

# 2019 Budget & Action Plan

As recommended by  
Mayor Dan Devine  
October 2, 2018

*Presentation to the Administration  
and Finance Committee on  
October 8, 2018*

*Public Hearing  
November 5, 2018*



# Mission and Vision Statements

## ***Mission –***

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 -***

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.

# Strategic Plan Goals



- Image/Brand/Destination
- Quality of Life
- Citizen Engagement
- Economic Vitality and Sustainability
- Excellence in Government

# Sampling of 2018 Accomplishments

- Marketing and Branding Campaign
- Creation of 2 new Neighborhood Associations and provided 2 grants to existing Neighborhood Associations
- Provided funding for three facades on National Avenue
- Celebrate 20<sup>th</sup> Anniversary of Log Cabin School House
- Approval of Sidewalk Poetry Submissions (2019 install)
- Expansion of Mobile Integrated Health Program to provide 24 hour coverage
- Move forward the Violence Free West Allis Collaborative
- Engage public to raise \$10K for dog park
- Reinvigorate Home Security program to provide cameras for 10 people
- Conduct Entrepreneurial training workshop
- Expansion of info/applications provided online
- Dark Store Referendum passage with 91% voters in support
- Conducted first Homeowner Resource Fair
- Received Silver Wisconsin Health Communities Designation
- Receive Highest Rating from ISO for Fire Protection Services of West Allis
- Purchased Ladder 62 and Engine 61
- Welcomed new K-9 Officer Gizmo
- Implemented Performance Management Program for Employees and Technology Training
- Continue Capital Improvement Program Process Improvements and identify priorities regarding facilities needs
- Implemented CART(Crisis Assessment Response Team) program
- Provide Technology equipment for improved inspection processes (BINS, PW, Water)
- Acquire and begin to implement Assetworks program
- Online Bidding with PW projects
- Pop up Libraries and expansion of Library programming

# Core Values and Competencies

**Service Excellence:** Exceptional professional service for and by outstanding people; responsive, efficient, dedicated and engaged workforce.

**Continuous Improvement:** Innovations through creative and strategic management; sustained improvement through goal oriented customer focused results.

**Open and Transparent:** Ethical, accessible and accountable government operations.

**Renewal:** Revitalization through collaborations and partnerships with a focus on image, economic development, and growth.

**Equitable:** Respectful, responsible, compassionate, and welcoming to all.

**Accountable:** Is responsive to the community's interests and needs; timely; dependable; consistent; answerable; effective in the use of resources; adheres to established policies and procedures as appropriate; able to justify decisions and actions.

**Driven:** Is goal oriented, creative in problem solving; exhibits initiative; sets and pursues high standards; motivated to succeed.

**Dedicated:** Demonstrates service to others; is customer focused; displays cultural competency and professionalism.

**Integrity:** Is sincere, honest, trustworthy, and ethical; models values and embodies competencies.

**Technical:** Has and grows knowledge and skill in area of expertise; is competent and proficient in the use of available technology; develops cross functional skills.

**United:** Encourages and exemplifies teamwork, positive attitude, and emotional intelligence; is an effective communicator, tactful and diplomatic; mentors others; regularly gives and receives feedback.

**Progressive:** Is strategic, innovative, skilled in change management and agile; challenges the status quo; explores and drives continuous improvement opportunities.

# Recommended Budget Priorities

- High Quality Services for West Allis Citizens
- Public Safety, Property Maintenance, and Blight Remediation
- Development and Destination
- Fiscal Sustainability and Operational Excellence

# Public Safety, Property Maintenance, and Blight Remediation



- Public Safety - Substantially increase the recommended funding allocation from the 2018 Approved Budget for the Police Department by nearly \$1 million, including funding overtime in the Police Department based on actual spending experience, and for the Fire Department by more than \$440,000 in new allocations.



