



2018 BUDGET & ACTION PLAN

AS RECOMMENDED BY MAYOR DAN DEVINE

October 3, 2017



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 2018 Recommended Budget and Action Plan for the City of West Allis for your consideration and review. The 2018 Budget as 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 service(s) 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.

In order to assist with the development of the recommended budget, I requested that departments review current structure and processes to ensure the most efficient operation and delivery of city services (external and internal); provide Lean, continuous improvement and innovation; realign service delivery to provide service in a manner consistent with the needs and wants of citizens and customers (internal and external); and finally, re-allocate and repurpose resources (human and capital) to new areas of need based on savings from streamlining and technological improvements, enhancing service offerings. Departments were not asked to do more with less, but encouraged to change their use of resources to fit the City's current and future state. I also conducted several Employee Town Hall meetings to solicit ideas and suggestions from all employees. (See Addendum 1 for the list of the ideas.)

The ability to provide a recommended budget that continues to provide high quality services for 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. That said, I look forward to working through these challenges with the dedicated Common Council and hardworking employees of the City.

Strategic Goals and the Recommended Budget

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. The Strategic Plan goals are summarized below:

<p>Strategic Goal</p> <p>1</p>	<p>Image/Brand/Destination</p> <p>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</p>
<p>Strategic Goal</p> <p>2</p>	<p>Quality of Life</p> <p>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)</p>

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.

The 2018 Recommended Budget and Action Plan was prepared with the Strategic Plan and these goals in mind. Together, they provide a road map for 2018 to work towards the City's goals and towards the City's 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."

As we continue to move forward towards accomplishing the strategic goals and related vision, the 2018 Recommended Budget and Action plan provides funding to enable the City to achieve some of the aforementioned goals through the following initiatives:

- Marketing and brand development.
- Coordination and enhancement of community events and the expanded use of the Farmer's Market for residents and visitors.
- Enhanced focus and resources on property maintenance and blight elimination activities.
- Complete streets and streetscaping improvements.
- Public art initiatives.
- Potential revitalization of commercial area in need.
- Conversion of alley lighting.
- Information technology security.
- Information technology resources for customer service and operation efficiency.
- Citizen engagement and transparent communications.
- Work towards a sustainable Capital Improvement Program.
- Priority based decision making for allocation of resources.
- Continuous improvement operational focus.
- 1% Pay Increase for all non-represented employees and funding for pay for performance initiatives.

Further details regarding these initiatives can be found within the department budget plans contained in this document and the 2018 Draft Capital Improvement Program recommended by the Capital

Improvement Committee, also included in this document.

In summary, the 2018 recommended budget totals \$128,868,033, plus up to \$15,499,939 (TBD) million in capital projects. I remain committed to having a budget which is fiscally responsible, while continuing 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 and Director of Finance, Peggy Steeno for their efforts in ensuring the accuracy and completeness of this document and providing assistance throughout the process.

Sincerely,



Mayor Dan Devine

Summary

- Non-tax levy general fund revenue increased by \$298,705 or 1.2%.
- \$600,000 General Fund Reserves included in the 2018 Budget as property tax stabilization.
- Staffing levels for authorized positions have **reduced by 3.75 positions**.
- Expenditure Restraint Program (ERP) Limit is not known at this time. Final numbers will be available at the end of October. Estimate ~ \$1.2 million, up from \$760,000 in 2017.
- State Tax Levy Limit – remains in place and City remains in compliance.
- Total Net Levy increase = \$813,807 or 1.96 %, **down from 2.64% (\$1,064,351) in 2017**.
- Assessed Value (including TIF) & Tax Rate = TBD as soon as information is available from Wisconsin Department of Revenue.

The following pages include information received from employees at the Town Hall Budget meetings, demographics of West Allis and comparison to other communities.

2018 Employee Ideas from Town Hall Budget Meetings

1. *Expansion of Credit/Debit Card Programs or Add ATM Locations*

Getting (debit) card readers for payment. Currently the Health Department accepts cash or checks only. This would be more convenient for people paying for services (licenses, vaccinations, birth and death certificates, etc.). Or an ATM at the sites where people need to pay for services.

2. *Billing System that Interfaces with Electronic Health Records (EHR)*

For example, we bill Medicaid for vaccinations and our Prenatal Care Coordination services, but if we can incorporate it within our electronic health records, that may save time.

3. *Vaccination Reimbursement*

Billing private insurance for vaccinations and/or flu shots. It will take a lot of work up front and may be costly, but if we can bill for more services, this can potentially bring revenue in thru vaccination reimbursement.

4. *Increased Collaboration with Private Companies*

Connect with private corporations to collaborate on projects that we could partner with to provide services to our citizens. Businesses could potentially donate to our Community Improvement Foundation or other charitable fund we have, which would allow them to get a tax right-off by collaborating with our city. Project could include - Youth groups, Addiction support groups/services, and Environmental Improvement Issues.

5. *City Advertisement Collaboration*

Reach out to businesses to potentially partner with the city to promote their business/services along with city advertisement. Collaborate with ABC Co.'s advertising department to allow us to promote their events for a fee. This would allow us to spend tourism dollars while actually earning more funds to reinvest into the city.

6. *Garbage and Recycling Routes Changes*

Look at expanding the routes, eliminating catch up of garbage and recycling after holidays and snow storms, eliminate incentive routes.

7. *Business Relocation Activities*

Cold calling (reaching out) companies to generate interest in our city and a potential relocation to our area, rather than waiting for them to search us out. The same as a salesperson in a private company needs to continually build their customer base, we as a city need to as well.

8. *Partnerships with Businesses to Support a Cause*

Create events which benefit a cause by partnering with businesses. 1) what needs fixing or funding 2) start small to learn what works and what doesn't 3) find a partner who feels the same 4) work toward a common goal. Area X needs improvement - Companies A-B-C would benefit by the collaboration and are willing to donate/fund.

9. *Invest time in exploring Grant Opportunities*

Not applying because we may or may not be able to continue the funding down the road, in my opinion, is not forward thinking. We can't continue to do what we've always done and expect different results. We wouldn't tell students to not apply for scholarships because they are only for a certain period of time. Free money could potentially generate more money. Sometimes you have to spend money to make money. Grants that could be used for pothole abatement and forestry beautification are two areas that quickly come to mind, and could be utilized for the value received and discontinued if another grant source isn't received down the road, but at least this way we've done something positive with what we had at the time.

10. *Common Council Structure*

We've looked at staff reduction in some areas, have we considered redistricting or cutting back on the number of alderpersons we have? We currently have five districts which is represented by two alderpersons each. If state funding isn't impacted, I'd suggest we look at considering the following: (or other variations) 5 districts with 1 alderperson, 3 districts with 2 alderpersons.

11. Loan Collection Process

Not sure what our loan collection process currently is, but it seems we've written off many housing and economic development loans in the last few years. Private and public practices may differ on what are allowed/approved procedures especially on the housing side of things. As I am unaware of our restrictions the following might not be feasible. Do we make collection calls to delinquent accounts or do we simply send a letter, followed by another letter? People know we won't go after them until it's too late to recoup some of our losses.

12. Cross Training and Kaizen Processes

Cross training and kaizen processes. Looking at processes within our own department is sometimes not successful, as we don't see/recognize better options. Another option to consider is to include someone not typically in the process to help evaluate current practices. The questions they generate may potentially help others recognize a new/different approach to doing things.

13. Travel Expenses

Review travel expenses. Rather than having the majority of staff traveling to and from a conference, perhaps one could go and then update the others on what they learned. A rotation list could be developed to ensure that they each get opportunities to attend.

14. Preemptive Traffic Signals

Install more preemptive traffic signals to reduce the number of accidents with protective service vehicles responding to accidents and keep our cost for vehicle replacements and insurance down.

15. Common Council Benefits Revision

Alderspersons should pay the same as Part-time employees for health insurance or not be offered it at all.

16. Paint Exchange Program

Create a paint exchange program for citizens so they can obtain paint to fix up properties.

17. Subcontracting Tree Cutting

Explore having an agreement with WE Energies for subcontracting and cutting down trees.

18. Sign Shop

Market our sign shop capabilities to other municipalities.

19. Grant Training and Grant Writer

City should provide grant training opportunities and/or hire a grant writer

20. Wheel Tax

Institute a wheel tax

21. Self Help Charges / Review of Fees

Review fees, explore charging out of city residents for services, look at ways to supplement City revenue for services already provided that other cities already charge for, and potentially offer self-service options that can help to lessen the cost to provide services.

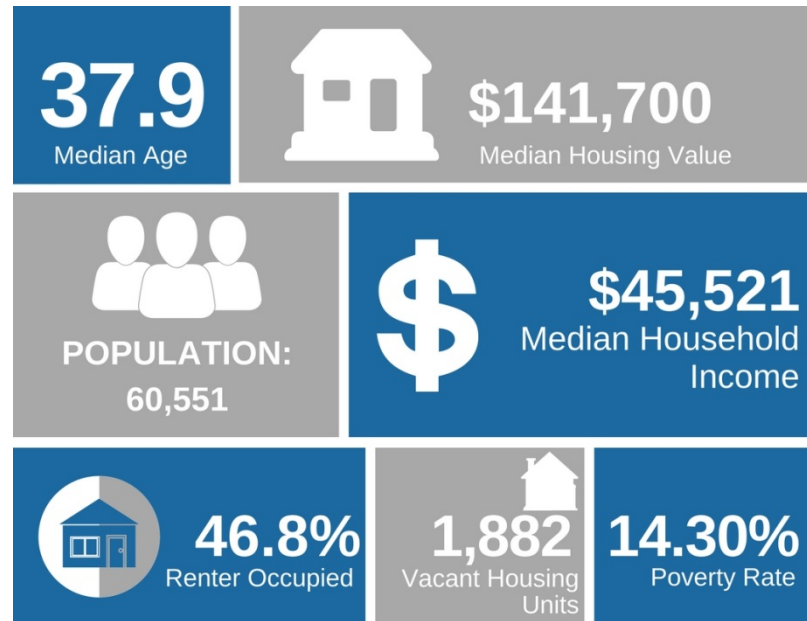
22. Partner with short-term disability insurance provider

Facilitate employees' ability to obtain short term disability by partnering with a provider by offering a payroll deduction for the employee to pay for the services and arranging office hours for employees and company to meet.

West Allis and Area Communities Demographics

	West Allis	Milwaukee County	Wisconsin	Greenfield	Milwaukee	New Berlin	Waukesha	Wauwatosa
Median* Household Income	\$45,221	\$43,873	\$53,357	\$51,149	\$35,958	\$75,600	\$59,547	\$69,460
Poverty	14.30%	21.50%	13.00%	9.80%	28.70%	3.80%	11.30%	6.40%
Median Age	37.9	34.2	39	43.8	31.1	47.6	34.2	38.1
Occupied Housing Units	27,457	381,715	2,299,107	16,546	230,807	16,834	28,331	20,396
Vacant Housing Units	1882	35,769	342,520	1,130	27,145	508	1095	998
Owner Occupied	53.20%	49.90%	67.30%	57.10%	42.30%	76.20%	58.50%	63.30%
Renter Occupied	46.80%	50.10%	32.70%	42.90%	57.70%	23.80%	41.50%	36.70%
Median Housing Value	\$141,700	\$151,700	\$165,800	\$172,700	\$118,000	\$233,200	\$192,200	\$220,800
Population Estimate (2016)**	60,087	951,448	5,778,708	36,858	595,047	39,803	72,363	47,945

West Allis Demographics by the Numbers



Source: 2011-2015 American Community Survey 5 year Estimates (US Census Bureau), **2016 Population Estimates, 2015 American Community Survey

Municipal Financial Information Per Capita

	West Allis	Greenfield	Milwaukee*	New Berlin	Waukesha	Wauwatosa	High	Median	Low
General Government	\$108	\$74	\$142	\$97	\$82	\$100	\$110 (Brookfield)	\$81	\$53 (FDL)
Street Maintenance	\$97	\$139	\$116	\$77	\$117	\$97	\$161 (Wausau)	\$98	\$54 (Janesville)
Fire-Ambulance	\$207	\$187	\$190	\$126	\$184	\$272	\$272 (Wauwatosa)	\$186	\$74 (Sun Prairie)
Police	\$340	\$235	\$494	\$232	\$222	\$300	\$409 (Racine)	\$235	\$193 (Oshkosh)
Operating Spending	\$1,103	\$783	\$1,226	\$689	\$892	\$1,334	\$1334 (Wauwatosa)	\$884	\$689 (New Berlin)
<i>(does not include debt service and capital)</i>									
Property Tax Levy In Thousands (16/17)	\$40,360	\$23,692	\$256,885	\$25,251	\$58,262	\$41,107	\$63,227 (Kenosha)	\$29,441	\$14,755 (Beloit)
Property Tax Rate (16/17)	\$10.80	\$8.46	\$9.50	\$5.09	\$9.91	\$7.21	\$16.76 (Racine)	\$8.38	\$4.86 (Menomonee Falls)
Benchmarks (30,000 to 150,000 population municipalities)*									

Source: MunicipalFacts17 Wisconsin Taxpayers Alliance: *Milwaukee is not included in the benchmarks of high, median and low due to the population difference

West Allis Operations by the Numbers



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CITY OF WEST ALLIS

2017 Budget & Action Plan

2018 Budget Overview

Revenues and Expenditures



**CITY OF WEST ALLIS
REVENUE SUMMARY-ALL FUNDS
2018 BUDGET**

	2015 Actual Revenues	2016 Actual Revenues	2017 Budgeted Revenues	2017 Estimated Revenues	2018 Budgeted Revenues	\$ Change	% Change
Taxes							
Real Estate & Personal Property	\$ 33,441,003	\$ 33,595,775	\$ 34,317,413	\$ 34,317,413	\$ 35,209,982	\$ 892,569	2.60%
Mobile Home/Trailer	\$ 71,075	\$ 101,798	\$ 80,000	\$ 60,000	\$ 80,000	\$ -	0.00%
Hotel/Motel	\$ 70,839	\$ 63,929	\$ 55,000	\$ 70,000	\$ 55,000	\$ -	0.00%
State Sales Tax	\$ 346	\$ 306	\$ -	\$ -	\$ -	\$ -	0.00%
Tax Equiv. - Medical Office Buildings	\$ 343,180	\$ 248,548	\$ 364,338	\$ 680,536	\$ 296,100	\$ (68,238)	-18.73%
Tax Equiv. - Parking Structures	\$ 116,308	\$ 120,582	\$ 117,369	\$ -	\$ 120,400	\$ 3,031	2.58%
Tax Equiv. - Women's Pavilion	\$ 143,957	\$ 155,777	\$ 145,270	\$ -	\$ 155,400	\$ 10,130	6.97%
Tax Equiv. - Laboratory Equip - hosp	\$ 72,645	\$ 123,031	\$ 73,023	\$ -	\$ 128,100	\$ 55,077	75.42%
Other Tax Equivalent (Holie,Beths.)	\$ 171,781	\$ 163,043	\$ 171,200	\$ 175,226	\$ 171,200	\$ -	0.00%
Tax Equiv. - Voluntary PILOT	\$ 172,284	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Tax Delinquencies & Penalties	\$ 334,884	\$ 378,157	\$ 377,500	\$ 379,974	\$ 377,500	\$ -	0.00%
Total Taxes	\$ 34,938,301	\$ 34,950,946	\$ 35,701,113	\$ 35,683,148	\$ 36,593,682	\$ 892,569	2.50%
Intergovernmental Grants & Aids							
State Shared Revenues	\$ 7,181,455	\$ 7,184,998	\$ 7,280,986	\$ 7,280,986	\$ 7,289,311	\$ 8,325	0.11%
Expenditure Restraint Program	\$ 1,621,354	\$ 1,574,913	\$ 1,498,668	\$ 1,498,668	\$ 1,519,285	\$ 20,617	1.38%
Exempt Computer Equipment	\$ 206,182	\$ 189,550	\$ 192,000	\$ 192,000	\$ 177,645	\$ (14,355)	-7.48%
Fire Insurance Premiums Tax Rebates	\$ 152,707	\$ 162,269	\$ 160,000	\$ 170,024	\$ 170,000	\$ 10,000	6.25%
Municipal Services Payment	\$ (111,233)	\$ 82,510	\$ 83,000	\$ 188,492	\$ 203,000	\$ 120,000	144.58%
State Fair - Expo Center	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ (120,000)	-100.00%
State Fair Service Contract	\$ 230,000	\$ (60,000)	\$ 30,000	\$ 32,500	\$ 30,000	\$ -	0.00%
Transportation/Highway Aids	\$ 2,336,369	\$ 2,259,021	\$ 2,260,785	\$ 2,248,523	\$ 2,248,523	\$ (12,262)	-0.54%
Milwaukee County Library	\$ 268,304	\$ 282,425	\$ 260,000	\$ 276,459	\$ 270,000	\$ 10,000	3.85%
Misc Intergovernmental Grants & Aids	\$ 112	\$ 2	\$ -	\$ -	\$ -	\$ -	0.00%
Total Grants & Aids	\$ 12,005,249	\$ 11,795,688	\$ 11,885,439	\$ 11,887,652	\$ 11,907,764	\$ 22,325	0.19%
Licenses, Permits, Fees							
Malt Beverage & Liquor	\$ 93,283	\$ 92,470	\$ 99,950	\$ 104,001	\$ 99,950	\$ -	0.00%
All Other Licenses	\$ 143,959	\$ 135,883	\$ 152,050	\$ 139,869	\$ 152,050	\$ -	0.00%
Bldg., Plumbg, & Electrical Permits	\$ 780,223	\$ 782,695	\$ 737,700	\$ 670,650	\$ 737,700	\$ -	0.00%
Planning & Development Fees	\$ 37,150	\$ 45,111	\$ 34,000	\$ 37,000	\$ 34,000	\$ -	0.00%
Overnight Parking Permits	\$ 378,992	\$ 425,364	\$ 380,000	\$ 400,775	\$ 400,000	\$ 20,000	5.26%
Fire Inspection Fee	\$ 89,569	\$ 89,499	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	0.00%
Landlord Tenant Fee	\$ 15,250	\$ 56,150	\$ 40,000	\$ 43,500	\$ 43,500	\$ 3,500	8.75%
All Other Permits	\$ 62,495	\$ 77,511	\$ 61,450	\$ 56,900	\$ 61,450	\$ -	0.00%
Total Licenses, Permits, Fees	\$ 1,600,920	\$ 1,704,682	\$ 1,595,150	\$ 1,542,695	\$ 1,618,650	\$ 23,500	1.47%
Penalties and Forfeitures							
Court Fines & Costs	\$ 1,083,895	\$ 1,189,428	\$ 1,130,000	\$ 1,118,143	\$ 1,130,000	\$ -	0.00%
Parking Violations	\$ 953,582	\$ 926,608	\$ 1,050,000	\$ 950,000	\$ 1,050,000	\$ -	0.00%
Total Penalties and Forfeitures	\$ 2,037,477	\$ 2,116,035	\$ 2,180,000	\$ 2,068,143	\$ 2,180,000	\$ -	0.00%

