

**Presentation to the Administration and
Finance Committee on October 21, 2019**

2020 Budget and Action Plan

As recommended by Mayor Dan Devine

West Allis



MAYOR'S REMARKS

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





OUR CORE VALUES

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.

West Allis Team Member Core Competencies

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.

Budget Priorities by Strategic Plan Goal

#1 Image/Brand/Destination – Budget Priorities

- Streamline events, permitting, and licensing process
- Facilitate mural creation with Artscape Grant Program
- Explore the reallocation of a vacant or vacated position to a Business Liaison Position office to assist business owners with City processes
- Create a Development Assistant Team
- Examine options for realignment of an existing citizen committee to expand responsibilities to that of a Park, Building And Grounds Commission, a subcommittee of the Capital Improvement Committee
- Explore funding opportunities to implement a grant program for Burnham Point Revitalization
- Investigate funding options for Better Block activities in other neighborhoods



#2 Quality of Life – Budget Priorities

- Maintain or replace current and expand the number of security cameras
- Provide general City funding for Crisis Assessment Response Team (CART) Officer (previously funded by County Funds)
- Explore addition of a School Resource Officer PT at Lane Intermediate School
- Contingent on Capital Funding replace and install fleet and interview room camera
- Work towards the expansion of the Fire Department Intern Program to WCTC
- Create preventative Maintenance Program for City parks and open spaces
- Develop street lighting conversion plan
- Implement Memory Café Program for seniors through collaboration with City Departments and outside agencies



#3 Citizen Engagement – Budget Priorities

- Implement Citizen 101 Program
- Increase information in property files available to citizens
- Replace existing and provide options for online payments for the majority of City services
- Develop customer and citizen feedback surveys collection and review process
- Expand the role of Communications Strategist to Public Engagement and project management duties, including Neighborhood Association Coordination with Development and Police Community
- Create print and digital resident guide in English and Spanish; expand to other publications as appropriate

#4 Economic Vitality and Sustainability – Budget Priorities

- Create a Structural Deficit Action Team to make recommendations for service delivery and operational adjustments/reallocations to which balance the services with the financial limitations of available resources, including the financial impact for taxpayers.
- Explore BINS/Assessor shared position to work on residential revaluation and improve the accuracy of records
- Revaluation of residential properties (if funded)
- Work to reduce the costs for publications
- Reduce/consolidate the number of printers
- Increase focus on organizational-wide risk management and emergency government
- Implement an electronic parking citation system
- Expand use of retired squad cars for all BINS inspection staff and other departments' staff vehicles
- Facilitate collaboration between citizen-facing service delivery departments
- Facilitate streamlining of departments' inspection processes



#5 Excellence in Government – Budget Priorities

- Select Virtual City Hall software
- Increase technology training opportunities for staff
- Implement Office 365
- Provide mobile technology for staff to increase efficiencies
- Reduce time to fill for positions
- Convert records and processes to integrated HRIS/ATS/Performance Systems
- Acquire electronic poll books
- Increase current City staff involvement in election processes to ensure accuracy and increase accountability
- Implement Boards and Commissions Module for the Legistar Program to increase efficiency with the appointment process
- Change codification providers and expand the use of software to policy and procedure maintenance
- Standardize City wide applications for permits, licenses, forms, etc.
- Conduct Strategic Plan alignment activities



Challenges

- **Expenditure Restraint Program**
- **Recruiting and Retention of High Quality Employees**
- **Facility Repairs and Maintenance**
- **Road, Sewer, and Street Lights**
- **Taxpayer Financial Limitations**
- **Levy Limits**

Expenditure Restraint Program (ERP)

What is it?

Aid provided by State to municipalities who limit growth in spending.

How is it calculated?

For the year prior to the aid payment, the rate of the budget growth cannot exceed the inflation rate plus an adjustment based on the growth in municipal property values.

What is the limit?

Current estimate is ~ \$1.4 million

What is the aid amount we get if we remain within the limit?