- Property Maintenance - Fully fund property maintenance and enforcement by including \$50,000 in the Building Inspection and Neighborhood Services Department budget.
- Blight Remediation - Address the concerns and issues associated with vacant properties by piloting a registration program and exploring possible rental inspection programs.
- Citizen Engagement - Leveraging resources to further the creation of strong neighborhood associations and expanding citizens' sense of community within their neighborhoods.

# Development and Destination

- Events to attract new audiences and increase tourism opportunities.
- Redevelopment projects- Cobalt, Mandel, and Ogden.
- Second year of Brand and Marketing Campaign.
- Public art initiatives.
- West Allis Farmers Market 100th anniversary, realignment of operations and creation of additional activities.
- West Allis Dog Park.



# Fiscal Sustainability and Operational Excellence

- Re-purpose the vacant Buyer position in Finance with a Grant Writer/Fiscal Analyst.
- Combine various part-time positions to create a full-time appraiser position in Assessors.
- Relocate a Mechanic position from Public Works to the Fire Department.
- Increase Intergovernmental/Interdepartmental/Intradepartmental collaborations.
- Improve management of resources with the implementation of Assetworks and Neogov.
- Strategically invest in maintenance and repair of City's facilities.
- Expand accountability for City staff through performance management.
- Focus on business development and citizen interactions.
- Implement the Total Benefit Package to recruit and retain a high quality workforce.
- Engage employees in Wellness and Benefits; strategic planning to limit increases.

# Demographics



59,934  
Population  
Estimate



\$46,524  
Median  
Household  
Income



38.2  
Median Age



14.5%  
Poverty



27,604  
Occupied  
Housing Units



52.2%  
Owner  
Occupied



47.8%  
Renter  
Occupied



1926  
Vacant  
Housing Units

# Historical/Background Information

## Equalized Value

2018 - \$3,820,597,600  
 2017 - \$3,722,361,000  
 2016 - \$3,735,583,600  
 2015 - \$3,741,492,800  
 2014 - \$3,712,641,300  
 2013 - \$3,701,354,200  
 2012 - \$3,738,930,800

## Assessed Value

2018 - \$3,710,465,900  
 2017 - \$3,751,889,600  
 2016 - \$3,748,321,200  
 2015 - \$3,731,629,800  
 2014 - \$3,724,450,300  
 2013 - \$3,732,039,400  
 2012 - \$4,083,973,400

## Local Tax Rate

2018 - \$11.53 (estimate)  
 2017 - \$11.25  
 2016 - \$11.05  
 2015 - \$10.81  
 2014 - \$10.81  
 2013 - \$10.75  
 2012 - \$9.81

## Overall Tax Rate

2018 - TBD  
 2017 - \$28.2776  
 2016 - \$27.3227  
 2015 - \$27.1799  
 2014 - \$27.1618  
 2013 - \$28.1747  
 2012 - \$26.0111

## General Fund Revenues

2019 Budget - \$61,243,000  
 2018 Budget - \$60,505,716  
 2017 Budget - \$59,170,867  
 2016 Budget - \$57,621,784  
 2015 Budget - \$57,227,199  
 2014 Budget - \$56,774,454  
 2013 Budget - \$56,097,947

## General Fund Expenditures

2019 Budget - \$61,243,000  
 2018 Budget - \$60,505,716  
 2017 Budget - \$59,170,867  
 2016 Budget - \$57,621,784  
 2015 Budget - \$57,227,199  
 2014 Budget - \$56,774,454  
 2013 Budget - \$56,097,947

# State Budget Impacts on Local Budget

Shared Revenue—No change in program/level of funding – ***No new impact on the CWA 2019 Budget.***

Levy Limits—Base program remains in tact – ***Impact on CWA 2019 Budget includes adjustment for new personal property aid payment.***

Personal Property Tax Program—Substantial change to this program, exempting machinery, tools, and patterns, other than items considered manufacturing property, under current law, effective January 1, 2018. In conjunction with this change, a new state aid is created to reimburse municipalities for lost revenue. – ***However, could lead to additional personal property tax repeal and/or exemptions in the future, and creates the potential for the state to discontinue its current commitment to fully fund the change through a state aid. In addition, no growth is proposed in future years, which is effectively a decrease in local revenue in 2019 and beyond.***

