAPL DIRECTOR			225			
	EARLY CHILDHOOD/STORYTELLING CONF (STAFF)			75			
				1,000			
100-3501-555.57-01	Membership Dues	305	500	355	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	WISCONSIN LIBRARY ASSOCIATION			350			
	WEST ALLIS HISTORICAL SOCIETY			100			
	WI LIBRARY TRUSTEE/FRIENDS ASSN			50			
				500			
100-3501-555.57-02	Training Schools	524	1,000	476	1,000	0	1,000
100-3501-555.70-01	Furniture & Fixtures	3,088	6,000	3,418	13,500	0	13,500
LEVEL	TEXT		TEXT AMT				
DEPT	MISC SMALL EQUIPMENT			2,000			
	PRINTERS-PUBLIC			2,000			
	COMPUTERS-PUBLIC			5,500			
	MAINTENANCE EQUIPMENT			2,000			
	FURNITURE/WORKROOMS			2,000			
				13,500			
*	Gen Administration	313,494	413,673	202,394	21,180	249,398	270,578
100-3502-555.11-01	Salary & Wages	87,539	131,782	31,545	0	55,124	55,124

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-3502-555.11-02	Vacation	4,409	0	2,822	0	0	0
100-3502-555.11-03	Holidays	4,775	0	1,106	0	0	0
100-3502-555.11-04	Sick Leave	2,720	0	912	0	0	0
100-3502-555.11-06	Funeral Leave	233	0	64	0	0	0
100-3502-555.11-07	Jury Duty	0	0	109	0	0	0
100-3502-555.11-12	Comp Time Used	464	0	0	0	0	0
100-3502-555.13-01	Overtime Pay	449	0	342	0	0	0
100-3502-555.21-01	Health Insurance	27,562	35,556	9,683	0	15,823	15,823
100-3502-555.21-04	Life Insurance	163	246	62	0	103	103
100-3502-555.21-07	Dental Insurance	1,251	1,550	691	0	1,089	1,089
100-3502-555.22-01	Social Secrty-OASDI 6.2%	5,808	7,947	2,113	0	3,261	3,261
100-3502-555.22-02	Social Security-HI 1.45%	1,358	1,859	494	0	763	763
100-3502-555.23-01	Retirement-General	6,725	8,080	2,003	0	2,851	2,851
100-3502-555.51-02	Office Supplies	0	0	60	0	0	0
100-3502-555.51-09	Other	0	0	14	0	0	0
100-3502-555.52-02	Other	13,804-	278,000	12,204-	278,000	0	278,000

LEVEL	TEXT	TEXT AMT
DEPT	MATERIALS ETC	278,000
		278,000

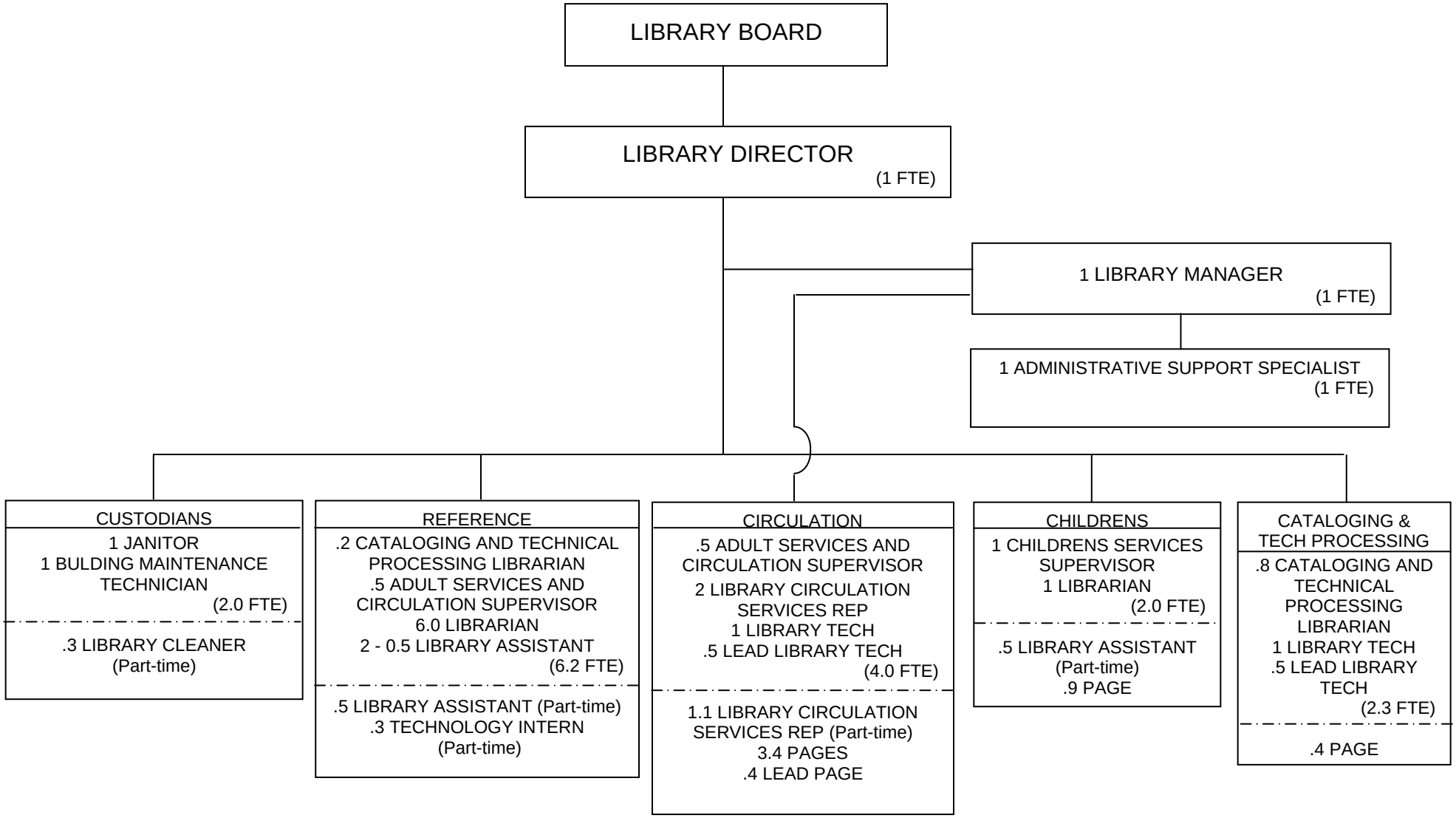
100-3502-555.52-21	Young Adult	5,248	0	4,176	0	0	0
100-3502-555.52-22	Adult Cassettes	4,453	0	4,788	0	0	0
100-3502-555.52-23	Adult CD's	4,585	0	3,401	0	0	0
100-3502-555.52-27	Adult Large-Type Books	3,679	0	2,343	0	0	0
100-3502-555.52-28	Adult Non-Fiction	75,934	0	40,268	0	0	0
100-3502-555.52-30	Adult Paperbacks	5,714	0	3,242	0	0	0
100-3502-555.52-31	Adult Periodicals	16,935	0	24,373	0	0	0
100-3502-555.52-33	Adult Reference	9,125	0	5,772	0	0	0
100-3502-555.52-36	Adult-Online Services	57,925	0	39,245	0	0	0
100-3502-555.52-38	Adult DVD's	41,921	0	18,627	0	0	0
100-3502-555.52-39	Film	500	0	0	0	0	0
100-3502-555.52-40	Spanish-Language Collectn	513	0	411	0	0	0
100-3502-555.52-42	Children-Online Services	3,920	0	2,319	0	0	0
100-3502-555.52-45	Youth CD's	1,247	0	229	0	0	0
100-3502-555.52-47	Youth Filmstrips	0	0	744	0	0	0
100-3502-555.52-48	Youth Non-Fiction	44,330	0	28,116	0	0	0
100-3502-555.52-51	Youth Periodicals	238	0	0	0	0	0
100-3502-555.52-53	Youth Reference	89	0	999	0	0	0
100-3502-555.52-55	Youth Cassettes	1,568	0	340	0	0	0
100-3502-555.52-57	Childrens DVD's	5,861	0	2,597	0	0	0
*	Lib Collection & Material	413,437	465,020	221,806	278,000	79,014	357,014
100-3503-555.11-01	Salary & Wages	287,212	371,652	238,106	0	560,618	560,618
100-3503-555.11-02	Vacation	20,502	0	13,587	0	0	0
100-3503-555.11-03	Holidays	16,706	0	7,945	0	0	0
100-3503-555.11-04	Sick Leave	6,524	0	3,753	0	0	0
100-3503-555.11-06	Funeral Leave	406	0	338	0	0	0
100-3503-555.11-07	Jury Duty	0	0	517	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-3503-555.11-12	Comp Time Used	965	0	0	0	0	0
100-3503-555.12-01	Salary & Wages	97,881	53,730	48,352	0	60,299	60,299
LEVEL	TEXT		TEXT AMT				
DEPT	LIBRARY ASSISTANT 2080 HOURS						
	TECHNOLOGY INTERN 600 HOURS						
100-3503-555.13-01	Overtime Pay	923	0	512	0	0	0
100-3503-555.21-01	Health Insurance	72,497	80,758	49,416	0	123,755	123,755
100-3503-555.21-04	Life Insurance	864	638	625	0	1,170	1,170
100-3503-555.21-07	Dental Insurance	4,064	4,234	2,717	0	6,237	6,237
100-3503-555.22-01	Social Secrty-OASDI 6.2%	25,996	25,954	18,891	0	37,536	37,536
100-3503-555.22-02	Social Security-HI 1.45%	6,080	6,070	4,418	0	8,779	8,779
100-3503-555.23-01	Retirement-General	24,866	21,830	17,506	0	33,771	33,771
*	Reference	565,486	564,866	406,683	0	832,165	832,165
100-3504-555.11-01	Salary & Wages	69,131	125,272	37,642	0	64,366	64,366
100-3504-555.11-02	Vacation	6,474	0	2,730	0	0	0
100-3504-555.11-03	Holidays	3,596	0	887	0	0	0
100-3504-555.11-04	Sick Leave	1,120	0	355	0	0	0
100-3504-555.11-12	Comp Time Used	208	0	46	0	0	0
100-3504-555.12-01	Salary & Wages	5,695	8,840	3,809	0	0	0
100-3504-555.13-01	Overtime Pay	114	0	0	0	0	0
100-3504-555.21-01	Health Insurance	11,546	19,353	6,800	0	11,813	11,813
100-3504-555.21-04	Life Insurance	486	747	210	0	328	328
100-3504-555.21-07	Dental Insurance	677	966	394	0	630	630
100-3504-555.22-01	Social Secrty-OASDI 6.2%	5,348	7,680	2,773	0	3,883	3,883
100-3504-555.22-02	Social Security-HI 1.45%	1,251	1,796	649	0	908	908
100-3504-555.23-01	Retirement-General	5,939	8,393	3,046	0	4,216	4,216
100-3504-555.32-01	Computer Equip/Software	30,891	33,000	46,758	33,000	0	33,000
100-3504-555.44-08	Other	650	2,500	843	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	BINDERY		2,500				
			2,500				
100-3504-555.51-02	Office Supplies	12,997	18,000	10,764	18,000	0	18,000
100-3504-555.51-06	Custodial Supplies	77	0	0	0	0	0
100-3504-555.52-01	Subscriptions	1,121	0	0	0	0	0
*	Acq, Cataloging, Procsng	157,321	226,547	117,706	53,500	86,144	139,644
100-3505-555.11-01	Salary & Wages	125,548	150,951	103,163	0	183,997	183,997
100-3505-555.11-02	Vacation	7,145	0	4,615	0	0	0
100-3505-555.11-03	Holidays	7,492	0	3,185	0	0	0
100-3505-555.11-04	Sick Leave	3,530	0	2,410	0	0	0
100-3505-555.11-06	Funeral Leave	0	0	64	0	0	0
100-3505-555.11-07	Jury Duty	0	0	109	0	0	0
100-3505-555.11-12	Comp Time Used	154	0	558	0	0	0
100-3505-555.12-01	Salary & Wages	118,591	130,528	72,145	0	143,679	143,679
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	CIRCULATION SERVICES REP/LIBRARY ASST/CUSTODIANS						
	LIBRARY PAGES 8977 HOURS						
100-3505-555.13-01	Overtime Pay	242	0	67	0	0	0
100-3505-555.21-01	Health Insurance	18,028	37,651	18,911	0	31,071	31,071
100-3505-555.21-04	Life Insurance	649	394	366	0	499	499
100-3505-555.21-07	Dental Insurance	803	3,045	1,138	0	2,238	2,238
100-3505-555.22-01	Social Secrty-OASDI 6.2%	16,265	17,349	11,335	0	19,922	19,922
100-3505-555.22-02	Social Security-HI 1.45%	3,804	4,057	2,651	0	4,659	4,659
100-3505-555.23-01	Retirement-General	14,306	10,851	9,249	0	11,683	11,683
100-3505-555.32-01	Computer Equip/Software	33,732	49,000	44,132	49,000	0	49,000
LEVEL	TEXT		TEXT AMT				
DEPT	3M SELFCHECKS/GATES/WORKSTATIONS/RETURNS/DLA		22,680				
	FKI CONVEYOR/SORTER		26,320				
			49,000				
100-3505-555.51-01	Postage	836	2,500	491	2,500	0	2,500
LEVEL	TEXT		TEXT AMT				
DEPT	MCFLS POSTAGE/TNS CHARGES		2,500				
			2,500				
100-3505-555.51-02	Office Supplies	3,538	4,000	1,362	4,000	0	4,000
100-3505-555.51-09	Other	21	0	60	0	0	0
100-3505-555.70-01	Furniture & Fixtures	112	0	0	0	0	0
*	Registration/ Circulation	354,796	410,326	276,011	55,500	397,748	453,248
100-3506-555.30-04	Other	2,693	4,025	973	2,115	0	2,115
LEVEL	TEXT		TEXT AMT				
DEPT	PROGRAMS		2,115				
			2,115				
100-3506-555.51-02	Office Supplies	3,025	5,000	544	0	0	0
100-3506-555.51-03	Photo Supplies	0	200	0	0	0	0
100-3506-555.51-09	Other	4,618	4,200	11,860	4,800	0	4,800
100-3506-555.70-01	Furniture & Fixtures	0	5,500	0	0	0	0
*	Public Relations/Outreach	10,336	18,925	13,377	6,915	0	6,915
100-3507-555.11-01	Salary & Wages	84,579	99,736	56,720	0	102,086	102,086
100-3507-555.11-02	Vacation	5,013	0	3,433	0	0	0
100-3507-555.11-03	Holidays	4,549	0	2,685	0	0	0
100-3507-555.11-04	Sick Leave	1,048	0	217	0	0	0
100-3507-555.11-06	Funeral Leave	202	0	0	0	0	0
100-3507-555.11-07	Jury Duty	607	0	0	0	0	0
100-3507-555.11-12	Comp Time Used	2,940	0	2,215	0	0	0
100-3507-555.12-01	Salary & Wages	8,424	8,820	4,811	0	8,700	8,700
LEVEL	TEXT		TEXT AMT				
DEPT	LIBRARY CUSTODIAN PT 600 HRS						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
100-3507-555.13-01	Overtime Pay	3,687	10,000	2,043	0	0	0
100-3507-555.14-01	Out of Class Pay	0	1,000	0	0	0	0
100-3507-555.21-01	Health Insurance	13,838	15,349	9,066	0	15,751	15,751
100-3507-555.21-04	Life Insurance	269	296	154	0	275	275
100-3507-555.21-07	Dental Insurance	856	852	532	0	852	852
100-3507-555.22-01	Social Secrty-OASDI 6.2%	6,863	6,643	4,412	0	6,743	6,743
100-3507-555.22-02	Social Security-HI 1.45%	1,605	1,554	1,032	0	1,577	1,577
100-3507-555.23-01	Retirement-General	7,382	7,273	4,596	0	6,687	6,687
100-3507-555.32-04	Other	716	0	0	0	0	0
100-3507-555.41-01	Water	2,745	4,000	639	4,000	0	4,000
100-3507-555.41-02	Storm Water	4,107	4,000	1,056	4,000	0	4,000
100-3507-555.41-03	Sanitary Sewer	1,435	1,300	433	1,300	0	1,300
100-3507-555.41-04	Electric	49,132	52,000	34,921	52,000	0	52,000
100-3507-555.41-05	Gas	10,194	16,000	10,842	16,000	0	16,000
100-3507-555.41-06	Telephone	4	100	2	100	0	100
100-3507-555.44-02	Misc Machinery & Equip	0	250	0	250	0	250
100-3507-555.44-03	Vehicles	27	1,000	0	1,000	0	1,000
100-3507-555.44-08	Other	0	200	0	200	0	200
100-3507-555.51-06	Custodial Supplies	7,059	7,500	3,845	7,500	0	7,500
100-3507-555.51-07	Cleaning & Laundry Suppl	3,741	3,800	3,725	3,800	0	3,800
LEVEL	TEXT		TEXT AMT				
DEPT	CARPET, BLINDS, UPHOLSTRY, MATS						
100-3507-555.53-01	Gasoline	222	650	207	650	0	650
100-3507-555.53-02	Oils, Fluids, Lubricants	0	28	0	28	0	28
100-3507-555.53-16	Landscaping Materials	47	250	0	250	0	250
100-3507-555.60-01	Clothing/Uniforms	0	350	0	350	0	350
LEVEL	TEXT		TEXT AMT				
DEPT	SAFETY GLASSES		350				
			350				
100-3507-555.70-01	Furniture & Fixtures	0	2,000	0	0	0	0
*	Library Facilities Maint	221,291	244,951	147,586	91,428	142,671	234,099
**	Library	2,036,161	2,344,308	1,385,563	506,523	1,787,140	2,293,663

ORGANIZATIONAL CHART
LIBRARY 2019



CITY FUNDED FTEs: 20.0
NON-BENEFITED (PART-TIME) FTEs: 7.8
TOTAL FTEs: 27.8

Department	Director	Fund and Dept. Group
Library	Michael Koszalka	100-35

Mission/Overview

The West Allis Public Library is committed to providing the community access to materials, quality services and technology that inspire lifelong learning and personal and professional enrichment.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. A La Carte				
2. National Night Out				
3. WA-WM School High Interest Days				
4. West Allis Farmer's Market				
5. Over 300 total programs held at the Library annually				
6. Pop-Up Library events throughout the City				
7.				

Position Information

Title	Division	Number	Funding Source
Director		1	Operating Budget
Library Manager		1	Operating Budget
Adult & Circulation Services Supervisor		1	Operating Budget
Cataloging & Technical Processing Librarian		1	Operating Budget
Children's Services Supervisor		1	Operating Budget
Librarian		7.0	Operating Budget

Lead Library Technician	1.0	Operating Budget
Building Maintenance Technician	1.0	Operating Budget
Janitor	1.0	Operating Budget
Library Assistant (2 x .5)	1.0	Operating Budget
Circulation Services Representative	3.0 (2 x 1.0 + 2 x .5)	Operating Budget
Library Technician	1.0	Operating Budget
Clerical Assistant	1.0	Operating Budget
Library Page	780	Operating

Provisional/no benefited	hours	Budget			
Library Assistant Provisional/no benefited	2080 hours	Operating Budget			
Circ. Services Rep Provisional/no benefits	2200 hours	Operating Budget			
Library Cleaner Provisional/no benefited	600 hours	Operating Budget			
Library Intern Provisional/ no benefited	600 hours	Operating Budget			

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*
Clerical Assistant		*1 year*	*vacant*	*Combine with vacant 0.5 Librarian position to create a 1.0 Librarian positon*
Librarian 0.5		*1 year*	*vacant*	*Combine with vacant 0.5 Librarian position to create a 1.0 Librarian positon*

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Provide Access to reference, educational, entertainment & informational materials		*Operating Budget*	*Daily*	*County System*	*MCFLS*	*State*
2. Assist patrons in using library resources		*Operating Budget*	*Daily*	*County System*	*MCFLS*	*State*
3. Provide free public access to computers and wifi as well as electronic information/databases		*Operating Budget*	*Daily*	*County System*	*MCFLS*	*State*
4. Provide literature based programming for school-aged children as well as preschoolers		*Operating Budget*	*Daily*	*County System*	*MCFLS*	*State*
5. Provide community room access for public programming and serve as community center/gathering place		*Operating Budget*	*Daily*	*County System*	*MCFLS*	*State*

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1.Improved and Additional Outreach into Community at public events
2.Partnerships with the Health Department to provide programming directed specifically at Fathers in the Community
3.Improved and increased partnerships with WA-WM School District with librarians in attendance at high interest events and summer food program (highly successful)
4."Book a Librarian" program for citizens where personalized information is available on an appointment basis
5.Staff "Coffee & A Book" club aimed at underserved age 21-30 demographic
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1.Identify additional outreach opportunities for 2019 and emphasize marketing campaign for Library Services. Designate an "Outreach Librarian" to coordinate specific services
2.Take "Coffee & a Book" Club out into public space on Saturday mornings to help reach the 21-30 age group
3.New and improved web presence
4.Outreach focus to include additional presence on East end of the City
5.Re-develop computer/job skill classes for the public. 6. Expand "Roaming Reference" opportunities daily where Library staff casually connect with patrons inside the building; ensuring that they are finding the resources they came to the Library for.

CONTINUOUS IMPROVEMENT/LEAN PROJECTS		
2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1.Worked with Clerk's office to run several batches per month for self-payment accounting rather than daily computations (staff involved Ashley Wagner Administrative Assistant)		x
2.Crafted an entirely new process for cleaning the building incorporating microfiber technology (CPI) and purchasing a mini-washer to make greater use of Custodians time and provide a noticeably cleaner environment . This is a great system that has drastically improved efficiencies and the cleanliness of the building. (Suggested by Mark Kasten Municipal Janitor).		x
3.Implementing a new inventory control system where the Administrative Assistant uses an Excel Spreadsheet to track the use of the many and varied supplies used in the building. An internal, central control that will result in more accurate and efficient tracking. (Ashley Wagner Administrative Assistant)		x
4. A color-coded dusting mapping system suggested by Municipal Janitor Mark Kasten was implemented and ensures that dusting is completed consistently and redundancies in coverage avoided.		x
5. A time study completed by Municipal Janitor Mark Kasten which resulted in a better, and more efficient use of weekend, part-time custodial staff's time.		x

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1.Weekend cleaning schedule	Custodial	Building wide and customer focused	Quality, quantity, and consistency
2.Holds Processing	Reference and Circulation Departments	Fast and efficient delivery of reserved materials to patrons	Streamlining process from receiving to pick-up
3.			
4.			
5.			

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
Example: Analysis of X permit process	***Employee Name***
1.Weekend cleaning schedule	Gary Seymour
2.	
3.	
4.	
5.	

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☒Yes ☐ No

If no, describe plans to accomplish this in the next 3 years.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1.FEMA training
2.Provoding library services to homeless customers and visitors suffering from mental illness online workshop
3.Anonymous staff suggestion box was implemented providing for improved employee input & engagement
4.Various MCFLS Continuing Education opportunities presented annually
5.CVMIC and EPL Training sessions

2019 Employee Development
1.Customer Service Training and a customer service policy that will provide clear service expectations for current and new hires alike.
2.Regular department meetings where staff can honestly discuss issues with colleagues and their supervisor, and solutions to challenges can be worked out
3.
4.
5.

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☒Yes ☐ No
Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No
If yes to both, describe how often this information is reviewed for accuracy and staff are trained to ensure continued knowledge awareness need. At least annually and often more as library staff share tasks and easily transition when colleagues are out for any significant time.
If no to one or both questions, describe steps which will be taken in 2019 ensure documentation and cross training are completed.

STRATEGIC PLAN

2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
Create a culture of innovation and continuous improvement (SA 5-1)	*Number of Lean Projects completed outside of the lean training*	
1. CPI Microfiber Cleaning system implemented	1	5-5
2.		
3.		
4.		
5.		

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1.improved weekend cleaning schedule for part-time cleaners	Consistent use of CPI cleaning system by ALL custodial staff. Ensure all custodial staff trained and using the CPI system.	5-5
2.		
3.		
4.		
5.		

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019

Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1.
2.
3.
4.
5.

REVENUES
Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☐ No
If yes, please note the details here: The Milwaukee County Federated Library System (MCFLS) overpaid the Library $7,300.00 in 2018 for reciprocal borrowing charges. MCFLS will deduct that amount from the Library's 2019 payment.

SALARY ACCOUNT ADJUSTMENTS
Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☒Yes ☐ No
If yes, please note the details here: 1. Two open positions: 1.0 Clerical Assistant and 0.5 Librarian will be combined to form a single 1.0 Librarian position. 2. A 1.0 Library Technician position is underutilized due to the scarcity of work related to the position. It can be analyzed in the future for either potential downgrade or elimination.