~\$1,500,000 per year (or less than 3% of our annual budget)



2020 BUDGET GAP

| | |
|---|--------------------|
| 2019 Adopted Gen. Fund Budget | \$61,243,000 |
| CWA Estimated ERP Amount | <u>\$1,400,000</u> |
| 2020 Budget Total for ERP Participation | \$62,643,000 |
| | |
| 2020 Budget Requests | ~\$65,750,000 |
| 2019 Adopted Budget | \$61,243,000 |
| Increase from 2019 to 2020 | \$4,507,000 |
| Estimated ERP Amount | <u>\$1,400,000</u> |
| Budget Gap | \$3,107,000 |



Why such a big gap in 2020?

- Salary Increases
- No big ticket item to reduce costs (examples include - retiree to Medicare Advantage Program, Adjustments to Pharmacy Benefit Manager, Health Insurance TPA change, gradual increases to employee contributions for pension and health care premium shares)

Gap closed through collaboration and cooperation of departments so no filled position needed to be eliminated

Thank you to all!

(Going forward need to adjust services and organization to meet the continued challenges
– Structural Deficit Committee)



| EXPENDITURES | 2017 | 2018 | 2019 | 2019 | 2019 | 2019 | 2020 | % | |
|---|---------------|---------------|---------------|---------------|---------------|-------------------------------|---------------|--------------|---------|
| | Actual | Actual | Budget | Year-to-Date | Estimated | Projected Variance to Bdgt | Budget | Change | Change |
| GENERAL GOVERNMENT | | | | | | | | | |
| Common Council | \$ 242,801 | \$ 226,050 | \$ 238,322 | \$ 153,210 | \$ 212,051 | \$ 26,271 | \$ 192,241 | \$ (46,081) | -19.34% |
| Mayor | \$ 126,300 | \$ 132,465 | \$ 136,932 | \$ 97,444 | \$ 137,047 | \$ (115) | \$ 136,624 | \$ (308) | -0.22% |
| City Attorney | \$ 863,255 | \$ 762,755 | \$ 908,310 | \$ 630,536 | \$ 858,758 | \$ 49,554 | \$ 866,754 | \$ (41,556) | -4.58% |
| Municipal Court | \$ 547,590 | \$ 354,519 | \$ 361,426 | \$ 236,856 | \$ 334,738 | \$ 26,688 | \$ 308,655 | \$ (52,771) | -14.60% |
| City Assessor | \$ 290,411 | \$ 342,359 | \$ 459,091 | \$ 339,291 | \$ 420,879 | \$ 38,212 | \$ 287,051 | \$ (172,040) | -37.47% |
| Administration | \$ 209,840 | \$ 238,766 | \$ 247,986 | \$ 180,858 | \$ 248,388 | \$ (402) | \$ 262,628 | \$ 14,642 | 5.90% |
| Information Technology | \$ 1,929,464 | \$ 1,853,065 | \$ 1,919,758 | \$ 1,452,351 | \$ 1,961,199 | \$ (41,441) | \$ 2,026,490 | \$ 106,732 | 5.56% |
| Human Resources | \$ 452,773 | \$ 603,709 | \$ 598,219 | \$ 371,883 | \$ 551,204 | \$ 47,017 | \$ 600,163 | \$ 1,944 | 0.32% |
| Finance | \$ 720,667 | \$ 745,980 | \$ 940,567 | \$ 546,499 | \$ 841,520 | \$ 99,047 | \$ 931,675 | \$ (8,892) | -0.95% |
| City Clerk | \$ 416,696 | \$ 518,205 | \$ 482,921 | \$ 337,883 | \$ 503,931 | \$ (21,010) | \$ 557,720 | \$ 74,799 | 15.49% |