Expenditure Restraint Program— ***No change in funding level for program participants.***

General Transportation Aids – ***Reduction of approximately \$124,000 compared to 2018 Aids.***

# State Budget Impacts on Local Budget

Payment for Municipal Services—No known change in program/level of funding—**2019 award unknown at this time; however, program continues to be significantly underfunded, and most recent payment was ~\$200,000.**

State Aid for Tax Exempt Computers—The change in this program for 2018 was related to the calculation of the payment. Rather than a formula-based funding calculation, the payment for 2018 and 2019 will simply be the prior year's amount increased by the change in inflation rate. Beginning in 2020 and beyond, the payment is equal to the amount in 2019. — **The impact on the CWA 2019 Budget, and beyond, is unknown since the form is no longer required to be completed by owners of exempt computers, cash registers, and fax machines. In addition, this creates the potential for the state to discontinue its current commitment to fully fund the change through a state aid .**

Recycling Grant Program—No known change in program/level of funding—**No known impact on the CWA 2019 Budget.**

Clean Water Fund Program Low Interest Loans—While this does not directly impact the CWA 2019 Budget, the changes made in the state budget could benefit the City of West Allis in the future due to the larger interest subsidies, no interest loans offered in certain circumstances, and an option to extend loan duration to 30 years—**No direct impact on the CWA 2019 Budget**

# Continued Constraints/Challenges

- Maintaining high service levels with limited ability to maintain funding for them as costs increase**
- Remaining in compliance with the Expenditure Restraint / Levy Limit Programs**
- Growing Capital Needs including needs identified in recent facilities study**
- Finding a balance in pay and benefits to recruit and retain good employees, while managing our personnel costs (including the current OPEB liability)**
- Reviewing operations and implementing change**