2019 Budget & Action Plan

Special Revenue Funds
Revenues and Expenditures

Department	Director	Fund and Dept. Group
Special Revenue Funds	Various Departments	240-79XX, 250-80xx, 255-8101, 214, 215, 201, 261, 265, 395, 396, 397

Mission/Overview

Special Revenue Funds are used to account for money collected from specific revenue sources that is restricted to be spent for specified purposes. Most of the City's Special Revenue Funds account for grant revenues awarded from a federal or state agency to be spent on a specific initiative. These funds are managed by the city department that requested the grant funding. Other City Special Revenue Funds account for funds the City receives that are restricted or committed to specific city initiatives.

Service Provided

Communication Fund: See attached Business Plan provided by Communications Department
Tourism Fund: This fund accounts for tourism expenditures funded by Hotel Room Tax collections.
Community Development Block Grant Fund: This fund accounts for expenditures of federal funds awarded to the City from the US Department of Housing and Urban Development Community Development Block Grant program. The Planning/Community Development Department administers this program. Refer to their Business Plan for details.
Housing Assistance Program: This fund accounts for expenditures of federal funds awarded to the City from the US Department of Housing and Urban Development Section 8 Housing Choice Voucher Program and HOME program. The Community Development Department's Housing Division administers these programs. Refer to their department Business Plan for details
Health Grants: The Health Department administers approximately $800,000 of funding annually for the Supplemental Food Program for Women, Infants, and Children (WIC) from the US Department of Agriculture. They also receive grant funding for Maternal Child Health Services (MCH), Immunization, and Emergency Preparedness, as well as several smaller miscellaneous health grants.
Police Grants: The Police Department receives funding from Wisconsin Department of Justice to support additional police personnel for community work ("beat patrols"). The US Department of Transportation also provides funding for highway safety programs (Speed Enforcement, Seatbelt Task Force, Alcohol Enforcement). The City also acts as the fiscal agent for the federal government's Milwaukee area High Intensity Drug Trafficking Area (HIDTA) program.
Police K9 Fund: The Police Department administers a K9 fund which collects contributions to offset the costs of training, veterinary services, and other related costs of the department's K9 dogs.
Police Asset Forfeiture Fund: The Police Department administers an Asset Forfeiture fund through its participation in a US Department of Justice program which allows police departments to receive revenues collected through the seizure and forfeiture of assets used to commit or facilitate federal crimes. The revenues are used to fund police equipment and other department needs.
Fire Grants: The Fire Department receives an annual grant from the Wisconsin Department of Health Services EMS Funding Assistance Program. They may also receive small miscellaneous grants for Fire Prevention and Safety.
Information Technology Joint Ventures Fund: The City collects revenues from several municipalities for hosting their police software, as well as providing IT Services to the Village of West Milwaukee. The revenues are used to fund technology infrastructure (servers, networking, etc)

Artscape/Public Art Fund: This fund accounts for the expenditure of donations received by the City for public art projects.

TID Area Rehab and Assistance Funds: Recent Tax Increment Districts (TIDs) have included funding to create loan programs that can assist homeowners and potential business owners with property upgrades or economic assistance to start or improve their business. The Community Development department administers these loans.

First-Ring Industrial Redevelopment Enterprise, LLC (FIRE): The City owns and operates this LLC which has applied for and received multiple allocations of New Markets Tax Credits from the federal government to incentivize private investment in distressed communities. This fund accounts for the economic development expenses funded through the revenues related to the sale of the tax credits and the related fees collected.

CITY OF WEST ALLIS
2019 BUDGET
COMMUNICATIONS

	2016 Actual	2017 Actual	2018 Budget	Adjustments	2018 Adjusted Budget	2018 Estimated	2019 Budget
REVENUES							
Franchise Fees	$683,927	$578,937	$720,000	0	$720,000	$720,000	$720,000
Creative Services Revenue			$20,000		$20,000	$3,000	$5,000
Miscellaneous	$119,141	$0	$10,000	0	10,000	0	$0
Total Revenues	***$803,068***	***$578,937***	***$750,000***	***$0***	***$750,000***	***$723,000***	***$725,000***
COMMUNICATIONS EXPENDITURES							
Wages & Benefits	$258,392	$445,599	$342,745	$0	$342,745	342,745	389,273
Admin Support Charge	$350,000	$0	$50,000	0	$50,000	50,000	50,000
Materials / Supplies / Maintenance	$5,106	$137,557	$70,565	0	$70,565	70,565	96,696
Membership Dues	$1,020	$430	$1,000	0	$1,000	1,000	2,160
Travel / Auto / Training	$2,165	$1,692	$3,100	0	$3,100	3,100	3,100
Advertising & Promotion	$325	$5,791	$9,000	0	$9,000	9,000	9,000
Utilities	$16,486	$12,303	$8,077	0	$8,077	8,077	8,473
Equipment	$1,666	$17,191	$400	0	$400	400	400
Rentals / Consulting / Other Services	$15,080	$63,911	$60,800	0	$60,800	60,800	45,800
CREATIVE SERVICES EXPENDITURES							
Wages & Benefits	$0	$0	$120,902	$0	$120,902	$120,902	140,629
Admin Support Charge	$0	$0	$0	$0	$0	$0	0
Materials / Supplies / Maintenance	$0	$0	$69,550	$0	$69,550	$69,550	69,550
Membership Dues	$0	$0	$0	$0	$0	$0	0
Travel / Auto / Training	$0	$0	$1,000	$0	$1,000	$1,000	1,000
Advertising & Promotion	$0	$0	$0	$0	$0	$0	0
Utilities	$0	$0	$500	$0	$500	$500	500
Equipment	$0	$0	$43,210	$0	$43,210	$134,436	51,210
Rentals / Consulting / Other Services	$0	$0	$34,050	$0	$34,050	$34,050	52,750
Capital Budget Items						$0	
Total Expenditures	***$650,240***	***$684,474***	***$814,899***	***$0***	***$814,899***	***$906,125***	***$920,541***
Net Operating Gain(Loss)	***$152,828***	***($105,537)***	***($64,899)***	***$0***	***($64,899)***	***($183,125)***	***($195,541)***
Fund Balance:							
Fund Balance Beginning of Year	$775,591	$928,419	$822,882	$822,882	$822,882	$822,882	$639,757
Fund Balance End of Year	$928,419	$822,882	$757,983	$822,882	$757,983	$639,757	$444,216
Reserve for Capital Accum.	$191,122	$206,122	$300,000	$300,000	$300,000	$300,000	$300,000
General Fund Balance	$737,297	$616,760	$457,983	$522,882	$457,983	$339,757	$144,216
	$928,419	$822,882	$757,983	$822,882	$757,983	$639,757	$444,216

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
Communications							
Communications							
260-8201-517.11-01	Salary & Wages	201,680	219,544	165,233	35,000-	283,275	248,275

LEVEL TEXT TEXT AMT
DEPT DIRECTOR OF COMMUNICATIONS
COMMUNICATIONS STRATEGIST
TOURISM AND EVENT COORDINATOR
SENIOR VIDEO PRODUCER

CHARGE-OUT TOURISM/EVENT COORD TO TOURISM FUND 35,000-
(35K INCLUDES SALARY & FRINGES)
35,000-

260-8201-517.11-02	Vacation	12,991	0	5,847	0	0	0
260-8201-517.11-03	Holidays	9,780	0	4,875	0	0	0
260-8201-517.11-04	Sick Leave	10,106	0	902	0	0	0
260-8201-517.11-12	Comp Time Used	1,634	0	1,789	0	0	0
260-8201-517.12-01	Prov. Salary & Wages	7,257	29,340	7,879	0	33,856	33,856

LEVEL TEXT TEXT AMT
DEPT INTERN
INTERN
VIDEO PRODUCER

260-8201-517.13-01	Overtime Pay	1,819	1,000	104	0	0	0
260-8201-517.14-09	Performance Allowance	0	500	0	0	0	0
260-8201-517.14-10	Car Allowance	750	500	90	250	0	250
260-8201-517.21-01	Health Insurance	46,711	51,702	31,773	0	60,961	60,961
260-8201-517.21-04	Life Insurance	121	121	75	0	137	137
260-8201-517.21-07	Dental Insurance	3,028	3,075	1,922	0	3,495	3,495
260-8201-517.22-01	Social Secrty-OASDI 6.2%	14,068	15,141	11,314	0	19,244	19,244
260-8201-517.22-02	Social Security-HI 1.45%	3,290	3,541	2,646	0	4,501	4,501
260-8201-517.23-01	Retirement-General	14,620	14,710	11,192	0	18,554	18,554
260-8201-517.24-01	Retirement-General	456	3,571	0	0	0	0
260-8201-517.30-02	Consultants	0	15,000	0	0	0	0
260-8201-517.30-04	Other	29,194	35,000	18,248	35,000	0	35,000

LEVEL TEXT TEXT AMT
DEPT ADVERTISING AND MARKETING 25,000
TALENT SERVICES 7,500
EVENT PROMOTION 2,500
35,000

260-8201-517.32-01	Computer Equip/Software	5,132	8,600	6,751	11,000	0	11,000

LEVEL TEXT TEXT AMT
DEPT SOCIAL MEDIA ARCHIVING SOFTWARE 5,000
SOCIAL MEDIA MANAGEMENT SOFTWARE 6,000

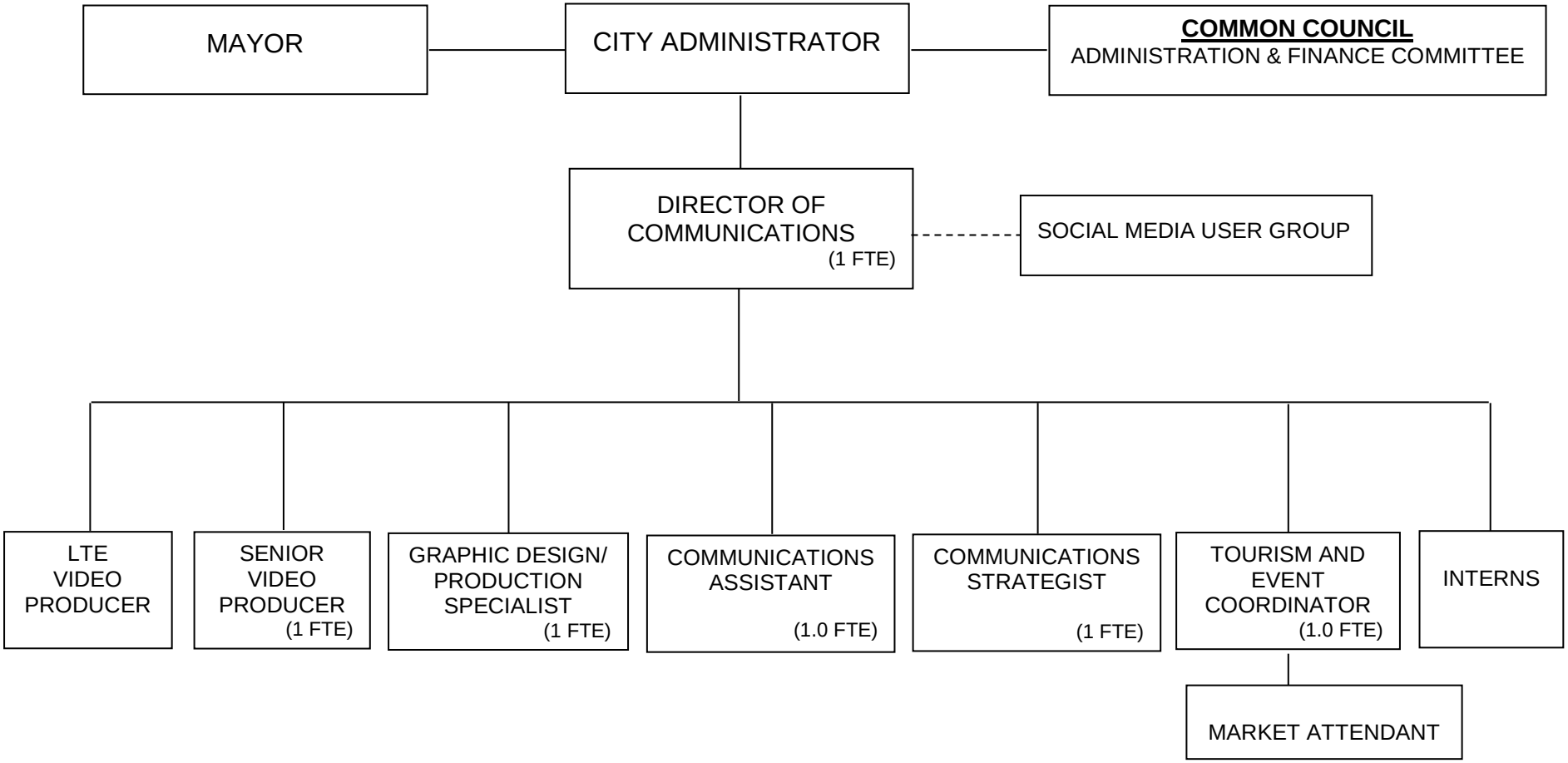
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
			11,000				
260-8201-517.41-01	Water	0	571	0	617	0	617
260-8201-517.41-04	Electric	0	4,576	0	4,576	0	4,576
260-8201-517.41-05	Gas	0	1,930	0	1,930	0	1,930
260-8201-517.41-06	Telephone/Internet	12,303	1,000	1,579	1,350	0	1,350
LEVEL	TEXT		TEXT AMT				
DEPT	SMARTPHONES		1,350				
			1,350				
260-8201-517.43-01	Buildings/Space Rent Exp	0	9,500	0	9,500	0	9,500
260-8201-517.43-03	Other	0	1,000	240	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	SPECIALIZED AUDIO AND VIDEO EQUIPMENT RENTALS		1,000				
			1,000				
260-8201-517.44-08	Other	417	1,000	0	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	REPAIR OF AUDIO AND VIDEO EQUIPMENT		1,000				
			1,000				
260-8201-517.51-01	Postage	26,986	27,700	22,354	30,000	0	30,000
LEVEL	TEXT		TEXT AMT				
DEPT	CITY NEWSLETTER		25,000				
	MISC DIRECT MAIL		5,000				
			30,000				
260-8201-517.51-02	Office Supplies	10,681	684	307	684	0	684
260-8201-517.51-07	Cleaning & Laundry Suppl	1,000	0	0	0	0	0
260-8201-517.51-09	Other	8,276	9,012	5,971	9,012	0	9,012
LEVEL	TEXT		TEXT AMT				
DEPT	CONNECTORS, ADAPTORS, WIRING		200				
	MUSIC LIBRARY LICENSE FEE		3,000				
	DIGITAL MEDIA		2,300				
	PRODUCTION ACCESSORIES		800				
	NATOA LEGAL FUND CONTRIBUTION		1,000				
	ASCAP LICENSE		690				
	BMI LICENSE		690				
	SPECTRUM CABLE BOX RENTALS - QTY. 3		332				
			9,012				
260-8201-517.54-03	Other	795	1,000	325	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	VIDEO COMPETITIONS AND AWARDS		1,000				
			1,000				
260-8201-517.54-04	Public Relation Materials	4,996	8,000	2,605	8,000	0	8,000
260-8201-517.55-01	In-house (Print Shop)	22,154	23,569	32,583	45,000	0	45,000
LEVEL	TEXT		TEXT AMT				
DEPT	CITY NEWSLETTER						
260-8201-517.56-01	Local Business Meetings	61	100	25	100	0	100
LEVEL	TEXT		TEXT AMT				
DEPT	REGIONAL MEDIA RELATED MEETINGS		50				
	MILEAGE		50				
			100				
260-8201-517.56-02	Conferences & Seminars	1,231	2,000	135	2,000	0	2,000
LEVEL	TEXT		TEXT AMT				
DEPT	ANNUAL AND REGIONAL CONFERENCES		2,000				
	MEDIA AND TECHNOLOGY CONFERENCES						
	EQUIPMENT, TECHNOLOGY & LEGISLATIVE SEMINARS						
			2,000				
260-8201-517.57-01	Membership Dues	430	1,000	1,000	2,160	0	2,160
LEVEL	TEXT		TEXT AMT				
DEPT	NATOA ANNUAL MEMBERSHIP (AGENCY)		1,000				
	3CMA (UP TO 5 MEMBERS)		1,160				
			2,160				
260-8201-517.57-02	Registration Fees	400	1,000	965	1,000	0	1,000
LEVEL	TEXT		TEXT AMT				
DEPT	DIGITAL MEDIA AND TECHNOLOGY TRAINING COURSES		1,000				
			1,000				
260-8201-517.64-04	Shipping Charges	0	300	0	300	0	300
260-8201-517.70-01	Furniture & Fixtures	331	400	0	400	0	400
260-8201-517.70-03	Equipment	0	0	80,520	0	0	0
260-8201-517.91-00	Operating Transfer Out	0	50,000	0	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	INDIRECT ADMINISTRATIVE COSTS		50,000				
			50,000				
*	Communications	452,698	545,687	419,249	180,879	424,023	604,902
260-8202-517.11-01	Salary & Wages	75,298	98,377	25,738	0	101,733	101,733
LEVEL	TEXT		TEXT AMT				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
DEPT	GRPAHIC DESIGNER/PRODUCTION SPECIALIST						
	COMMUNICATIONS ASSISTANT						
260-8202-517.11-02	Vacation	6,069	0	686	0	0	0
260-8202-517.11-03	Holidays	3,672	0	1,102	0	0	0
260-8202-517.11-04	Sick Leave	1,329	0	625	0	0	0
260-8202-517.11-07	Jury Duty	204	0	0	0	0	0
260-8202-517.11-12	Comp Time Used	2,354	0	0	0	0	0
260-8202-517.13-01	Overtime Pay	6,117	0	1,138	0	0	0
260-8202-517.21-01	Health Insurance	7,800	7,674	10,491	0	23,302	23,302
260-8202-517.21-04	Life Insurance	222	248	64	0	116	116
260-8202-517.21-07	Dental Insurance	495	432	750	0	1,596	1,596
260-8202-517.22-01	Social Secrty-OASDI 6.2%	5,869	6,143	1,542	0	5,851	5,851
260-8202-517.22-02	Social Security-HI 1.45%	1,373	1,437	360	0	1,368	1,368
260-8202-517.23-01	Retirement-General	6,178	6,591	1,963	0	6,663	6,663
260-8202-517.24-01	Retirement-General	308	0	0	0	0	0
260-8202-517.30-02	Consultants	1,495	2,500	0	2,500	0	2,500
260-8202-517.30-13	Leases	33,222	31,300	29,055	50,000	0	50,000
LEVEL	TEXT		TEXT AMT				
DEPT	COLOR AND B&W PRODUCTION MACHINE LEASE		22,000				
	CLICK CHARGE OVERAGES		28,000				
			50,000				
260-8202-517.30-42	Rentals	0	250	0	250	0	250
260-8202-517.32-01	Computer Equip/Software	7,582	8,300	3,277	8,300	0	8,300
260-8202-517.32-02	Office Equipment	2,051	2,700	990	2,700	0	2,700
260-8202-517.32-04	Other	7,199	9,550	4,182	9,550	0	9,550
LEVEL	TEXT		TEXT AMT				
DEPT	POSTAGE MACHINE						
	MISC. EQUIPMENT						
260-8202-517.41-06	Telephone/Internet	0	500	87	500	0	500
LEVEL	TEXT		TEXT AMT				
DEPT	SMARTPHONE		500				
			500				
260-8202-517.51-02	Office Supplies	41,551	43,000	12,689	43,000	0	43,000
260-8202-517.51-09	Other	4,494	6,000	3,042	6,000	0	6,000
LEVEL	TEXT		TEXT AMT				
DEPT	GENERAL SUPPLIES						
260-8202-517.55-02	Out-sourced	35	0	0	0	0	0
260-8202-517.57-02	Registration Fees	0	1,000	470	1,000	0	1,000
260-8202-517.70-03	Equipment	0	10,000	5,590	10,000	0	10,000
LEVEL	TEXT		TEXT AMT				
DEPT	OFFICE & FINISHING EQUIPMENT		10,000				

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2017 ACTUAL	2018 ORIGINAL BUDGET	2018 YTD ACTUAL	2019 DEPT REQUEST	2019 PAYROLL BUDGET	TOTAL 2019 REQUEST
			10,000				
260-8202-517.70-08	Computers/Hardware	0	16,350	0	16,350	0	16,350
LEVEL	TEXT		TEXT AMT				
DEPT	AV HARDWARE						
	AV WORKSTATIONS						
	DIGITAL SIGNAGE						
	MOBILE SOLUTIONS						
260-8202-517.70-09	Software	16,860	16,860	38,327	24,860	0	24,860
LEVEL	TEXT		TEXT AMT				
DEPT	CITY WEBSITE						
	EMPLOYEE INTRANET						
	ANCILLARY WEBSITES						
	EMPLOYEE INTRANET REDESIGN						
*	Creative Services	231,777	269,212	142,168	175,010	140,629	315,639
**	Communications	684,475	814,899	561,417	355,889	564,652	920,541
***	Communications	684,475	814,899	561,417	355,889	564,652	920,541

ORGANIZATIONAL CHART
COMMUNICATIONS



CITY FUNDED FTEs: 0.45*
OTHER FUNDING SOURCES FTEs: 6

Funded under 100-3005-552.12-01 Prov. Salary & Wages

Department	Director	Fund and Dept. Group
Communications	Jonathan Matte	260-8201/8202

Mission/Overview

To clearly and accurately communicate information of key City services, programs, messages and values; to foster an engaged and informed citizenry; to provide leadership in further strengthening and promoting West Allis' "brand" as a benchmark for superior municipal government service through all City communication tools including publications, phone, websites, municipal television, video production, media relations and social media; to serve as a resource to City departments for delivery of their specific communication needs; and to provide a comprehensive, unified delivery of information – look, feel, content and messaging.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
1. Marketing – Graphic Design - Branding	Communications	Digital and print collateral pieces updated with new branding	0	100% digital and print collateral updates by end of 2019
2. Social Media and Website Administration	Communications	Social media metrics and website analytics including visit rate, content consumption, click-throughs, emails opened, reach, engagement, sentiment, number of comments; set benchmarks for all web/social platforms; growth rate of notify me channels.	40% growth 2017 vs. 2016; maintain or improve 480 e-newsletter subscribers	40% growth in followers across platforms 20% growth in Notify Me subscriptions 500+ e-newsletter subscribers
3. Media and Public Relations	Communications	Increase the frequency of positive or neutral earned media coverage and placement – including digital reporting – about City programs, community initiatives and achievements.	Tracking through social media mentions, google alerts and digital/print media	25% increase in positive media coverage; improve media contact relationships
4. Internal and Emergency Communications	Communications	AskAllis login rates, employee e-news open rates, and CivicReady subscribers	Current employee enews open rate is less than 25%	Enews open rate of 40% or higher CivicReady: 1000 subscribers in year 1
5. Event Coordination	Communications / Tourism	Number of events per year; repeat events survey in fall 2019 to gauge visitor satisfaction	Survey underway as of 8/14/18: 19.53% of respondents are "Extremely Satisfied" with City events	Increase responses in "Extremely Satisfied" category to above 25%

6. Municipal Television and Video Production	Communications	Produce 1-2 new in-house videos per month; produce and edit a monthly recap of 4-6 stories, 5-7 minutes in length; produce 1-3 promos or public service announcements per month; provide end of year report on hours of video content produced with a benchmark of 50 projects and 2000 hours annually; provide KPIs for videos including viewer counts and comments.	As of 8/14/18: 1.1K minutes of video viewed on Facebook 206 YouTube followers	50 projects/2000 hours of content annually Double minutes of video viewed on FB Increase YouTube subscribers by 40%
7. Printing, Finishing and Scanning Services	Creative Services	Maintain a weekly logbook of number of documents scanned; maintain monthly records of all print jobs and mark ownership of each job; track volume of printing per month on equipment and provide monthly reports; report on total number of print jobs completed annually; <5% error and accuracy rate.	245 files, 22,495 scans 950 print tickets	Increase scanned pages by 35%; Increase print tickets by 10%

Position Information

Title	Division	Number	Funding Source
Communications Director	260-8201	1	Special Revenue
Communications Strategist	260-8201	1	Special Revenue
Graphic Design/Production Specialist	260-8202	1	Special Revenue
Senior Video Producer	260-8201	1	Special Revenue
Tourism and Event Coordinator	260-8201 / 201-5101	1	Special Revenue/Tourism
Communications Assistant	260-8202	1	Special Revenue
Interns	260-8201	2	Special Revenue
LTE Video Producer	260-8201	1	Special Revenue

Vacant Positions

Title	*Division*	*Length of Vacancy*	*Current Status*	*Plan for 2019*

Services Provided (List Top 5 per Department/Division)

Service	*Division*	*Funded by*	*Frequency*	*Shared Service*	*Contracted*	*Statutory*
1. Marketing - Graphic Design - Branding	*Communications*	*Operating Budget*	*Daily*	*No*	*No*	*No*
2. Social Media and Website Administration	*Communications*	*Operating Budget*	*Daily*	*No*	*No*	*No*
3. Media and Public Relations	*Communications*	*Operating Budget*	*Daily*	*No*	*No*	*No*
4. Event Coordination	*Communications & Tourism*	*Operating Budget /*	*Daily*	*No*	*No*	*No*