**CITY OF WEST ALLIS
REVENUE SUMMARY-ALL FUNDS
2018 BUDGET**

	2015 Actual Revenues	2016 Actual Revenues	2017 Budgeted Revenues	2017 Estimated Revenues	2018 Budgeted Revenues	\$ Change	% Change
Charges for Services							
General Government	\$ 93,411	\$ 97,895	\$ 97,115	\$ 87,837	\$ 97,115	\$ -	0.00%
TID Administration	\$ -	\$ -	\$ -	\$ -	\$ 122,130	\$ 122,130	
HIDTA Admin Fees	\$ 94,000	\$ 96,000	\$ 96,000	\$ 98,000	\$ 98,000	\$ 2,000	2.08%
Resident & Non- Resident Ambulance Fee	\$ 1,708,095	\$ 1,809,752	\$ 1,705,000	\$ 1,702,000	\$ 1,755,000	\$ 50,000	2.93%
Milwaukee County Paramedic Aid	\$ 100,710	\$ 77,907	\$ 100,000	\$ 58,000	\$ 100,000	\$ -	0.00%
MMSD Tunnel Rescue Admin Fee	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	
Police	\$ 299,806	\$ 122,065	\$ 87,800	\$ 84,145	\$ 89,800	\$ 2,000	2.28%
Fire	\$ 64,208	\$ 87,679	\$ 59,000	\$ 106,388	\$ 114,000	\$ 55,000	93.22%
Health	\$ 235,744	\$ 229,538	\$ 253,310	\$ 315,702	\$ 280,310	\$ 27,000	10.66%
Village of West Milw.-Health Servs. Agrmnt.	\$ 71,791	\$ 73,374	\$ 76,700	\$ 76,700	\$ 76,700	\$ -	0.00%
Senior Center	\$ 6,844	\$ 8,429	\$ 9,000	\$ 8,914	\$ 9,000	\$ -	0.00%
Public Works Services	\$ 206,616	\$ 127,140	\$ 199,000	\$ 187,758	\$ 199,000	\$ -	0.00%
Public Works Equipment Earnings	\$ 581,277	\$ 509,553	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	0.00%
City Engineer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Finance	\$ -	\$ 8,700	\$ -	\$ -	\$ -	\$ -	
Information Technology	\$ 4,765	\$ 4,571	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.00%
Print Shop	\$ 65,586	\$ 4,880	\$ 55,000	\$ 5,000	\$ 5,000	\$ (50,000)	-90.91%
City Attorney	\$ 2,761	\$ 16,911	\$ 25,000	\$ 25,000	\$ 65,000	\$ 40,000	160.00%
Administrative	\$ 47,174	\$ 105,334	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Library	\$ 76,529	\$ 76,391	\$ 90,000	\$ 89,567	\$ 90,000	\$ -	0.00%
City Clerk/Treasurer	\$ 2,494	\$ -	\$ 2,700	\$ -	\$ 2,700	\$ -	0.00%
Total Charges For Services	\$ 3,662,811	\$ 3,457,118	\$ 3,410,125	\$ 3,399,511	\$ 3,658,255	\$ 248,130	7.28%
Miscellaneous Revenue							
Interest on Investment	\$ 841,570	\$ 1,010,219	\$ 780,000	\$ 780,000	\$ 780,000	\$ -	0.00%
Interest on Special Assessments	\$ 2,014	\$ 4,132	\$ 2,490	\$ 2,490	\$ 2,490	\$ -	0.00%
Rental of City Property	\$ 96,978	\$ 107,152	\$ 90,000	\$ 90,000	\$ 91,500	\$ 1,500	1.67%
Green Market Rentals	\$ 102,142	\$ 106,029	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	0.00%
Other Sales	\$ 78,061	\$ 66,845	\$ 101,550	\$ 101,550	\$ 101,550	\$ -	0.00%
Hospital Transaction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Annual Hospital Base Payment	\$ 255,000	\$ 265,000	\$ 250,000	\$ 315,000	\$ 250,000	\$ -	0.00%
Annual Hospital Supplemental Payment	\$ 50,000	\$ 45,000	\$ 50,000	\$ -	\$ 50,000	\$ -	0.00%
Donations	\$ 3,250	\$ 3,250	\$ -	\$ 8,250	\$ 3,250	\$ 3,250	
Total Miscellaneous Revenue	\$ 1,429,015	\$ 1,607,628	\$ 1,379,040	\$ 1,402,290	\$ 1,383,790	\$ 4,750	0.34%
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	\$ 884,559	\$ 934,635	\$ 900,000	\$ 903,000	\$ 900,000	\$ -	0.00%
Storm Water Administrative Support	\$ 325,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	0.00%
Solid Waste Administrative Support	\$ 108,333	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Sanitary Sewer Administrative Support	\$ 16,667	\$ 350,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Cable Administrative Support	\$ 350,000	\$ 350,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Internal Service Fund - Liability Insurance	\$ 105,736	\$ 89,919	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.00%
Operating Transfers	\$ 442,539	\$ -	\$ -	\$ -	\$ -	\$ -	
General Fund Applied	\$ -	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ -	0.00%
Reserves Applied	\$ -	\$ -	\$ 800,000	\$ -	\$ 800,000	\$ -	
Total Transfers & Reserve Funds Applied	\$ 2,352,833	\$ 1,944,554	\$ 3,020,000	\$ 1,623,000	\$ 3,020,000	\$ -	0.00%
Total General Fund Revenue	\$ 58,026,606	\$ 57,576,651	\$ 59,170,867	\$ 57,606,440	\$ 60,362,141	\$ 1,191,274	2.01%

**CITY OF WEST ALLIS
REVENUE SUMMARY-ALL FUNDS
2018 BUDGET**

	2015 Actual Revenues	2016 Actual Revenues	2017 Budgeted Revenues	2017 Estimated Revenues	2018 Budgeted Revenues	\$ Change	% Change
Special Revenue Funds							
Communications	\$ 708,559	\$ 803,068	\$ 750,000	\$ 720,000	\$ 750,000	\$ -	0.00%
Tourism	\$ -	\$ -	\$ 178,000	\$ 185,000	\$ 178,000	\$ -	-
Community Development Block Grant Program	\$ 1,642,793	\$ 1,358,692	\$ 1,386,119	\$ 1,386,119	\$ 1,156,989	\$ (229,130)	-16.53%
Housing Assistance Programs	\$ 4,403,480	\$ 4,110,544	\$ 3,435,594	\$ 3,643,508	\$ 3,631,429	\$ 195,835	5.70%
Health Grants	\$ 757,653	\$ 1,033,265	\$ 943,687	\$ 943,687	\$ 993,509	\$ 49,822	5.28%
Police Grants	\$ 283,541	\$ 301,110	\$ 265,415	\$ 265,415	\$ 251,434	\$ (13,981)	-5.27%
HIDTA	\$ 1,692,493	\$ 1,608,485	\$ 1,450,000	\$ 1,450,000	\$ 1,450,000	\$ -	0.00%
Police Asset Forfeiture Fund	\$ 163,993	\$ 193,986	\$ 408,534	\$ 408,534	\$ 350,000	\$ (58,534)	-14.33%
K9 Fund	\$ 77,418	\$ 42,958	\$ 79,113	\$ 79,113	\$ 79,000	\$ (113)	-0.14%
Fire Grants	\$ 18,956	\$ 17,081	\$ 15,000	\$ 4,106	\$ 15,000	\$ -	0.00%
IT Joint Ventures	\$ 22,215	\$ 15,920	\$ 17,420	\$ 17,420	\$ 13,715	\$ (3,705)	-21.27%
Artscape Fund	\$ -	\$ -	\$ -	\$ 141,797	\$ 10,000	\$ 10,000	10,000
TID 7 Area Rehab and Assistance Fund	\$ 345	\$ 2,929	\$ -	\$ 2,880	\$ 3,000	\$ 3,000	3,000
TID 11 Area Rehab and Assistance Fund	\$ -	\$ 500,000	\$ -	\$ -	\$ 1,000	\$ 1,000	1,000
TID 14 Area Rehab and Assistance Fund	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	-
FIRE First Ring Industrial Rdlvpmnt Enterprise	\$ 2,778,905	\$ 4,477,321	\$ 1,000,000	\$ 1,883,605	\$ 1,500,000	\$ 500,000	50.00%
Total Special Revenue Funds	\$ 12,550,351	\$ 14,965,359	\$ 9,928,882	\$ 11,131,184	\$ 10,383,076	\$ 454,194	4.57%
Capital Projects Funds							
Capital Improvements-Construction	\$ 4,467,301	\$ 5,450,797	\$ 4,666,000	\$ 4,666,000	TBD	TBD	TBD
Capital Improvements-Capital Accumulation Fund	\$ 2,218,055	\$ 427,075	\$ 427,075	\$ 427,075	TBD	TBD	TBD
Capital Improvements-Buildings & Facilities	\$ -	\$ -	\$ 600,000	\$ 1,042,792	TBD	TBD	TBD
Capital Improvements-Misc Non-Operating Initiatives	\$ -	\$ -	\$ -	\$ 2,165,000	TBD	TBD	TBD
Capital Improvements-Parks & Open Space Fund	\$ -	\$ -	\$ -	\$ 250,000	TBD	TBD	TBD
TIF Projects	\$ 3,978,288	\$ 2,817,258	\$ 5,900,000	\$ 7,090,050	\$ 16,558,781	\$ 10,658,781	180.66%
Total Capital Projects Fund	\$ 10,663,644	\$ 8,695,130	\$ 11,593,075	\$ 15,640,917	\$ 16,558,781	\$ 10,658,781	91.94%
Debt Service Revenues							
Real Estate & Personal Property	\$ 3,790,078	\$ 3,802,118	\$ 3,999,196	\$ 3,999,196	\$ 4,095,432	\$ 96,236	2.41%
Hospital & TIF Financing Sources & Refunding	\$ 5,631,420	\$ 20,494,081	\$ 4,428,441	\$ 4,533,501	\$ 4,689,935	\$ 261,494	5.90%
Total Debt Service	\$ 9,421,498	\$ 24,296,199	\$ 8,427,637	\$ 8,532,697	\$ 8,785,367	\$ 357,730	4.24%
Enterprise Funds							
Parking System	\$ 65,682	\$ 71,754	\$ 66,017	\$ 66,285	\$ 66,285	\$ 268	0.41%
Beloit Rd Public Housing	\$ 599,220	\$ 361,290	\$ 402,525	\$ 356,342	\$ 392,525	\$ (10,000)	-2.48%
Storm Sewer Program	\$ 3,919,065	\$ 4,055,988	\$ 4,321,885	\$ 4,052,052	\$ 4,482,245	\$ 160,360	3.71%
Water Utility	\$ 7,982,952	\$ 8,176,397	\$ 7,974,040	\$ 7,753,300	\$ 8,633,620	\$ 659,580	8.27%
Sanitary Sewer Utility	\$ 7,652,856	\$ 7,664,562	\$ 7,736,025	\$ 7,196,060	\$ 7,571,901	\$ (164,124)	-2.12%
Solid Waste Fund	\$ 2,168,489	\$ 2,315,649	\$ 2,183,200	\$ 2,156,391	\$ 2,231,500	\$ 48,300	2.21%
Total Enterprise Funds	\$ 22,388,264	\$ 22,645,640	\$ 22,683,692	\$ 21,580,430	\$ 23,378,076	\$ 694,384	3.06%
Internal Service Funds							
Employee Health Insurance Revenues	\$ 16,115,439	\$ 13,645,844	\$ 14,290,000	\$ 13,698,400	\$ 14,495,000	\$ 205,000	1.43%
Liability Insurance Pool Revenues	\$ 105,736	\$ 89,919	\$ 90,000	\$ 92,030	\$ 90,000	\$ -	0.00%
Total Internal Service Revenues	\$ 16,221,175	\$ 13,735,763	\$ 14,380,000	\$ 13,790,430	\$ 14,585,000	\$ 205,000	1.43%
TOTAL ALL CITY REVENUE	\$ 129,271,538	\$ 141,914,742	\$ 126,184,153	\$ 128,282,098	\$ 134,052,441	\$ 13,561,363	10.75%