**\$35.8**

**MILLION  
SALARIES/WAGES**

**\$15.8**

**MILLION  
BENEFITS**

**84.2%**

**OF GENERAL  
FUND BUDGET = SALARIES,  
WAGES AND BENEFITS**

**\$146,933,656  
OPEB LIABILITY**

# Personnel

**748.30**

**TOTAL POSITIONS**

**170.75**

**NON-BENEFITTED POSITIONS - Election Workers, Interns, Prov. and Temporary Employees**



**577.55 = 523.43 + 54.12**

**BENEFITTED POSITIONS**

**GENERAL FUND  
POSITIONS**

**FUNDED BY OTHER  
FUNDING  
SOURCES**



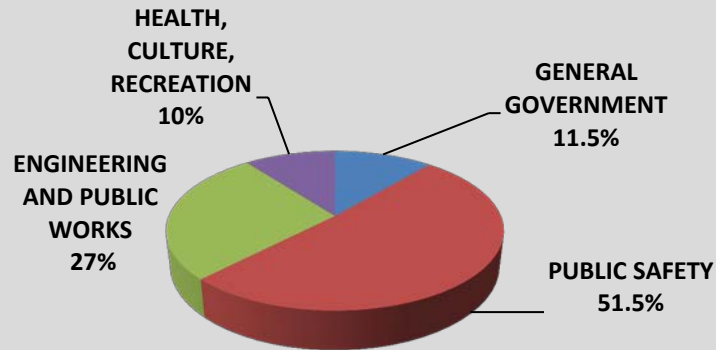
# PERSONNEL ALLOCATION BY FUNCTION

**Public  
Safety**  
297.3  
51.5%

**Engineering  
and Public  
Works**  
154  
27%

**General  
Government**  
66.75  
11.5%

**Health,  
Culture,  
Recreation**  
59.5  
10%



**CITY OF WEST ALLIS**  
**GENERAL FUND EXPENDITURES BY DEPARTMENT**  
**2019 Budget**

<b>EXPENDITURES</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>Change</b>	<b>%</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adjusted Budget</b>	<b>Year-to-Date</b>	<b>Estimated</b>	<b>Proposed Budget</b>		
<b>GENERAL GOVERNMENT</b>								
Common Council	\$ 242,801	\$ 252,096	\$ 252,096	\$ 144,818	\$ 252,096	\$ 238,322	\$ (13,774)	-5.46%
Mayor	\$ 126,300	\$ 129,165	\$ 129,165	\$ 85,190	\$ 129,165	\$ 136,932	\$ 7,767	6.01%
City Attorney	\$ 863,255	\$ 884,982	\$ 884,982	\$ 548,727	\$ 854,982	\$ 908,310	\$ 23,328	2.64%
Municipal Court	\$ 547,590	\$ 418,152	\$ 418,152	\$ 258,887	\$ 418,152	\$ 361,426	\$ (56,726)	-13.57%
City Assessor	\$ 290,411	\$ 421,767	\$ 421,767	\$ 198,952	\$ 341,767	\$ 459,091	\$ 37,324	8.85%
Administration	\$ 209,840	\$ 243,571	\$ 243,571	\$ 156,899	\$ 243,571	\$ 247,986	\$ 4,415	1.81%
Information Technology	\$ 1,929,464	\$ 1,999,527	\$ 1,999,527	\$ 1,207,066	\$ 1,939,527	\$ 1,919,758	\$ (79,769)	-3.99%
Human Resources	\$ 452,773	\$ 538,876	\$ 538,876	\$ 392,955	\$ 538,876	\$ 598,219	\$ 59,343	11.01%
Finance	\$ 720,667	\$ 892,511	\$ 892,511	\$ 613,534	\$ 892,511	\$ 940,567	\$ 48,056	5.38%
City Clerk	\$ 416,696	\$ 494,345	\$ 494,345	\$ 338,961	\$ 494,345	\$ 482,921	\$ (11,424)	-2.31%
Promotion, Celebrations, Awards	\$ 42,081	\$ 68,225	\$ 68,225	\$ 44,023	\$ 68,225	\$ 89,225	\$ 21,000	30.78%
General Fringe Benefits *, Workers Comp, Insurance	\$ 1,432,989	\$ 2,557,750	\$ 2,557,750	\$ 791,318	\$ 2,507,750	\$ 2,412,700	\$ (145,050)	-5.67%
Other General Government	\$ 1,783,819	\$ 1,663,965	\$ 1,663,965	\$ 659,785	\$ 963,965	\$ 1,582,283	\$ (81,682)	-4.91%
<b>TOTAL GENERAL GOVERNMENT</b>	\$ 9,058,685	\$ 10,564,932	\$ 10,564,932	\$ 5,441,115	\$ 9,644,932	\$ 10,377,740	\$ (187,192)	-1.77%
<b>PUBLIC SAFETY</b>								
Police & Fire Commission	\$ 34,948	\$ 39,500	\$ 39,500	\$ 26,760	\$ 39,500	\$ 39,200	\$ (300)	-0.76%
Police	\$ 17,927,246	\$ 18,059,344	\$ 18,059,344	\$ 11,002,770	\$ 17,959,344	\$ 19,016,707	\$ 957,363	5.30%
Fire	\$ 12,372,901	\$ 12,346,543	\$ 12,346,543	\$ 7,492,726	\$ 12,146,543	\$ 12,788,365	\$ 441,822	3.58%
Building Insp & Neighborhood Services	\$ 1,179,103	\$ 1,362,957	\$ 1,362,957	\$ 871,726	\$ 1,362,957	\$ 1,414,677	\$ 51,720	3.79%
Planning/Community Development	\$ 420,750	\$ 490,208	\$ 490,208	\$ 317,229	\$ 490,208	\$ 501,278	\$ 11,070	2.26%
<b>TOTAL PUBLIC SAFETY</b>	\$ 31,934,948	\$ 32,298,552	\$ 32,298,552	\$ 19,711,210	\$ 31,998,552	\$ 33,760,227	\$ 1,461,675	4.53%
<b>PUBLIC WORKS</b>								
Engineering	\$ 1,102,367	\$ 1,420,322	\$ 1,420,322	\$ 616,998	\$ 1,320,322	\$ 1,352,928	\$ (67,394)	-4.74%
Public Works	\$ 8,658,640	\$ 11,387,802	\$ 11,387,802	\$ 6,470,810	\$ 10,787,802	\$ 10,905,140	\$ (482,662)	-4.24%
<b>TOTAL PUBLIC WORKS</b>	\$ 9,761,007	\$ 12,808,124	\$ 12,808,124	\$ 7,087,808	\$ 12,108,124	\$ 12,258,068	\$ (550,056)	-4.29%
<b>HEALTH, CULTURE, RECREATION</b>								
Health Department	\$ 2,112,199	\$ 2,263,954	\$ 2,263,954	\$ 1,386,825	\$ 2,263,954	\$ 2,320,478	\$ 56,524	2.50%
Senior Center	\$ 217,688	\$ 225,846	\$ 225,846	\$ 125,595	\$ 225,846	\$ 232,824	\$ 6,978	3.09%
Library	\$ 2,036,157	\$ 2,344,308	\$ 2,344,308	\$ 1,356,633	\$ 2,264,308	\$ 2,293,663	\$ (50,645)	-2.16%
<b>TOTAL HEALTH, CULTURE, RECREATION</b>	\$ 4,366,043	\$ 4,834,108	\$ 4,834,108	\$ 2,869,053	\$ 4,754,108	\$ 4,846,965	\$ 12,857	0.27%
<b>TOTAL GENERAL FUND EXPENDITURES</b>	\$ 55,120,684	\$ 60,505,716	\$ 60,505,716	\$ 35,109,187	\$ 58,505,716	\$ 61,243,000	\$ 737,284	1.22%