		Tourism				
5. Printing, Finishing and Scanning Services	*Creative Services*	*Operating Budget*	*Daily*	*No*	*No*	*No*
6. Municipal TV and Video Production	*Communications*	*Operating Budget*	*Daily*	*No*	*No*	*No*

SERVICE DELIVERY
Example: Implemented Performance Management Program.
2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)
1. Improved proofing process with proofing checklist procedure ensuring all collateral is thoroughly proofed
2. Updated Council Chambers AV technology and improved user experience
3. Modified and aligned paper stock/weight/size with production machines resulting in decreased costs without loss in quality
4. Improved Christmas Parade Committee sponsorship and participation procedures with online registration; Improved direct mail pieces with redesigns and format changes
5. Reserved use of 'Everyone' email distribution list for critical messages; leveraged alternative communications channels for the majority of internal communications including the bathroom bi-weekly, AskAllis and employee e-newsletter
6. Implemented use of shared City Events Outlook Calendar for improved inter-departmental communication
7. Collaborate with Library to connect their social media networks with City archival software to support public records requirements; added Library social networks to City's social media analytics tool in order to provide real time feedback and insights to staff to increase library patron engagement online
8. Collaborate with IT to cross-train on large format printer
9. Collaborate with Mayor and Assessor on Dark Store Communications Plan; increased voter awareness and understanding of referendum ; increased voter turnout plus 91% yes vote
10. City website improvements: Build out e-cycle information from pdf information to webpage information; build out clerk pages with detailed election information and improved navigation
11. Collaborated with BINS, Health, and Public Works to develop, host, and promote city's first "Homeowner Resource Fair" in April, attended by over 100 residents seeking information about city services and opportunities to connect with city partner organizations
12. Collaborated with Human Resources to redesign Employee Benefits documentation into a more engaging style and format
13. Collaborated with Human Resources to provide retiree benefit information on city website.
14. Collaborated with Health, Water and Engineering to provide engaging information in print and web to accurately inform in regards to city's water quality.
15. Work with all city departments to evaluate department website content provided to visitors
16. Continue to improve city wide graphic design output/collateral and funnel all design materials through communications department graphic designers
17. Increased collaboration with community partners including managing Eat West Allis web/social/e-newsletter channels
18. Assist in improving HR communication to city staff by training HR staff on AskAllis to utilize online registration, create news items, post calendar items and update related documents; design/redesign

existing HR materials to improve reader engagement
19. Kick off Social Media User Group (SMUG) - a bi-monthly meeting of the city's social media managers and content creators focused on discussing social media "best practices", challenges and the latest developments in social media for government
2019 Plans for Service Delivery Improvements (*Min. 5 per division*)
1. Explore cross-training and Lean opportunities between Creative Services and Public Works Sign Shop to eliminate service interruptions
2. Evaluate the best process/tools for handling interoffice mail delivery
3. Establish brand guidelines, train department personal in application and assure proper use of logo/brand
4. Continue outreach/collaboration between departments to assist with graphic design and communication strategy to ensure effective communication with residents/stakeholders
5. Launch redesigned city website in January of 2019; conduct internal/external surveys to assess functionality and make adjustments to improve user experience
6. Pursue opportunities to ensure city communications use current inclusive language and are designed to engage diverse populations
7. Kick off Communications Audit: evaluate the effectiveness of existing internal and external department communications strategies and their impact on audiences' knowledge, perceptions and attitudes
8. Collaborate with HR to improve AskAllis user experience for finding HR related information; create HR web pages and HR dedicated news carousel
9. Create Library employee portal on AskAllis to centralize Library staff communication, resources and tools

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed		
Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
1. Jenny Kosek – Communications - West Allis 311/Customer Management/FAQ; Improve city customer service experience	X	
2. Caitlyn White participating in Fall 2018 Yellow Belt training – Special Event Application Process	X	
3. Jennifer Bartel participating in Fall 2018 Yellow Belt training – Print/Design Work Order Process	X	

2019 Continuous Improvement/Lean Projects			
Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Explore Lean opportunities between Creative Services and Public Works Sign Shop	Denise Cleary	Faster turnaround times; improved and consistent on-brand designs; less outsourcing; elimination of service interruption	Reduced turnaround times by 20%; number of items outsourced vs. in house (baseline metrics needed);
2. Standardize and centralize event coordination processes and procedures	Caitlyn White, Steve Braatz, Laura Temke, Michael Wright	Create single point of contact	Attract visitors and residents; reduce event approval turn around time; increase visitor and resident

			participation by increased number of events
3. Streamline print production workflow from order intake through production management to reporting and accounting.	Jennifer Bartel	Simplify and accelerate production process and order acquisition; manage orders; generate reports; simplify with document templates	Increase number of jobs by 25%; provide more control over process; boost employee productivity by 20%

Identify at least one process/duty/task that your department would like reviewed pursuant to Strategic Action 5-5 and listed the department contact/subject matter expert (SME).	
Item	**Department SME**
1. Evaluate the best process/tools for handling interoffice mail delivery including implementation of recommended improvements	Denise Cleary/Jonathan Matte

EMPLOYEE DEVELOPMENT

Have all of the department managers and supervisors completed CVMIC Management and/or Supervision training? ☐Yes ☒ No

If no, describe plans to accomplish this in the next 3 years.

- Jenny Kosek will enroll in CVMIC's Supervisor Certificate Program beginning in the fall of 2018.

In the tables below, list five employee development activities that have been completed or will be completed in 2018 and plans for 2019.

2018 Employee Development
1. Implement weekly stand up meetings
2. Improve project management with whiteboard project management
3. Participation in Executive Leadership Training
4. Participation in Employee Enrichment Series
5. Participation in Giving and Receiving Feedback Training
6. Participation in EPL Team Building and Coaching Training
7. Reclassified Communications Specialist to Communications Strategist
8. Recognize Accomplishments
9. Have Regular Reviews – Give Constructive Feedback
10. Attend relevant conferences and seminars

2019 Employee Development
1. Create Individual Development Plans
1. Implement Cross Departmental Training
2. Encourage Outside Class Attendance
3. Encourage Networking
4. Encourage Growth Within the Organization
5. Stretch Assignments and Projects (serve on cross-functional teams)

CRITICAL TASK DOCUMENTATION/SUCCESSION PLANNING/CROSS TRAINING

Does your department have documented procedures for completion of all of its critical tasks? ☐Yes ☒ No

Is staff cross-trained on critical tasks and items affecting service delivery to ensure effective and efficient continuity of services during absences, transitions and vacancies? ☒Yes ☐ No

If yes to both, describe how often this information is reviewed for accuracy and how staff are trained to ensure continued knowledge awareness need.

If no to one or both questions, describe steps which will be taken in 2019 to ensure documentation and cross training are completed.

Identify and implement a succession planning template and establish times to spend on it. Emphasize continued staff cross-training on critical tasks to prevent service interruption.

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Collaborate with Savage Solutions to support and deliver marketing/branding initiatives	Social media sentiment/engagement; public feedback; advertising KPIs as established by Savage Solutions	Formalize a clear image through marketing and brand development (SA 1-1)
2. City website redesign	2018 website feedback survey	Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments (SA 3-6)
3. Record and live stream additional city meetings in addition to the common council meetings	Number of meetings recorded; number of minutes viewed on YouTube	Expand access to City information through citizen focused communications and social media activities (SA 3-5)
4. Collaborate with Savage Solutions on marketing plan for Farmers Market; advertise on Shepherd Express vegan page; expand content/blog on Farmers Market website	Visits to Farmers Market website; views of blog	Create a Farmers Market marketing plan that expands the market's role as a city-wide and regional destination (SA 1-5)
5. Rebuild West Allis Historical Society website on mobile responsive platform; assist Historical Society with launch of new Facebook page; redesign Historical Society posters/promotions	Visits to Historical Society website; followers on new Facebook page	Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals (SA 1-3)
6. Conduct public surveys regarding City events; website experience; and customer service (collaborations with Water, Health, and Development)	Number of survey responses (will repeat annually to gather long term data) and sentiment	Query and track citizens opinions and experiences regarding City services through Citizen Satisfaction Surveys; review and improve processes based on responses (SA 3-7)
7. 2018 Green Belt Project to examine most common topics to City's main phone line/clerk's office; new website development to create "Virtual City Hall" with quick access to commonly requested information	Internal call data; staff "tracking" surveys; resident website experience survey	Create a streamlined citizen and business service environment city-wide, eliminating the need for citizens and stakeholders to go to multiple departments for City permitting, licenses, or other requirements and services (SA 5-3)
8. Implement emergency mass notification solution (CivicReady) to reach citizens, visitors and	Number of subscribers to system; internal use cases (SWAT call up, Fire OT,	Expand City and community-wide crisis/emergency/critical incident response training (SA 2-9)

employees, no matter where they are in the community	Health Training, etc.)	
9. Collaborate with Mayor and Development on Dog Park campaign to include work groups, fundraising, social media communications and calendar contest.	Social media followers; fundraising dollars; positive feedback; community involvement	Improve city-wide parks, open space and art: utilization, maintenance and security. (2-5)
10. Partnered with Engineering on National Avenue construction communications plan to include flyers, brochures, signage, social/web messaging and direct mail.	Resident and visitor awareness of project; understanding of detours and awareness of businesses remaining open during construction	Expand access to City information through citizen focused communications and social media activities (SA 3-5)
11. Collaborated with Health to market and promote the annual Mayor's Challenge including all social/web messaging and graphic design.	Number of people signed up for challenge; social media sentiment	Support/leverage Health department's partnerships and CHIP Plan across additional city departments, agencies and key groups to focus on healthy lifestyles, substance abuse and addiction and mental health issues. (SA 2-2)
12. Manage Fire Department social media presence and news releases; collaborate with Fire Admin and PIO staff on public information dissemination	Social media followers; increased media requests and exposure	Expand access to City information through citizen focused communications and social media activities (SA 3-5)
13. Apply and incorporate Integrated Public Alert and Warning System (IPAWS) into city's emergency notification procedures; complete IPAWS web-based training through FEMA	Access several public alert systems including The Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), The National Oceanic and Atmospheric Administration (NOAA) Weather Radio and various internet-based systems and other dissemination channels	Expand City and community-wide crisis/emergency/critical incident response training (SA 2-9)

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Repeat 2018 website experience survey and events survey; conduct community wide, comprehensive resident survey	Number of respondents; changes in data year over year where applicable	Query and track citizens opinions and experiences regarding City services through citizen satisfaction surveys (SA 3-7)
2. Further collaboration with West Allis Historical Society & Historical Commission to create digital, 21st-century opportunities for residents to discover their neighborhoods' heritage and City history	Historical Society site visits; Historical Society Facebook analytics; creation and usage metrics of interactive, digital GIS or app-based historical walking tours	Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals (SA 1-3)
3. Collaborate with Savage Solutions to develop Farmers Market marketing plan that aligns with City branding initiative and positions Market as event	Number of events at Farmers Market (besides regular market days); Market vendor satisfaction surveys; shopper surveys; social media	Create a Farmers Market marketing plan that expands the market's role as a city-wide and regional destination (SA 1-5)

destination venue	analytics; number of attendees	
4. Continued implementation of new city brand; collaborate with departments to update, refresh, and align collateral; plan quarterly resident mailings on “hot topics” in advance	Resident survey responses; website visits (calls to action on communications pieces)	3-2 Develop Strategic Communications Plan and Cohesive City Brand for Citizen Communication (SA 3-2)
5. Collaborate with Library on improving Library web presence; create online services and activity registration	Increased visitors to Library website; reduced phone calls; increased participation in Library programming and increased number of Library patrons	1-8 Leverage Library success as City, County destination and local community center; Link Library ad campaign to City branding and marketing plan
6. Develop and create Visit West Allis website and social media platforms	Increase tourism spending in city; increase awareness of things to do, places to stay in city; increase number of attendees participating in events; further position city as destination	1-2 Align City marketing activities with businesses and stakeholder activities; invest in collaborative partnerships[s with businesses and community organizations
7. Redesign Farmers Market website to align with city branding and farmers marketing plan; create online application process for market stall rentals	Increased website visitors; increased Farmers Market attendance; reduced phone calls; faster application process for market stall rentals	1-5 Create a Farmers Market marketing plan that expands the market’s role as a city-wide and regional destination
8. Collaborate with Public Works to improve facility and park reservation process including online reservations and e-payment processing	Increased use of facility and park spaces; reduced phone calls; increased revenue from rental; faster application and approval process	Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments (SA 3-6)
9. Collaborate with Finance and IT to streamline online payment processes including research and implementation of singular merchant vendor	Offer a unified solution for payment information and reporting; Create improved user experience and additional citizen self-service interactions; improved efficiencies	Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments (SA 3-6)

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Sponsorship Program (SA 1-2); Define and standardize how the city sponsors events and how organizations can sponsor city events
2. Volunteer Program (SA 3-3); Create Municipal Volunteer Program (MVP) to connect residents with city departments through active volunteer participation.
3. AskAllis, Employee Intranet, Design Refresh (SA 4-5); Update employee intranet with new city

branding and redesign home page layout. $8,000
4. City Buildings Tour Program/Open Houses (SA 3-1); Learn about the rich history of West Allis in addition to learning about the workings of city government and city departments.
5. Council Chambers Technology Upgrades – Convert to Wireless Microphones (SA 4-5); Audio technology in the council chambers is over 18 years old; conversion to wireless technology will allow more flexibility for room use. $60,000
6. City Wide Citizen Survey (SA 3-7); Measure residents' level of satisfaction with municipal services, programs and amenities. $10,000
7. Purchasing scoring and creasing machine (SA 4-2); Create professional looking creases for print collateral during brand updating. $10,000
8. Increase Tourism and Event Coordinator position from .875 part-time to full-time position (SA 1-2); There is demand on the position to create new city events and improve existing city events. As the point of contact for all city events, moving this position to full-time will result in service level improvements and increased efficiencies. This position works closely with the City's marketing firm and the Tourism Commission and is partially funded (50%) by tourism.
9. Increase Communications Assistant position from .90 part-time to full-time position (SA 5-6); There is an ever increasing demand on the single Communications Associate position. There will be further demand on this position with SA 1-1 and the rebranding underway. Moving the position to full-time will allow for continuation of current and expanding service levels plus allow for greater efficiencies.
10. Reposition City Newsletter from a quarterly to triannual publication – this will save over $8000 in mailing expenses vs 4 issues; will also allow for longer issues with more information vs. 20 page/quarterly issues of 2018 (SA 3-5)
11. Pop Up City Hall (SA 3-1); Bring city services directly to people and neighborhoods that have trouble accessing in-person city services, information and programs and can't do everything on the internet.
12. Development of digital historical walking tours using GIS or app development (SA 1- 3)
13. Collaborate with local organizations to strengthen communication opportunities with vulnerable/underserved/emerging populations (SA 2-6; SA 1-4; SA 1-10; SA 2-2; SA 2-3)

REVENUES

Are there any changes for 2019 which may impact your revenues for 2019? ☐Yes ☒ No
If yes, please note the details here:

SALARY ACCOUNT ADJUSTMENTS

Are there any vacancies or adjustments to positions which can be used to fund new initiatives or requests for additional resources listed above or in other areas of the city? ☐Yes ☒ No
If yes, please note the details here:

CITY OF WEST ALLIS
2019 BUDGET
Tourism

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Hotel/Motel Room Tax Revenue	N/A	$202,605	$200,000	$200,000	$189,000	$200,000
Other Revenue					$100,000	$100,000
Total Revenues	**$0**	**$202,605**	**$200,000**	**$200,000**	**$289,000**	**$300,000**
EXPENDITURES						
Tourism Promotion		$412	$0	$0		
Tourism Marketing		30,369	359,000	359,000	245,474	$429,500
Total Expenditures	**$0**	**$30,781**	**$359,000**	**$359,000**	**$245,474**	**$429,500**
Net Operating Gain(Loss)	**$0**	**$171,825**	**($159,000)**	**($159,000)**	**$43,526**	**($129,500)**
Fund Balance						
Fund Balance Beginning of Year		$0	$171,825	$12,825	$12,825	$215,351
Fund Balance End of Year	N/A	$171,825	$12,825	$12,825	$215,351	$85,851

WEST ALLIS TOURISM COMMISSION

2019 Tourism Budget Proposal

Background

Formed in 2016, the West Allis Tourism Commission is responsible for using the room tax revenue that it receives from the municipality for tourism promotion and tourism development in the municipality. Wisconsin law requires that certain percentages of room tax revenues, as discussed below, must be spent on tourism promotion and tourism development. For municipalities that adopted a room tax after May 13, 1994, the room tax rate may be no higher than 8%, and at least 70% of the room tax collections must be dedicated to expenditures related to tourism promotion and development. Therefore, up to 30% of room tax collections may be directed to general municipal expenditures.[1]

The Tourism Commissions efforts are intended to not only utilize the room tax revenues to promote tourism in the City of West Allis, but to help the City achieve goal number 1 "Brand/Image/Destination" in the City's 2017 – 2021 Strategic Plan, which states: The City of West Allis will become the "preferred municipality in the Milwaukee Metropolitan area, the state, and the country for visitors, residents and businesses through focused rebranding, marketing and promotion actions." Under this goal, strategic action 1-1 states the City will "Formalize a clear image through marketing and brand development process."

In addition, the Tourism Commission is specifically tasked with promoting the West Allis Farmers Market and West Allis Library as community destinations.

2018 Accomplishments

To support its goals, the Tourism Commission issued an RFP for a marketing agency in late 2016, and in January 2018, began working with Savage Solutions, LLC, a Milwaukee-based marketing firm, to rebrand the City. Brand concepts, including a logo, color scheme, and fonts, was proposed in June. The brand was approved by the Common Council in July, and the requested budget to launch the brand was approved by the Tourism Commission shortly thereafter.

At the time of this writing, the new brand is expected to launch in October of 2018. Savage is in the process of preparing a three year marketing plan for the City, which will include leveraging the West Allis Farmers Market as a key tourism destination and event asset.

2019 Opportunities: Leveraging the Farmers Market

The City of West Allis Five Year Strategic Plan requires a Farmers Market marketing plan that "expands the market's role as a city wide and regional destination" (Goal 1, Strategic Action 1-5). The first phase of the three year marketing plan Savage Solutions is creating will focus on developing West Allis' business community and commercial opportunities. Tourism will be a focus in later years of the marketing plan. That is not to say that tourism efforts will not be underway in the meantime; however, a comprehensive approach to marketing West Allis as a tourism destination will be built on the foundations of the first phase of the plan, which will first aim to build commercial opportunities in the City.

The West Allis Farmers Market was identified in Savage's 2018 marketing research as a key point of pride for West Allis residents and a destination for visitors. In recent years, the Farmers Market has increasingly become an in-demand event venue for public events such as Curds & Kegs and the Christkindlmarkt (both hosted by Eat West Allis), and Iron Chef Milwaukee (hosted by Happy Tails Cat Rescue), among others. There is tremendous potential to not only expand attractions at the Farmers Market regular market days, but also to promote and leverage the market as a public event venue.

Christkindlmarkt, 2018

With the City's new brand launching this fall and with the recent hire of a Tourism & Event Coordinator, there is strong opportunity to rebrand the market, restructure its management, and develop a firm marketing campaign that will allow the market to compete in what has become a crowded marketplace.

The West Allis Farmers Market is facing greater competition for shoppers as more neighboring communities develop their own farmers markets. New Berlin, Wauwatosa, Brookfield, Greendale, Greenfield, Oak Creek, Milwaukee Public Market, Shorewood, Riverwest, South Milwaukee, and Waukesha all boast farmers markets. Studies of farmers market shopper demographics report that shoppers travel an average of 6 – 17 miles to attend markets, meaning many choices are available for shoppers in the Milwaukee-metro area.[2] The City of West Allis needs to continually work to set its market apart, and promote the market heavily to continue to attract to shoppers.

It is recommended that management of the market be assigned to the Tourism and Event Coordinator. This will allow for several advantages over the current management structure:

- As the main point of contact for all City events, the T/E Coordinator will function as the first touchpoint for anyone interested in hosting events at the market, ensuring consistent customer service and clarity of process.
- As part of the Communications Department, the T/E Coordinator will be able to quickly and easily coordinate and execute promotions of Farmers Market events, while also ensuring consistent branding and messaging.
- With knowledge of the competitive market landscape, the tourism industry, and neighboring community events, the T/E Coordinator is best suited to assess current market offerings and propose/source new offerings (including vendors, amenities, etc) to keep the market fresh, engaging, and attractive to visitors.

This model has worked for Oak Creek's successful farmers market. That city's tourism coordinator manages the market's events, calendar, schedules, and works with vendors and volunteers to run the weekly market days and special events. An on site market manager and volunteers are available to

assist guests. The city's health department reviews all vendors to ensure proper permitting. The market offers an array of produce and foods, as well as artisan goods, live music, seminars, and live craft demonstrations. Farmers markets, like Oak Creek's, have continued to diversify their offerings, going beyond food to create lively community gathering places. The West Allis Farmers Market has been slow to evolve with this trend, and with the new City brand and the Six Points neighborhood in redevelopment, the time is ideal for a new approach to support what has become the heart of the community.

Farmers Market 100th Anniversary

In 2019, the West Allis Farmers Market will celebrate its 100th anniversary. To support the City's Strategic Plan Goal, Savage Solutions will develop a unique Farmers Market brand that will launch around the market's 2019 opening. With this in place, promotional items, ad buys, and a 100th anniversary marketing campaign will launch to attract new visitors to the market and delight returning customers.

Promotions/activities may include:

- Farmers Market branded items including t-shirts, seed packets, kids' hats, reusable totes, etc.
- Refresh of Farmers Market Facebook page to promote vendors and activities
- Live music, crafters, and more diverse vendor offerings on market days
- Creating a kid-friendly area at the market, with coloring sheets, chalk art, nutrition information, easy crafts (possible partnership with West Allis West Milwaukee Recreation & Community Services); create Sprouts Program, providing vouchers to children to redeem for fresh vegetables at the market.
- City booth, staffed by city staff or volunteers, to connect visitors and residents with city resources, information, and to sell city-branded items
- New events, such as a farm-to-table dinner prepared by a West Allis-based chef; chef-led "market tours"; and more food tasting opportunities from vendors
- Comprehensive promotions campaign including social media, print ads, video, and radio
- Expansion of content on westallisfarmersmarket.com to include video, vendor stories, etc.