CITY OF WEST ALLIS
EXPENDITURE SUMMARY-ALL FUNDS
2018 BUDGET

EXPENDITURES	2015	2016	2017	2017	2018	Mayor/CC	2018	Change	% Change
	Actual	Actual	Budget	Adjusted Budget	Request	Additions/ Deletions	Budget		
GENERAL GOVERNMENT									
Common Council	\$ 275,112	\$ 248,521	\$ 247,328	\$ 247,328	\$ 252,096	\$ -	\$ 252,096	\$ 4,768	1.93%
Mayor	\$ 128,813	\$ 123,028	\$ 121,872	\$ 121,872	\$ 129,165	\$ -	\$ 129,165	\$ 7,293	5.98%
City Attorney	\$ 683,669	\$ 696,030	\$ 874,200	\$ 879,663	\$ 884,982	\$ -	\$ 884,982	\$ 10,782	1.23%
Municipal Court	\$ 493,900	\$ 485,499	\$ 412,391	\$ 412,391	\$ 418,152	\$ -	\$ 418,152	\$ 5,761	1.40%
City Assessor	\$ 548,388	\$ 511,938	\$ 530,220	\$ 542,683	\$ 421,767	\$ -	\$ 421,767	\$ (108,453)	-20.45%
Administration	\$ 237,310	\$ 493,429	\$ 210,650	\$ 211,735	\$ 243,571	\$ -	\$ 243,571	\$ 32,921	15.63%
Information Technology	\$ 1,848,584	\$ 1,719,120	\$ 1,860,183	\$ 2,073,100	\$ 2,134,777	\$ (50,000)	\$ 2,084,777	\$ 224,594	12.07%
Purchasing/Central Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Human Resources	\$ 466,165	\$ 463,497	\$ 462,977	\$ 563,977	\$ 538,876	\$ -	\$ 538,876	\$ 75,899	16.39%
Finance	\$ 845,230	\$ 821,382	\$ 852,865	\$ 855,865	\$ 892,511	\$ -	\$ 892,511	\$ 39,646	4.65%
City Clerk	\$ 523,813	\$ 522,436	\$ 516,945	\$ 560,227	\$ 544,345	\$ (40,000)	\$ 504,345	\$ (12,600)	-2.44%
Promotion, Celebrations, Awards	\$ 119,331	\$ 99,131	\$ 68,225	\$ 76,522	\$ 68,225	\$ -	\$ 68,225	\$ -	0.00%
General Fringe Benefits *, Workers Comp, Insurance	\$ 938,226	\$ 1,057,411	\$ 2,734,750	\$ 2,742,614	\$ 2,707,750	\$ (150,000)	\$ 2,557,750	\$ (177,000)	-6.47%
Other General Government	\$ 1,237,582	\$ 3,657,201	\$ 1,604,965	\$ 1,696,253	\$ 1,663,965	\$ -	\$ 1,663,965	\$ 59,000	3.68%
TOTAL GENERAL GOVERNMENT	\$ 8,346,123	\$ 10,898,623	\$ 10,497,571	\$ 10,984,230	\$ 10,900,182	\$ (240,000)	\$ 10,660,182	\$ 162,611	1.55%
PUBLIC SAFETY									
Police & Fire Commission	\$ 21,862	\$ 22,146	\$ 45,000	\$ 45,000	\$ 39,500	\$ -	\$ 39,500	\$ (5,500)	-12.22%
Police	\$ 17,927,840	\$ 17,204,542	\$ 17,915,211	\$ 17,943,904	\$ 18,059,344	\$ -	\$ 18,059,344	\$ 144,133	0.80%
Fire	\$ 11,959,242	\$ 13,692,884	\$ 12,716,015	\$ 13,134,835	\$ 12,622,618	\$ -	\$ 12,622,618	\$ (93,397)	-0.73%
Building Insp & Neighborhood Services	\$ 1,157,014	\$ 1,152,092	\$ 1,257,680	\$ 1,258,495	\$ 1,362,957	\$ -	\$ 1,362,957	\$ 105,277	8.37%
Planning/Community Development	\$ 406,759	\$ 386,774	\$ 352,373	\$ 400,635	\$ 490,208	\$ -	\$ 490,208	\$ 137,835	39.12%
TOTAL PUBLIC SAFETY	\$ 31,472,717	\$ 32,458,438	\$ 32,286,279	\$ 32,782,869	\$ 32,574,627	\$ -	\$ 32,574,627	\$ 288,348	0.89%
PUBLIC WORKS									
Engineering	\$ 1,192,264	\$ 1,194,349	\$ 1,297,636	\$ 1,313,194	\$ 1,423,322	\$ -	\$ 1,423,322	\$ 125,686	9.69%
Public Works	\$ 9,485,771	\$ 10,645,691	\$ 10,576,781	\$ 11,258,908	\$ 10,857,902	\$ -	\$ 10,857,902	\$ 281,121	2.66%
TOTAL PUBLIC WORKS	\$ 10,678,036	\$ 11,840,040	\$ 11,874,417	\$ 12,572,102	\$ 12,281,224	\$ -	\$ 12,281,224	\$ 406,807	3.43%
HEALTH, CULTURE, RECREATION									
Health Department	\$ 2,040,427	\$ 2,005,038	\$ 2,043,347	\$ 2,105,982	\$ 2,263,954	\$ -	\$ 2,263,954	\$ 220,607	10.80%
Senior Center	\$ 220,568	\$ 217,201	\$ 218,268	\$ 218,724	\$ 225,846	\$ -	\$ 225,846	\$ 7,578	3.47%
Library	\$ 2,088,412	\$ 2,079,093	\$ 2,250,985	\$ 2,302,834	\$ 2,356,308	\$ -	\$ 2,356,308	\$ 105,323	4.68%
TOTAL HEALTH, CULTURE, RECREATION	\$ 4,349,407	\$ 4,301,331	\$ 4,512,600	\$ 4,627,540	\$ 4,846,108	\$ -	\$ 4,846,108	\$ 333,508	7.39%
TOTAL GENERAL FUND EXPENDITURES	\$ 54,846,283	\$ 59,498,433	\$ 59,170,867	\$ 60,966,741	\$ 60,602,141	\$ (240,000)	\$ 60,362,141	\$ 1,191,274	2.01%

* 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
2018 BUDGET**

EXPENDITURES	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2018 Request	Mayoral/CC Additions/ Deletions	2018 Budget	Change	% Change
SPECIAL REVENUE FUND EXPENDITURES									
Communications	\$ 756,256	\$ 650,240	\$ 779,303	\$ 779,303	\$ 779,303	\$ -	\$ 779,303	\$ -	0.00%
Tourism	\$ -	\$ -	\$ 178,000	\$ 178,000	\$ 178,000	\$ -	\$ 178,000	\$ -	
Community Development Block Grant Program	\$ 1,725,180	\$ 1,401,704	\$ 1,386,119	\$ 1,386,119	\$ 1,156,990	\$ -	\$ 1,156,990	\$ (229,129)	-16.53%
Housing Assistance Programs	\$ 4,169,888	\$ 4,091,417	\$ 3,434,594	\$ 3,623,857	\$ 3,631,429	\$ -	\$ 3,631,429	\$ 196,835	5.73%
Health Grants	\$ 757,653	\$ 1,033,265	\$ 943,687	\$ 943,687	\$ 993,509	\$ -	\$ 993,509	\$ 49,822	5.28%
Police Grants	\$ 283,541	\$ 301,110	\$ 221,434	\$ 221,434	\$ 251,434	\$ -	\$ 251,434	\$ 30,000	13.55%
HIDTA	\$ 1,692,493	\$ 1,608,485	\$ 1,450,000	\$ 1,450,000	\$ 1,450,000	\$ -	\$ 1,450,000	\$ -	0.00%
Police Asset Forfeiture Fund	\$ 165,423	\$ 117,360	\$ -	\$ 110,000	\$ 350,000	\$ -	\$ 350,000	\$ 350,000	#DIV/0!
K9 Fund	\$ 29,783	\$ 62,122	\$ 75,243	\$ 75,243	\$ 75,000	\$ -	\$ 75,000	\$ (243)	-0.32%
Fire Grants	\$ 15,763	\$ 22,389	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ 15,000	\$ -	0.00%
IT Joint Ventures	\$ 49,525	\$ 15,920	\$ 17,420	\$ 17,420	\$ 13,715	\$ -	\$ 13,715	\$ (3,705)	-21.27%
Artscape Fund	\$ -	\$ -	\$ -	\$ 20,000	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	#DIV/0!
TID 7 Area Rehab and Assistance Fund	\$ 7,516	\$ (9,015)	\$ 500	\$ 500	\$ 1,000	\$ -	\$ 1,000	\$ 500	100.00%
TID 11 Area Rehab and Assistance Fund	\$ -	\$ -	\$ -	\$ 10,000	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	#DIV/0!
TID 14 Area Rehab and Assistance Fund	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	#DIV/0!
FIRE: First Ring Industrial Redevelopment Enterprise	\$ 517,947	\$ 858,539	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	0.00%
TOTAL SPECIAL REVENUE FUND EXPENDITURES	\$ 10,170,968	\$ 10,153,536	\$ 10,001,300	\$ 10,360,563	\$ 10,545,380	\$ -	\$ 10,545,380	\$ 544,080	5.44%
CAPITAL PROJECTS FUND EXPENDITURES									
Capital Improvements-Construction	\$ 5,897,358	\$ 4,177,946	\$ 4,666,000	\$ 4,666,000	TBD	\$ -	TBD	TBD	
Capital Improvements-Capital Accumulation Fund	\$ -	\$ 3,147	\$ 405,000	\$ 405,000	TBD	\$ -	TBD	TBD	
Capital Improvements-Buildings & Facilities	\$ -	\$ 50,073	\$ 600,000	\$ 975,000	TBD	\$ -	TBD	TBD	
Capital Improvements-Misc Non-Operating Initiatives	\$ -	\$ -	\$ 2,606,000	\$ 2,606,000	TBD	\$ -	TBD	TBD	
Capital Improvements-Parks & Open Space Fund	\$ -	\$ -	\$ 250,000	\$ 250,000	TBD	\$ -	TBD	TBD	
TID Improvements	\$ 5,435,091	\$ 7,567,169	\$ 7,067,826	\$ 7,649,220	\$ 13,978,823	\$ -	\$ 13,978,823	\$ 6,910,997	97.78%
TOTAL CAPITAL PROJECTS FUND EXPENDITURES	\$ 11,332,449	\$ 11,798,335	\$ 15,594,826	\$ 16,551,220	\$ 13,978,823	\$ -	\$ 13,978,823	\$ 6,910,997	44.32%
DEBT SERVICE FUND EXPENDITURES									
General Debt Service Expenditures	\$ 3,924,636	\$ 20,614,832	\$ 4,059,197	\$ 4,059,197	\$ 4,270,432	\$ -	\$ 4,270,432	\$ 211,235	5.20%
Hospital & TID Debt Service Expenditures	\$ 3,902,611	\$ 3,729,791	\$ 4,368,440	\$ 4,368,440	\$ 4,514,935	\$ -	\$ 4,514,935	\$ 146,495	3.35%
TOTAL DEBT SERVICE FUND EXPENDITURES	\$ 7,827,247	\$ 24,344,623	\$ 8,427,637	\$ 8,427,637	\$ 8,785,367	\$ -	\$ 8,785,367	\$ 357,730	4.24%
ENTERPRISE FUND EXPENDITURES									
Parking System	\$ 104,525	\$ 70,787	\$ 123,245	\$ 123,245	\$ 129,854	\$ -	\$ 129,854	\$ 6,609	5.36%
Beloit Rd Public Housing	\$ 310,632	\$ 270,945	\$ 318,607	\$ 318,607	\$ 303,607	\$ -	\$ 303,607	\$ (15,000)	-4.71%
Storm Sewer Program	\$ 2,843,369	\$ 3,065,375	\$ 3,084,879	\$ 3,084,879	\$ 3,050,876	\$ -	\$ 3,050,876	\$ (34,003)	-1.10%
Water Utility	\$ 7,719,948	\$ 7,571,080	\$ 8,160,418	\$ 8,160,418	\$ 8,488,325	\$ -	\$ 8,488,325	\$ 327,907	4.02%
Sanitary Utility	\$ 5,915,596	\$ 5,804,380	\$ 6,140,335	\$ 6,170,397	\$ 6,139,066	\$ -	\$ 6,139,066	\$ (1,269)	-0.02%
Solid Waste Fund	\$ 1,815,940	\$ 1,701,841	\$ 2,075,080	\$ 2,075,080	\$ 2,015,194	\$ -	\$ 2,015,194	\$ (59,886)	-2.89%
TOTAL ENTERPRISE FUND EXPENDITURES	\$ 18,710,010	\$ 18,484,408	\$ 19,902,564	\$ 19,932,626	\$ 20,126,922	\$ -	\$ 20,126,922	\$ 224,358	1.13%
INTERNAL SERVICE FUND EXPENDITURES									
Health Insurance Fund	\$ 15,761,138	\$ 13,940,869	\$ 14,414,400	\$ 14,414,400	\$ 14,979,400	\$ -	\$ 14,979,400	\$ 565,000	3.92%
Liability Insurance Fund	\$ 105,736	\$ 89,919	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	\$ 90,000	\$ -	0.00%
TOTAL INTERNAL SERVICE FUND EXPENDITURES	\$ 15,866,874	\$ 14,030,788	\$ 14,504,400	\$ 14,504,400	\$ 15,069,400	\$ -	\$ 15,069,400	\$ 565,000	3.90%
TOTAL ALL CITY EXPENDITURES	\$ 118,753,831	\$ 138,310,123	\$ 127,601,594	\$ 130,743,187	\$ 129,108,033	\$ (240,000)	\$ 128,868,033	\$ 9,793,439	7.68%

CITY OF WEST ALLIS
2018 BUDGET
SUMMARY OF FUND BALANCES
ESTIMATED AS OF 12/31/2017

	Balance 1/1/2017	2017 Estimated Revenues (Expenses)	Transfers		Balance 12/31/2017	Resvrs To Be Used in 2018 Budget	Resvrs Re- tained for Apprtd./Re- strctd.purp.	Unapprtd./ Unrestr. Balance 1/1/2018
			In	Out				
GENERAL FUND								
Unrestricted Fund Balance								
Unassigned - General Fund Balance	\$4,573,450 *	\$57,606,440	\$0	\$100,000	1	\$5,987,428		\$5,987,428
		<u>-\$56,620,867</u>	\$600,000	7	\$1,696,111	2		
			\$1,164,182	8	\$0	4		
			\$815,902	9	\$600,000	6		
			\$1,644,432	2	\$0	1		
			\$0	18	\$800,000	10		
			\$0	8	\$600,000	11		
			\$0		\$0			
			\$10,460,500	3	\$0			
			\$0		\$10,460,500	3		
			\$0		\$0			
			\$0		\$0			
			\$0		\$0			
			\$0		\$0			
			\$0		\$0			
			\$0		\$0			
Assigned for Contingency Fund	\$3,000,356	\$0	\$0	4	\$0	5	\$3,000,356	\$3,000,356
Assigned for Liability Insurance	\$1,200,000	\$0	\$0		\$0		\$1,200,000	
Assigned for Land & Bldg. Acquisition	\$1,000,000	\$0	\$0		\$0		\$1,000,000	
Assigned for Capital Projects related to public access, green initiatives & internal rehabs.	\$511,720	\$0	\$0		\$216,707	14	\$295,013	\$295,013
Assigned for Capital Replacements such as boilers/carpet/roofs chillers	\$1,588,864	\$0	\$0		\$600,000	13	\$988,864	\$988,864
Assigned for Post Retirement Benefits	\$8,850,000	\$0	\$0	1	\$0		\$8,850,000	\$8,850,000
Assigned for 27th Payroll	\$2,211,357	\$0	\$100,000	1	\$0		\$2,311,357	\$2,311,357
Assigned for Workers' Comp. Ins.	\$1,500,000	\$0	\$0		\$0		\$1,500,000	\$1,500,000
Assigned for Gen'l Fund to be Applied to Reduce Tax Levy	\$1,590,000	\$0	\$600,000	6	\$600,000	7	\$1,590,000	\$1,590,000
Assigned for Cap. Accum -General	\$0	\$0	\$0		\$0		\$0	\$0
Assigned for Safety, Productivity/Oper. Improvmnts	\$642,000	\$0	\$0		\$0		\$642,000	\$642,000
Assigned for Computer/Technology Improvements	\$736,399	\$0	\$0		\$0		\$736,399	\$736,399
Assigned for Community & Econ Dev Investments	\$405,000	\$0	\$0		\$25,000	12	\$380,000	\$380,000
Assigned for Strategic Plan Implementation	\$100,392	\$0	\$0		\$0		\$100,392	\$100,392
Assigned for Dental Insurance	\$50,000	\$0	\$0		\$0		\$50,000	\$50,000
Assigned for Tax Refund	\$200,000	\$0	\$0		\$0		\$200,000	\$200,000
Assigned for Parks & Open Space Plan	\$350,000	\$0	\$0		\$0		\$350,000	\$350,000
Assigned for "Zombie Properties"	\$100,000	\$0	\$0		\$0		\$100,000	\$100,000
Committed Fund Balance								
for Carry-overs	\$1,164,182 *	\$0	\$800,000	10	\$1,164,182	8	\$800,000	\$800,000
for Encumbrances	\$815,902 *	\$0	\$600,000	11	\$815,902	9	\$600,000	\$600,000
Non-Spendable Fund Balance								
for Receivables	\$9,957,789	\$0	\$10,460,500	3	\$10,460,500	3	\$9,957,789	\$9,957,789
for Inventory/Prepaid Items	\$1,644,432	\$0	\$1,696,111	2	\$1,644,432	2	\$1,696,111	\$1,696,111
Total for General Fund	\$42,191,843	\$985,573	\$28,941,627		\$29,783,334		\$42,335,709	\$0
							\$33,347,925	\$8,987,784