\* City paid fringe benefit expenses for social security, medic are, 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**  
**Recommended 2019 Budget - Fact Sheet**

	<b>Budget Year 2018</b>	<b>Tax Rate</b>	<b>Budget Year 2019</b>	<b>Tax Rate *</b>	<b>Change</b>
<b>Total General Fund Expenditures</b>	\$ 60,505,716	\$9.3846	\$ 61,243,000	\$9.5804	1.22%
General Government	\$ 10,564,932	\$1.6386	\$ 10,377,740	\$1.6234	-1.77%
Public Safety	\$ 32,298,552	\$5.0096	\$ 33,760,227	\$5.2812	4.53%
Engineering & Public Works	\$ 12,808,124	\$1.9866	\$ 12,258,068	\$1.9176	-4.29%
Health, Culture, Recreation	\$ 4,834,108	\$0.7498	\$ 4,846,965	\$0.7582	0.27%
<b>Assessed Value</b>	\$ 3,751,889,600		\$ 3,710,465,900		-1.10%
General Fund Tax Levy	\$ 35,209,982	\$9.3846	\$ 35,507,600	\$9.5804	0.85%
Health Fund Tax Levy	\$ 2,000,000	\$0.5331	\$ 2,000,000	\$0.5396	0.00%
Parking Fund Tax Levy	\$ 43,000	\$0.0115	\$ 43,000	\$0.0116	0.00%
Debt Fund Tax Levy	\$ 3,920,432	\$1.0449	\$ 4,095,747	\$1.1051	4.47%
TID Levy	\$ 1,037,196	\$0.2764	\$ 1,072,414	\$0.2893	3.40%
<b>Total Levy /Total Tax Rate</b>	\$ 42,210,610	\$ 11.25	\$ 42,718,761	\$ 11.53	1.20%
Taxes on \$150K home:	\$ 1,687.58		\$ 1,728.90		2.45%
Change in Taxes:			\$ 41.33		
Total Employees (FTE, All Funds)	576.75		577.55		0.1%
Projected Unassigned Fund Balance	\$ 8,987,784		\$ 8,989,853		0.0%
Fund Balance as % of Gen Fund Exp	14.9%		14.7%		

\* Tax Rate Estimate as of 11/5/18

# Utility Budgets & Rates

Operating budget numbers for all Utilities are included in the draft document; Capital budget numbers are still being evaluated.