Projected Budget

2019's project budget includes potential expenditures relating to the work proposed by Savage Solutions, LLC. to promote the Farmers Market as a city tourism asset:

INCOME	
Municipal Room Tax Revenue 2018	$200,000 Estimate
Existing Balance from 2017	$163,000
2018 Expenditures	$75,000 Estimate
Anticipated 2018 Carryover	$288,000 Estimate
EXPENSES	
Marketing Services – Savage Solutions – Phase 2 3 Year Marketing Strategy	$25,000
Marketing and Promotions (May include: photography, videography, print and digital marketing, advertising, promotional items, etc.)	$182,925
Events	$35,000
Wayfinding	$150,000
Annual website hosting fees	$1,575
FTE – Tourism & Event Coordinator	$35,000
TOTAL EXPENSES	$ 429,500
Balance	$58,500

[1] Wisconsin Legislative Council Information Memorandum: 2015-17 Biennial Budget Revisions to Municipal Room Tax

[2] https://scholarworks.montana.edu/xmlui/bitstream/handle/1/9902/BykerShanks_JHEN_05_2012_A1b.pdf?sequence=1

CITY OF WEST ALLIS
2019 BUDGET
COMMUNITY DEVELOPMENT PROGRAMS

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2018 Estimated	2019 Budget
REVENUES						
Community Development Block Grant	$1,255,063	$1,051,575	$965,989	965,989	$965,989	$1,164,422
C.D. Program Income	$308,987	$223,721	$191,000	191,000	191,000	200,000
CDBG Income	$1,564,050	$1,275,296	$1,156,989	$1,156,989	$1,156,989	$1,364,422
Rental Rehabilitation Program						
Federal Grant	$0	$0	$0	$0	$0	$0
Program Income	$0	$0	$0	0	800	0
Owner Contributions	$0	$0	$0	0	0	0
Rental Rehabilitation Income	$0	$0	$0	$0	$800	$0
Total Revenues	***$1,564,050***	***$1,275,296***	***$1,156,989***	***$1,156,989***	***$1,157,789***	***$1,364,422***
EXPENDITURES						
CDBG Planning	$121,704	$111,768	$78,348	$78,348	$78,348	$0
Comm Dev - General	$126,767	$103,750	$147,006	$147,006	$147,006	$637,406
Comm Dev - Projects	$875,684	$746,330	$445,100	$445,100	$445,100	$186,609
Econ Dev - General	$6,475	$10,572	$26,740	$26,740	$26,740	$29,194
Econ Dev - Projects	$255,622	$185,231	$310,000	$310,000	$310,000	$345,000
Fair Housing - General	$2,245	$1,867	$6,045	$6,045	$6,045	$7,391
Hsg Rehab - General	$25,973	$19,380	$28,750	$28,750	$28,750	$43,822
Home Security/Hsg Rehab Proj	$139,482	$106,496	115,000	$115,000	$115,000	115,000
Redevelopment - General	$0	$0	$0	$0	$0	$0
Redevelopment - Projects	$0	$0		$0	$0	$0
CDBG Expenditures	$1,553,952	$1,285,394	$1,156,989	$1,156,989	$1,156,989	$1,364,422
Rental Rehabilitation	11,240	149,290	0	0	0	0
Total Expenditures	***$1,565,192***	***$1,434,684***	***$1,156,989***	***$1,156,989***	***$1,156,989***	***$1,364,422***
Fund Balance:						
CDBG	10,098	0				
Rental Rehabilitation	$331,257	$181,967	$181,967	$181,967	$182,767	$182,767
	$331,257	$181,967	$181,967	$181,967	$182,767	$182,767

CITY OF WEST ALLIS
2019 BUDGET
HOUSING ASSISTANCE PROGRAMS

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
REVENUES					
Certificate/Voucher Program					
Intergovernmental Revenues	$3,237,512	$3,401,902	$3,382,239	$3,382,239	$3,325,586
Interest/Other	544	4,468	0	0	0
Total Certificate Income					
Total Revenues	$3,238,056	$3,406,369	$3,382,239	$3,382,239	$3,325,586
EXPENDITURES					
Certificate/Voucher Program	$3,216,819	$3,356,457	$3,382,239	$3,382,239	$3,325,586
Total Expenditures	$3,216,819	$3,356,457	$3,382,239	$3,382,239	$3,325,586
Net Certificate/Voucher Program	$21,237	$49,912	$0	$0	$0
Fund Balance: Certificate/Voucher Program					
Fund Balance Beginning of the Year	$453,505	$474,742	$524,654	$524,654	$524,654
Fund Balance End of Year	474,742	524,654	524,654	524,654	524,654

CITY OF WEST ALLIS
2019 BUDGET
H.O.M.E. PROGRAM

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
REVENUES					
1st Time Home Program (HOME)					
Intergovernmental Revenues	$757,355	$587,905	$195,722	$195,722	$183,818
Interest/Repayments	115,090	160,776	53,468	$53,468	80,000
Investment Return	43	1,317			
Total Revenues	$872,488	$749,998	$249,190	$249,190	$263,818
EXPENDITURES					
1st Time Home Program (HOME)	874,598	372,032	249,190	249,190	263,818
Total Expenditures	$874,598	$372,032	$249,190	$249,190	$263,818
Net 1st Time Home Program (HOME)	(2,110)	377,966	0	0	0
Fund Balance: (HOME)					
Fund Balance Beginning of Year	28,784	26,674	404,640	404,640	404,640
Fund Balance End of Year	$26,674	$404,640	$404,640	$404,640	$404,640

CITY OF WEST ALLIS
2019 BUDGET
EPA REVOLVING LOAN FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
REVENUES					
Federal Grant Revenue	$228,224	$42,277	$0	$300,000	$204,707
Interest/Repayments (Prog Income)	17,369	23,159	0	$0	40,000
Total Revenues	245,593	65,436	0	300,000	244,707
EXPENDITURES					
Administrative	610	832			521
Environmental	227,614	41,445	0	300,000	204,707
Total Expenditures	$227,614	$42,277	$0	$300,000	$205,228
Fund Balance Beginning of Year	1,390	19,369	42,528	42,528	42,528
Fund Balance End of Year	$19,369	$42,528	$42,528	$42,528	$82,007

CITY OF WEST ALLIS
2019 BUDGET
HEALTH GRANTS

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Estimated	2019 Budget
REVENUES						
Intergovernmental/other	$962,956	$955,597	$993,509	$1,066,160	$1,066,160	$967,400
Transfer In	0	0	0	0	0	0
Total Revenues	***$962,956***	***$955,597***	***$993,509***	***$1,066,160***	***$1,066,160***	***$967,400***
EXPENDITURES						
Health Grants	962,956	955,597	993,509	1,066,160	1,066,160	967,400
Women, Infants, Children (WIC)						
Maternal Child Health (MCH) & Medical Assist.						
IAP Immunization						
Preventive Health Services Block Grant						
Misc Comm Grants						
Women Wellness- WWP GPR & Expansion						
Cons Contracts CHHD						
Biot Focus A Planning						
CRI (Preparedness)						
Total Expenditures	***$962,956***	***$955,597***	***$993,509***	***$1,066,160***	***$1,066,160***	***$967,400***

CITY OF WEST ALLIS
2019 BUDGET
POLICE GRANTS FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Estimated	2019 Budget
REVENUES						
US Dept of Justice	$1,608,485	$1,515,200	$1,450,000	$1,450,000	$1,450,000	$1,450,000
US Dept of Justice-HIDTA Drug Task Force					$37,056	$29,677
US Dept. of Transportation	133,310	48,247	130,000	$130,000	70,000	44,250
US-DEA						18,344
WI Dept of Administration	121,434	121,434	121,434	$121,434	121,434	121,434
US Dept of Justice	46,366	93,497	0	$0	0	22,457
Metro Drug Unit Grants	0	0	0	$0	0	58,971
US Departement of Homeland Security & FEMA	$0	$0	0	$0	0	0
Total Revenues	***$1,909,595***	***$1,778,378***	***$1,701,434***	***$1,701,434***	***$1,678,490***	***$1,745,133***
EXPENDITURES						
HIDTA (US Dept. of Justice)	1,608,485	1,515,200	1,450,000	1,450,000	1,450,000	1,450,000
HIDTA Drug Task Force					37,056	29,677
Juvenile Justice (US Dept. of Justice)-Byrne Memorial Justice Assist. Grant	46,366	93,497	0	0	0	0
Justice Assistance Grant						22,457
Beat Patrol Grant	121,434	121,434	121,434	121,434	121,434	121,434
Metro Drug Unit						58,971
DEA Task Force						18,344
Police Highway Safety (US Dept. of Transportation)	133,310	48,247	130,000	130,000	70,000	44,250
Misc Community Grant Funding	0		0	0	0	0
Total Police Grants	***$1,909,595***	***$1,778,378***	***$1,701,434***	***$1,701,434***	***$1,678,490***	***$1,745,133***
Net Operating Gain (Loss)						
Fund Balance (250)						
Fund Balance Beginning of Year						
Fund Balance End of Year						
Fund Balance (255)						
Fund Balance Beginning of Year	$0	($0)				
Fund Balance End of Year	($0)	($0)				

CITY OF WEST ALLIS
2019 BUDGET
Asset Forfeiture Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Federal Grant	175,870	430,306	300,000		300,000	300,000
State Grant	$18,116	$608	$50,000		$50,000	$50,000
Total Revenues	**$193,986**	**$430,914**	**$350,000**	**$0**	**$350,000**	**$350,000**
EXPENDITURES						
Federal Expenses	$111,222	$38,726	$300,000		$300,000	$300,000
State Expenses	6,138	960	50,000		60,000	$50,000
Total Expenditures	**$117,360**	**$39,686**	**$350,000**	**$0**	**$360,000**	**$350,000**
Net Operating Gain(Loss)	**$76,626**	**$391,228**	**$0**	**$0**	**($10,000)**	**$0**
Fund Balance (Total)						
Fund Balance Beginning of Year	$331,506	$396,154	$787,735		$787,735	$787,735
Fund Balance End of Year	$396,154	$787,735	$787,735	$0	$787,735	$787,735
Fund Balance (State)						
Fund Balance Beginning of Year	60,896	72,874	72,522		72,522	62,522
Fund Balance End of Year	72,874	72,522	72,522	-	62,522	62,522
Total Fund Balance-Beginning of Year	392,402	469,028	860,256	0	860,256	850,256
Total Fund Balance-End of Year	469,028	860,256	860,256	0	850,256	850,256

CITY OF WEST ALLIS
2019 BUDGET
Police Misc Funds

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Donations/Contributions	0	72,357	0	0	83,500	83,500
Total Revenues	**$0**	**$72,357**	**$0**	**$0**	**$83,500**	**$83,500**
EXPENDITURES						
Expenses	$0	$81,569	$0	$0	$79,500	$79,500
Total Expenditures	**$0**	**$81,569**	**$0**	**$0**	**$79,500**	**$79,500**
Net Operating Gain(Loss)	**$0**	**($9,212)**	**$0**	**$0**	**$4,000**	**$4,000**
Fund Balance						
Fund Balance Beginning of Year	$0	$78,531	$69,319		$69,319	$69,319
Fund Balance End of Year	$78,531	$69,319	$69,319	$0	$69,319	$73,319

This Fund accounts for the Police Department WISH program, Crime Prevention program, 2nd Chance Program, and K9 program

CITY OF WEST ALLIS
2019 BUDGET
FIRE GRANTS FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Estimated Expenditures	2019 Budget
REVENUES						
WI Act 102 EMS Grant/Other Fire Grants	11,626	10,762	10,000	10,000	9,424	10,000
US Department of Homeland Sec and FEMA	5,455	0	0	0		0
E-911 (WI Public Service Commission)			5,000	5,000	0	0
Tactical Emergency Med Services Grant	0	0				0
Total Revenues	***$17,081***	***$10,762***	***$15,000***	***$15,000***	***$9,424***	***$10,000***
EXPENDITURES						
FIRE DEPARTMENT GRANTS						
Wisconsin Act 102 EMS Grant/Other Fire Grants	$16,934	$8,504	$10,000	$10,000	$10,000	$10,000
Tactical Emergency Med Services Grant	$0	$0	$0	$0	$0	$0
FEMA Fire Prevention & Safety Grant	$0	$0	$5,000	$5,000	$0	$0
US Department of Homeland Sec and FEMA	$5,455	$0	$0	$0	$0	$0
Total Fire Grant Expenditures	***$22,389***	***$8,504***	***$15,000***	***$15,000***	***$10,000***	***$10,000***
Fire Grants-Net Operating Gain (Loss)	***($5,308)***	***$2,258***	***$0***	***$0***	***($576)***	***$0***
Fund Balance						
Fund Balance Beginning of Year	$66,837	$61,529	$63,787	$63,787	$63,787	$63,211
Fund Balance End of Year	$61,529	$63,787	$63,787	$63,787	$63,211	$63,211

CITY OF WEST ALLIS
2019 BUDGET
Fire Misc Funds

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Donations/Contributions	0	28,598	0	0	26,000	26,000
Total Revenues	**$0**	**$28,598**	**$0**	**$0**	**$26,000**	**$26,000**
EXPENDITURES						
Expenses	$0	$35,125	$0	$0	$26,000	$26,000
Total Expenditures	**$0**	**$35,125**	**$0**	**$0**	**$26,000**	**$26,000**
Net Operating Gain(Loss)	**$0**	**($6,527)**	**$0**	**$0**	**$0**	**$0**
Fund Balance						
Fund Balance Beginning of Year	$0	$30,433	$23,906	$23,906	$23,906	$23,906
Fund Balance End of Year	$30,433	$23,906	$23,906	$23,906	$23,906	$23,906

This Fund includes special purpose funding for Fire Department Training and Paramedic Equipment

CITY OF WEST ALLIS
2019 BUDGET
INFORMATION TECHNOLOGY JOINT VENTURE FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Estimated	2019 Budget
REVENUES						
Information Technology Joint Venture	15,920	17,420	13,715	13,715	17,000	17,000
Total Revenues	***$15,920***	***$17,420***	***$13,715***	***$13,715***	***$17,000***	***$17,000***
EXPENDITURES						
Total Expenditures	***$0***	***$0***	***$0***	***$0***	***$0***	***$50,000***
Information Tech. Joint Ventures-Net Gain (Loss)	***$15,920***	***$17,420***	***$13,715***	***$13,715***	***$17,000***	***($33,000)***
Information Technology Joint Venture						
Fund Balance Beginning of Year	$68,398	$84,318	$101,738	$101,738	$101,738	$115,453
Fund Balance End of Year	$84,318	$101,738	$115,453	$115,453	$115,453	$82,453

CITY OF WEST ALLIS
2019 BUDGET
Artscape/Public Art Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Contributions & Donations		$141,797	$10,000	$10,000	$3,000	$10,000
Total Revenues	**$0**	**$141,797**	**$10,000**	**$10,000**	**$3,000**	**$10,000**
EXPENDITURES						
Public Art Projects		$6,997	$100,000	$100,000	$20,000	$100,000
Total Expenditures	**$0**	**$6,997**	**$100,000**	**$100,000**	**$20,000**	**$100,000**
Net Operating Gain(Loss)	**$0**	**$134,800**	**($90,000)**	**($90,000)**	**($17,000)**	**($90,000)**
Fund Balance						
Fund Balance Beginning of Year		$0	$134,800	$134,800	$134,800	$117,800
Fund Balance End of Year		$134,800	$44,800	$44,800	$117,800	$27,800

CITY OF WEST ALLIS
2019 BUDGET
Christmas Parade Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Donations/Contributions	0	3,500	0	0	10,000	10,000
Total Revenues	**$0**	**$3,500**	**$0**	**$0**	**$10,000**	**$10,000**
EXPENDITURES						
Expenses	$0	$0	$0	$0	$8,000	$10,000
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$8,000**	**$10,000**
Net Operating Gain(Loss)	**$0**	**$3,500**	**$0**	**$0**	**$2,000**	**$0**
Fund Balance						
Fund Balance Beginning of Year	$0	$0	$3,500	$3,500	$3,500	$5,500
Fund Balance End of Year	$0	$3,500	$3,500	$3,500	$5,500	$5,500

CITY OF WEST ALLIS
2019 BUDGET
Senior Center Misc Funds

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Donations/Contributions	0	2,369	0	0	6,000	6,000
Total Revenues	**$0**	**$2,369**	**$0**	**$0**	**$6,000**	**$6,000**
EXPENDITURES						
Expenses	$0	$2,251	$0	$0	$6,000	$6,000
Total Expenditures	**$0**	**$2,251**	**$0**	**$0**	**$6,000**	**$6,000**
Net Operating Gain(Loss)	**$0**	**$119**	**$0**	**$0**	**$0**	**$0**
Fund Balance						
Fund Balance Beginning of Year	$0	$156,488	$156,607		$156,607	$156,607
Fund Balance End of Year	$156,488	$156,607	$156,607	$0	$156,607	$156,607

This Fund accounts for Senior Center programming by various groups sponsored at the West Allis Senior Center.

CITY OF WEST ALLIS
2019 BUDGET
Library Misc Funds

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Donations/Contributions	0	4,508	0	0	1,500	2,700
Total Revenues	**$0**	**$4,508**	**$0**	**$0**	**$1,500**	**$2,700**
EXPENDITURES						
Expenses	$0	$1,665	$0	$0	$7,500	$2,700
Total Expenditures	**$0**	**$1,665**	**$0**	**$0**	**$7,500**	**$2,700**
Net Operating Gain(Loss)	**$0**	**$2,843**	**$0**	**$0**	**($6,000)**	**$0**
Fund Balance						
Fund Balance Beginning of Year	$0	$97,599	$100,442		$100,442	$100,442
Fund Balance End of Year	$97,599	$100,442	$100,442	$0	$100,442	$100,442

This Fund accounts for multiple restricted donations made to the Library.

CITY OF WEST ALLIS
2019 BUDGET
LIBRARY ENDOWMENT FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
REVENUES					
Distributions from Endowment	$117,528	$292,309	$0	$0	$200,000
			0	$0	
Total Revenues	117,528	292,309	0	0	200,000
EXPENDITURES					
Expenses	61,779	54,125			70,000
Total Expenditures	$61,779	$54,125	$0	$0	$70,000
Fund Balance Beginning of Year	$ 1,215,845	$1,271,595	$1,509,778	$1,509,778	$ 1,509,778
Fund Balance End of Year	$ 1,271,595	$1,509,778	$1,509,778	$1,509,778	$ 1,639,778

CITY OF WEST ALLIS
2019 BUDGET
Water-Lead Service Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Intergovernmental Revenue-DNR Grant		$590,404		$500,000	$500,000	$842,821
Special Assessment Revenue		$246,400	$0	$240,000	$240,000	$10,000
Total Revenues	**$0**	**$836,804**	**$0**	**$740,000**	**$740,000**	**$852,821**
EXPENDITURES						
Capital Outlay-Lead Service Replacement		$836,804	$0	$740,000	$740,000	$852,821
Total Expenditures	**$0**	**$836,804**	**$0**	**$740,000**	**$740,000**	**$852,821**
Net Operating Gain(Loss)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Fund Balance						
Fund Balance Beginning of Year		$0	$0	$0	$0	$0
Fund Balance End of Year		$0	$0	$0	$0	$0

CITY OF WEST ALLIS
2019 BUDGET
TID 7 Area Rehab and Assistance Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Interest Revenue	$2,924	$3,647	$3,000		$3,000	$3,000
Misc Revenue						
Operating Transfers In		250,000				
Total Revenues	**$2,924**	**$253,647**	**$3,000**	**$0**	**$3,000**	**$3,000**
EXPENDITURES						
Loan Administration	($9,015)	$201	$1,000		$1,000	$1,000
Forgiveable Loan Expense						
Grants Awarded						
Bad Debt Expense						
Misc Expenses						
Total Expenditures	**($9,015)**	**$201**	**$1,000**	**$0**	**$1,000**	**$1,000**
Net Operating Gain(Loss)	**$11,939**	**$253,446**	**$2,000**	**$0**	**$2,000**	**$2,000**
Fund Balance:						
Fund Balance Beginning of Year	$489,437	$501,376	$754,822	$756,822	$756,822	$758,822
Fund Balance End of Year	$501,376	$754,822	$756,822	$756,822	$758,822	$760,822
Fund Balance Detail:						
Fund Balance-Assigned for Outstanding Loans	**$199,054**	**$207,087**	**$207,087**	**$207,087**	**$242,408**	**$250,000**
Fund Balance-Unassigned	$302,322	$547,735	$549,735	$549,735	$516,414	$510,822

*Provides financial assistance in the form of loans or grants for improvements within 1/2 mile of TID 7 (Summit Place) boundary

CITY OF WEST ALLIS
2019 BUDGET
TID 11 Area Rehab and Assistance Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Interest Revenue			$1,000			$1,000
Misc Revenue		50				
Operating Transfers In	500,000					
Total Revenues	**$500,000**	**$50**	**$1,000**	**$0**	**$0**	**$1,000**
EXPENDITURES						
Loan Administration			$20,000		$10,000	$20,000
Forgiveable Loan Expense						
Grants Awarded						
Bad Debt Expense						
Misc Expenses		3				$5,000
Total Expenditures	**$0**	**$3**	**$20,000**	**$0**	**$10,000**	**$25,000**
Net Operating Gain(Loss)	**$500,000**	**$47**	**($19,000)**	**$0**	**($10,000)**	**($24,000)**
Fund Balance:						
Fund Balance Beginning of Year	$0	$500,000	$500,047	$481,047	$481,047	$471,047
Fund Balance End of Year	$500,000	$500,047	$481,047	$481,047	$471,047	$447,047
Fund Balance Detail:						
Fund Balance-Assigned for Outstanding Loans	$13,397	$34,584	$34,584	$34,584	$77,041	$127,041
Fund Balance-Unassigned	$486,603	$465,463	$446,463	$446,463	$394,006	$320,006

*Provides financial assistance in the form of loans or grants for improvements within 1/2 mile of TID 11 (84th & Greenfield) boundary

CITY OF WEST ALLIS
2019 BUDGET
TID 14 Area Rehab and Assistance Fund

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Interest Revenue						$1,000
Misc Revenue						$500
Operating Transfers In	500,000	0				
Total Revenues	**$500,000**	**$0**	**$0**	**$0**	**$0**	**$1,500**
EXPENDITURES						
Loan Administration			$10,000			$10,000
Forgiveable Loan Expense			450,000		30,000	$30,000
Grants Awarded		36,416			30,000	$30,000
Bad Debt Expense						$0
Misc Expenses						$0
Total Expenditures	**$0**	**$36,416**	**$460,000**	**$0**	**$60,000**	**$40,000**
Net Operating Gain(Loss)	**$500,000**	**($36,416)**	**($460,000)**	**$0**	**($60,000)**	**($38,500)**
Fund Balance:						
Fund Balance Beginning of Year	$0	$500,000	$463,584	$3,584	$463,584	$403,584
Fund Balance End of Year	$500,000	$463,584	$3,584	$3,584	$403,584	$365,084
Fund Balance Detail:						
Fund Balance-Assigned for Outstanding Loans		$0	$0	$0	$0	$0
Fund Balance-Unassigned		$463,584	$3,584	$3,584	$403,584	$365,084

*Provides financial assistance in the form of loans or grants for improvements within 1/2 mile of TID 14 (68th & Mitchell) boundary

CITY OF WEST ALLIS
2019 BUDGET
FIRE - FIRST RING INDUSTRIAL REDEVELOPMENT ENTERPRISE

	2016 Actual	2017 Actual	2018 Budget	2018 Adj. Budget	2018 Estimated	2019 Budget
REVENUES						
Fees	$4,125,132	$3,214,475	$1,500,000	$1,500,000	$1,500,000	$1,000,000
Interest	352,189	330,819	0	0	16,000	0
Total Revenues	**$4,477,321**	**$3,545,294**	**$1,500,000**	**$1,500,000**	**$1,516,000**	**$1,000,000**
EXPENDITURES						
Accounting/Development Projects	$827,077	$3,763,664	$500,000	$500,000	$1,527,800	$1,350,000
Other Charges			1,000,000	1,000,000	0	250,000
Total Expenditures	**$827,077**	**$3,763,664**	**$1,500,000**	**$1,500,000**	**$1,527,800**	**$1,600,000**
Net Operating Gain(Loss)	**$3,650,244**	**($218,370)**	**$0**	**$0**	**($11,800)**	**($600,000)**
Fund Balance						
Fund Balance Beginning of Year	$7,726,405	$11,376,649	$11,158,279	$11,158,279	$11,158,279	$11,146,479
Fund Balance End of Year	$11,376,649	$11,158,279	$11,158,279	$11,158,279	$11,146,479	$10,546,479

NOTE: This information is presented for information only. FIRE is a component unit of the City so these amounts are not included in the total city budget.