FUND BALANCE NOTATIONS

- | | | |
|--|---|---|
| 1. Transfer to Reserved for 27th Payroll & OPEB liab funding | 6. Transfer to 2018 and Future Tax Levy Reduction | 10. 2017 Transfer to Reserve for Carry-overs |
| 2. Transfer to Reserved Inventory/Prepays | 7. Transfer in-2017 Tax Levy Reduction \$600,000 | 11. 2017 Transfer to Reserve for Encumbrances |
| 3. Transfer to Reserve for Receivables-Misc Recv, Beloit Rd Loans, Development Loans | 8. Rev 2016 Transfer to Reserve for Carry-overs | 12. Transfer for Aurora Emergency Room contribution |
| 4. Transfer to replenish Contingency Fund | 9. Rev 2016 Transfer to Reserve for Encumbrances | 13. Transfer to Capital Projects Fund for Various Building Maint projects |
| 5. Transfer from Contingency Fund | | 14. Transfer to Capital Projects Fund for LED Lighting Project |

**CITY OF WEST ALLIS
SUMMARY OF POSITIONS
2018**

Department or Division	Misc PT		2017 Dept Total	2018 POSITIONS BY FUNDING SOURCE			BENEFITTED POSITIONS				Misc PT Non-Benefit 2018 Positions	
	Benefitted 2017 Auth. (FTE)	Non-Benefit 2017 Positions		NON-BENEFITTED POSITIONS		BENEFITTED POSITIONS		2017 Adjustmts	2018 Position Changes	2018 Adjtsmts. by Mayor/CC		2018 Auth. Positions
				Gen Fund	Other Funding Sources	Gen Fund	Other Funding Sources					
Alderspersons	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					5.75	1.00
Municipal Court	2.75		2.75	0.50		2.75		0.50			2.75	0.50
City Assessor	5.50		5.50			2.00	(3.50)				2.00	
City Administrative Office	1.75		1.75			1.75					1.75	
Information Technology	10.00		10.00			13.00		3.00			13.00	
Finance	12.05		12.05			8.82		0.50			12.55	
Human Resources	5.50		5.50			4.50	1.00				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					160.55	11.00
Fire Department	106.00	0.50	106.50			106.50		(0.50)			106.00	
Planning (Development)	12.50	1.00	13.50	1.00		4.93	7.57				12.50	1.00
Bldg Insp & Nghbrhd Svcs	14.75	1.00	15.75	1.00		13.90	1.85	1.00			15.75	1.00
Health Department	37.45	0.45	37.90	0.45		24.70	12.75				37.45	0.45
Senior Center	2.20		2.20			2.20					2.20	
Public Library	20.50	7.80	28.30	7.80		20.50					20.50	7.80
Public Works												
Administration	4.50		4.50			4.00		(0.50)			4.00	
Building, Electrical & Inventory	34.00	3.00	37.00	3.00		32.00		(2.00)			32.00	3.00
Street & Sanitation	55.00	7.00	62.00	7.00		53.00	(2.00)				53.00	7.00
Forestry	15.75	10.00	25.75	10.00		15.00		(0.75)			15.00	10.00
Fleet Services	13.00		13.00			13.00					13.00	
Engineering	17.50	2.00	19.50	2.00		16.50	1.00	0.50			18.00	2.00
Water Utility	23.00		23.00				22.00	(1.00)			22.00	
Communications & Creative Svcs	4.75	0.50	5.25	1.05			5.75	1.00			5.75	1.05
			0.00									
TOTALS	580.50	169.75	750.75	170.80		521.10	55.65	(5.50)	1.75	0.00	576.75	170.80
						TOTAL 2018 BENEFITTED POSITIONS	576.75				TOTAL 2018 POSITIONS	747.55

NOTES FOR 2018:

- 1.) 0.5 of clerical support added in Municipal Court
- 2.) 3.5 positions reduced in the Assessor's Division
- 3.) 3.0 positions added in IT to support Fire, DPW, and a Project Manager
- 4.) 0.5 position added in Finance, due to Assessor contracting / Position now only supports Finance and BINS
- 5.) 0.5 (actually .375) clerical position reduced in Fire to contribute toward one of the new IT positions
- 6.) 1.0 Sanitation Supervisor transferred from DPW to BINS
- 7.) 0.5 position reduced in DPW Admin. (One-half of PW Director was charged to this division in the past)
- 8.) 2.0 positions, administrative support and sign painter, have been eliminated. One is being used for initiatives in DPW and one is going to IT to contribute to one of the new IT positions
- 9.) 2.0 Truck Driver positions were eliminated in years past, but the positions were not removed from the table of organization
- 10.) 0.75 administrative support position in Forestry was eliminated, and is going to IT to contribute to one of the new IT positions
- 11.) 1.0 clerical position from Water is being transferred to Engineering, to contribute to an Engineering Technician position
- 12.) 0.5 position management reduction in Engineering
- 13.) 1.0 LTE (or contract) position, Tourism Event Coordinator is being added and funded outside of the tax levy, by the Communications Fund and the Room Tax Revenue

**CITY OF WEST ALLIS
SUMMARY OF POSITIONS
2018**

2018 POSITIONS BY CLASSIFICATION

Department or Division	Police Assoc. Fire Assoc.	Labor Service	Admin. & Clerical	Nurses Engr.& Techn.	Prof. Superv. Conf.	Deputy & Asst. Service	Exec.& Mangrl. Service	Elected and Other
Alderspersons								10.00
Mayor					0.25			1.00
City Attorney			1.75		3.00			2.00
Municipal Court			2.00					1.25
City Assessor			1.00				1.00	
City Administrative Office					0.75		1.00	
Information Technology			6.00		6.00		1.00	
Finance			6.55		4.00	1.00	1.00	
Human Resources			1.50		3.00		1.00	
Clerk			3.50				1.00	125.00
Police Department	110.00	2.00	26.55		19.00	2.00	1.00	11.00
Fire Department	97.00		1.00		5.00	2.00	1.00	
Planning (Development)			2.50		7.00	2.00	1.00	1.00
Bldg Insp & Nghbrhd Svcs			12.75		2.00		1.00	1.00
Health Department		1.00	9.00	23.45	2.00	1.00	1.00	0.45
Senior Center		0.50			1.70			
Public Library		2.00	8.00		8.50	1.00	1.00	7.80
Public Works								
Administration		3.00					1.00	
Building, Electrical & Inventory		28.00			2.00	2.00		3.00
Street & Sanitation		49.00	1.00		2.00	1.00		7.00
Forestry		13.00			1.00	1.00		10.00
Fleet Services		11.00			1.00	1.00		
Engineering			3.00	8.00	5.00	1.00	1.00	2.00
Water Utility		16.00	2.00		3.00	1.00		
Communications & Creative Svcs			1.75		3.00		1.00	1.05
TOTALS	207.00	125.50	89.85	31.45	79.20	16.00	15.00	183.55

TOTAL 2017 POSITIONS 747.55

**CITY OF WEST ALLIS
TAX LEVY SUMMARY
2018 BUDGET**

	2015(2016) LEVY	2016(2017) LEVY	2017(2018) LEVY	2017(2018) INCREASE (DECREASE)	2017(2018) % INCREASE (DECREASE)
General Fund Expenditures	\$57,621,784	\$59,170,867	\$60,362,141	\$1,191,274	2.01%
Less: Exempt Computer Equipment	(206,200)	(192,000)	(177,645)	14,355	-7.48%
Less: Non-Tax Levy Revenues	(23,784,445)	(24,661,454)	(24,974,514)	(313,060)	1.27%
City of West Allis Levy - General Fund	\$33,631,139	\$34,317,413	\$35,209,982	\$892,569	2.60%
Health Insurance Fund Expenditures	\$14,365,600	\$14,414,400	\$14,414,400	0	0.00%
Less: Other Revenues/Reserves	(\$12,365,600)	(\$12,414,400)	(\$12,414,400)	0	0.00%
City of West Allis Levy - Health Fund	\$2,000,000	\$2,000,000	\$2,000,000	\$0	0.00%
Parking Utility Expenditures	\$124,335	\$123,245	\$123,245	\$0	0.00%
Recover Prior Year Deficit/Utilize Reserves	(58,318)	(57,228)	(57,228)	0	0.00%
Less: Non-Tax Levy Revenues	(23,017)	(23,017)	(23,017)	0	0.00%
City of West Allis Levy - Parking	\$43,000	\$43,000	\$43,000	\$0	0.00%
City of West Allis Levy Without Debt & TID	\$35,674,139	\$36,360,413	\$37,252,982	\$892,569	2.45%
Debt Fund Expenditures - (General Only)	\$3,922,118	\$4,059,194	\$4,095,432	\$36,238	0.89%
Utilization of Fund Balance & Transfer:	(120,000)	(60,000)	(175,000)	(115,000)	191.67%
* City of West Allis Levy - Debt Fund	\$3,802,118	\$3,999,194	\$3,920,432	(\$78,762)	-1.97%
City of West Allis Levy - With Debt, Without TID Levy	\$39,476,257	\$40,359,607	\$41,173,414	\$813,807	2.02%
Tax Increment Financing Districts - Levy	\$877,692	\$1,058,693	\$1,058,693	\$0	0.00%
Total City of West Allis Levy	\$40,353,949	\$41,418,300	\$42,232,107	\$813,807	1.96%



CITY OF WEST ALLIS

2017 Budget & Action Plan

General Fund

Revenues and Expenditures



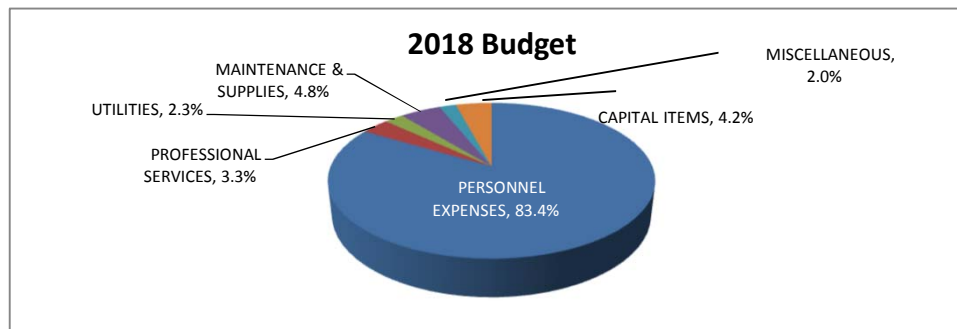
**CITY OF WEST ALLIS
GENERAL FUND EXPENDITURES BY DEPARTMENT
2018 BUDGET**

EXPENDITURES	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2018 Request	Mayoral & CC Additions/ Deletions	2018 Budget	Change	% Change
GENERAL GOVERNMENT									
Common Council	\$ 275,112	\$ 248,521	\$ 247,328	\$ 247,328	\$ 252,096	\$ -	\$ 252,096	\$ 4,768	1.93%
Mayor	\$ 128,813	\$ 123,028	\$ 121,872	\$ 121,872	\$ 129,165	\$ -	\$ 129,165	\$ 7,293	5.98%
City Attorney	\$ 683,669	\$ 696,030	\$ 874,200	\$ 879,663	\$ 884,982	\$ -	\$ 884,982	\$ 10,782	1.23%
Municipal Court	\$ 493,900	\$ 485,499	\$ 412,391	\$ 412,391	\$ 418,152	\$ -	\$ 418,152	\$ 5,761	1.40%
City Assessor	\$ 548,388	\$ 511,938	\$ 530,220	\$ 542,683	\$ 421,767	\$ -	\$ 421,767	\$ (108,453)	-20.45%
Administration	\$ 237,310	\$ 493,429	\$ 210,650	\$ 211,735	\$ 243,571	\$ -	\$ 243,571	\$ 32,921	15.63%
Information Technology	\$ 1,848,584	\$ 1,719,120	\$ 1,860,183	\$ 2,073,100	\$ 2,134,777	\$ (50,000)	\$ 2,084,777	\$ 224,594	12.07%
Purchasing/Central Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Human Resources	\$ 466,165	\$ 463,497	\$ 462,977	\$ 563,977	\$ 538,876	\$ -	\$ 538,876	\$ 75,899	16.39%
Finance	\$ 845,230	\$ 821,382	\$ 852,865	\$ 855,865	\$ 892,511	\$ -	\$ 892,511	\$ 39,646	4.65%
City Clerk	\$ 523,813	\$ 522,436	\$ 516,945	\$ 560,227	\$ 544,345	\$ (40,000)	\$ 504,345	\$ (12,600)	-2.44%
Promotion, Celebrations, Awards	\$ 119,331	\$ 99,131	\$ 68,225	\$ 76,522	\$ 68,225	\$ -	\$ 68,225	\$ -	0.00%
General Fringe Benefits*, Workers Comp, Insurance	\$ 938,226	\$ 1,057,411	\$ 2,734,750	\$ 2,742,614	\$ 2,707,750	\$ (150,000)	\$ 2,557,750	\$ (177,000)	-6.47%
Other General Government	\$ 1,237,582	\$ 3,657,201	\$ 1,604,965	\$ 1,696,253	\$ 1,663,965	\$ -	\$ 1,663,965	\$ 59,000	3.68%
TOTAL GENERAL GOVERNMENT	\$ 8,346,123	\$ 10,898,623	\$ 10,497,571	\$ 10,984,230	\$ 10,900,182	\$ (240,000)	\$ 10,660,182	\$ 162,611	1.55%
PUBLIC SAFETY									
Police & Fire Commission	\$ 21,862	\$ 22,146	\$ 45,000	\$ 45,000	\$ 39,500	\$ -	\$ 39,500	\$ (5,500)	-12.22%
Police	\$ 17,927,840	\$ 17,204,542	\$ 17,915,211	\$ 17,943,904	\$ 18,059,344	\$ -	\$ 18,059,344	\$ 144,133	0.80%
Fire	\$ 11,959,242	\$ 13,692,884	\$ 12,716,015	\$ 13,134,835	\$ 12,622,618	\$ -	\$ 12,622,618	\$ (93,397)	-0.73%
Building Insp & Neighborhood Services	\$ 1,157,014	\$ 1,152,092	\$ 1,257,680	\$ 1,258,495	\$ 1,362,957	\$ -	\$ 1,362,957	\$ 105,277	8.37%
Planning	\$ 406,759	\$ 386,774	\$ 352,373	\$ 400,635	\$ 490,208	\$ -	\$ 490,208	\$ 137,835	39.12%
TOTAL PUBLIC SAFETY	\$ 31,472,717	\$ 32,458,438	\$ 32,286,279	\$ 32,782,869	\$ 32,574,627	\$ -	\$ 32,574,627	\$ 288,348	0.89%
PUBLIC WORKS									
Engineering	\$ 1,192,264	\$ 1,194,349	\$ 1,297,636	\$ 1,313,194	\$ 1,423,322	\$ -	\$ 1,423,322	\$ 125,686	9.69%
Public Works	\$ 9,485,771	\$ 10,645,691	\$ 10,576,781	\$ 11,258,908	\$ 10,857,902	\$ -	\$ 10,857,902	\$ 281,121	2.66%
TOTAL PUBLIC WORKS	\$ 10,678,036	\$ 11,840,040	\$ 11,874,417	\$ 12,572,102	\$ 12,281,224	\$ -	\$ 12,281,224	\$ 406,807	3.43%
HEALTH, CULTURE, RECREATION									
Health Department	\$ 2,040,427	\$ 2,005,038	\$ 2,043,347	\$ 2,105,982	\$ 2,263,954	\$ -	\$ 2,263,954	\$ 220,607	10.80%
Senior Center	\$ 220,568	\$ 217,201	\$ 218,268	\$ 218,724	\$ 225,846	\$ -	\$ 225,846	\$ 7,578	3.47%
Library	\$ 2,088,412	\$ 2,079,093	\$ 2,250,985	\$ 2,302,834	\$ 2,356,308	\$ -	\$ 2,356,308	\$ 105,323	4.68%
TOTAL HEALTH, CULTURE, RECREATION	\$ 4,349,407	\$ 4,301,331	\$ 4,512,600	\$ 4,627,540	\$ 4,846,108	\$ -	\$ 4,846,108	\$ 333,508	7.39%
TOTAL EXPENDITURES	\$ 54,846,283	\$ 59,498,433	\$ 59,170,867	\$ 60,966,741	\$ 60,602,141	\$ (240,000)	\$ 60,362,141	\$ 1,191,274	2.01%