| Promotion, Celebrations, Awards | \$ 42,081 | \$ 54,992 | \$ 89,225 | \$ 82,551 | \$ 91,760 | \$ (2,535) | \$ 82,175 | \$ (7,050) | -7.90% |
| General Fringe Benefits*, Workers Comp, Insurance | \$ 1,432,989 | \$ 2,336,026 | \$ 2,412,700 | \$ 562,869 | \$ 2,207,200 | \$ 205,500 | \$ 2,583,000 | \$ 170,300 | 7.06% |
| Other General Government | \$ 1,783,819 | \$ 5,730,932 | \$ 1,582,283 | \$ 711,662 | \$ 1,599,484 | \$ (17,201) | \$ 1,622,250 | \$ 39,967 | 2.53% |
| TOTAL GENERAL GOVERNMENT | \$ 9,058,685 | \$ 13,899,824 | \$ 10,377,740 | \$ 5,703,892 | \$ 9,968,159 | \$ 409,586 | \$ 10,457,426 | \$ 79,686 | 0.77% |
| PUBLIC SAFETY | | | | | | | | | |
| Police & Fire Commission | \$ 34,948 | \$ 34,332 | \$ 39,200 | \$ 10,741 | \$ 39,200 | \$ - | \$ 37,775 | \$ (1,425) | -3.64% |
| Police | \$ 17,927,246 | \$ 18,219,498 | \$ 19,016,707 | \$ 13,219,291 | \$ 19,298,588 | \$ (281,879) | \$ 19,962,670 | \$ 945,963 | 4.97% |
| Fire | \$ 12,372,901 | \$ 12,273,916 | \$ 12,788,365 | \$ 8,858,149 | \$ 12,790,852 | \$ (2,487) | \$ 13,335,715 | \$ 547,350 | 4.28% |
| Building Insp & Neighborhood Services | \$ 1,179,103 | \$ 1,398,391 | \$ 1,414,677 | \$ 1,077,137 | \$ 1,488,758 | \$ (74,082) | \$ 1,494,663 | \$ 79,986 | 5.65% |
| Planning | \$ 420,750 | \$ 413,993 | \$ 501,278 | \$ 364,313 | \$ 521,793 | \$ (24,813) | \$ 498,283 | \$ (2,995) | -0.60% |
| TOTAL PUBLIC SAFETY | \$ 31,934,948 | \$ 32,340,129 | \$ 33,760,227 | \$ 23,529,632 | \$ 34,139,191 | \$ (383,261) | \$ 35,329,106 | \$ 1,568,879 | 4.65% |
| PUBLIC WORKS | | | | | | | | | |
| Engineering | \$ 1,102,367 | \$ 1,161,924 | \$ 1,352,928 | \$ 852,925 | \$ 1,308,864 | \$ 44,065 | \$ 1,338,504 | \$ (14,424) | -1.07% |
| Public Works | \$ 8,658,640 | \$ 9,564,645 | \$ 10,905,140 | \$ 7,314,307 | \$ 10,383,738 | \$ 521,395 | \$ 10,658,317 | \$ (246,823) | -2.26% |
| TOTAL PUBLIC WORKS | \$ 9,761,007 | \$ 10,726,569 | \$ 12,258,068 | \$ 8,167,232 | \$ 11,692,602 | \$ 565,460 | \$ 11,996,821 | \$ (261,247) | -2.13% |
| HEALTH, CULTURE, RECREATION | | | | | | | | | |
| Health Department | \$ 2,112,199 | \$ 2,113,240 | \$ 2,320,478 | \$ 1,549,495 | \$ 2,136,094 | \$ 184,386 | \$ 2,301,909 | \$ (18,569) | -0.80% |
| Senior Center | \$ 217,688 | \$ 187,400 | \$ 232,824 | \$ 178,147 | \$ 249,848 | \$ (17,026) | \$ 253,061 | \$ 20,237 | 8.69% |
| Library | \$ 2,036,157 | \$ 2,061,100 | \$ 2,293,663 | \$ 1,558,202 | \$ 2,170,429 | \$ 123,235 | \$ 2,304,677 | \$ 11,014 | 0.48% |
| TOTAL HEALTH, CULTURE, RECREATION | \$ 4,366,043 | \$ 4,361,740 | \$ 4,846,965 | \$ 3,285,844 | \$ 4,556,371 | \$ 290,596 | \$ 4,859,647 | \$ 12,682 | 0.26% |
| TOTAL EXPENDITURES | \$ 55,120,684 | \$ 61,328,262 | \$ 61,243,000 | \$ 40,686,600 | \$ 60,356,323 | \$ 882,380 | \$ 62,643,000 | \$ 1,400,000 | 2.29% |