2019 Budget & Action Plan

Capital Improvements
Revenues and Expenditures

CITY OF WEST ALLIS
2019 BUDGET
CAPITAL IMPROVEMENT PROGRAM

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 CIP	2019 Projects Funded by General Fund	2019 Projects Funded by Capital Project Fund	2019 Projects Funded by Utility Funds
Funding Source								
Operating Budget	$ 676,611	$ 1,624,217	$ 1,802,882	$ 1,802,882	$ 896,100	$ 896,100	$ -	$ -
Budget Carryover	$ -	$ -	$ 723,500	$ 1,173,500	$ 102,851	$ 102,851	$ -	$ -
Capital Improvement Funds-Remainder	$ -	$ -	$ 118,000	$ 118,000	$ -	$ -	$ -	$ -
Reserves/Capital Accumulation Funds	$ 863,260	$ 2,442,125	$ 988,207	$ 888,207	$ 765,000	$ -	$ 765,000	$ -
Ordinance Authorized Streets Bonding	$ 2,750,000	$ 2,750,000	$ 2,750,000	$ 2,750,000	$ 2,750,000	$ -	$ 2,750,000	$ -
Other Bonding	$ -	$ -	$ 475,000	$ -	$ 482,400	$ -	$ 482,400	$ -
Other /TBD	$ -	$ -	$ -	$ -	$ 1,432,004	$ -	$ 1,432,004	$ -
Utilities Budget/Utility Bonding	$ -	$ -	$ -	$ -	$ 6,303,160	$ -	$ -	$ 6,303,160
Total Revenues	**$ 4,289,871**	**$ 6,816,342**	**$ 6,857,589**	**$ 6,732,589**	**$ 12,731,515**	**$ 998,951**	**$ 5,429,404**	**$ 6,303,160**
EXPENDITURES								
Capital Outlay-Streets & Related Infrastructure	$ 4,177,946	$ 4,374,217	$ 4,025,000	$ 3,825,000	$ 3,357,400	$ -	$ 3,357,400	$ -
Capital Outlay - Parks	$ 58,705	$ 374,993	$ -	$ -	$ 150,000	$ -	$ 150,000	$ -
Capital Outlay-Public Property Improvements	$ 53,220	$ 874,212	$ 968,207	$ 868,207	$ 1,186,055	$ 52,851	$ 1,133,204	$ -
Capital Outlay-Major Equipment/Vehicles	$ -	$ 1,179,019	$ 1,864,382	$ 1,839,382	$ 1,734,900	$ 946,100	$ 788,800	$ -
Capital Outlay-Other	$ -	$ 13,901	$ -	$ -	$ -	$ -	$ -	$ -
Capital Purchases-Utilities	$ -	$ -	$ -	$ -	$ 6,303,160			$ 6,303,160
Total Expenditures	**$ 4,289,871**	**$ 6,816,342**	**$ 6,857,589**	**$ 6,532,589**	**$ 12,731,515**	**$ 998,951**	**$ 5,429,404**	**$ 6,303,160**

2018 Capital Improvement Program	**$ 6,857,589**

2019 Capital Improvement Program	**$ 12,731,515**

*** 2019 Draft CIP - $17,136,415 - currently includes $4,404,900 of unfunded facility related projects not included above - Capital Improvement Subcommittee will begin analyzing on 10/1/18**

CITY OF WEST ALLIS

DRAFT
CAPITAL IMPROVEMENT PROGRAM

2019

27-Sep-18

2019 CIP - Requests as of 9/27/18						CITY COST - POTENTIAL FUNDING SOURCES									
	Department	Project Total	Assessments	Other Funding	City Cost	2019 Operating Budget	2018 Budget/ Carryover	2018 Capital Funds	Reserves / Capital/Other Funds	Ordinance Authorized Streets	Other Bonding	Utility Funds / Utility Bonding	No Funding Source Identified	REFERRED TO THE FACILITY SUBCOMMITTEE	Exhibit Reference
Public Infrastructure Streets															
S. 55 St.: W. Mobile St. to W. Electric Ave.	Engineering	$196,000	$75,000	$0	$121,000					$121,000					A-1
S. 58 St.: W. National Ave. to W. Greenfield Ave.	Engineering	$131,000	$63,000	$0	$68,000					$68,000					A-1
S. 80 S: W. Greenfield Ave. to W. National Ave.	Engineering	$638,000	$244,000	$118,500	$275,500					$275,500					A-1
S. 116 St.: W. Greenfield Ave. to Union Pacific RR	Engineering	$535,000	$258,000	$0	$277,000					$277,000					A-1
W. Grant St.: S. 60 St. to W. Beloit Rd.	Engineering	$540,000	$83,000	$0	$457,000					$457,000					A-1
WisDOT Let: W. National Ave.: S. 62 St. to S. 65 St. **(Engineering Only)**	Engineering	$150,000	$0	$85,000	$65,000					$65,000					A-1
S. 113 St.: W. Greenfield Ave. to W. Lapham St.	Engineering	$206,000	$124,000	$0	$82,000					$82,000					A-1
S. 86 St.: W. Cleveland Ave. to S. Osage Ave.	Engineering	$328,000	$125,000	$0	$203,000					$203,000					A-1
S. Dakota Ave.: S. Osage Ave. to S. Orleans Ave.	Engineering	$213,000	$81,000	$0	$132,000					$132,000					A-1
S. 80 St.: W. Grant St. to W. Lincoln Ave.	Engineering	$180,000	$69,000	$0	$111,000					$111,000					A-1
WisDOT Let: W. National Ave.: S. 92 St. to S. 95 St. **(Construction Only)**	Engineering	$843,000	$156,100	$674,400	$12,500					$12,500					A-1
WisDOT Let: W. National Ave.: S. 76 St. to S. 82 St. **(Engineering Only)**	Engineering	$150,000	$0	$120,000	$30,000					$30,000					A-1
										$0					
S. 59 St.: W. Mobile St. to W. Lincoln Ave.	Engineering	$361,000	$138,000	$0	$223,000					$223,000					A-1
S. 75 St.: North of W. Walker St. to W. Washington St.	Engineering	$327,000	$125,000	$0	$202,000					$202,000					A-1
W. Cleveland Ave.: S. 72 St. to S. 76 St.	Engineering	$276,000	$151,000	$0	$125,000					$125,000					A-1
S. 87 St.: W. Harrison Ave. to Dead End	Engineering	$74,000	$28,000	$0	$46,000					$46,000					A-1
WisDOT Let: Lincoln Ave.: S. 71 St. to S. 84 St. Traffic Signals **(Engineering Only)**	Engineering	$250,000	$0	$250,000	$0					$0					A-1
WisDOT Let: W. Beloit Rd.: S. 60 St. to W. Lincoln Ave. **(Engineering Only)**	Engineering	$250,000	$0	$85,000	$165,000					$165,000					A-1
Section Total-Streets		**$5,648,000**	**$1,720,100**	**$1,332,900**	**$2,595,000**	**$0**	**$0**	**$0**	**$0**	**$2,595,000**	**$0**	**$0**	**$0**	**$0**	
Public Infrastructure Improvements - Streets Related															
WisDOT Let: W. National Ave.: S. 92 St. to S. 95 St. **(Streetscaping Only)**	Engineering	$277,000	$0	$221,600	$55,400					**$55,400**					A-1
Pavement Patching and Repair	Engineering	$250,000	$0	$0	$250,000					**$99,600**	**$150,400**				A-1
ALLEYS															
S. 91 St. - S. 92 St.: W. Montana Ave. to W. Dakota St.	Engineering	$109,000	64,000	$0	$45,000						**$45,000**				A-1
S. 90 St. - S. 91 St.: W. Rogers St. - W. Becher St.	Engineering	$14,000	7,000	$0	$7,000						**$7,000**				A-1
S. 94 St. - S. 96 St.: W. Harding Pl. - W. Cleveland Ave.	Engineering	$85,000	49,000	$0	$36,000						**$36,000**				A-1
S. 77 St. - S. 78 St.: Union Pacific Railroad - W. Hicks St.	Engineering	$63,000	33,000	$0	$30,000						**$30,000**				A-1
S. 58 St. - S. 59 St.: W. Mitchell St. - W. Burnham St.	Engineering	$77,000	41,000	$0	$36,000						**$36,000**				A-1
S. 60 St. - S. 61 St.: W. Greenfield Ave. - W. Orchard St.	Engineering	$18,000	9,000	$0	$9,000						**$9,000**				A-1
Section Total-Streets Related		**$893,000**	**$203,000**	**$221,600**	**$468,400**	**$0**	**$0**	**$0**	**$0**	**$155,000**	**$313,400**	**$0**	**$0**	**$0**	
Public Infrastructure Improvements - Other															
Bike and Pedestrian Infrastructure	Comm Dev	$25,000	$0	$0	$25,000				$25,000						A-2
RR Bridge Maintenance	Comm Dev	$100,000	$0	$0	$100,000				$100,000						A-3
Section Total-Other		**$125,000**	**$0**	**$0**	**$125,000**	**$0**	**$0**	**$0**	**$125,000**	**$0**	**$0**	**$0**	**$0**	**$0**	
Public Infrastructure Improvements - Storm Water Utility															
S. 55 St.: W. Mobile St. to W. Electric Ave.	Engineering	$82,100	$0	$0	$82,100							$82,100			A-1
S. 58 St.: W. National Ave. to W. Greenfield Ave.	Engineering	$11,000	$0	$0	$11,000							$11,000			A-1
S. 80 S: W. Greenfield Ave. to W. National Ave.	Engineering	$271,700	$0	$0	$271,700							$271,700			A-1
S. 116 St.: W. Greenfield Ave. to Union Pacific RR	Engineering	$50,000	$0	$0	$50,000							$50,000			A-1
W. Grant St.: S. 60 St. to W. Beloit Rd.	Engineering	$186,800	$0	$0	$186,800							$186,800			A-1
S. 113 St.: W. Greenfield Ave. to W. Lapham St.	Engineering	$11,700	$0	$0	$11,700							$11,700			A-1
S. 86 St.: W. Cleveland Ave. to S. Osage Ave.	Engineering	$124,300	$0	$0	$124,300							$124,300			A-1
S. Dakota Ave.: S. Osage Ave. to S. Orleans Ave.	Engineering	$98,800	$0	$0	$98,800							$98,800			A-1
S. 80 St.: W. Grant St. to W. Lincoln Ave.	Engineering	$65,600	$0	$0	$65,600							$65,600			A-1
WisDOT Let: W. National Ave.: S. 92 St. to S. 95 St. **(Construction Only)**	Engineering	$153,700	$0	$122,960	$30,740							$30,740			A-1
S. 59 St.: W. Mobile St. to W. Lincoln Ave.	Engineering	$173,200	$0	$0	$173,200							$173,200			A-1
S. 75 St.: North of W. Walker St. to W. Washington St.	Engineering	$161,800	$0	$0	$161,800							$161,800			A-1
W. Cleveland Ave.: S. 72 St. to S. 76 St.	Engineering	$17,200	$0	$0	$17,200							$17,200			A-1
S. 87 St.: W. Harrison Ave. to Dead End	Engineering	$7,000	$0	$0	$7,000							$7,000			A-1
ALLEYS															
S. 91 St. - S. 92 St.: W. Montana Ave. to W. Dakota St.	Engineering	$50,600	$0	$0	$50,600							$50,600			A-1
S. 90 St. - S. 91 St.: W. Rogers St. - W. Becher St.	Engineering	$10,600	$0	$0	$10,600							$10,600			A-1

2019 CIP - Requests as of 9/27/18						CITY COST - POTENTIAL FUNDING SOURCES									
	Department	Project Total	Assessments	Other Funding	City Cost	2019 Operating Budget	2018 Budget/ Carryover	2018 Capital Funds	Reserves / Capital/Other Funds	Ordinance Authorized Streets	Other Bonding	Utility Funds / Utility Bonding	No Funding Source Identified	REFERRED TO THE FACILITY SUBCOMMITTEE	Exhibit Reference
S. 94 St. - S. 96 St.: W. Harding Pl. - W. Cleveland Ave.	Engineering	$44,400	$0	$0	$44,400							$44,400			A-1
S. 77 St. - S. 78 St.: Union Pacific Railroad - W. Hicks St.	Engineering	$33,300	$0	$0	$33,300							$33,300			A-1
S. 58 St. - S. 59 St.: W. Mitchell St. - W. Burnham St.	Engineering	$44,800	$0	$0	$44,800							$44,800			A-1
S. 60 St. - S. 61 St.: W. Greenfield Ave. - W. Orchard St.	Engineering	$8,300	$0	$0	$8,300							$8,300			A-1
Other Major Projects															
Pavement Patching and Repair	Engineering	$10,000	$0	$0	$10,000							$10,000			A-1
Private Property Inflow & Infiltration (PPI/I) Reduction Program	Engineering	$1,700,000	$0	$1,700,000	$0										A-1
Sewer Televising	Engineering	$25,000	$0	$0	$25,000							$25,000			A-1
Storm Sewer Relay - Various Locations	Engineering	$0	$0	$0	$0										A-1
Parking Lot Improvements (S. 72 St. - S. 73 St.; W. Madison St. - W. Greenfield Ave. Lot)	Engineering	$374,440	$0	$224,440	$150,000							$150,000			A-1
Parking Lot Improvements (City Hall 7525 W. Greenfield Ave. Lot)	Engineering	$6,200	$0	$0	$6,200							$6,200			A-1
Parking Lot: Library @ 7421 W National Avenue	Engineering	$355,040	$0	$192,720	$162,320							$162,320			A-1
Storm Sewer Catch Basin Cleaning	Public Works	$120,000	$0	$0	$120,000							$120,000			A-4
Section Total-Storm Water		**$4,197,580**	**$0**	**$2,240,120**	**$1,957,460**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,957,460**	**$0**	**$0**	
Public Infrastructure Improvements - Water Utility															
S. 55 St.: W. Mobile St. to W. Electric Ave.	Engineering	$189,820	$36,960	$36,960	$115,900							$115,900			A-1
S. 58 St.: W. National Ave. to W. Greenfield Ave.	Engineering	$103,200	$19,450	$19,450	$64,300							$64,300			A-1
S. 80 S: W. Greenfield Ave. to W. National Ave.	Engineering	$615,680	$141,990	$141,990	$331,700							$331,700			A-1
S. 116 St.: W. Greenfield Ave. to Union Pacific RR	Engineering	$5,000	$0	$0	$5,000							$5,000			A-1
W. Grant St.: S. 60 St. to W. Beloit Rd.	Engineering	$157,400	$0	$0	$157,400							$157,400			A-1
S. 113 St.: W. Greenfield Ave. to W. Lapham St.	Engineering	$1,200	$0	$0	$1,200							$1,200			A-1
S. 86 St.: W. Cleveland Ave. to S. Osage Ave.	Engineering	$3,500	$0	$0	$3,500							$3,500			A-1
S. Dakota Ave.: S. Osage Ave. to S. Orleans Ave.	Engineering	$3,500	$0	$0	$3,500							$3,500			A-1
S. 80 St.: W. Grant St. to W. Lincoln Ave.	Engineering	$153,500	$38,900	$38,900	$75,700							$75,700			A-1
WisDOT Let: W. National Ave.: S. 92 St. to S. 95 St. **(Construction Only)**	Engineering	$252,800	$21,400	$21,400	$210,000							$210,000			A-1
S. 59 St.: W. Mobile St. to W. Lincoln Ave.	Engineering	$457,020	$112,810	$112,810	$231,400							$231,400			A-1
S. 75 St.: North of W. Walker St. to W. Washington St.	Engineering	$446,020	$114,760	$114,760	$216,500							$216,500			A-1
W. Cleveland Ave.: S. 72 St. to S. 76 St.	Engineering	$11,500	$0	$0	$11,500							$11,500			A-1
S. 87 St.: W. Harrison Ave. to Dead End	Engineering	$500	$0	$0	$500							$500			A-1
Other Major Projects															
Pavement Patching and Repair	Engineering	$2,500	$0	$0	$2,500							$2,500			A-1
Water Main Relay	Engineering	$100,000	$0	$0	$100,000							$100,000			A-1
Section Total-Water		**$2,503,140**	**$486,270**	**$486,270**	**$1,530,600**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,530,600**	**$0**	**$0**	
Public Infrastructure Improvements - Sanitary Sewer Utility															
S. 55 St.: W. Mobile St. to W. Electric Ave.	Engineering	$140,600	$0	$0	$140,600							$140,600			A-1
S. 58 St.: W. National Ave. to W. Greenfield Ave.	Engineering	$31,500	$0	$0	$31,500							$31,500			A-1
S. 80 S: W. Greenfield Ave. to W. National Ave.	Engineering	$398,400	$0	$0	$398,400							$398,400			A-1
S. 116 St.: W. Greenfield Ave. to Union Pacific RR	Engineering	$25,000	$0	$0	$25,000							$25,000			A-1
W. Grant St.: S. 60 St. to W. Beloit Rd.	Engineering	$43,200	$0	$0	$43,200							$43,200			A-1
S. 113 St.: W. Greenfield Ave. to W. Lapham St.	Engineering	$5,600	$0	$0	$5,600							$5,600			A-1
S. 86 St.: W. Cleveland Ave. to S. Osage Ave.	Engineering	$196,900	$0	$0	$196,900							$196,900			A-1
S. Dakota Ave.: S. Osage Ave. to S. Orleans Ave.	Engineering	$152,300	$0	$0	$152,300							$152,300			A-1
S. 80 St.: W. Grant St. to W. Lincoln Ave.	Engineering	$109,500	$0	$0	$109,500							$109,500			A-1
WisDOT Let: W. National Ave.: S. 92 St. to S. 95 St. **(Construction Only)**	Engineering	$335,000	$0	$0	$335,000							$335,000			A-1
S. 59 St.: W. Mobile St. to W. Lincoln Ave.	Engineering	$256,400	$0	$0	$256,400							$256,400			A-1
S. 75 St.: North of W. Walker St. to W. Washington St.	Engineering	$193,100	$0	$0	$193,100							$193,100			A-1
W. Cleveland Ave.: S. 72 St. to S. 76 St.	Engineering	$7,600	$0	$0	$7,600							$7,600			A-1
S. 87 St.: W. Harrison Ave. to Dead End	Engineering	$1,000	$0	$0	$1,000							$1,000			A-1
Alleys															
S. 91 St. - S. 92 St.: W. Montana Ave. to W. Dakota St.	Engineering	$33,600	$0	$0	$33,600							$33,600			A-1
S. 77 St. - S. 78 St.: Union Pacific Railroad - W. Hicks St.	Engineering	$32,900	$0	$0	$32,900							$32,900			A-1
Other Major Projects															
Pavement Patching and Repair	Engineering	$5,000	$0	$0	$5,000							$5,000			A-1
Sewer Televising	Engineering	$75,000	$0	$0	$75,000							$75,000			A-1

2019 CIP - Requests as of 9/27/18						CITY COST - POTENTIAL FUNDING SOURCES									
	Department	Project Total	Assessments	Other Funding	City Cost	2019 Operating Budget	2018 Budget/ Carryover	2018 Capital Funds	Reserves / Capital/Other Funds	Ordinance Authorized Streets	Other Bonding	Utility Funds / Utility Bonding	No Funding Source Identified	REFERRED TO THE FACILITY SUBCOMMITTEE	Exhibit Reference
Sanitary Relay - Various Areas	Engineering	$500,000	$0	$0	$500,000							$500,000			A-1
Sanitary Manhole Repair/Replacement	Public Works	$30,000	$0	$0	$30,000							$30,000			A-5
Section Total-Sewer		**$2,572,600**	**$0**	**$0**	**$2,572,600**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,572,600**	**$0**	**$0**	
Public Infrastructure Improvements - Sidewalks															
10 Year Sidewalk Program		$219,000	$50,000	$0	$169,000						$169,000				A-1
Section Total - Sidewalks		**$219,000**	**$50,000**	**$0**	**$169,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$169,000**	**$0**	**$0**	**$0**	
Park Improvements															
Kopperud Park Improvements	Comm Dev	$150,000	$0	$0	$150,000				$150,000						A-6
Section Total-Parks		**$150,000**	**$0**	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$0**	
Public Property Improvements - Non-Utility															
Public Works															
Municipal Yard Improvements - Design	Public Works	TBD	$0	$0	TBD									TBD	No Attachment
Parking Lot Improvements (S. 72 St. - S. 73 St.; W. Madison St. - W. Greenfield Ave. Lot)	Engineering	$200,000	$0	$0	$200,000								$200,000		A-1
Parking Lot Improvements (City Hall 7525 W. Greenfield Ave. Lot)	Engineering	$30,000	$0	$0	$30,000								$30,000		A-1
Fuel Pits for Fueling Station at DPW	Public Works	$30,000	$0	$0	$30,000								$30,000		A-7
Low Pressure Sodium Bulb Replacements for Street Lights-CHANGE PROJECT/KEEP FUNDI	PW/Electrical	$200,000	$0	$0	$200,000								$200,000		A-8
Traffic Controllers-Start W/2 Per Year (Original Request - $355,274)	PW/Electrical	$20,000	$0	$0	$20,000	$20,000									A-9
Traffic Lights	PW/Electrical	$124,904	$0	$0	$124,904								$124,904		A-10
Replacement of Induction Lighting (to LED)	PW/Electrical	$13,851	$0	$0	$13,851		$13,851								A-11
MUNICIPAL YARD - Overhead Garage Door	PW/Building & Sign	$10,000	$0	$0	$10,000									$10,000	A-12
Transfer Station Improvements	Public Works	$1,000,000	$0	$0	$1,000,000									$1,000,000	No Attachment
Liberty Heights Park Roof	PW/Parks	$30,000	$0	$0	$30,000									$30,000	
Police															
Evidence Vehicle Storage (Pole Barn)	Police	TBD	$0	$0	TBD									TBD	A-13
Police Department Electrical Panel	PW/Police	$5,500	$0	$0	$5,500		$5,500								
Roof - Sally Port	PW/Police	$200,000	$0	$0	$200,000									$200,000	
Substation Roof	PW/Police	$150,000	$0	$0	$150,000									$150,000	
Generator	PW/Police	$350,000	$0	$0	$350,000									$350,000	
Health															
Fan (Roof)	PW/Health	$5,000	$0	$0	$5,000		$5,000								
Senior Center															
Emergency Electrical Panel	PW/Senior Center	$3,500	$0	$0	$3,500		$3,500								
Library															
Parking Lot: Library @ 7421 W National Avenue	Engineering/Library	$248,300	$0	$0	$248,300								$248,300		A-1
Library Windows	PW/Building & Sign	$5,000	$0	$0	$5,000	$5,000									A-14
Tuck Pointing	PW/Building & Sign	$90,000	$0	$0	$90,000									$90,000	
Fire															
Roof - Fire Station #2	PW/Fire	$150,000	$0	$0	$150,000									$150,000	
Generator at Fire Station #2	Engineering/Fire	$160,000	$0	$0	$160,000									$160,000	A-15
Apparatus Floor Refinishing-Fire Station #1	Fire	$27,900	$0	$0	$27,900									$27,900	A-16
HVAC Replacement - Fire Station #3	Fire	$275,000	$0	$0	$275,000									$275,000	A-17
Carpet Replacement - All Three Stations and Administration Building	Fire	$65,000	$0	$0	$65,000									$65,000	A-18
Underbody Flush System	Fire	$72,000	$0	$0	$72,000									$72,000	A-19
Information Technology															
HVAC Retrofit	PW/Building & Sign	$175,000	$0	$0	$175,000									$175,000	A-20
General															
City Hall Remodel	General	$750,000	$0	$0	$750,000									$750,000	No Attachment
General Facility Replacements-Per 2018 Facilities Plan	General	TBD	$0	$0	TBD									TBD	No Attachment
Farmer's Market Lead Paint Remediation	General/CDBG	$750,000	$0	$0	$750,000									$750,000	No Attachment
Community Development															
Dog Park	Comm Dev	$100,000	$0	$40,000	$60,000								$60,000		A-21

2019 CIP - Requests as of 9/27/18						CITY COST - POTENTIAL FUNDING SOURCES									
	Department	Project Total	Assessments	Other Funding	City Cost	2019 Operating Budget	2018 Budget/ Carryover	2018 Capital Funds	Reserves / Capital/Other Funds	Ordinance Authorized Streets	Other Bonding	Utility Funds / Utility Bonding	No Funding Source Identified	REFERRED TO THE FACILITY SUBCOMMITTEE	Exhibit Reference
Burnham Point Streetscape	Comm Dev	$150,000	$0	$0	$150,000				$150,000						A-22
Boulevard & Gateway Improvements	Comm Dev	$50,000	$0	$0	$50,000									$50,000	A-23
Beloit Road Senior Housing (Funded by Beloit Road, LLC)	Comm Dev	$40,000	$0	$0	$40,000				$40,000						A-24
Downtown Banner Poles	Comm Dev	$50,000	$0	$0	$50,000								$50,000		A-25
Section Total-Property Improvement		**$5,530,955**	**$0**	**$40,000**	**$5,490,955**	**$25,000**	**$27,851**	**$0**	**$190,000**	**$0**	**$0**	**$0**	**$943,204**	**$4,304,900**	
Public Property Improvements - Utility															
WATER															
Pumping Station Update	PW/Water Utility	$100,000	$0	$0	$100,000									$100,000	A-26
SEWER															
		$0	$0	$0	$0										
STORM															
		$0	$0	$0	$0										
Section Total - Property Improvements-Utility		**$100,000**	**$0**	**$0**	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**	
Major Equipment/Vehicles - Non-Utility															
Public Works															
Asset Management / Work Order System (2018 - 2023 Total = $750,000)	Public Works	$300,000	$0	$0	$300,000				**$300,000**						A-27
Cable Fault Locator	PW/Electrical	$26,000	$0	$0	$26,000	$26,000									A-28
Emerald Ash Borer Pre-Emptive Removal Street Tree Replacement Planting	PW/Forestry	$18,000	$0	$0	$18,000	$18,000									A-29
Boulevard Landscape Bed Consolidation	PW/Forestry	$13,700	$0	$0	$13,700								$13,700		A-30
11 Ft. Poly Truck Plows (2)	PW/Fleet	$25,000	$0	$0	$25,000	$25,000									A-31
2003 Concrete Saw - #2698	PW/Fleet	$36,000	$0	$0	$36,000	$36,000									A-31
2000 Refuse Packer - #813	PW/Fleet	$260,000.00	$0	$0	$260,000	$260,000									A-31
2008 Wing Blade - #2469	PW/Fleet	$15,500.00	$0	$0	$15,500	$15,500									A-31
2009 Wing Blade - #2470	PW/Fleet	$15,500.00	$0	$0	$15,500	$15,500									A-31
2002 Directional Drill Rig - #1666	PW/Fleet	$198,000.00	$0	$0	$198,000	$198,000									A-31
Police															
Investigative Squads (replace 2 per year)	Police	$50,000	$0	$0	$50,000								$50,000		A-32
Marked Squads (replace 6 per year)	Police	$240,000	$0	$0	$240,000	$240,000									A-33
Fingerprint Capture Systems	Police	$30,100	$0	$0	$30,100								$30,100		A-34
Communications															
		$0	$0	$0	$0										
Information Technology															
Internet Infrastructure - Improve Internet Resiliency	IT	$20,000	$0	$0	$20,000								$20,000		A-36
Upgrade Phone Wiring Infrastructure	IT	$45,000	$0	$0	$45,000								$45,000		A-37
Security Camera Replacement - Citywide	IT	$30,000	$0	$0	$30,000								$30,000		A-38
City Hall															
Virtual City Hall Software Solution	General	$300,000	$0	$0	$300,000								$300,000		No Attachment
Fire															
Reserve Aerial Truck (Moved to 2018 per Council Approval R-2018-0606)	Fire	$75,000	$0	$0	$75,000		$75,000								A-39
Staff Car	Fire	$37,100	$0	$0	$37,100	$37,100									A-40
Section Total-Equipment/Vehicles-Non-Utility		**$1,734,900**	**$0**	**$0**	**$1,734,900**	**$871,100**	**$75,000**	**$0**	**$300,000**	**$0**	**$0**	**$0**	**$488,800**	**$0**	
Major Equipment/Vehicles - Utility															
WATER UTILITY															
Meters & Hydrants	PW/Water Utility	$150,000	$0	$0	$150,000							$150,000			A-42
GVW Pick-Up Truck (replacing unit purchased in 2009)	PW/Water Utility	$27,500	$0	$0	$27,500							$27,500			A-43
SEWER UTILITY															
		$0	$0	$0	$0							$0			
STORM WATER UTILITY															
		$0	$0	$0	$0							$0			
SOLID WASTE UTILITY															

2019 CIP - Requests as of 9/27/18						CITY COST - POTENTIAL FUNDING SOURCES									
	Department	Project Total	Assessments	Other Funding	City Cost	2019 Operating Budget	2018 Budget/ Carryover	2018 Capital Funds	Reserves / Capital/Other Funds	Ordinance Authorized Streets	Other Bonding	Utility Funds / Utility Bonding	No Funding Source Identified	REFERRED TO THE FACILITY SUBCOMMITTEE	Exhibit Reference
Containers (5)	PW/Fleet	$65,000	$0	$0	$65,000							$65,000			A-44
Section Total-Equipment/Vehicles-Utility		**$242,500**	**$0**	**$0**	**$242,500**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$242,500**	**$0**	**$0**	
Tax Increment Financing (TIF) Districts Improvements															
TIF Improvements - TBD		$0	$0	$0	$0							$0			
Section Total-TIF Improvements		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	
2019 CIP Total		**$23,916,675**	**$2,459,370**	**$4,320,890**	**$17,136,415**	**$896,100**	**$102,851**	**$0**	**$765,000**	**$2,750,000**	**$482,400**	**$6,303,160**	**$1,432,004**	**$4,404,900**	

Department	Director	Fund and Dept. Group
Capital Improvement Program	Capital Improvement Committee, Pete Daniels, Dave Wepking, Peggy Steeno, Rebecca Grill	350-60
Mission/Overview		
Develop and recommend an annual plan based on capital budget requests submitted by City departments by prioritizing based in part on project ability to achieve Strategic Plan Goals, relationship with other capital project, relationship to other Common Council adopted plan, and the ability of the project funding to fit within the City's funding and debt service limitations per the fiscal policies.		