* 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 benefit includes cost of miscellaneous benefit programs not specifically attributable to individual department

**CITY OF WEST ALLIS
GENERAL FUND EXPENDITURES BY TYPE
2018 BUDGET**

EXPENDITURES	2015	2016	2017	2017	2017	2018	Mayoral	2018	%	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change	Total
Salaries	\$ 29,896,611	\$ 31,022,600	\$ 32,103,341	\$ 32,116,041	\$ 20,390,242	\$ 32,303,410	\$ (50,000)	\$ 32,178,410	\$ 75,069	0.23%	
Provisionals/Part-Time	\$ 585,705	\$ 679,206	\$ 609,957	\$ 622,957	\$ 477,548	\$ 708,260	\$ -	\$ 708,260	\$ 98,303	16.12%	
Misc Other Pay	\$ 417,477	\$ 533,859	\$ 761,920	\$ 761,920	\$ 516,220	\$ 818,867	\$ -	\$ 818,867	\$ 56,947	7.47%	
Overtime	\$ 1,168,270	\$ 1,396,792	\$ 930,650	\$ 930,650	\$ 934,636	\$ 1,053,550	\$ -	\$ 1,053,550	\$ 122,900	13.21%	
Fringe Benefits	\$ (9,852)	\$ (36,616)	\$ 1,014,000	\$ 1,010,164	\$ 336,470	\$ 1,014,000	\$ (150,000)	\$ 864,000	\$ (150,000)	-14.79%	
Payroll Taxes	\$ 1,938,463	\$ 1,994,099	\$ 2,003,556	\$ 2,003,556	\$ 1,339,948	\$ 2,025,579	\$ -	\$ 2,025,579	\$ 22,023	1.10%	
Pension	\$ 3,881,962	\$ 3,747,893	\$ 3,339,728	\$ 3,339,728	\$ 2,363,300	\$ 3,408,807	\$ -	\$ 3,408,807	\$ 69,079	2.07%	
Health Insurance	\$ 9,012,404	\$ 7,331,339	\$ 8,546,465	\$ 8,546,465	\$ 4,454,344	\$ 8,756,261	\$ -	\$ 8,756,261	\$ 209,796	2.45%	
Dental Insurance	\$ 439,887	\$ 454,554	\$ 548,463	\$ 548,463	\$ 316,687	\$ 494,350	\$ -	\$ 494,350	\$ (54,113)	-9.87%	
Life Insurance	\$ 59,504	\$ 59,429	\$ 59,985	\$ 59,985	\$ 38,736	\$ 59,900	\$ -	\$ 59,900	\$ (85)	-0.14%	
PERSONNEL EXPENSES	\$ 47,390,432	\$ 47,183,155	\$ 49,918,065	\$ 49,939,929	\$ 31,168,133	\$ 50,642,984	\$ (200,000)	\$ 50,367,984	\$ 449,919	0.90%	83.4%
Professional Services	\$ 448,941	\$ 883,145	\$ 841,977	\$ 998,210	\$ 509,313	\$ 1,008,469	\$ -	\$ 1,008,469	\$ 166,492	19.77%	
Maintenance Contracts	\$ 531,611	\$ 563,618	\$ 640,565	\$ 697,923	\$ 521,346	\$ 863,878	\$ -	\$ 863,878	\$ 223,313	34.86%	
Board of Prisoners	\$ 234,182	\$ 223,321	\$ 130,000	\$ 130,000	\$ 169,132	\$ 130,000	\$ -	\$ 130,000	\$ -	0.00%	
PROFESSIONAL SERVICES	\$ 1,214,733	\$ 1,670,084	\$ 1,612,542	\$ 1,826,133	\$ 1,199,791	\$ 2,002,347	\$ -	\$ 2,002,347	\$ 389,805	24.17%	3.3%
Utilities	\$ 1,103,518	\$ 1,025,249	\$ 1,369,216	\$ 1,394,353	\$ 760,817	\$ 1,364,463	\$ -	\$ 1,364,463	\$ (4,753)	-0.35%	
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
UTILITIES	\$ 1,103,518	\$ 1,025,249	\$ 1,369,216	\$ 1,394,353	\$ 760,817	\$ 1,364,463	\$ -	\$ 1,364,463	\$ (4,753)	-0.35%	2.3%
Rentals	\$ (253,054)	\$ 7,500	\$ (157,295)	\$ (156,551)	\$ 13,165	\$ 8,825	\$ -	\$ 8,825	\$ 166,120	-105.61%	
Repair & Maintenance	\$ 484,846	\$ 559,888	\$ 594,879	\$ 652,506	\$ 564,325	\$ 595,650	\$ -	\$ 595,650	\$ 771	0.13%	
Supplies	\$ 1,691,054	\$ 1,788,560	\$ 1,721,305	\$ 1,874,757	\$ 846,610	\$ 1,832,111	\$ -	\$ 1,832,111	\$ 110,806	6.44%	
Books & Periodicals	\$ 335,589	\$ 266,973	\$ 315,085	\$ 360,425	\$ 209,651	\$ 382,278	\$ -	\$ 382,278	\$ 67,193	21.33%	
Advertising	\$ 33,883	\$ 42,404	\$ 32,706	\$ 32,706	\$ 22,096	\$ 47,050	\$ -	\$ 47,050	\$ 14,344	43.86%	
Printing	\$ 62,511	\$ 7,995	\$ 41,128	\$ 42,638	\$ 7,038	\$ 25,958	\$ -	\$ 25,958	\$ (15,170)	-36.88%	
MAINTENANCE & SUPPLIES	\$ 2,354,829	\$ 2,673,321	\$ 2,547,808	\$ 2,806,481	\$ 1,662,885	\$ 2,891,872	\$ -	\$ 2,891,872	\$ 344,064	13.50%	4.8%
Training & Travel	\$ 175,292	\$ 178,321	\$ 225,367	\$ 237,813	\$ 115,207	\$ 240,042	\$ -	\$ 240,042	\$ 14,675	6.51%	
Regulatory & Safety	\$ 282,844	\$ 282,004	\$ 339,454	\$ 396,089	\$ 213,763	\$ 332,964	\$ -	\$ 332,964	\$ (6,490)	-1.91%	
Insurance	\$ 423,629	\$ 430,276	\$ 412,875	\$ 412,875	\$ 420,722	\$ 413,875	\$ -	\$ 413,875	\$ 1,000	0.24%	
Claims/Judgments	\$ 97,571	\$ 157,550	\$ 185,000	\$ 185,000	\$ 20,065	\$ 185,000	\$ -	\$ 185,000	\$ -	0.00%	
Miscellaneous	\$ 21,168	\$ 7,114	\$ 22,700	\$ 29,588	\$ 245,766	\$ 22,700	\$ -	\$ 22,700	\$ -	0.00%	
MISCELLANEOUS	\$ 1,000,504	\$ 1,055,265	\$ 1,185,396	\$ 1,261,365	\$ 1,015,523	\$ 1,194,581	\$ -	\$ 1,194,581	\$ 9,185	0.77%	2.0%
Capital Items	\$ 1,192,466	\$ 2,802,827	\$ 1,403,475	\$ 2,318,296	\$ 805,185	\$ 1,446,529	\$ (40,000)	\$ 1,406,529	\$ 3,054	0.22%	
Transfers Out	\$ 589,800	\$ 3,088,531	\$ 1,134,365	\$ 1,420,184	\$ 1,198,819	\$ 1,134,365	\$ -	\$ 1,134,365	\$ -	-	
CAPITAL ITEMS	\$ 1,782,266	\$ 5,891,359	\$ 2,537,840	\$ 3,738,480	\$ 2,004,004	\$ 2,580,894	\$ (40,000)	\$ 2,540,894	\$ 3,054	0.12%	4.2%
TOTAL EXPENDITURES	\$ 54,846,283	\$ 59,498,433	\$ 59,170,867	\$ 60,966,741	\$ 37,811,153	\$ 60,677,141	\$ (240,000)	\$ 60,362,141	\$ 1,191,274	2.01%	100%



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CITY AT THE CENTER
WEST ALLIS
CITY OF WEST ALLIS
2017 Budget & Action Plan

General Government

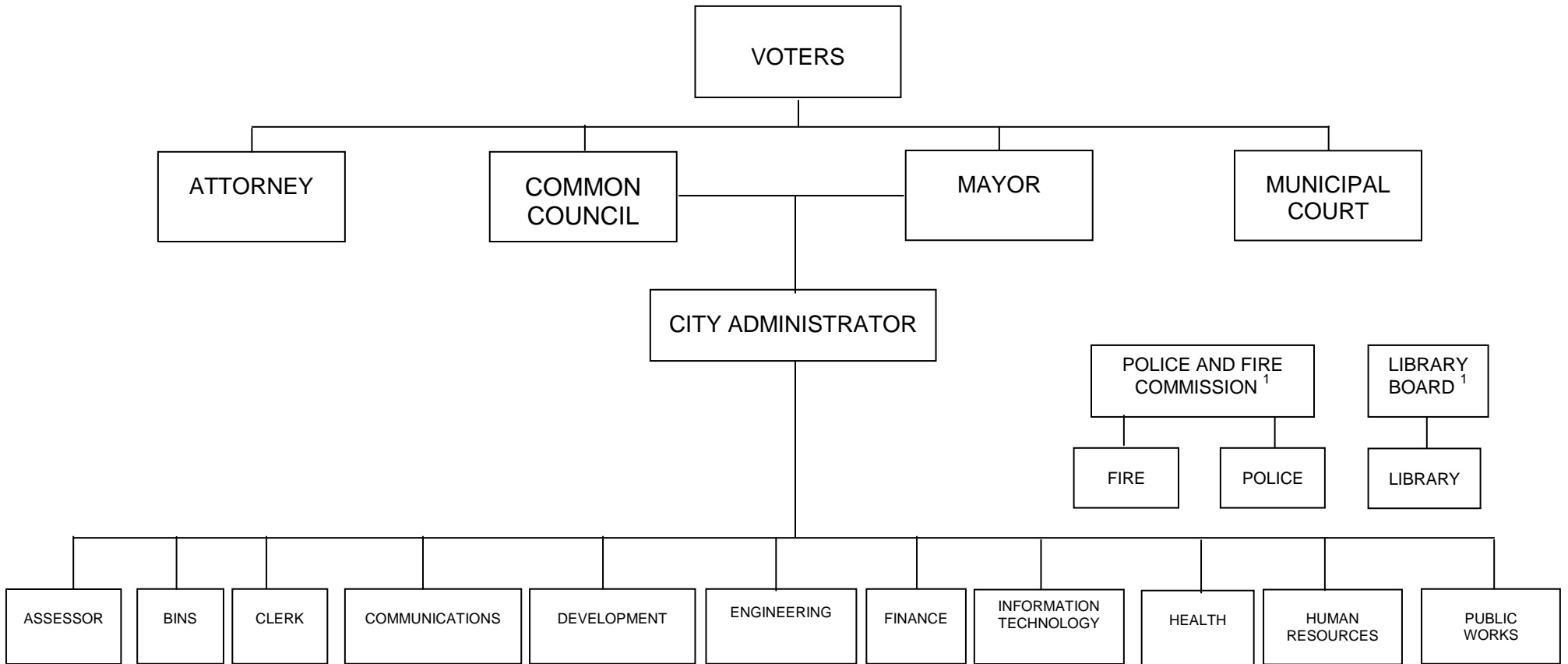


City of West Allis
Common Council
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 74,188	\$ 74,124	\$ 73,840	\$ 73,840	\$ 51,120	\$ 73,840	\$ -	\$ 73,840	\$ -	
Provisionals/Part-Time	\$ 2,778	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Misc Other Pay	\$ 720	\$ 720	\$ 960	\$ 960	\$ 300	\$ 960	\$ -	\$ 960	\$ -	
Payroll Taxes	\$ 4,427	\$ 4,081	\$ 6,225	\$ 6,225	\$ 2,894	\$ 4,090	\$ -	\$ 4,090	\$ (2,135)	
Pension	\$ 5,985	\$ 5,074	\$ 6,270	\$ 6,270	\$ 3,230	\$ 4,453	\$ -	\$ 4,453	\$ (1,817)	
Health Insurance	\$ 153,482	\$ 131,560	\$ 124,800	\$ 124,800	\$ 91,545	\$ 134,256	\$ -	\$ 134,256	\$ 9,456	
Dental Insurance	\$ 9,102	\$ 9,615	\$ 10,440	\$ 10,440	\$ 6,822	\$ 9,678	\$ -	\$ 9,678	\$ (762)	
Life Insurance	\$ 305	\$ 320	\$ 293	\$ 293	\$ 188	\$ 269	\$ -	\$ 269	\$ (24)	
Supplies	\$ -	\$ -	\$ 200	\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -	
Books & Periodicals	\$ 4,010	\$ 2,430	\$ 1,000	\$ 1,000	\$ 1,670	\$ 1,250	\$ -	\$ 1,250	\$ 250	
Printing	\$ -	\$ -	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ (200)	
Training & Travel	\$ 20,114	\$ 20,597	\$ 23,100	\$ 23,100	\$ 17,528	\$ 23,100	\$ -	\$ 23,100	\$ -	
TOTAL EXPENDITURES	\$ 275,112	\$ 248,521	\$ 247,328	\$ 247,328	\$ 175,298	\$ 252,096	\$ -	\$ 252,096	\$ 4,768	1.93%

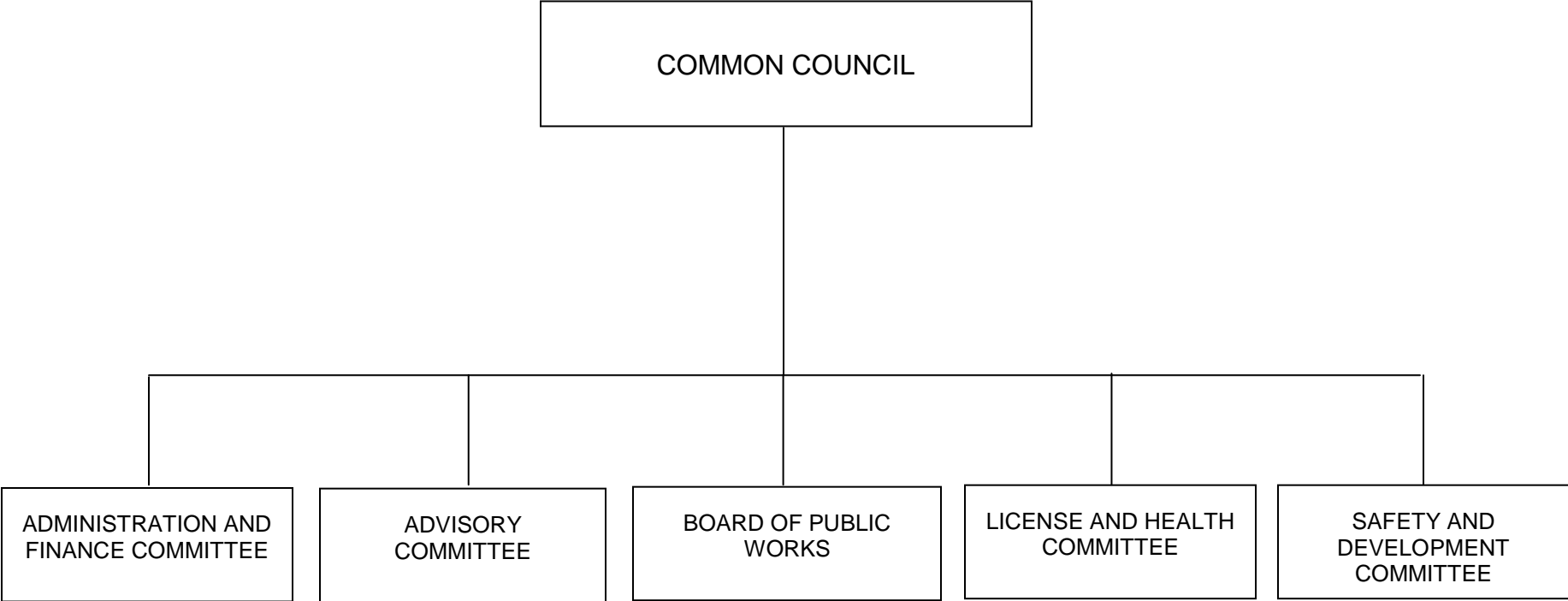
2018 BUDGET NOTES:

**ORGANIZATIONAL CHART
CITY OF WEST ALLIS**

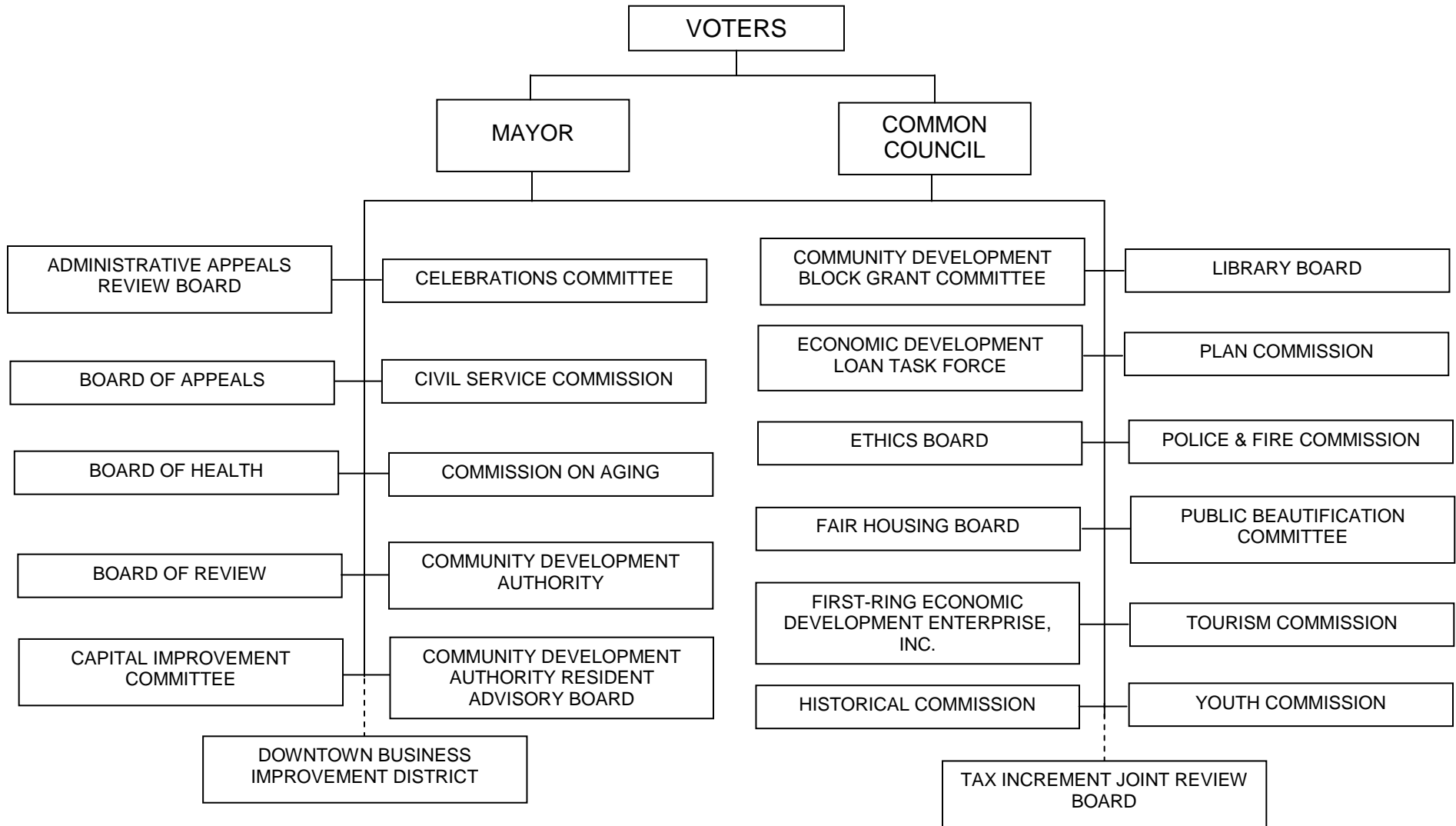


¹ Appointed by the Mayor and confirmed by the Common Council, with policy responsibility.

**ORGANIZATIONAL CHART
COUNCIL POLICY COMMITTEES**



ORGANIZATIONAL CHART ADVISORY COMMITTEES



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

2018 COMMON COUNCIL BUSINESS PLAN

Department	Director	Fund and Dept. Group
Common Council	Common Council President Thomas Lajsic	100-01
Mission/Overview		
<p>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.</p>		
Strategic Goals		
<p>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. * <i>as per the West Allis Vision Statement</i></p> <p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p>		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Aldersperson	10	General Fund

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Legislative Body for City	General Fund	Bimonthly and as needed	-	-	State, Local
Establish City Policies and Ordinances	General Fund	As needed	-	-	State, Local
Adopt City Budget	General Fund	Annually	-	-	State, Local
Oversee the administration of city government	General Fund	Regularly and as needed	-	-	State, Local
Constituent Service Delivery	General Fund	Regularly and as needed	-	-	State, Local
Set the direction and goals of the city	General Fund	Regularly and as needed	-	-	State, Local

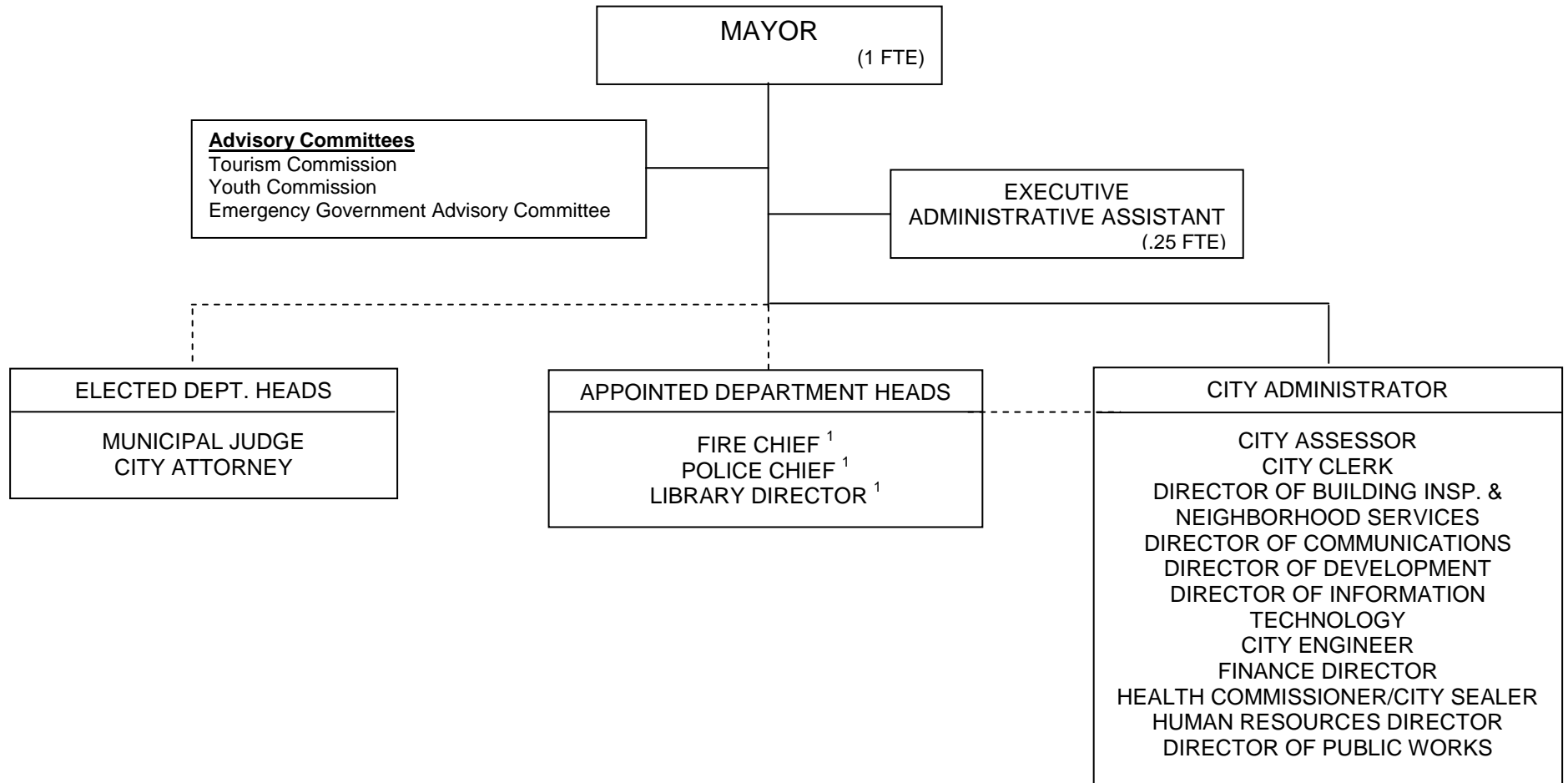
City of West Allis
Mayor
2018 Budget

EXPENDITURES	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Year-to-Date	2018 Request	2018 Additions/ Deletions	2018 Budget	Change	% Change
Salaries	\$ 80,564	\$ 81,886	\$ 85,167	\$ 85,167	\$ 57,380	\$ 84,420	\$ -	\$ 84,420	\$ (747)	
Provisionals/Part-Time	\$ 1,389	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Overtime	\$ -	\$ 142	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Payroll Taxes	\$ 5,934	\$ 5,939	\$ 6,275	\$ 6,275	\$ 4,235	\$ 6,235	\$ -	\$ 6,235	\$ (40)	
Pension	\$ 7,054	\$ 6,361	\$ 6,130	\$ 6,130	\$ 4,054	\$ 5,656	\$ -	\$ 5,656	\$ (474)	
Health Insurance	\$ 30,854	\$ 24,014	\$ 19,500	\$ 19,500	\$ 17,454	\$ 27,517	\$ -	\$ 27,517	\$ 8,017	
Dental Insurance	\$ 1,423	\$ 1,531	\$ 1,350	\$ 1,350	\$ 1,074	\$ 1,470	\$ -	\$ 1,470	\$ 120	
Life Insurance	\$ 121	\$ 133	\$ 150	\$ 150	\$ 100	\$ 167	\$ -	\$ 167	\$ 17	
Utilities	\$ 383	\$ 375	\$ 400	\$ 400	\$ 247	\$ 400	\$ -	\$ 400	\$ -	
Supplies	\$ 261	\$ 161	\$ 400	\$ 400	\$ 41	\$ 400	\$ -	\$ 400	\$ -	
Books & Periodicals	\$ 184	\$ 170	\$ 200	\$ 200	\$ (26)	\$ 200	\$ -	\$ 200	\$ -	
Printing	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Training & Travel	\$ 577	\$ 2,317	\$ 2,300	\$ 2,300	\$ 917	\$ 2,700	\$ -	\$ 2,700	\$ 400	
TOTAL EXPENDITURES	\$ 128,813	\$ 123,028	\$ 121,872	\$ 121,872	\$ 85,477	\$ 129,165	\$ -	\$ 129,165	\$ 7,293	5.98%

2018 BUDGET NOTES:

Prior budgets allocated a portion of Assistant salaries to the Communication Fund. This internal allocation was eliminated in the 2018 budget which accounts for the majority of the increases in salaries and health insurance expense.

**ORGANIZATIONAL CHART
MAYOR**



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

CITY FUNDED FTEs: 1.25

2018 MAYOR BUSINESS PLAN

Department	Director	Fund and Dept. Group
Mayor	Mayor Dan Devine	100-02
Mission/Overview		
<p>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.</p>		
Strategic Goals		
<p>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. * <i>as per the West Allis Vision Statement</i></p> <p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p>		
Position Information*		
Titles	Number	Funding Source(s)
Mayor	1	General Fund
Executive Administrative Assistant	.25	General Fund

Services Provided					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Oversee the operations of City Departments.	General Fund	As needed	-	-	State, Local
Ensure compliance with City Ordinances.	General Fund	As needed	-	-	State, Local
Chief spokesperson for City.	General Fund	As needed	-	-	State, Local
Community Relations and Constituent Service Delivery.	General Fund	Regularly and as needed	-	-	State, Local
Intergovernmental Relations.	General Fund	Regularly and as needed	-	-	State, Local
Present Mayor's Budget to Council.	General Fund	Annually	-	-	State, Local
Appointments to City Boards, Commissions, Committees and Authorities.	General Fund	As Needed.			State, Local

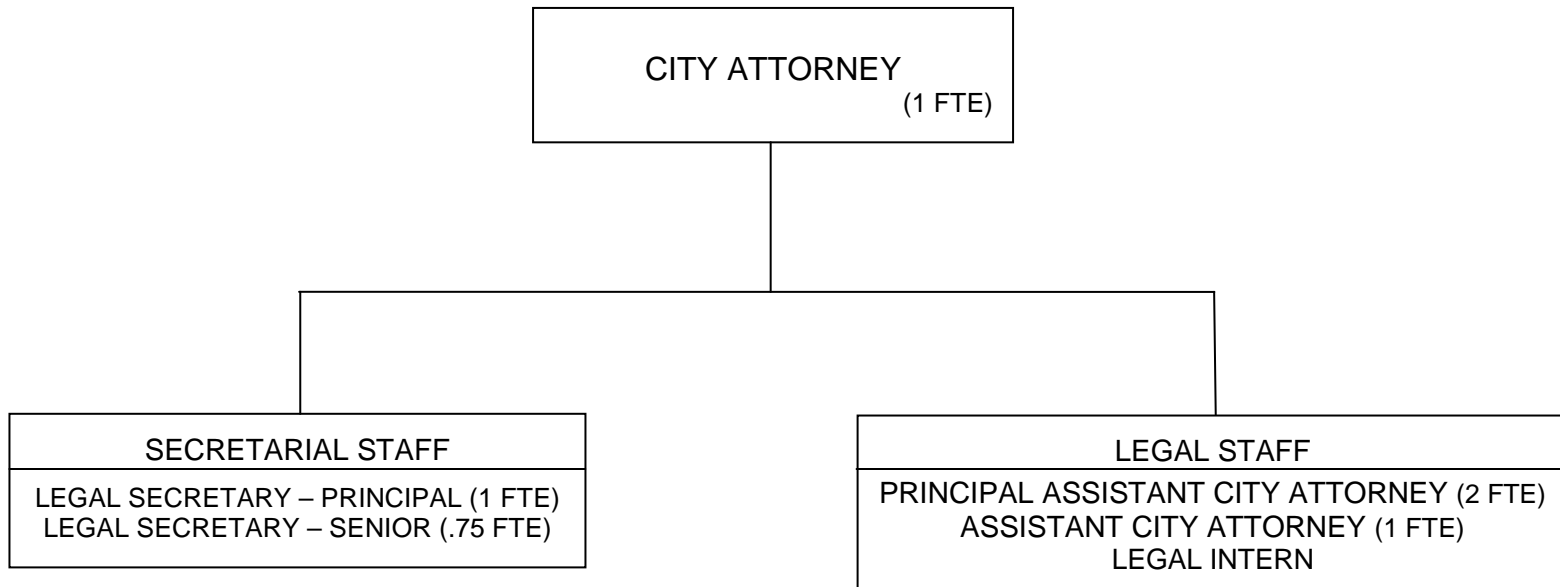
City of West Allis
City Attorney
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	
Salaries	\$ 446,690	\$ 481,347	\$ 457,500	\$ 447,500	\$ 334,426	\$ 495,868	\$ -	\$ 495,868	\$ 38,368	
Provisionals/Part-Time	\$ 14,609	\$ 16,327	\$ 15,000	\$ 5,000	\$ 12,499	\$ 15,000	\$ -	\$ 15,000	\$ -	
Misc Other Pay	\$ 2,462	\$ 2,709	\$ 2,500	\$ 2,500	\$ 1,061	\$ 2,500	\$ -	\$ 2,500	\$ -	
Overtime	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Payroll Taxes	\$ 37,687	\$ 37,622	\$ 38,200	\$ 38,200	\$ 26,338	\$ 38,556	\$ -	\$ 38,556	\$ 356	
Pension	\$ 41,794	\$ 39,313	\$ 33,900	\$ 33,900	\$ 24,074	\$ 33,223	\$ -	\$ 33,223	\$ (677)	
Health Insurance	\$ 101,499	\$ 75,068	\$ 93,600	\$ 93,600	\$ 42,850	\$ 64,288	\$ -	\$ 64,288	\$ (29,312)	
Dental Insurance	\$ 5,013	\$ 4,439	\$ 6,500	\$ 6,500	\$ 3,663	\$ 5,322	\$ -	\$ 5,322	\$ (1,178)	
Life Insurance	\$ 1,207	\$ 1,356	\$ 700	\$ 700	\$ 867	\$ 1,325	\$ -	\$ 1,325	\$ 625	
Professional Services	\$ 16,972	\$ 12,142	\$ 30,000	\$ 32,805	\$ 7,643	\$ 30,000	\$ -	\$ 30,000	\$ -	
Maintenance Contracts	\$ 25	\$ 25	\$ -	\$ 20,000	\$ 10,738	\$ 2,500	\$ -	\$ 2,500	\$ 2,500	
Supplies	\$ 2,261	\$ 2,742	\$ 3,300	\$ 3,300	\$ 1,439	\$ 2,800	\$ -	\$ 2,800	\$ (500)	
Books & Periodicals	\$ 7,074	\$ 7,218	\$ 9,000	\$ 9,646	\$ 4,487	\$ 10,000	\$ -	\$ 10,000	\$ 1,000	
Printing	\$ 331	\$ -	\$ 600	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ (600)	
Training & Travel	\$ 5,588	\$ 6,310	\$ 7,900	\$ 7,900	\$ 4,406	\$ 8,100	\$ -	\$ 8,100	\$ 200	
Claims/Judgments	\$ -	\$ -	\$ 175,000	\$ 175,000	\$ 7,063	\$ 175,000	\$ -	\$ 175,000	\$ -	
Capital Items	\$ 455	\$ 9,413	\$ 500	\$ 2,512	\$ 1,154	\$ 500	\$ -	\$ 500	\$ -	
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 683,669	\$ 696,030	\$ 874,200	\$ 879,663	\$ 482,707	\$ 884,982	\$ -	\$ 884,982	\$ 10,782	1.23%

2018 BUDGET NOTES:

Prior budgets have included an offset to reduce the Attorney's Office salary expense for billable staff time charged to city utilities, grant programs, TIF Districts, etc of \$42,500. Beginning in 2018, billable Attorney's Office hours will be credited in a city revenue account (100-0000-469-1100) rather than as a reduction in Attorney salaries. The salary increase above is a result of this change in the treatment of billable attorney hours.