* 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

Personnel

751.95

TOTAL POSITIONS

178

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



573.95 = 519.95 + 53.75

BENEFITTED POSITIONS

**GENERAL FUND
POSITIONS**

**FUNDED BY OTHER
FUNDING
SOURCES**

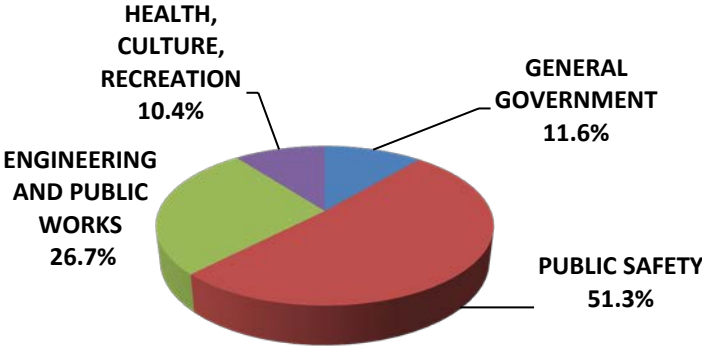
PERSONNEL ALLOCATION BY FUNCTION

Public
Safety

Engineering
and Public
Works

General
Government

Health,
Culture,
Recreation



Historical/Background Information

Equalized Value

2019 - \$4,010,376,800
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

2019 - \$3,882,500,000
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

2019 - ~\$11.56 (Estimate)
2018 - \$11.53
2017 - \$11.25
2016 - \$11.05
2015 - \$10.81
2014 - \$10.81
2013 - \$10.75
2012 - \$9.81

Overall Tax Rate

2019 - TBD
2018 - \$27.4842
2017 - \$28.2776
2016 - \$27.3227
2015 - \$27.1799
2014 - \$27.1618
2013 - \$28.1747
2012 - \$26.0111

General Fund Revenues

2020 Budget - \$62,643,000
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

2020 Budget - \$62,643,000
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

City of West Allis

Recommended 2020 Budget - Fact Sheet

| | Budget Year 2019 | Tax Rate | Budget Year 2020 | Tax Rate * | Change |
|--|----------------------|----------------|-------------------------|----------------|-----------------|
| Total General Fund Expenditures | \$61,243,000 | \$9.57 | \$62,643,000 | \$9.51 | 2.29% |
| General Government | \$10,377,740 | \$1.62 | \$10,457,426 | \$1.59 | 0.77% |
| Public Safety | \$33,760,227 | \$5.28 | \$35,329,106 | \$5.36 | 4.65% |
| Engineering & Public Works | \$12,258,068 | \$1.92 | \$11,996,821 | \$1.82 | -2.13% |
| Health, Culture, Recreation | \$4,846,965 | \$0.76 | \$4,859,647 | \$0.74 | 0.26% |
| Assessed Value \$ | 3,710,465,900 | | \$ 3,882,500,000 | | 4.64% |
| General Fund Tax Levy | \$35,507,600 | \$9.57 | \$36,907,600 | \$9.51 | 3.94% |
| Health Fund Tax Levy | \$2,000,000 | \$0.54 | \$2,000,000 | \$0.52 | 0.00% |
| Parking Fund Tax Levy | \$43,000 | \$0.01 | \$43,000 | \$0.01 | 0.00% |
| Debt Fund Tax Levy | \$4,095,747 | \$1.10 | \$4,084,240 | \$1.05 | -0.28% |
| TID Levy | \$1,119,424 | \$0.30 | \$1,832,714 | \$0.47 | 63.72% |
| Total Levy | \$42,765,771 | | \$44,867,554 | | 4.91% |
| Total Tax Rate | | \$11.53 | | \$11.56 | \$0.0027 |
| Taxes on \$150K home: | \$1,728.86 | | \$1,733.46 | | 0.27% |
| Change in Taxes: | | | \$4.61 | | |
| Total Employees (FTE, All Funds)* | 573.70 | | 573.95 | | 0.0% |
| Projected Unassigned Fund Balance \$ | \$ 9,700,251 | | \$ 9,700,251 | | 0.0% |
| Fund Balance as % of Gen Fund Exp | 15.8% | | 15.5% | | |

Next Steps

- Finalize Capital Program
- Obtain remaining information from state
- Calculate proposed tax rate
- Provide additional information as needed
- Additional Administration and Finance Committee meeting if needed – November 5 at 6pm
- Public Hearing on November 12
- Council consideration of Recommended Budget on November 19



Thank you!
Questions?