CITY OF WEST ALLIS
2017 BUDGET
CAPITAL PROJECTS FUND-TID'S

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
REVENUES					
Sale of Land/Property Taxes					
- TID #5 (6 Points)	$668,917	$664,548	$642,702	$673,624	$699,900
- TID #6 (Juneau Highlands)	$17	$17	$17	$18	$131,320
- TID #7 (Summit Place)	$1,649,646	$1,989,321	$1,969,647	$2,045,716	$2,039,800
- TID #9 (Pioneer)	$269,658	$273,231	$269,326	$282,318	$294,650
- TID #10 (Yellow Freight)	$0	$168,353	$232,260	$243,334	$243,900
- TID #11 (84th Street)	$534	$254,281	$113,790	$119,152	$192,300
- TID #12 (Teledyne)	$0	$0	$0	$0	$0
- TID #13 (Home Juice)	$0	$0	$0	$0	$0
- TID #14 (68TH & Mitchell)	$0	$0	$0	$0	$0
- TID #15 (The Market)	$0	$0	$0	$0	$21,700
- TID #16 (West Quarter-70th St Corridor)	$0	$0	$0	$0	$0
Proceeds of Bonds	$0	$0	$0	$0	$0
- TID #5 (6 Points)	$0	$0	$0	$0	$0
- TID #6 (Juneau Highlands)	$0	$0	$0	$0	$0
- TID #7 (Summit Place)	$0	$0	$0	$0	$0
- TID #9 (Pioneer)	$0	$0	$0	$0	$0
- TID #10 (Yellow Freight)	$0	$0	$0	$0	$0
- TID #11 (84th Street)	$0	$0	$2,500,000	$5,000,000	$0
- TID #12 (Teledyne)	$0	$0	$0	$0	$0
- TID #13 (Home Juice)	$0	$0	$0	$0	$0
- TID #14 (68TH & Mitchell)	$0	$0	$0	$587,105	$2,600,000
- TID #15 (The Market)	$0	$0	$4,500,000	$4,000,000	$0
- TID #16 (West Quarter-70th St Corridor)	$0	$0	$0	$5,000,000	$1,500,000
Miscellaneous Revenue	$0	$0	$0	$0	$0
- TID #2 (VETS)	$0	$0	$0	$0	$0
- TID #2 (QUAD)	$0	$0	$0	$0	$0
- TID #5 (6 Points)	$0	$3,523,323	$3,000,000	$1,000,000	$1,000,000
- TID #6 (Juneau Highlands)	$0	$12,000	$0	$0	$0
- TID #7 (Summit Place)	$216,976	$1,258,979	$216,976	$336,976	$336,976
- TID #9 (Pioneer)	$0	$0	$0	$0	$0
- TID #10 (Yellow Freight)	$0	$0	$0	$0	$0
- TID #11 (84th Street)	$11,510	$45,199	$0	$12,500	$0
- TID #12 (Teledyne)	$0	$0	$0	$0	$0
- TID #13 (Home Juice)	$0	$3,662	$0	$0	$0
- TID #14 (68TH & Mitchell)	$0	$0	$0	$0	$0
- TID #15 (The Market)	$0	$0	$3,114,063	$2,700,000	$0
- TID #16 (West Quarter-70th St Corridor)	$0	$0	$0	$0	$0
Total Revenues	**$2,817,258**	**$8,192,914**	**$16,558,781**	**$22,000,743**	**$9,060,546**

CITY OF WEST ALLIS
2017 BUDGET
CAPITAL PROJECTS FUND-TID'S

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
EXPENDITURES					
Capital Outlay - TID #2 (VETS)	$0	$0	$0	$0	$0
Capital Outlay - TID #3 (QUAD)	$0	$0	$0	$0	$0
Capital Outlay - TIF #4 (113th)	$0	$0	$0	$0	$0
Capital Outlay - TID #5 (6 PTS)	$184,068	$44,174	$150	$65,000	$65,000
Capital Outlay - TID #6 (Juneau Highlands)	$68,280	$33,009	$5,150	$20,000	$30,000
Capital Outlay - TID #7 (Summit)	$368,239	$418,711	$500,150	$500,150	$500,150
Capital Outlay - TID #9 (Pioneer)	$1,095	$443	$150	$750	$750
Capital Outlay - TID #10 (Yellow Freight)	$5,608	$1,259	$150	$1,500	$1,500
Capital Outlay - TID #11 (84th Street)	$1,080,085	$39,477	$2,525,000	$5,050,000	$50,000
Capital Outlay - TID #12 (Teledyne)	$4,285	$4,200	$150	$5,000	$5,000
Capital Outlay - TID #13 (Home Juice)	$36,429	$1,363	$150	$25,000	$25,000
Capital Outlay - TID #14 (68TH & Mitchell)	$1,736,045	$127,507	$150	$662,105	$100,000
Capital Outlay - TID #15 (The Market)	$41,402	$180,028	$7,550,150	$6,985,000	$500,000
Capital Outlay - TID #16 (West Quarter-70th St Corridor)		$0	$0	$5,150,000	$1,650,000
Operating Outlay net Transfers TID #1	$0	$0	$0	$0	$0
Operating Outlay net Transfers TID #2	$0	$0	$0	$0	$0
Operating Outlay net Transfers TID #3	$0	$0	$0	$0	$0
Operating Outlay net Transfers TIF #4	$0	$0	$0	$0	$0
Operating Outlay net Transfers TID #5	$1,612,779	$1,914,907	$2,079,450	$2,037,298	$2,031,014
Operating Outlay net Transfers TID #6	$130,922	$143,084	$139,785	$139,785	$137,456
Operating Outlay net Transfers TID #7	$1,204,756	$4,135,156	$595,235	$595,235	$278,880
Operating Outlay net Transfers TID #9	$280,730	$268,280	$264,999	$264,999	$69,893
Operating Outlay net Transfers TID #10	$114,548	$118,420	$116,880	$116,880	$114,980
Operating Outlay net Transfers TID #11	$84,143	$83,273	$87,061	$87,061	$278,946
Operating Outlay net Transfers TID #12	$0	$0	$0	$0	$0
Operating Outlay net Transfers TID #13	$0	$0	$0	$0	$0
Operating Outlay net Transfers TID #14	$0	$0	$0	$0	$0
Operating Outlay net Transfers TID #15	$0	$0	$114,063	$0	$0
Operating Outlay net Transfers TID #16	$0	$0	$0	$0	$0
Total Expenditures	**$6,953,414**	**$7,513,291**	**$13,978,823**	**$21,705,763**	**$5,838,569**
Net Operating Gain(Loss)	**($4,136,156)**	**$679,623**	**$2,579,958**	**$294,980**	**$3,221,977**
FUND BALANCES (DEFICIT)	**($7,437,628)**	**($6,758,005)**	**($5,416,840)**	**($6,463,025)**	**($3,241,048)**
TID #1 (AC)	0	0	0	0	0
TID #2 (VETS)	0	0	0	0	0
TID #3 (QUAD)	0	0	0	0	0
TIF #4 (113th)	0	0	0	0	0
TID #5 (6 Points)	(3,302,569)	(1,073,780)	518,598	(1,502,454)	(1,898,568)
TID #6 (Juneau Highlands)	(696,967)	(861,042)	(1,005,102)	(1,020,809)	(1,056,945)
TID #7 (Summit)	1,650,900	345,332	13,129	1,632,639	3,230,385
TID #9 (Pioneer)	57,393	61,900	66,371	78,469	302,476
TID #10 (Yellow Freight)	(1,017,619)	(968,946)	(852,606)	(843,992)	(716,572)
TID #11 (84th Street)	(1,292,521)	(1,115,789)	(1,144,785)	(1,121,198)	(1,257,843)
TID #12 (Teledyne)	(39,133)	(43,333)	(39,433)	(48,333)	(53,333)
TID #13 (Home Juice)	(287,209)	(284,911)	(292,509)	(309,911)	(334,911)
TID #14 (68th & Mitchell)	(2,468,501)	(2,596,008)	(2,468,801)	(2,671,008)	(171,008)
TID #15 (The Market)	(41,402)	(221,431)	(211,702)	(506,431)	(984,731)
TID #16 (West Quarter-70th St Corridor)	0	0	0	(150,000)	(300,000)
FUND BALANCES (DEFICIT)	**($7,437,628)**	**($6,758,008)**	**($5,416,840)**	**($6,463,028)**	**($3,241,051)**

2019 Budget & Action Plan

Debt Service Fund

Department	Director	Fund and Dept. Group
Debt Service Fund	Peggy Steeno	401

Mission/Overview

The mission of the Debt Service Fund is to:
(1) Prudently manage the outstanding debt of the City,
(2) Maintain a strong debt rating, to the extent possible, which enables the City to borrow funds at a favorable rate,
(3) Maintain a record of all individual outstanding City debt issues, including recording all new debt offerings, annual debt service payments, debt retirements and debt refinancings,
(4) Ensure that all required debt payments are made timely,
(5) Collect resources from all applicable City funds, including the annual tax levy, to enable the debt service fund to make required payments on behalf of each fund that holds outstanding debt obligations,
(6) Minimize the interest paid on debt, to the extent possible, through matching the timing of borrowings to needed spending, monitoring market conditions, executing refinancings when favorable, and retiring debt promptly when applicable.

Services Provided

Services provided include the following:
(1) Active management of all exiting City debt, including debt issuance and debt payment,
(2) Completion of all regulatory required communications,
(3) Assist all departments that are contemplating debt issuance for specific projects,
(4) Calculate and communicate debt projections for contemplated debt,
(5) Monitor rules and regulations with regard to debt limitations, debt issuance, spenddown timing, and debt recording,
(6) Maintain, adhere to, and recommend changes to City policies related to debt, and
(7) Work closely with the City's financial advisor on overall short and long term debt planning.

CITY OF WEST ALLIS
2019 BUDGET
DEBT SERVICE FUND

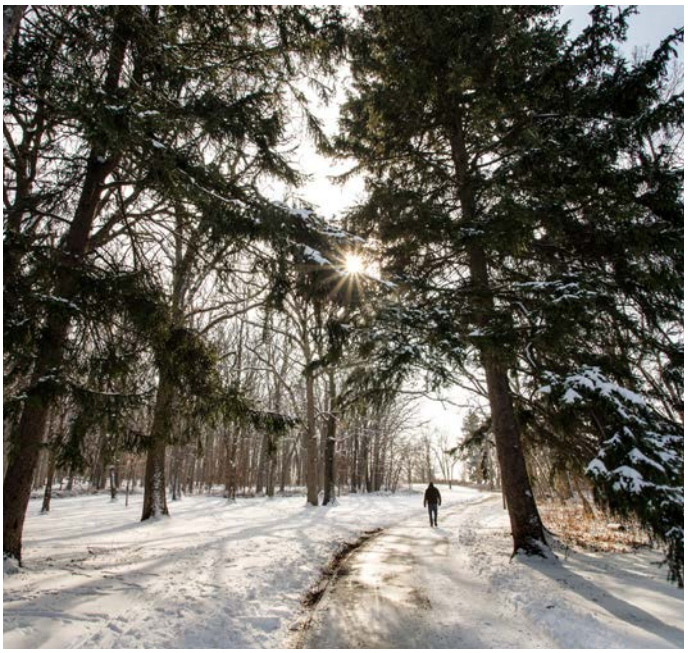
	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Estimated	2019 Budget	Change
REVENUES							
Tax Levy - General	$3,802,118	$3,999,194	$4,095,432	$4,095,432	$3,920,432	$4,095,747	$315
Unfunded Pension Payment (other)	75,885	36,300	0	0	0	0	$0
TID Revenue - Tax/Other							$0
TID #5 (6 Points - taxes)	667,900	661,286	680,000	680,000	670,314	696,600	$16,600
(6 Points - computer)	1,017	3,262	1,000	1,000	3,309	3,300	$2,300
(6 PTS transfer in from TID)	943,863	1,250,359	1,398,450	1,398,450	1,358,475	1,331,114	($67,337)
(6 Points - Debt)	0	0	0	0	0	0	$0
TID #6 (Juneau Highlands - taxes)	0	0	0	0	0	131,300	$131,300
(Juneau Highlds - computer)	17	17	20	20	18	20	$0
(Juneau Highlds trsfr in from TID)	130,905	143,067	139,765	139,765	139,767	6,136	($133,629)
TID #7 (Summit - taxes)	1,399,635	1,422,639	1,400,000	1,400,000	1,470,704	1,464,800	$64,800
(Summit - computer)	250,011	566,682	250,000	250,000	575,012	575,000	$325,000
(Summit - other)	0	0	0	0	0	0	$0
TID #9 (Pioneer - taxes)	269,181	272,886	270,000	270,000	281,969	294,300	$24,300
(Pioneer - computer)	477	345	500	500	350	350	($150)
(Pioneer - transfer in from TID)	11,072	0	0	0	0	0	$0
TID #10 (Yellow Freight - taxes)	0	164,196	150,000	150,000	239,116	239,700	$89,700
(Yellow Freight- computer)		4,157			4,218	4,200	
(Yellow Freight - trsfr from TID)	114,548	0	0	0	0	0	$0
TID #11 (84th Street - taxes)	0	250,339	225,000	225,000	115,152	188,300	($36,700)
(84th Street - computer)	534	3,942	200	200	4,000	4,000	$3,800
(84th Street - transfer in from TID)	83,609	0	0	0	0	61,745	$61,745
TID #12 (Teldyne - taxes)	0	0	0	0	0	0	$0
(Teledyne - transfer from TID)	0	0	0	0	0	0	$0
TID #13 (Home Juice - taxes)	0	0	0	0	0	0	$0
(Home Juice - transfer from TID)	0	0	0	0	0	0	$0
TID #14 (Milw Ductile - taxes)	0	0	0	0	0	0	$0
(Milw Ductile - transfer from TID)	0	0	0	0	0	0	$0
TID #15 (The Market - taxes)	0	0	0	0	0	0	$0
(The Market - transfer from TID)	0	0	0	0	0	0	$0
TID #16 (70th St Corridor - taxes)	0	0	0	0	0	21,700	$21,700
(70th St Corridor - trsfer from TID)	0	0	0	0	0	0	$0
Total TID Revenue	$3,872,767	$4,743,177	$4,514,935	$4,514,935	$4,862,404	$5,022,565	$481,730
Issue Refunding Debt	16,449,076	730,000	0	0	0	0	$0
Interest Income/other/Premium on Debt	96,353	234,483	0	0	0	0	$0
Transfer In-Gen Fund (Fire)			175,000	175,000	175,000		
Other Income In	0	0	0	0	0	0	$0
Total Revenues	***$24,296,199***	***$9,743,153***	***$8,785,367***	***$8,785,367***	***$8,957,836***	***$9,118,311***	***$482,044***

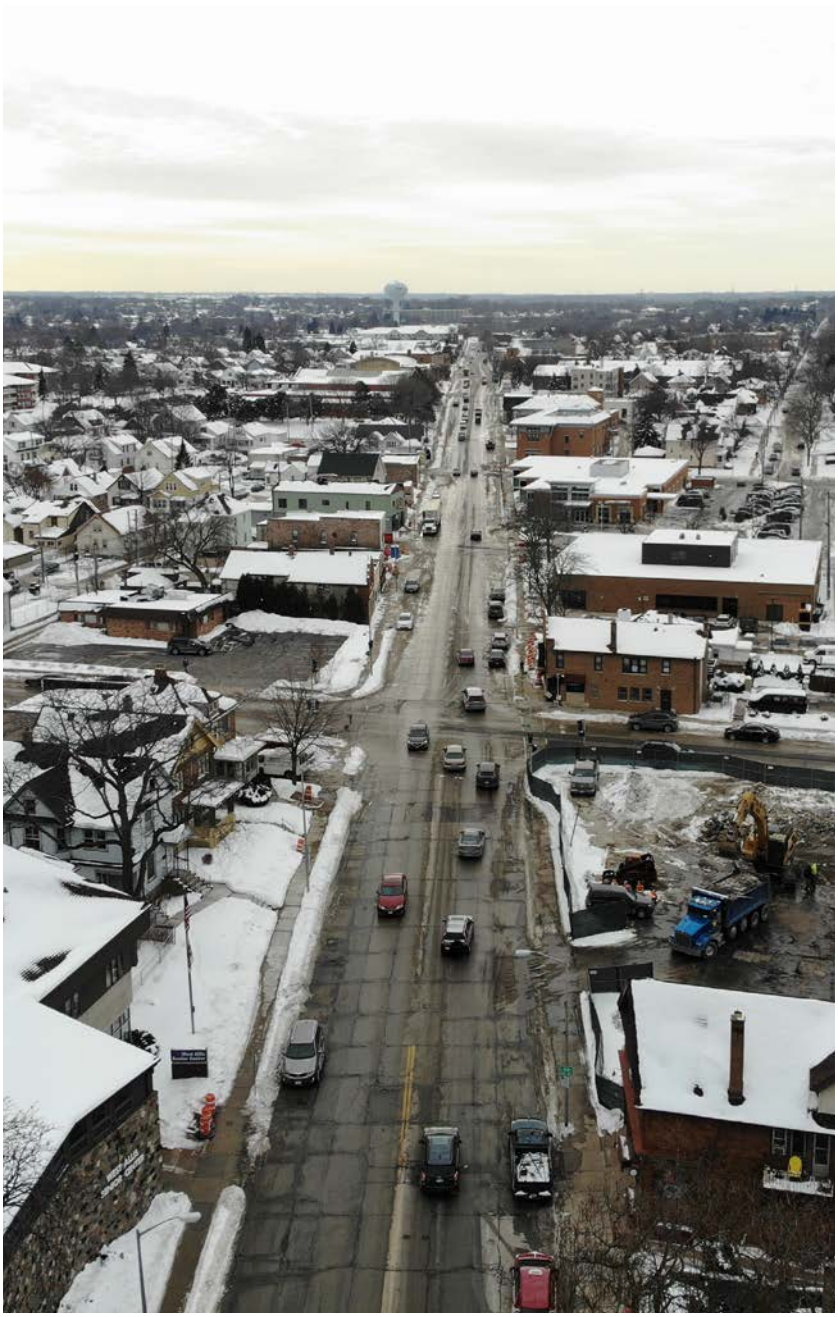
CITY OF WEST ALLIS
2019 BUDGET
DEBT SERVICE FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted Budget	2018 Estimated	2019 Budget	Change
EXPENDITURES							
MADACC Society Debt Service	$13,060	$0	$0	$0	0	$0	0
General Principal Payments	2,890,000	2,940,000	3,125,000	3,125,000	3,125,000	2,984,000	(141,000)
General Interest Payments	387,450	342,919	405,202	405,202	405,202	413,063	7,861
Retirement - Principal Payments	470,000	580,000	620,000	620,000	620,000	660,000	40,000
Retirement - Interest Payments	149,927	91,278	70,230	70,230	70,230	55,085	(15,145)
City Purposes	$3,910,437	$3,954,196	$4,220,432	$4,220,432	$4,220,432	$4,112,148	-$108,285
Refunding	$16,552,945	$755,000	$0	$0	$0	$0	0
Refunding - General	0	0	0	0	0	0	0
Refunding - Pension	0	0	0	0	0	0	0
Refunding - TID #5	0	0	0	0	0	0	0
Refunding - TID#7	0	0	0	0	0	0	0
Refunding - TID#9	0	0	0	0	0	0	0
Refunding - TID#9	0	0	0	0	0	0	0
Refunding - Hospital	0	0		0	0		0
Discount on Debt	0	0	0	0	0	0	0
Debt Service Fees - General	73,209	54,268	50,000	50,000	50,000	50,000	0
Debt Service Fees - Refunding	78,242	0	0	0	0	0	0
Debt Service Fees - Pension	0	0	0	0	0	0	0
TID Principal Payments							0
TID #2 (Vets)	0	0	0	0	0	0	0
TID #2 Transfer to TID	0	0	0	0	0	0	0
TID #5 (6 Pts)	919,597	1,544,597	1,744,594	1,744,594	1,729,597	1,784,597	40,003
TID #5 (6 Pts)(refunding)	0	0	0	0	0	0	0
TID #6 (Juneau Highlands)	75,000	105,000	105,000	105,000	105,000	105,000	0
TID #7 (Summit)	1,110,870	546,820	547,802	547,802	547,802	243,842	(303,960)
TID #7 Transfer to TID	444,890	1,377,487	1,054,765	1,054,765	1,450,482	1,760,920	706,155
TID #9 (Pioneer)	245,000	240,000	245,000	245,000	245,000	55,000	(190,000)
TID #9 (Pioneer)(refunding)	0	0	0	0	0	0	0
TID #9 Transfer to TID	0	4,951	5,501	5,501	17,320	224,758	219,256
TID #10 (Yellow Freight)	75,000	80,000	80,000	80,000	80,000	80,000	0
TID #10 Transfer to TID		49,933	33,120	33,120	122,236	128,920	
TID #11 (84th Street)	60,000	60,000	65,000	65,000	65,000	67,500	2,500
TID #11 Transfer to TID	0	171,009	138,139	138,139	32,091	0	(138,139)
TID #12 Teledyne							
TID #13 (Home Juice)	0	0	0	0	0	0	0
TID #14 (Milw Ductile)	0	0	0	0	0	0	0
TID #15 (The Market)	0	0	0	0	0	0	0
TID #16 70th St Corridor	0	0	0	0	0	0	0
TID #16 70th St Corridor-Trsfr to TID	0	0	0	0	0	21,700	
Total TID Principal	$2,930,357	$4,179,797	$4,018,921	$4,018,921	$4,394,527	$4,472,237	$335,815
EXPENDITURES (cont.)							
TID Interest Payments							
TID #2 (Vets)	$0	$0	$0	$0	0	$0	0
TID #5 (6 Pts)	550,206	372,107	334,856	334,856	302,501	246,417	(88,440)
TID #6 (Juneau Highlands)	55,922	38,084	34,785	34,785	34,785	32,456	(2,329)
TID #7 (Summit)	93,887	65,013	47,433	47,433	47,433	35,038	(12,395)
TID #9 (Pioneer)	35,730	28,280	19,999	19,999	19,999	14,893	(5,106)
TID #10 (Yellow Freight)	39,548	38,420	36,880	36,880	36,880	34,980	(1,900)
TID #11 (84th Street)	24,143	23,273	22,061	22,061	22,061	186,545	164,484
TID #12 (Teledyne)	0	0	0	0	0	0	0
TID #13 (Home Juice)	0	0	0	0	0	0	0
TID #14 (Milw Ductile)	0	0	0	0	0	0	0
TID #15 (The Market)	0	0	0	0	0	0	0
TID #16 (70th St Corridor)	0	0	0	0	0	0	0
Total TID Interest	$799,434	$565,177	$496,014	$496,014	$463,659	$550,328	$54,314
TID Purposes	$3,729,791	$4,744,974	$4,514,935	$4,514,935	$4,858,186	$5,022,565	$390,130
Total Expenditures	***$24,344,623***	***$9,508,438***	***$8,785,367***	***$8,785,367***	***$9,128,618***	***$9,184,712***	***$281,845***
Net Operating Gain(Loss)	***($48,424)***	***$234,715***	***$0***	***$0***	***($170,782)***	***($66,401)***	***$200,199***
Beginning Fund Balance	$50,893	$2,469	$237,184	$237,184	$237,184	$66,401	
Ending Fund Balance	$2,469	$237,184	$237,184	$237,184	$66,401	$0	
Detail of Fund Balance							
Designated General	$109,656	$237,184	$237,184	$237,184	$66,401	$0	
Fund Balance	***$109,656***	***$237,184***	***$237,184***	***$237,184***	***$66,401***	***$0***	

2019 Budget & Action Plan

Enterprise Funds





Department	Director	Fund and Dept. Group
Enterprise Funds	Dave Wepking/Pete Daniels	Funds 501, 510, 520, 530, 540, 550

Mission/Overview

Enterprise Funds are used to account for services provided by the City where the primary revenue source is a fee charged to external users.