**ORGANIZATIONAL CHART
ATTORNEY**



CITY FUNDED FTEs: 5.75

2018 CITY ATTORNEY BUSINESS PLAN

Department	Director	Fund and Dept. Group
City Attorney	Scott Post	100-03
Mission/Overview		
<p>To provide efficient, cost-effective professional services to meet the legal needs of the City of West Allis. Such services include providing legal representation to the City, providing legal advice to City officials and employees, and managing risks to prevent losses to the City.</p>		
Performance Measures		
<p>The performance measure is to provide efficient, cost-effective professional services to meet the legal needs of the City of West Allis.</p>		
Position Information*		
Titles	Number	Funding Source(s)
Principal Assistant City Attorney	2	City
Assistant City Attorney	1	City
Principal Legal Secretary	1	City
Senior Legal Secretary	.75	City
Legal Intern	1 (hours vary)	City
City Attorney	1	City
Vacant Positions*		
Titles	Length of Vacancy	2018 Plan/Current Status
Not applicable.		

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Legal Representation to City	City	daily	No	No	State and local
Legal Advice and opinions to City officials and employees	City	daily	No	No	State and local
Risk Management/Loss Prevention	City	daily	Yes, City Administrator, CVMIC,	No	Local

Draft ordinances	City	As needed	No	No	No
Provide real estate support	City	As needed	No	No	No
Coordinate collection efforts	City	Daily	No	No	No
Provide Legal Representation to City-related Entities such as the CDA, F.I.R.E, and Beloit Road Housing, LLC.	City and reimbursement from the particular agency	As needed	No	No	No

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

The top three services provided by this office are providing legal representation to the City, legal advice and opinions to City officials and employees, and risk management/loss prevention advice. This office will aim to index historical legal opinions electronically so they are more quickly accessible. Additionally, the attorneys will continue to attend training regarding municipal legal issues so that their knowledge remain current with changes in the law.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

Legal Files, a new electronic file management and storage system, will be implemented in the near future and will enable more efficient delivery of service.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

The office is in the process of implementing a file management system that will enable the office to utilize paperless files. This program should lessen the amount of paper used by the office and should save staff time that was previously designated to file management.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

The office will continue to make its file management system fully operational and will aim to electronically index historical legal opinions.

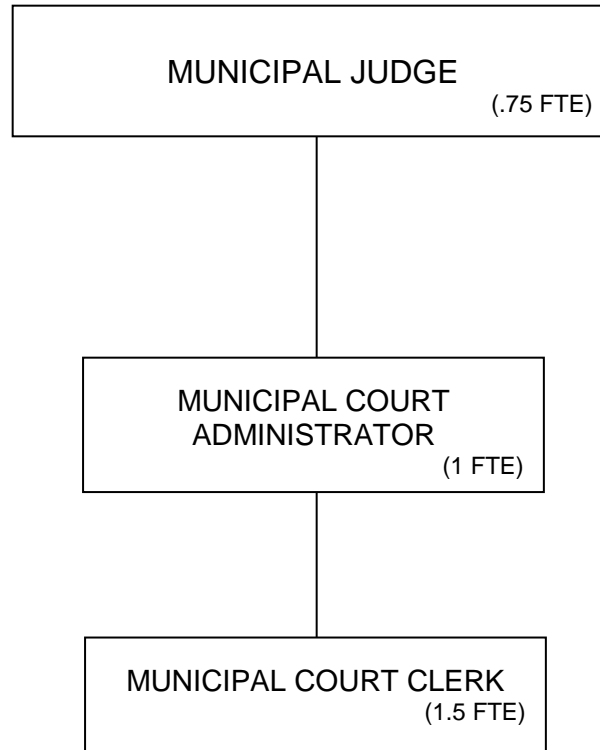
City of West Allis
Municipal Court
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	% Change
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/Deletions	Budget	Change	
Salaries	\$ 179,394	\$ 187,978	\$ 182,900	\$ 182,900	\$ 131,771	\$ 192,572	\$ -	\$ 192,572	\$ 9,672	
Provisionals/Part-Time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,295	\$ -	\$ 17,295	\$ 17,295	
Overtime	\$ 2,072	\$ 3,807	\$ 5,000	\$ 5,000	\$ 5,200	\$ -	\$ -	\$ -	\$ (5,000)	
Payroll Taxes	\$ 13,509	\$ 14,315	\$ 13,990	\$ 13,990	\$ 10,264	\$ 15,859	\$ -	\$ 15,859	\$ 1,869	
Pension	\$ 15,521	\$ 15,509	\$ 12,750	\$ 12,750	\$ 9,822	\$ 12,902	\$ -	\$ 12,902	\$ 152	
Health Insurance	\$ 33,428	\$ 25,797	\$ 46,368	\$ 46,368	\$ 18,727	\$ 28,904	\$ -	\$ 28,904	\$ (17,464)	
Dental Insurance	\$ 1,948	\$ 2,079	\$ 2,871	\$ 2,871	\$ 1,464	\$ 2,028	\$ -	\$ 2,028	\$ (843)	
Life Insurance	\$ 627	\$ 665	\$ 554	\$ 554	\$ 452	\$ 692	\$ -	\$ 692	\$ 138	
Professional Services	\$ 840	\$ 1,300	\$ 3,350	\$ 3,350	\$ 240	\$ 3,300	\$ -	\$ 3,300	\$ (50)	
Maintenance Contracts	\$ 5,211	\$ 5,368	\$ 7,329	\$ 7,329	\$ 5,529	\$ 7,000	\$ -	\$ 7,000	\$ (329)	
Board of Prisoners	\$ 234,182	\$ 223,321	\$ 130,000	\$ 130,000	\$ 169,132	\$ 130,000	\$ -	\$ 130,000	\$ -	
Repair & Maintenance	\$ -	\$ -	\$ 929	\$ 929	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ 71	
Supplies	\$ 5,166	\$ 3,711	\$ 3,000	\$ 3,000	\$ 1,879	\$ 4,000	\$ -	\$ 4,000	\$ 1,000	
Books & Periodicals	\$ 101	\$ -	\$ 150	\$ 150	\$ -	\$ 150	\$ -	\$ 150	\$ -	
Printing	\$ 561	\$ -	\$ 750	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ (750)	
Training & Travel	\$ 1,341	\$ 1,649	\$ 1,950	\$ 1,950	\$ 800	\$ 1,950	\$ -	\$ 1,950	\$ -	
Capital Items	\$ -	\$ -	\$ 500	\$ 500	\$ -	\$ 500	\$ -	\$ 500	\$ -	
TOTAL EXPENDITURES	\$ 493,900	\$ 485,499	\$ 412,391	\$ 412,391	\$ 355,281	\$ 418,152	\$ -	\$ 418,152	\$ 5,761	1.40%

2018 BUDGET NOTES:

2018 budget request includes new 0.5 FTE administrative position to provide additional clerical support and aid in the collection of monies owed

**ORGANIZATIONAL CHART
MUNICIPAL COURT**



CITY FUNDED FTEs: 3.25

2018 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		
Performance Measures		
<ol style="list-style-type: none"> See to prompt and efficient intake scheduling, processing, and disposition of cases. Provide information to litigant's and attorneys regarding scheduling, status of cases, assisting them in making arrangements to pay ordered forfeitures. Assist the City of West Allis in enforcing judgments entered on its behalf through driver license suspensions, commitments to the House of Correction and "not in court warrants." 		
Position Information*		
Titles	Number	Funding Source(s)
Municipal Judge	1	City Budget
Court Administrator	1	City Budget
Court Clerk II Certified	1	City Budget
Vacant Positions*		
Title	Length of Vacancy	2018 Plan/Current Status

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Recordings	Court	Weekly			State
Witness Fees	Court	Monthly			Local
Reports to DOT	Court	Daily			State
Payment Plans	Court	Daily			Local
Provide Open Records	Court	Daily			State/Local
Jury Demands	Court	Daily			State/Local
Decisions	Court	Monthly			Local

Correspondence from Judge	Court	Daily			Local
Schedule of Court Dates and Adjournments	Court	Daily			Local
Answer of Public/Atty questions	Court	Daily			Local
Tax Intercept	Court	Daily			State/Local

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

1. One top service is to report dispositions electronically to Department of Transportation. This is done daily by the court with constant checks done by the court regarding a defendant's record to ensure efficient and accurate readings which reflect their driving record used by all departments in the State.
2. Scheduling of court appearances and keeping the calendar moving while entering judgments given by the Judge. This is a constant duty consisting of working with the defendant, the City Attorney, and witnesses involved in the cases. There is insufficient time to process these daily by e-mail, phone, in person, or through the mail. The court has improved on time processing attorney letters through e-mail. It saves time and postage. Each document is saved in the computer if further assistance or changes need to be made.
3. Tax Intercept appears to be the most productive means to aid the City collecting outstanding fine amounts. It is a quick process working with the Tipss Software program which is engaged with the State of Wisconsin (Revenue), and the Department of Transportation. Within minutes, the court may transmit multiple cases to intercept their payment of tax refunds. This is a constant practice to ensure collection of judgments the City is due.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

1. Using e-mail to correspond with attorney's and possibly defendants to expedite their court issues instead of waiting for call backs

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

1. The change in the checkbook and having to write or refund payments. The court admin. no longer has to approve checks and prepare vouchers for checks to be written. Joining Point and Pay to provide easy information to online payments and processing.
2. The use of online services has reduced the amount of phone calls when someone would like to pay their fine. There still can be adjustments to how the online system operates, but it is currently working the way it was intended to.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

The top priority is to become eTime certified and become a TAC (TIME Agency Coordinator). This will help not only the Judge and city attorney but also the court administrator running records that are helpful for the case at hand. This will save hours of time wasted and adjourning cases or leaving the courtroom when needed. Reduce the amount of outstanding debt owed to the City by increasing searches for license numbers and social security numbers. Reduce backlog of not in court warrants and commitments issued by working diligently and efficiently to reduce by 25%. 2016 from January to July 2016, commitments paid was \$358,202.97. So far for 2017, the total from January to July 2017 is \$363,739.00. \$5,536.03 increase in commitments alone. The court is being judicious in deciding which defendants are being sent to HOC while others may remain in Trip (tax intercept) indefinitely.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Paul M. Murphy – Municipal Judge
Initiative Leader Contact	Ann Drosen – Court Administrator
Alternate Contacts	
Contacts E-Mail Addresses	adrosen@westalliswi.gov
Phone/Extension	414-302-8030

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

- 1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.**

Hire a part-time court experienced clerk to work 10 to 20 hrs. a week when needed.

- 2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.**

This position would allow for “fill in” when a court clerk is at training, ill, on leave or on vacation. It would offer prompt and efficient processing of cases and aid the City in the enforcement of its judgments

- 3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?**

The workload imposed on Court staff without the addition of any resources including library, public works, and health department slows down the enforcement and collection of judgments.

- 4. Identify others who are benefiting from the new initiative and how they would benefit.**

It would assist the court greatly if it were allocated a part-time position to assist in the added workload for processing municipal code violations in a timely manner and allow the court to remain current on records, warrants, commitments and the processing of cases.

- 5. Outcomes and Metrics (not to exceed 200 words):**
What outcomes do you expect from this initiative? What are the metrics you will use to measure success?

Currently, the Municipal Court is behind on processing transcript of judgments for the City Attorney to docket in Circuit Court. Clearing out case old and dated judgments would greatly help the city in their fight against abandoned properties.

- 6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.**

- a. Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.

- b. When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
- c. Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$0	\$0	\$0	\$0
Initiative Net Requested (subtotal)	\$20,800	\$0	\$0	\$0
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$20,800	\$0	\$0	\$0

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

While we believe it would be significant, there is no sufficient history which to base an estimate.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

With the added help, the court will be able to process in an expedited manner and collect judgments owed to the City. The part-time employee would perform work which would aid in the court staff to remain current.