Rate recommendations for all Utilities will be finalized when the Capital Improvement Program is finalized.

Utility billing history, based on a single family home, for all enterprise/utility funds, is as follows:

	<b>2019 Rates</b>	<b>2018 Rates</b>	<b>2017 Rates</b>	<b>2016 Rates</b>	<b>2015 Rates</b>	<b>2014 Rates *</b>	<b>2013 Rates *</b>	<b>2012 Rates</b>	<b>2011 Rates</b>
	<i>Proposed</i>	<i>Effective</i> 1/1/18	<i>Effective</i> 1/1/17	<i>1/1/2016- 12/31/2016</i>	<i>Effective</i> 1/1/15	<i>7/1/2014 - 12/31/2014</i>	<i>1/1/2013 - 12/31/2013</i>	<i>1/1/2012 - 12/31/2012</i>	<i>1/1/2011 - 12/31/2011</i>
			<i>(Water Rate Effective</i>				<i>(Water Rate Effective</i>		<i>(Water Rate Effective</i>
<b><i>Single Family (Ave Consumption-17 CCF)</i></b>									
<i>BC-Basic Service Charge</i>	TBD	\$37.05	\$37.05	\$33.93	\$32.94	\$34.12	\$33.06	\$33.00	\$33.00
<i>MS-MMSD Single Family</i>	TBD	\$31.68	\$28.91	\$28.58	\$29.43	\$28.48	\$27.87	\$28.05	\$29.68
<i>SW-Storm Water</i>	TBD	\$20.58	\$20.58	\$19.29	\$19.29	\$19.29	\$19.29	\$19.29	\$18.33
<i>RC-Waste Management/Recycle</i>	TBD	\$22.50	\$22.50	\$22.50	\$22.50	\$24.81	\$24.81	\$24.81	\$20.52
<i>CS-City Sewer (based on consumption)</i>	TBD	\$33.15	\$29.75	\$29.75	\$29.75	\$29.75	\$26.01	\$26.01	\$23.97
<i>WT-Water (based on consumption)</i>	TBD	\$41.14	\$41.14	\$38.42	\$37.23	\$35.19	\$33.66	\$33.15	\$33.15
<i>Total Quarterly Bill</i>		\$186.10	\$179.93	\$172.47	\$171.14	\$171.64	\$164.70	\$164.31	\$158.65
<i>Amount Billed Annually</i>		\$744.40	\$719.72	\$689.88	\$684.56	\$686.56	\$658.80	\$657.24	\$634.60
<i>Percentage Increase from Previous Year</i>	TBD	3.4%	4.3%	0.8%	-0.3%	4.2%	0.2%	3.6%	

\* Year with multiple increases or increase on date other than 1/1.

# SUMMARY



Non-tax levy general fund revenue increased by \$33,266 or 1.2%.



Goal to completely eliminate reliance on General Fund Reserves Revenue Budget.



Staffing levels for authorized positions remain level due to reallocation and realignments; increase is limited to a .8 FTE.



Total General Net Levy Increase  
 2019 - \$704,018 (.85%)  
 2018 - \$813,807 (1.96%)  
 2017 - \$1,064,351 (2.64%)



Expenditure Restraint Program (ERP)  
 Allowable increase ~\$1,625,000.  
 Actual increase ~\$740,000.



Assessed Value (including TIF) & Tax Rate = \$3,710,465,900 (Reduced by \$41.4 million); estimated tax rate \$11.53.

# Questions?

# Thank You

*For more information visit:  
[www.westalliswi.gov/budget](http://www.westalliswi.gov/budget)*