Services Provided

Water Utility: The Public Works Department-Water Division maintains the City's water system, meter reading and the billing of water, sewer, storm, and solid waste charges, in accordance with Wisconsin Public Service Commission requirements. The Engineering Department plans for capital replacement and repair of the water system. Primary operational costs include the purchase of water from Milwaukee Water Works and its distribution to West Allis customers; maintenance and repair of the city's water mains, hydrants, valves, services, and meters; meter reading; and billing.

Sanitary Sewer Utility: The Public Works Department-Sanitation and Streets Division maintains the City's sanitary sewer system. The Engineering Department plans for capital replacement and repair of the sanitary sewer system. Primary operational costs include maintenance, repair, and cleaning of the city's sanitary sewer lines.

Storm Water Utility: The Public Works Department-Sanitation and Streets Division maintains the City's storm sewer system. The Engineering Department plans for capital replacement and repair of the sanitary sewer system. Primary operational costs include maintenance, repair, and cleaning of the city's storm sewers and catch basins, as well as street sweeping, and leaf collection.

Solid Waste Fund: The Public Works Department-Sanitation and Streets Division is responsible for the City's Solid Waste Fund. Primary operational costs include the collection of recyclables, and the dumping fees for garbage collection.

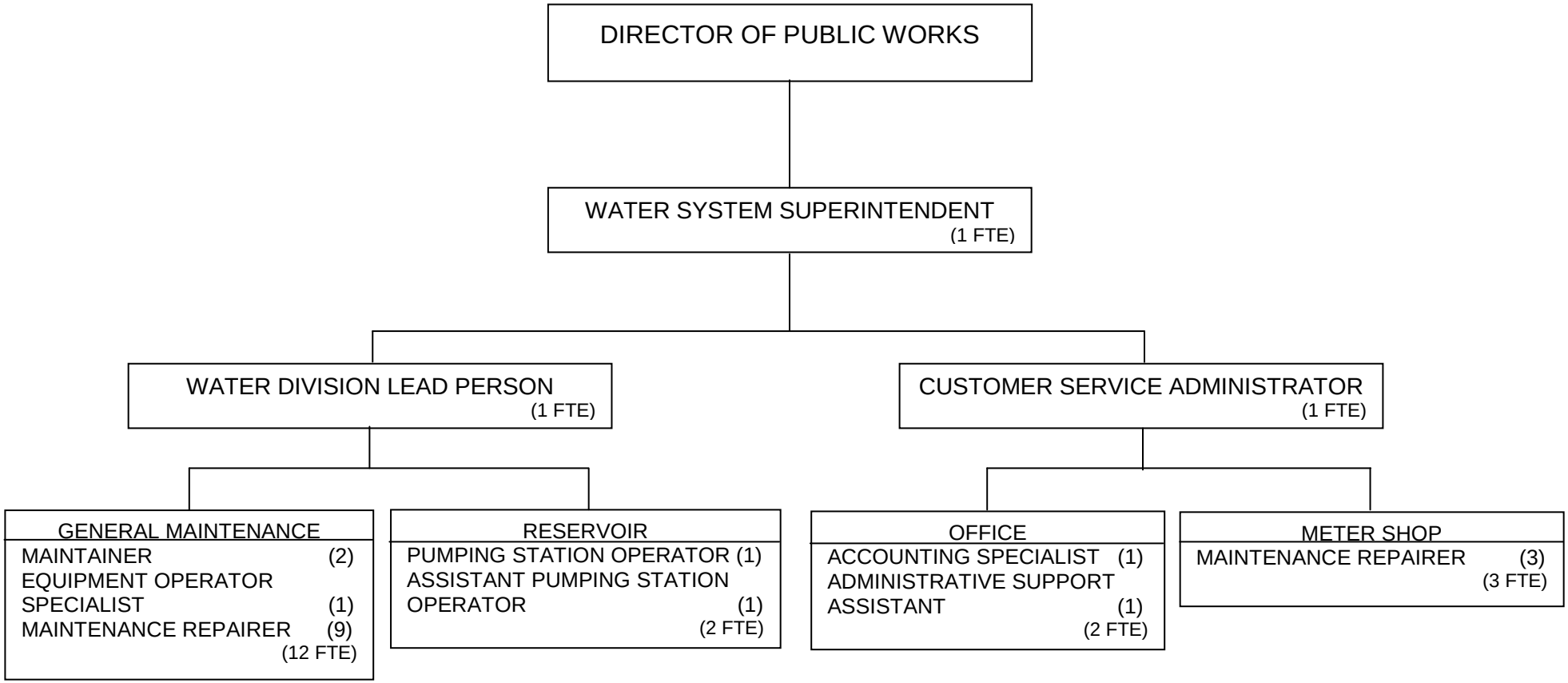
Parking Utility: The Public Works Department-Sanitation and Streets Division and Forestry Division are responsible for the City's Parking Utility. Primary operational costs include the maintenance and snow plowing of the downtown area parking lots.

Beloit Road Senior Housing: The City remains a minority owner of the Beloit Road housing complex, and has a contract with the ownership group to manage and operate the facility. The Community Development Division oversees the management contract and the Public Works-Building and Electrical Division provides maintenance services for the complex. Maintenance Costs are reimbursed by and the city receives a management fee for its continued efforts in operating the complex.

CITY OF WEST ALLIS
2019 BUDGET
WATER UTILITY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Request	Mayoral Additions/ Deletions	2019 Budget
REVENUES							
Metered Sales	$6,505,964	$6,468,163	$6,961,420	$6,750,000	6,591,900.00		$6,591,900
Fire Protection - Public & Private	$1,295,942	$1,315,308	$1,328,700	$1,300,000	1,379,000.00		$1,379,000
Penalties-Delinquent Accts	$110,690	$105,274	$110,000	$108,000	$105,000		$105,000
Hydrant Service Charge	$15,198	$16,778	$20,000	$17,000	$17,000		$17,000
Miscellaneous Meter Charges	$26,182	$11,258	$10,000	$9,500	$10,000		$10,000
Sewer Utility Meter Cost Allocation	$59,937	$73,423	$50,000	$55,000	$60,000		$60,000
Revenues from Merch	$37,761	$14,510	$27,500	$22,900	$19,200		$19,200
Sale of Fixed Assets/Materials/Scrap/CIAC	$7,488	$27,464	$10,000	$18,000	$13,000		$13,000
Space Rental on Water Towers	$107,306	$136,988	$115,000	$142,000	$150,000		$150,000
Customer Contributions	$9,700	$1,800	$0	$0	$0		$0
Miscellaneous Revenue	$230	$3,284	$1,000	$300	$1,000		$1,000
Estimated Revenue From Rate Case							$0
TOTAL REVENUES	***$8,176,396***	***$8,174,250***	***$8,633,620***	***$8,422,700***	***$8,346,100***	***$0***	***$8,346,100***
EXPENDITURES							
Salaries	$1,224,790	$1,010,833	$1,601,950	$1,470,961	$1,514,232		$1,514,232
Fringe Benefits	$944,264	$608,293	$1,114,986	$901,717	$710,016		$710,016
Repair & Maintenance	$313,959	$191,859	$410,776	$418,607	$360,000		$360,000
Materials & Supplies	$135,462	$106,479	$141,200	$190,621	$146,975		$146,975
Rentals	$73,575	$22,083	$172,500	$56,000	$84,900		$84,900
Purchased Water	$2,726,357	$2,447,221	$2,850,000	$2,921,318	$2,900,000		$2,900,000
Taxes	$884,691	$978,536	$885,000	$980,000	$975,000		$975,000
General & Administrative	$287,822	$277,764	$244,913	$289,992	$642,400		$642,400
Depreciation	$760,351	$809,211	$770,000	$808,000	$850,000		$850,000
Debt Interest	$285,717	$274,435	$287,000	$280,000	$408,000		$408,000
Amortization of Debt Discount	$96	($1,100)	$10,000	($6,179)	$0		$0
TOTAL EXPENDITURES	***$7,637,084***	***$6,725,614***	***$8,488,325***	***$8,311,035***	***$8,591,523***	***$0***	***$8,591,523***
NET OPERATING GAIN (LOSS)-BUDGETARY BASIS	***$539,312***	***$1,448,636***	***$145,295***	***$111,665***	***($245,423)***	***$0***	***($245,423)***
Conversion to cash basis							
add back non-cash depreciation	$743,907	$809,211	$770,000	$808,000	$850,000		$850,000
less additional cash outflow for capital projects	($1,500,000)	($1,500,000)	($1,500,000)	($1,500,000)	($1,500,000)		($1,500,000)
cash inflow from bond sales/debt financing	$1,500,000	$1,750,000	$1,500,000	$2,717,000	$1,868,100		$1,868,100
cash outflow for additional capital projects/asset additions	($964,538)	($905,169)	$1,217,000	($1,217,000)	($337,500)		($337,500)
cash outflow for principal payment	($940,000)	($1,140,000)	($1,055,000)	($1,055,000)	($1,460,000)		($1,460,000)
less dollar spent on or banked for future equip.	($59,295)	($277,000)	($334,200)	($300,000)	($350,000)		($350,000)
NET OPERATING GAIN (LOSS)-CASH BASIS	***$283,924***	***$1,090,847***	***($473,905)***	***$781,665***	***($1,174,823)***	***$0***	***($837,323)***
FUND BALANCE							
RETAINED EARNINGS - BEGINNING OF YEAR	$16,938,921	$15,420,958	$16,869,599	$16,869,599	$16,981,264		$16,981,264
Cummulative Effect of change in accounting principle	($2,057,275)	$0					
RETAINED EARNINGS - END OF YEAR	$15,420,958	$16,869,599	$17,014,894	$16,981,264	$15,806,441		$15,806,441
Net Assets (comprising Fund Balance)							
Cash and Investments	$0	$0	$0	$0	$0		$0
Net receivables	($882,262)	$590,404	$900,000	$950,000	$960,000		$960,000
Inventories and Prepaid Items	$1,136,767	$815,432	$1,200,000	$1,100,000	$1,200,000		$1,200,000
Land	$57,990	$57,990	$57,990	$57,990	$57,990		$57,990
Net Buildings	$51,404	$31,554	$140,000	$27,000	$24,000		$24,000
Infrastructure net of depreciation and related debt	$14,717,719	$28,771,391	$14,500,000	$28,000,000	$22,500,000		$22,500,000
Net Machinery and Equipment	$339,340	$409,217	$250,000	$390,000	$365,000		$365,000
Net Furniture & Fixtures	$0	$0	$0	$0	$0		$0
Total Net Assets	**$15,420,958**	**$30,675,988**	**$17,047,990**	**$30,524,990**	**$25,106,990**	**$0**	**$25,106,990**

ORGANIZATIONAL CHART
PUBLIC WORKS
WATER



NOTE: Other personnel working in support of the Water Utility (A&F, Treasurer, PW, IT) are also funded by the Water Utility, but are not included on this chart. Further, some of the positions reflected above on this chart also perform work funded by other Utility Budgets (Sanitary, Storm, etc.).

CITY OF WEST ALLIS
2019 BUDGET
STORM WATER PROGRAM

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Request	Mayoral Additions/ Deletions	2019 Budget
REVENUES							
Storm Water Service Charges	$3,717,140	$3,947,505	$4,348,245	$4,115,000	*$4,378,439*		$4,378,439
Penalties	29,574	$27,300	$28,000	$28,400	$29,000		$29,000
Equipment Rental	0	$0	$0	$0	$0		$0
Assessment Revenues	115,269	$67,604	$0	$80,000	$0		$0
Misc.	194,006	$118,535	$105,000	$5,000	$6,000		$6,000
TOTAL REVENUES	***$4,055,988***	***$4,160,943***	***$4,481,245***	***$4,228,400***	***$4,413,439***		***$4,413,439***
EXPENDITURES							
Salary	$696,578	$616,774	$652,710	$569,230	$568,838		$568,838
Benefits	$262,081	$231,734	$281,084	$237,500	$246,658		$246,658
General Administration	$39,911	$30,829	$42,215	$35,400	$34,115		$34,115
Consulting Services	$74,615	$34,262	$124,480	$35,000	$31,000		$31,000
Rentals	$17,035	$17,035	$17,500	$17,035	$17,500		$17,500
Dumping Fees	$119,262	$96,980	$193,457	$122,000	$194,285		$194,285
Project Activities	$465,463	$127,902	$350,000	$310,000	$275,000		$275,000
Building Materials	$147,579	$110,860	$93,500	$112,000	$85,000		$85,000
Equipment Maint/Supplies	$18,027	$16,987	$33,425	$19,000	$33,425		$33,425
Equipment Rental /PW	$125,401	$97,500	$100,940	$105,000	$100,940		$100,940
Depreciation	$653,069	$683,807	$640,000	$670,000	$640,000		$640,000
Debt/Interest	$36,722	$35,143	$36,264	$36,183	$33,000		$33,000
Equipment	$144,246	$111,595	$158,301	$133,000	$158,300		$158,300
Transfer Out	$300,000	$300,000	$300,000	$300,000	$300,000		$300,000
Admin Support Charge	$30,558	$24,573	$27,000	$26,500	$27,000		$27,000
TOTAL EXPENDITURES	***$3,130,548***	***$2,535,978***	***$3,050,876***	***$2,727,848***	***$2,745,061***		***$2,745,061***
NET OPERATING GAIN (LOSS)- Budgetary Basis	***$925,441***	***$1,624,965***	***$1,430,369***	***$1,500,552***	***$1,668,378***		***$1,668,378***
Conversion to cash basis							
add back non cash depreciation	$653,069	$683,807	$640,000	$640,000	$640,000		$640,000
less additional cash outflow for capital projects	($1,150,000)	($1,120,000)	($2,033,000)	($2,033,000)	($1,837,500)		($1,837,500)
Cash outflow for additional capital projects	($1,256,451)	($2,086,848)	($289,000)	($289,000)	($120,000)		
cash outflow for principal payment	($70,000)	($75,000)	($75,000)	($75,000)	($80,000)		($80,000)
less dollars spent on or banked for future equipment	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)		($100,000)
Net Operating Gain (Loss)- Cash Basis	***($997,942)***	***($1,073,076)***	***($426,631)***	***($356,448)***	***$170,878***		***$170,878***
FUND BALANCE							
RETAINED EARNINGS - BEGINNING OF YEAR	$36,236,136	$37,161,577	$38,786,541	$38,786,541	$40,287,093		$40,287,093
Cummulative effect of change in accounting principle	$0	$0					
RETAINED EARNINGS - END OF YEAR	**$37,161,577**	**$38,786,541**	**$40,216,910**	**$40,287,093**	**$41,955,471**		**$41,955,471**
Net Assets (comprising Fund Balance)							
Cash and Investments	$1,465,309	$1,817,455	$896,332	$1,461,007	$1,631,885		$1,631,885
Net Pension asset	$0	$0					
Net Receivables	$884,938	($586,070)	$713,938	$91,374	$200,874		$200,874
Deferred charges	$369,324	$256,923	$95,000	$90,000	$95,000		$95,000
Infrastructure, net of depreciation and related debt	$33,963,992	$36,705,132	$37,224,712	$38,084,712	$39,477,712		$39,477,712
Machinery and Equipment net of depreciation	$478,014	$593,101	$540,000	$560,000	$550,000		$550,000
Total Net Assets	**$37,161,577**	**$38,786,541**	**$39,469,982**	**$40,287,093**	**$41,955,471**		**$41,955,471**

CITY OF WEST ALLIS
2019 BUDGET
SANITARY SEWER UTILITY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Request	Mayoral Additions/ Deletions	2019 Budget
REVENUES							
City Sewer Service Charges	$3,689,920	$3,567,802	$3,621,901	$4,050,000	$4,150,000		4,150,000
Metro Sewer Service Charges	$3,848,284	$4,061,495	$3,869,000	$3,700,000	$3,869,000		3,869,000
Penalties	$78,671	$76,465	$81,000	$78,000	$79,000		79,000
Service Charge - Cleaning San. Sew.	$0	$0	$0	$0	$0		0
MMSD Grant	$45,765	$29,866	$0	$10,000	$0		0
Equipment Rental Revenue	$0	$0	$0	$0	$0		0
Contributed Capital	$0	$0	$0	$0	$0		0
Other - Miscellaneous Revenues	$1,924	$1,275	$0	$1,025	$0		0
Sale of Scrap	$0	$0	$0	$0	$0		0
TOTAL REVENUES	***$7,664,563***	***$7,736,904***	***$7,571,901***	***$7,839,025***	***$8,098,000***		***8,098,000***
EXPENDITURES							
Sanitary Mains & Manholes	$226,036	$326,467	$670,744	$383,459	$340,925		340,925
Sewage Admin. & Service Charge	$5,503,551	$6,117,729	$5,468,322	$5,786,938	$5,733,403		5,733,403
TOTAL EXPENDITURES	***$5,729,586***	***$6,444,196***	***$6,139,066***	***$6,170,397***	***$6,074,328***		***6,074,328***
NET OPERATING GAIN (LOSS)- Budgetary Basis	***$1,934,977***	***$1,292,708***	***$1,432,835***	***$1,668,628***	***$2,023,672***		***2,023,672***
Conversion to cash basis							
add back depreciation (non-cash)	444,348	510,184	420,000	400,000	420,000		420,000
less additional cash outflow for capital projects	(2,397,529)	(2,872,443)	(3,208,000)	(2,670,000)	(2,542,600)		(2,542,600)
cash inflow from bond sales/debt financing	2,500,000	1,750,000	2,958,000	3,208,000	2,542,600		2,542,600
cash outflow for additional capital projects	135,342	(1,101,888)	0	(250,000)	(30,000)		(30,000)
less cash out debt repayment-principal	(1,620,890)	(1,735,000)	(1,891,000)	(1,891,000)	(2,094,720)		(2,094,720)
less cash for reduction in debt	(25,000)	(50,000)	(25,000)	(25,000)	(50,000)		(50,000)
less dollars spent on or banked for future equipment	(115,000)	(115,000)	(125,000)	(125,000)	(125,000)		(125,000)
Net Operating Gain (Loss)- Cash basis	***$856,248***	***($2,321,439)***	***($438,165)***	***$315,628***	***$143,952***		***143,952***
Fund Balance							
Retained earnings-beginning of year	19,656,850	21,591,827	22,884,534	22,884,534	24,553,162		24,553,162
Cummulative effect of change in accounting principle		0	0	0			
Retained earnings-end of year	**21,591,827**	**22,884,534**	**24,317,369**	**24,553,162**	**26,576,834**		**26,576,834**
Net Assets (comprising Fund Balance)							
Cash and Investments	2,949,578	1,938,139	1,499,974	2,253,767	2,397,719		2,397,719
Net Receivables	(1,340,404)	(16,039,177)	1,287,395	(14,129,285)	(11,699,565)		(11,699,565)
Infrastructure, net of depreciation and related debt	19,854,595	36,578,680	21,288,000	36,078,680	35,578,680		35,578,680
Machinery and Equipment, net of depreciation	128,058	406,892	242,000	350,000	300,000		300,000
Total Net Assets	**21,591,827**	**22,884,534**	**24,317,369**	**24,553,162**	**26,576,834**		**26,576,834**

CITY OF WEST ALLIS
2019 BUDGET
SOLID WASTE FUND

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	Mayoral Additions/ Deletions	2019 Budget
REVENUES							
Recycling	$1,905,381	$1,905,026	$1,881,500	$1,905,000	$1,900,000		$1,900,000
Sale of Recyclables	$0	$0	$96,000	$12,000	$15,000		$15,000
Operating Transfer	$0	$0		$0			$0
Recycling Grant	$241,535	$253,227	$254,000	$253,214	$254,000		$254,000
Miscellaneous	$168,733	$35,388	$0	$0			$0
Total Revenues	***$2,315,649***	***$2,193,641***	***$2,231,500***	***$2,170,214***	***$2,169,000***		***$2,169,000***
EXPENDITURES							
Salaries	$419,940	$431,492	$488,302	$445,000	$421,221		$421,221
Benefits	$165,779	$178,512	$184,647	$170,000	$205,169		$205,169
Equipment Rental PW	$90,967	$111,700	$91,000	$110,000	$91,000		$91,000
Dumping Fees	$785,541	$834,241	$888,089	$760,000	$908,630		$908,630
Materials/Supplies	$19,440	$16,756	$29,156	$21,000	$29,156		$29,156
Recycling Carts	$32,016	$38,084	$0	$0	$0		
Membership Dues	$0	$0	$300	$0	$0		$0
General/Administrative	$38,860	$1,101,724	$168,700	$135,000	$85,700		$85,700
Depreciation	$32,765	$50,151	$45,000	$47,000	$45,000		$45,000
Advertising & Promotion	$0	$20,000	$0	$0	$0		$0
Transfer to General Fund	$100,000	$100,000	$100,000	$100,000	$100,000		$100,000
Admin. Support Charges	$16,533	$28,446	$20,000	$25,000	$20,000		$20,000
Total Expenditures	***$1,701,841***	***$2,911,106***	***$2,015,194***	***$1,813,000***	***$1,905,876***	***0***	***$1,905,876***
Net Operating Gain(Loss)-Budgetary basis	***$613,808***	***-$717,465***	***$216,306***	***$357,214***	***$263,124***		***$263,124***
Conversion to cash basis							
add back non-cash depreciation	$32,765	$50,151	$45,000	$47,000	$45,000		$45,000
Less dollars spent on Infrastructure	$0	$0	($25,000)	($10,000)	$0		$0
less dollars spent on or banked for future equipment	($100,000)	($100,000)	($95,000)	($95,000)	($100,000)		($100,000)
Net Operating Gain(Loss)- Cash basis	***$546,573***	***($767,314)***	***$141,306***	***$299,214***	***$208,124***		***$208,124***
Fund Balance							
Retained Earnings-beg of year	$4,060,612	$4,674,420	$3,956,955	$3,956,955	$4,314,169		$4,314,169
Restricted for Pension Benefits	$0	$0					
Ending Retained Earnings	**$4,674,420**	**$3,956,955**	**$4,173,261**	**$4,314,169**	**$4,577,293**		**$4,577,293**
Net Assets (comprising Fund Balance)							$0
Cash	$3,738,589	$2,971,275	$2,060,708	$3,270,489	$3,478,613		$3,478,613
Net receivables	$578,402	$508,756	$3,074,443	$550,780	$588,680		$588,680
Machinery and Equipment, net of depreciation	$357,429	$476,924	$475,000	$492,900	$510,000		$510,000
Total Net Assets	**$4,674,420**	**$3,956,955**	**$5,610,151**	**$4,314,169**	**$4,577,293**		**$4,577,293**

CITY OF WEST ALLIS
2019 BUDGET
BELOIT ROAD SENIOR HOUSING

	2016 Actual	2017 Actual	2018 Budget	2018 Adjusted	2018 Estimated	2019 Budget
REVENUES						
Rentals	$0	$0	$0	$0	$0	$0
Charges for Service-DPW Maint, etc.	$136,247	$98,040	$140,525	$140,525	$140,525	$140,525
Management Fee (7% of gross rents)	$60,567	$61,315	$52,000	$52,000	$60,000	$61,000
Developer Fee	$0	$0	$0	$0	$0	$0
Interest Revenue	$164,471	$162,324	$200,000	$200,000	$165,000	$165,000
Miscellaneous	$5	$0	$0	$0	$0	$0
Operating Revenue Subtotal	*$361,290*	*$321,679*	*$392,525*	*$392,525*	*$365,525*	*$366,525*
Gain on Sale of Property	$0					
TOTAL REVENUES	***$361,290***	***$321,679***	***$392,525***	***$392,525***	***$365,525***	***$366,525***
EXPENDITURES						
Salaries/Benefits	$116,163	$115,745	$120,525	$120,525	$120,525	$120,525
Admin Support Charges	$29,658	$480	$42,582	$42,582	$42,582	$44,728
Materials & Supplies	$17,324	$12,220	$20,000	$20,000	$20,000	$20,000
Equipment Services	$0	$0	$0	$0	$0	$0
Other Services	$5,792	$10,491	$500	$500	$500	$500
Utilities	$0	$0	$0	$0	$0	$0
Tax Equivalent	$0	$0	$0	$0	$0	$0
Debt Fees/Interest	$0	$0	$0	$0	$0	$0
Depreciation Expense	$0	$0	$0	$0	$0	$0
TOTAL EXPENDITURES	***$168,937***	***$138,936***	***$183,607***	***$183,607***	***$183,607***	***$185,753***
Operating Gain (Loss)	*$192,353*	*$182,744*	*$208,918*	*$208,918*	*$181,918*	*$180,772*
Transfer to General Fund	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000
NET OPERATING GAIN (LOSS)	***$72,353***	***$62,743***	***$88,918***	***$88,918***	***$61,918***	***$60,772***
Fund Balance						
Retained earnings-beginning of year	$7,018,074	$7,090,427	$7,153,170	$7,153,170	$7,153,170	$7,215,088
Retained earnings-end of year	**$7,090,427**	**$7,153,170**	**$7,242,088**	**$7,242,088**	**$7,215,088**	**$7,275,860**
Net Assets (comprising Fund Balance)						
Cash and Investments	$1,637,587	$1,918,723	$1,918,723	$1,918,723	$1,980,641	$1,979,495
Loans Receviable	$5,825,277	$5,681,190	$5,681,190	$5,681,190	$5,681,190	$5,681,190
Buildings net of depreciation	$0	$0	$0	$0	$0	$0
Liabilities	($372,435)	($446,743)	($357,825)	($357,825)	($446,743)	($384,825)
Total Net Assets	**$7,090,429**	**$7,153,170**	**$7,242,088**	**$7,242,088**	**$7,215,088**	**$7,275,860**

In December 2011, the Beloit Road Senior Housing Complex was sold to an investor group and is now owned and operated by a separate LLC. The City, through the Community Development Authority, is the Managing Member of the LLC and remains involved with the day-to-day operations of the complex.

CITY OF WEST ALLIS
2019 BUDGET
PARKING UTILITY

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	Mayoral Additions/ Deletions	2019 Budget
REVENUES							
Tax Levy	43,000	43,000	43,000	43,000	43,000		43,000
Lease of Lots	19,733	18,285	18,017	18,741	19,000		19,000
Individual Permits	9,020	4,384	5,000	3,900	4,500		4,500
Total Revenues	***$71,753***	***$65,669***	***$66,017***	***$65,641***	***$66,500***		***$66,500***
EXPENDITURES							
Salaries/benefits	24,782	22,008	57,729	26,000	34,222		34,222
Equipment Services	29,350	35,525	60,805	32,000	30,300		30,300
Materials/Supplies	1,309	2,512	100	2,000	2,000		2,000
Utilities	14,305	12,955	10,600	13,000	10,000		10,000
Depreciation Expense	0	0	0	0	0		0
Admin Support Charge	1,042	704	620	730	765		765
Gain on Asset Disposal	0	0	0	0	0		0
Total Expenditures	***$70,787***	***$73,703***	***$129,854***	***$73,730***	***$77,287***		***$77,287***
Net Operating Gain(Loss)	***$966***	***($8,035)***	***($63,837)***	***($8,089)***	***($10,787)***		***($10,787)***
FUND BALANCE							
Retained Earnings-beg of year	$1,066,820	$1,067,786	$1,059,750	$1,059,750	$1,051,661		$1,051,661
Cummulative Effect of change in accounting Prinicple	$0	$0					
Ending Retained Earnings	**$1,067,786**	**$1,059,750**	**$995,913**	**$1,051,661**	**$1,040,874**		**$1,040,874**
Net Assets (comprising Fund Balance)							
Cash and net investments	$162,060	$154,024	$90,187	$145,935	$135,148		$135,148
Land	$905,726	$905,726	$905,726	$905,726	$905,726		$905,726
Total Net Assets	**$1,067,786**	**$1,059,750**	**$995,913**	**$1,051,661**	**$1,040,874**		**$1,040,874**

2019 Budget & Action Plan

Internal Service Fund
Revenues and Expenditures

CITY OF WEST ALLIS
2019 BUDGET
INTERNAL SERVICE FUND-HEALTH INSURANCE

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	$ Change	% Change
REVENUES							
Tax Levy	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ -	0.00%
Premiums - Active Employees	$ 7,526,541	$ 7,275,173	$ 7,800,000	$ 7,500,000	$ 8,000,000	$ 200,000	2.56%
Premiums-Retirees	$ 2,215,200	$ 2,251,197	$ 2,300,000	$ 1,800,000	$ 1,600,000	$ (700,000)	-30.43%
Premiums - Grants/Enterprise Funds	$ 109,247	$ 144,611	$ 120,000	$ 140,000	$ 160,000	$ 40,000	33.33%
Premiums - Employees	$ 721,761	$ 826,506	$ 825,000	$ 860,000	$ 900,000	$ 75,000	9.09%
Medicare Retiree Drug Subsidy	$ 173,094	$ 300,641	$ 300,000	$ 300,000	$ 100,000	$ (200,000)	0.00%
General Fund Contrib-Retiree Insurance Prem	$ 900,000	$ 900,000	$ 1,150,000	$ 1,150,000	$ 1,150,000	$ -	
Other Income	$ -	$ 105,435	$ -	$ 1,400,000	$ 750,000	$ 750,000	
Total Revenues	***$ 13,645,844***	***$ 13,803,563***	***$ 14,495,000***	***$ 15,150,000***	***$ 14,660,000***	***$ 165,000***	***1.14%***
EXPENDITURES							
Health Insurance Charges:							
Health Care Reform Fees	$ 62,575	**$ 13,926**	$ 70,000	$ 70,000	$ 70,000	$ -	
Over-65 Fully Insured Plan			$ -	$ 1,123,200	$ 2,246,400	$ 2,246,400	100.00%
H.S.A. contributions	$ 13,000	**$ 9,083**	$ 15,000	$ 13,000	$ 15,000	$ -	
Medical Claims	$ 8,921,269	**$ 8,776,179**	$ 8,500,000	$ 8,800,000	$ 8,000,000	$ (500,000)	-5.88%
IBNR	$ (1,154,282)	**$ (207,671)**	$ -	$ -	$ -	$ -	
Pharmacy Costs	$ 4,946,168	**$ 4,947,320**	$ 5,000,000	$ 4,000,000	$ 2,600,000	$ (2,400,000)	-48.00%
Insurance Payments	$ 12,788,730	$ 13,538,837	$ 13,585,000	$ 14,006,200	$ 12,931,400	$ (653,600)	-4.81%
Administration Charges:						$ -	
Wellness	$ 36,011	**$ 88,056**	$ 123,250	$ 100,000	$ 143,000	$ 19,750	16.02%
Health Risk Assessments	$ 50,938	**$ 51,350**	$ 50,000	$ -	$ -	$ (50,000)	
Medical Supplies	$ 495	**$ 429**	$ 2,000	$ 1,000	$ 2,000	$ -	
Stop Loss	$ 524,802	**$ 555,270**	$ 615,000	$ 850,000	$ 907,600	$ 292,600	47.58%
Other Expenses	$ 22,340	**$ 15,498**	$ 29,150	$ 30,000	$ 30,000	$ 850	2.92%
Outside Consultant	$ 76,000	**$ 87,000**	$ 105,000	$ 105,000	$ 60,000	$ (45,000)	-42.86%
PPO/Standard - Admin Fee	$ 441,555	**$ 545,942**	$ 470,000	$ 470,000	$ 586,000	$ 116,000	24.68%
Total Admin. Charges	$ 1,152,140	$ 1,343,544	$ 1,394,400	$ 1,556,000	$ 1,728,600	$ 334,200	23.97%
TOTAL EXPENDITURES	***$ 13,940,869***	***$ 14,882,381***	***$ 14,979,400***	***$ 15,562,200***	***$ 14,660,000***	***$ (319,400)***	***-2.13%***
Net Operating Gain(Loss)	***$ (295,025)***	***$ (1,078,819)***	***$ (484,400)***	***$ (412,200)***	***$ -***	***$ 484,400***	
Fund Balance							
Fund Balance -Beginning of Year	$ 8,030,868	$ 7,735,843	$ 6,657,024	$ 6,657,024	$ 6,244,824		
Fund Balance -Ending of Year	$ 7,735,843	$ 6,657,024	$ 6,172,624	$ 6,244,824	$ 6,244,824		
Reservation - General Fund	$ 3,160,262	$ 3,160,262	$ 3,160,262	$ 3,160,000	$ 3,160,001		
Unreserved Fund Balance	$ 4,575,581	$ 3,496,762	$ 3,012,362	$ 3,084,824	$ 3,084,823		
	$ 7,735,843	$ 6,657,024	$ 6,172,624	$ 6,244,824	$ 6,244,824		

Department	Director	Fund and Dept. Group
Health Insurance Program	Rebecca Grill, Peggy Steeno, Audrey Key	602-5601, 602-9101

Mission/Overview

The mission of the City's Self-Funded Health Insurance Program is to promote, maintain, and improve the health and well-being of those covered by the plan in a fiscally responsible manner.

Our goals are to carry out the Common Council's established objectives, which include consideration of the following:

a. Fiduciary Responsibility to the Taxpayer,
b. Cost Control,
c. Reduction of the OPEB (Other Post-Employment Benefits) Liability,
d. Optimal Member Health,
e. Positive Customer Service Experience,
f. Recruitment and Retention,
g. Uniformity of Benefits Amongst Employee Groups, and
h. Offerings Provided by Similar Organizations.

Specific Action Items:

(1) Offer prudent, cost-effective health plans, including accessible services, provided in a profession and caring manner, which allow the City to be competitive, and attract and maintain high quality employees;
(2) Utilize the City's Employee Benefit Committee, which will, in partnership with the City's Insurance Consultant, explore, review, develop and recommend, for Common Council action, best practices approaches, policies and procedures relating to employee benefits, including both short and long term planning initiatives;
(3) Work closely with the City's insurance consultant to find plan options which meet the needs of the employees/retires and their families, while remaining fiscally responsible to the tax payers;
(4) Explore alternative offerings which become available in the marketplace;
(5) Engage the employees and retirees in the health insurance discussion by providing information and soliciting feedback with the goal of making them better insurance consumers and self-advocates;
(6) Make wellness an integral part of the overall plan, working to increase employee wellness and reduce health risks, understanding that this plays a critical role in the well-being of employees, the costs of the plan, and the outlook for the future;
(7) Manage, monitor, report, and reconcile the Health Insurance Fund to maintain a sustainable program into the future; and
(8) Ensure that the selected plan offerings are made in conjunction with the objectives of the City's Strategic Plan and goals of managing the City's OPEB Liability.

Services Provided

Services include the following:
(1) Offer annual plans to employees and retirees, including an open enrollment period each year for employees to review and select appropriate plans;
(2) Maintain all of the ancillary services which are part of the City's plan;
(3) Create a short and long term strategic plan with regard to health and wellness;
(4) Provide ongoing wellness opportunities which complement the plan offerings;
(5) Assist plan members with questions, changes, concerns with regard to the plans; and
(6) Budget, manage, reconcile, and report operations of the fund.

STRATEGIC PLAN		
2018 Activities towards completion of Strategic Actions in Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. Creation of Recommended Total Benefit Package with Employee Benefit Committee.	Completed; same or better benefits, for same or less cost	4-1, 5-4, 5-6
2. Move to Serve –U as Pharmacy Benefit Manager	Completed; reduced costs for prescription; prescription rebates	4-1, 5-4
3. Provide Medicare Advantage Program for Post 65 Retirees	Completed; same or better benefits for reduced cost for retirees and taxpayers	4-1, 5-4
4. Implementation of Benefit Adm System	Simplify open enrollment for employees and reduce staff time spent on manual activities	5-1, 5-5

2019 Planned Activities towards completion of Strategic Actions in the Strategic Plan		
Activity	**Measurement/KPI**	**Strategic Action #**
1. If approved, implementation of Total Benefit Package	Employee recruitment and retention	5-6
2. Move to Benefit Adm system which provides services most closely	Compliance with ACA 1095 Requirements	5-5, 4-5
3. Provide alternative HRA Wellness component – Go365 for wellness assessment and rewards	Number of people who participate in the assessment and the rewards program, healthier employees and families	5-6, 2-2, 4-5
4. Create and Implement a 3-5 Year Strategic Plan for Benefits and Wellness	Plan created	4-1, 4-2

NEW INITIATIVES OR REQUESTS FOR ADDITIONAL RESOURCES IN 2019
Describe any new initiatives or requests for additional resources in 2019, include description, need for the initiative, how it relates to the strategic plan, and what additional costs it may include.
1. Go 365 Program see #3 above

Department	Director	Fund and Dept. Group
Wellness Program (HR)	Daily Supervision: HR Director Overall Program Oversight: Employee Benefit Committee/Employee Benefit Advisory & Wellness Committee under the direction of the City Administrator	602.5601 (Health Fund)

Mission/Overview

In order to provide fiscally responsible administration of benefits and provide opportunity for employee input, the Employee Benefit Committee and Employee Benefit Advisory and Wellness Committee were established in 2017.

Both Committees operate cooperatively and under the direction of the City Administrator to ensure benefit and wellness planning maintains congruence with overall City operational and strategic plans and effective and efficient use of City resources.

The City's Benefit/Wellness Coordinator, HR Department, administers the Wellness Program under the guidelines established for these Committees as outlined in Policy 1413 Health/Dental Insurance:

Employee Benefit Committee (EBC). The City will establish an Employee Benefit Committee which will, in partnership with the City's Insurance Consultant, explore, review, develop and recommend (for Common Council action) best practice approaches, policies and procedures relating to employee benefits. The Committee will develop, execute and update a long term strategic plan for benefit and wellness programs.

> EBC Members. Membership of the Employee Benefit Committee will include: 1) Alderperson appointed by the Common Council President, 2) Member of the Administration and Finance Committee appointed by the Chair, 3) City Administrator, 4) Human Resources Director, and 5) Finance Director. The City Attorney or designee, Deputy Finance Director, and Benefits and Wellness Coordinator will serve as resource staff for the Committee.

Employee Benefit Advisory and Wellness Committee (EBAWC). The City will establish an Employee Benefit Advisory and Wellness Committee which will: 1) function in an advisory capacity for the Employee Benefit Committee; and 2) strive to increase employee wellness and reduce health risks through awareness, education, support and outcomes- based wellness activities. The Committee will convene to provide input and feedback relating to employee benefit plans, offerings, long term planning and other assistance as may be requested from the Employee Benefit Committee. The Committee will serve as a sounding board for initiatives and efforts underway and facilitate communication as requested among City employees. The Committee will develop goals and objectives consistent with the long term strategic plan for benefit and wellness programs and deliver programs which effectuate the goals and objectives. The Committee shall establish short and long term wellness plans (for Common Council action).

> EBAWC Members. Membership of the Employee Benefit Advisory and Wellness Committee will include: 1) City Administrator or designee, 2) Human Resources Director, 3) Benefits and Wellness Coordinator (chairperson), 4) Finance Director or designee, 5) Communications Director or designee, 6) Safety and Training Coordinator, 7) Health Department Employee*, 8) Public Works Employee*, 9) Library Employee*, 10) Fire Department Employee*, and 11) Police Department Employee*.
>
> **Appointed by respective Department Head and will serve two year terms.*

Criteria for EBC and EBAWC Activities. Consideration of the following will guide the Committees' activities (listed by order of importance): 1) Fiduciary responsibility to the taxpayer, 2) Cost control, 3) Reduction of OPEB liability (other postemployment benefits), 4) Optimal member health, 5) Positive customer service experience, 6) Recruitment, retention, and uniformity of benefits amongst employee groups, 7) Offerings provided by similar organizations.

EBC and EBAWC Members' Roles and Responsibilities. Committee members' roles and responsibilities shall include, but notbe limited to: 1) Actively participate in Committee activities including meetings, 2) Ensure adherence to the criteria listed

Continued

herein, 3) Respect the sensitivity and maintain confidentiality of information provided, 4) Act as a liaison between the Committee and employees, 5) Provide constructive feedback, 6) Support and implement (as applicable) Committee agreed upon recommendations and recommendations approved by the Common Council. Failure to adhere to membership roles and responsibilities will result in removal from the Committee.

Performance Measures (List 5-7 per Division)

Responsibilities/Services	Division	Measurement/Key Performance Indicator (KPI)	Current State	Goal
Example: Media Relations/Tourism and Marketing/Community Relations		*Number of Successful Tourism Related Events Held*	*0*	*4-5*
1. Wellness programming		Number of programs offered in a calendar year	5	5
2. Chair EBAWC and engage volunteer committee members in program planning		Number of meetings held in a calendar year Percentage of volunteer committee members who actively engage in program planning/execution	9 36%	9 50%
3. Provide educational opportunities for EBAWC members (e.g., PTO Banks, EAP)		Number of educational offerings provided in calendar year	2	2
4. Collaborate with Communications on 'Wellness Wednesdays', 'Bathroom Biweekly' (replaced 'Stall Tactics')		Number of postings in calendar year	~65	~65
5. Retiree Association liaison		Number of wellness educational opportunities provided per calendar year	3	3

Position Information

Title	Division	Number	Funding Source
Benefit/Wellness Coordinator		1	602.5601

SERVICE DELIVERY

Example: Implemented Performance Management Program.

2018 Accomplishments related to Service Delivery (Process Improvements, Streamlining, etc.)

1. Identified (employee/retiree) HRA participants for Finance to apply correct premium share
2. Planned/executed/promoted wellness programs:
   - Bucket List Challenge
   - SpotMe Skin cancer screenings
   - Mayor's Challenge
   - Heroin/Opioid Epidemic Education
   - Ergonomics/Proper Body Mechanics
   - Mayor's Walk
3. Executed an activity on gratitude '3 Good Things' with EBAWC; challenged Committee members to write down 3 things they are thankful for and for a minimum 21-day period and report back if they feel they've become a changed person.
4. Communicated City's benefit program offerings and related events tied to wellness (e.g. ETF's Financial Fitness Program/City's deferred compensation programs, Employee Assistance Program, flu shot clinics, blood pressure screenings, OTC smoking cessation program), and newsworthy communications (Wellness Wednesday's, Bathroom Biweekly).
5. Monthly coordination/promotion of Aurora on-site nurse visits and associated program offerings.

2019 Plans for Service Delivery Improvements (*Min. 5 per division*)

1. Inaugurate an outcomes based wellness program to include an electronic tracking software solution; determine qualifying

	measurements/tiers for eligibility of reduced premium share.
2.	Create 3-5 Year roadmap for Wellness and Benefits.
3.	Increase employee engagement and satisfaction in wellness through various new training and offerings that assist in a work/life balance for employees.
4.	Incorporate Healthy Lifestyles Coalition and Community Wellness Initiative (former Well City) activities in the workplace so employees realize wellness is a 'community-based' effort (Strategic Goal #2 Quality of Life, 2-2 "Support/leverage Health Dept.'s partnerships and Community Health Improvement Plan by focusing on healthy lifestyles, substance abuse and addiction, and mental health issues".)
5.	Employee Enrollment Fair

CONTINUOUS IMPROVEMENT/LEAN PROJECTS

2018 Continuous Improvement/Lean Projects Completed

Description (include staff involved and how this impacted service delivery)	**Lean Training Req.**	**Outside of Lean Training**
Example: New Hire Orientation – HR and IT; streamline orientation process	***X***	
1. Research/review electronic solutions for implementation of an outcomes based wellness program (ongoing) – HR, CA, Finance, Horton Group – replace City's previous HRA process with intent to engage employees in their health; provide a cohesive place for individuals to track their wellness activities, receive wellness news/tips, coaching for improved health, etc.; enhanced reporting thereby reducing manual processes.		X
2. Electronic solution (Ask Allis) to provide a cohesive, centralized area for the promotion of program offerings, Wellness Wednesdays, on-site nurse visits, etc. – HR & Communications		X
3. Mayor's Walk/Challenge – HR, Communications, IT, Healthy Lifestyles Coalition (CWA Health Department, BID, WAWM Rec. Dept., WAC, Donnelly Chiropractic, Aurora West Allis Hospital, etc.) brought West Allis businesses/agencies together in a concerted effort to promote the importance of wellness and how it contributes to a healthy community.		X

2019 Continuous Improvement/Lean Projects

Description	**Staff Involved**	**Service Delivery Impact**	**Measurement/KPI**
1. Monitor participation and assist employees in use of electronic solution for outcomes based wellness program	Benefit/Wellness Coordinator	Enhanced employee engagement	Number of people utilizing and attaining various levels of incentives
2. Canvass free resources for program offerings and continue to utilize Aurora's services.	Benefit/Wellness Coordinator; Safety and Training Coordinator; Aurora staff and on-site nurse; outside organizations	Achieve comfort with familiarity of wellness partners; enhanced employee engagement	Customer satisfaction; attendance at programs; cost savings to City
3. Collaborate with the Safety and Training Coordinator to provide training and educations programs which focus on improving employee health as it relates to workers' compensation injuries	Benefit/Wellness Coordinator; Safety and Training Coordinator	Improved health of employees	Number of participants; reduction of injuries
4. Analyze utilization data from health plan to determine cost drivers; implement measures that will mitigate such	Benefit/Wellness Coordinator; Anthem; Aurora; Horton Group	Programming that targets problematic areas	Identification of top 5 health concerns that warrant improvement

CITY OF WEST ALLIS
2019 BUDGET
INTERNAL SERVICE FUND-LIABILITY INSURANCE

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	$ Change	% Change
REVENUES							
Interest Income	$89,919	$92,030	$90,000	$89,900	$52,300	-$37,700	-41.89%
Total Revenues	***$89,919***	***$92,030***	***$90,000***	***$89,900***	***$52,300***	***-$37,700***	***-41.89%***
EXPENDITURES							
Interest Expense	$0	$0	$0	$0	$0	$0	0.00%
Transfer to General Fund	$89,919	$0	$90,000	$89,900	$52,300	-$37,700	-41.89%
Total Expenditures	***$89,919***	***$0***	***$90,000***	***$89,900***	***$52,300***	***-$37,700***	***-41.89%***
Net Operating Gain(Loss)	***$0***	***$92,030***	***$0***	***$0***	***$0***	***$0***	***0.00%***
Fund Balance							
Fund Balance -Beginning of Year	$3,339,465	$3,339,465	$3,431,495	$3,431,495	$3,431,495	$0	0.00%
Fund Balance -Ending of Year	$3,339,465	$3,431,495	$3,431,495	$3,431,495	$3,431,495	$0	0.00%

Mission Statement

The City of West Allis is a municipal corporation operating under the constitution and statutes of the State of Wisconsin, and the ordinances, policies, and procedures of the City in order to:

- Provide cost effective municipal services consistent with the needs and desires of the citizens of the West Allis community (residences and businesses, as well as other community stakeholders);
- Provide for the health, safety, and welfare of the community ;
- Provide a quality living and working environment; and
- Provide a positive, progressive, and creative approach to the budget, management and operations of the City.

Vision Statement

The City of West Allis will provide a living and working environment throughout the community that is focused on providing its citizens and businesses a coordinated, efficient, effective, and responsive level of service. The City of West Allis will become the preferred municipality in the Milwaukee Metropolitan Area, the state, and the country for visitors, residents and businesses through focused rebranding, marketing and promotion actions.

Non Discrimination Statement

The City of West Allis does not discriminate against individuals on the basis of race, color, religion, age, marital or veterans' status, sex, national origin, disability or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.

Americans With Disabilities Act Notice

Upon reasonable notice the City will furnish appropriate auxiliary aids (including assistive listening devices) and services when necessary to afford individuals with disabilities an equal opportunity to participate in and to enjoy the benefits of a service, program or activity provided by the City.

Limited English Proficiency Statement

It is the policy of the City of West Allis to provide language access services to populations of persons with Limited English Proficiency (LEP) who are eligible to be served or likely to be directly affected by our programs. Such services will be focused on providing meaningful access to our programs, services or benefits.

CITY AT THE CENTER
WEST ALLIS