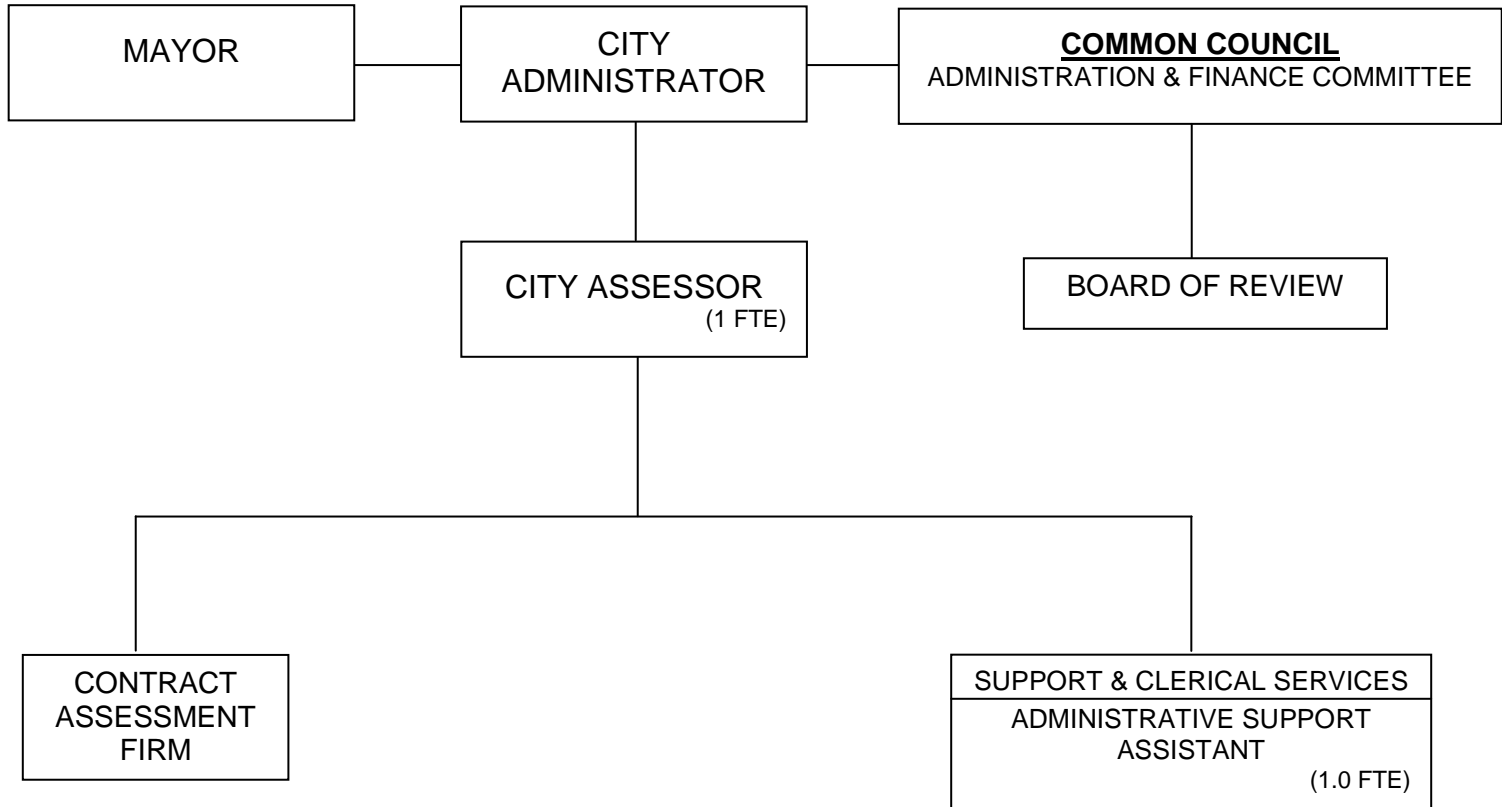
City of West Allis
City Assessor
2018 Budget

EXPENDITURES	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Year-to-Date	2018 Request	2018 Additions/ Deletions	2018 Budget	Change	% Change
Salaries	\$ 349,349	\$ 347,857	\$ 344,900	\$ 344,900	\$ 141,360	\$ 129,501	\$ -	\$ 129,501	\$ (215,399)	
Misc Other Pay	\$ 2,838	\$ 2,038	\$ 2,400	\$ 2,400	\$ 278	\$ 750	\$ -	\$ 750	\$ (1,650)	
Overtime	\$ -	\$ -	\$ -	\$ -	\$ 1,201	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	
Payroll Taxes	\$ 25,786	\$ 25,775	\$ 26,400	\$ 26,400	\$ 10,722	\$ 9,601	\$ -	\$ 9,601	\$ (16,799)	
Pension	\$ 29,670	\$ 28,186	\$ 23,500	\$ 23,500	\$ 8,050	\$ 8,677	\$ -	\$ 8,677	\$ (14,823)	
Health Insurance	\$ 109,830	\$ 77,893	\$ 93,600	\$ 93,600	\$ 28,013	\$ 37,042	\$ -	\$ 37,042	\$ (56,558)	
Dental Insurance	\$ 6,584	\$ 6,099	\$ 6,500	\$ 6,500	\$ 2,046	\$ 2,503	\$ -	\$ 2,503	\$ (3,997)	
Life Insurance	\$ 1,343	\$ 1,129	\$ 700	\$ 700	\$ 153	\$ 91	\$ -	\$ 91	\$ (609)	
Professional Services	\$ 4,742	\$ 5,019	\$ 6,925	\$ 6,925	\$ 4,694	\$ 198,217	\$ -	\$ 198,217	\$ 191,292	
Maintenance Contracts	\$ 9,935	\$ 9,907	\$ 11,050	\$ 11,050	\$ 9,452	\$ 12,630	\$ -	\$ 12,630	\$ 1,580	
Utilities	\$ 389	\$ 505	\$ 550	\$ 550	\$ (3)	\$ -	\$ -	\$ -	\$ (550)	
Supplies	\$ 3,360	\$ 3,117	\$ 6,350	\$ 17,303	\$ 2,265	\$ 9,050	\$ -	\$ 9,050	\$ 2,700	
Books & Periodicals	\$ 1,890	\$ 1,870	\$ 2,345	\$ 2,345	\$ 2,321	\$ 8,455	\$ -	\$ 8,455	\$ 6,110	
Printing	\$ 507	\$ 6	\$ 550	\$ 2,060	\$ -	\$ 550	\$ -	\$ 550	\$ -	
Training & Travel	\$ 2,106	\$ 2,518	\$ 4,350	\$ 4,350	\$ 162	\$ 3,370	\$ -	\$ 3,370	\$ (980)	
Regulatory & Safety	\$ 60	\$ 20	\$ 100	\$ 100	\$ 60	\$ 330	\$ -	\$ 330	\$ 230	
TOTAL EXPENDITURES	\$ 548,388	\$ 511,938	\$ 530,220	\$ 542,683	\$ 210,773	\$ 421,767	\$ -	\$ 421,767	\$ (108,453)	-20.45%

2018 BUDGET NOTES:

The changes in the Assessor budget reflect the 2017 restructuring of the department from a staff of 5.5 FTE to a staff of 2 FTE with a professional services contract for assessment and revaluation services.

**ORGANIZATIONAL CHART
ASSESSOR**



CITY FUNDED FTEs: 2.0

2018 ASSESSOR BUSINESS PLAN

Department	Director	Fund and Dept. Group	
Assessor	Jason Williams	General Fund 100-04	
Mission/Overview			
<p>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.</p> <p>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.</p>			
Performance Measures			
<ol style="list-style-type: none"> 1. Level of assessment as determined by the State of Wisconsin, which is within 10% of estimated market value, i.e., (90% to 110% of market value) 2. Coefficient of Dispersion – measurement of statistical analysis relating to uniformity. Recommended target range 15% or less 3. Price-Related Differential – measurement of statistical analysis relating to uniformity. Recommended target range 98% to 103% 4. Annual list of all Requests-for-Review, Open Book appointments, tax appeals and the total amount of challenged tax base. 			
Position Information*			
Titles	Number	Funding Source(s)	
City Assessor	1.0	General Fund	
Administrative Support Assistant	1.0	General Fund	
Vacant Positions*			
Title	Length of Vacancy	2018 Plan/Current Status	
None for 2018			

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Annual Assessor Requirements, including the discovery, listing, and valuing of properties, review records and values related to		Annually	No	Partial	Chapter 70

building activity.					
Revaluation Requirements		Periodically	No	Partial	Chapter 70
Review local tax appeals, educate and assist public in tax appeal rights, and defend values during open book and at board of review.		Annually	No	Partial	Chapter 70
Public Relations: both internal and external (realtors, appraisers, business owners, taxpayers)		Annually	No	Partial	None
Inter-Department RE Consultant		Annually	No	No	None

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

1. Annual Assessor Requirements – staff will be working with a contract assessing firm to improve sales validation, full inspections of real and personal property, discovery and listing of underreported personal property assets, and implementation of best appraisal practices per Chapter 70, Wisconsin Property Assessment Manual and generally accepted appraisal practices.
2. Revaluation Requirements – staff will be working with a contract assessing firm to perform a full revaluation of all commercial properties. Preparatory work will begin August 1, 2017 with a single full-revaluation in 2019.
3. Public Relations and Communication – the statutory assessor will continue to maintain a presence at City meetings and transparency of Assessor’s Office activities and performance measures. Additionally, staff will provide opportunities to educate interested parties about the assessment process.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

No new initiatives are identified for the 2018 budget cycle.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

Re-organized the Assessor’s Office to provide a more efficient and higher quality level of service to the taxpayers of West Allis.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

1. Rebuild the Assessor’s Office in terms of compliance with City policies, State Statute Chapter 70, the Wisconsin Property Assessment Manual, and generally acceptable appraisal practices.
2. Maintain transparency of Assessor’s Office activities, tax base challenges and performance measurements with city decision-makers.
3. Development of a concise and meaningful City Academy 101 for the Assessment Process.

City of West Allis
City Administrative Office
2018 Budget

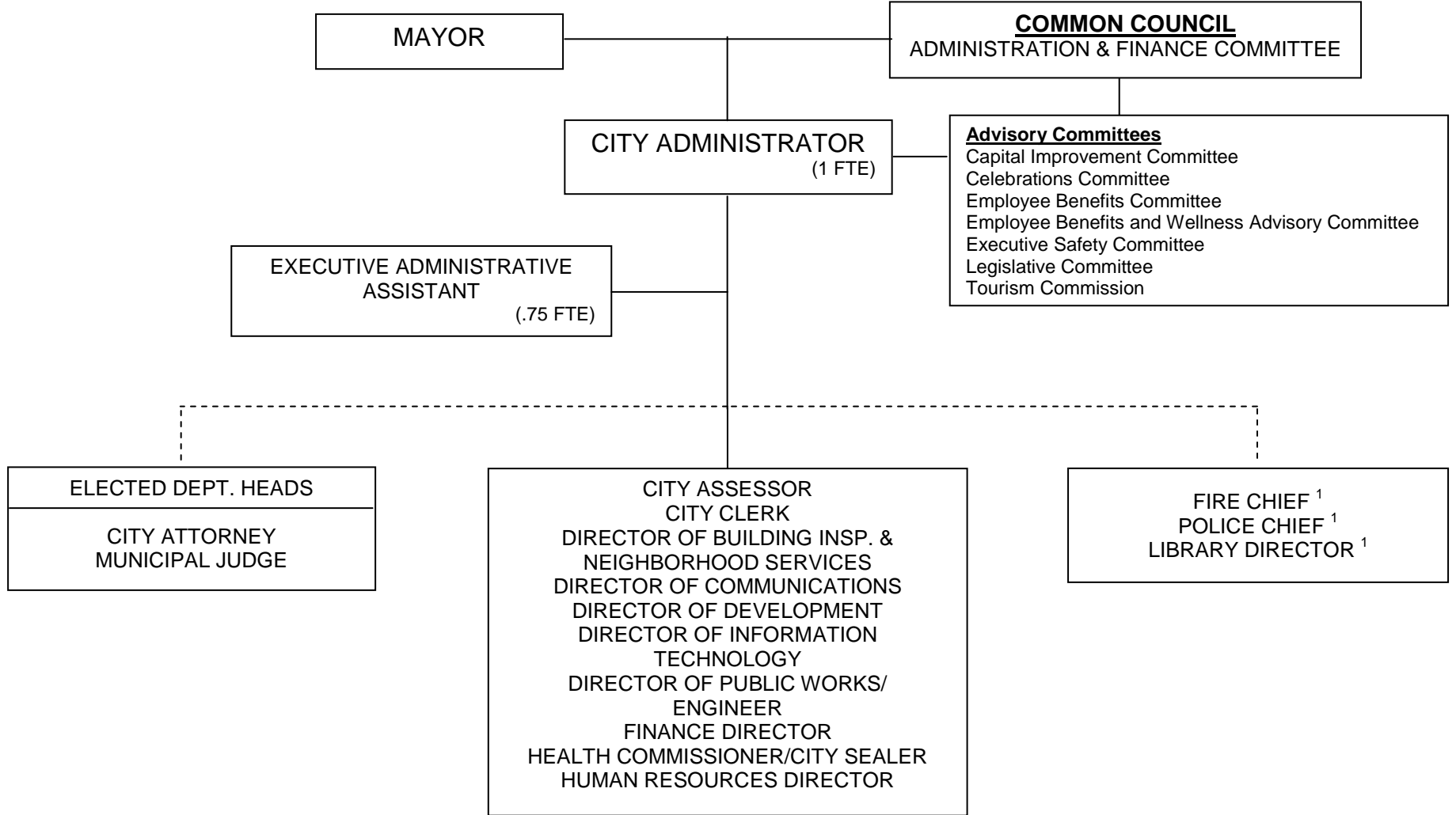
EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget		
Salaries	\$ 151,109	\$ 241,444	\$ 146,685	\$ 146,685	\$ 111,122	\$ 170,350	\$ -	\$ 170,350	\$ 23,665	
Misc Other Pay	\$ 275	\$ 325	\$ 300	\$ 300	\$ 125	\$ -	\$ -	\$ -	\$ (300)	
Overtime	\$ 47	\$ 2,849	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Payroll Taxes	\$ 11,212	\$ 18,365	\$ 13,000	\$ 13,000	\$ 8,379	\$ 12,519	\$ -	\$ 12,519	\$ (481)	
Pension	\$ 12,830	\$ 20,373	\$ 11,500	\$ 11,500	\$ 8,009	\$ 11,093	\$ -	\$ 11,093	\$ (407)	
Health Insurance	\$ 41,073	\$ 39,218	\$ 27,300	\$ 27,300	\$ 23,472	\$ 37,423	\$ -	\$ 37,423	\$ 10,123	
Dental Insurance	\$ 1,968	\$ 2,529	\$ 1,890	\$ 1,890	\$ 1,490	\$ 2,151	\$ -	\$ 2,151	\$ 261	
Life Insurance	\$ 239	\$ 493	\$ 250	\$ 250	\$ 186	\$ 310	\$ -	\$ 310	\$ 60	
Professional Services	\$ -	\$ 32,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Maintenance Contracts	\$ 25	\$ 13,822	\$ 25	\$ 534	\$ (688)	\$ 25	\$ -	\$ 25	\$ -	
Utilities	\$ 887	\$ 1,085	\$ 1,000	\$ 1,000	\$ 364	\$ 1,000	\$ -	\$ 1,000	\$ -	
Supplies	\$ 732	\$ 51,205	\$ 800	\$ 1,105	\$ 506	\$ 800	\$ -	\$ 800	\$ -	
Books & Periodicals	\$ 154	\$ 432	\$ 500	\$ 500	\$ 493	\$ 500	\$ -	\$ 500	\$ -	
Printing	\$ 351	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Training & Travel	\$ 5,054	\$ 6,169	\$ 7,200	\$ 7,200	\$ 3,651	\$ 7,200	\$ -	\$ 7,200	\$ -	
Capital Items	\$ 11,355	\$ 52,658	\$ 200	\$ 471	\$ 2,000	\$ 200	\$ -	\$ 200	\$ -	
Transfers Out	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 237,310	\$ 493,429	\$ 210,650	\$ 211,735	\$ 159,110	\$ 243,571	\$ -	\$ 243,571	\$ 32,921	15.63%

2018 BUDGET NOTES:

The 2016 budget included the Print Shop as part of the City Administrator's budget. For 2017, the focus of the Print Shop shifted to Creative Services and was moved out of the City Administrator's budget and out of the General Fund, into the Communications Fund.

Additionally, prior budgets allocated a portion of CA salaries to the Communication Fund. This internal allocation was eliminated in the 2018 budget which accounts for the majority of the increases in salaries and health insurance expense.

**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

2018 CITY ADMINISTRATION BUSINESS PLAN

Department	Director	Fund and Dept. Group	
City Administration	Rebecca Grill, City Administrator	100-10	
Mission/Overview			
<p>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 <i>“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.”</i></p>			
Performance Measures <i>(What gets measured gets done)</i>			
<p>Number of Strategic Plan Action Items in Progress and Completed Number of Policies and Procedures Updated Number of Employees completing Lean Training Number of Continuous Improvement/Lean Projects Completed Number of Classes Taken in CVMIC Supervisory and Management Certificate Series Citizen Satisfaction with City Services, Communications and Engagement Innovation and Efficiency Savings (Time and Costs) Implementation of Pay for Performance Program</p>			
Position Information*			
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>	
City Administrator	1	General Fund	
Executive Administrative Assistant	.75	General Fund	
Vacant Positions			
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>	
None			

Services Provided					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Daily Direction and Operation of the City	General Fund	Daily		-	Local
Leadership and Team Building	General Fund	Daily			Local
Innovation/Continuous Improvement/Change Management	General Fund	Daily			Local
Strategic Planning, Mission,	General Fund	Daily			Local

Vision and Purpose					
Media Relations, Tourism and Marketing/Community Relations	General Fund/Tourism Commission	Daily			Local
Legislative and Intergovernmental Relations Activities/Elected Officials Support	General Fund	Daily			Local
Emergency Government Support	General Fund	As needed			Local
Risk Management	General Fund	Daily			Local
Employee Benefits	General Fund and Benefits Fund	As needed			Local
Collective Bargaining	General Fund	As needed			Local
Crisis Management – Prevention and Mitigation	General Fund	As needed			Local

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

- 1) Employee Benefits Program – With the Employee Benefits Committee, Employee Benefits and Wellness Advisory COmmittee and the City’s Benefit Consultant – Horton, create a 3-5 year strategic plan for benefits administration which allows for increased understanding, communication and planning for employees and provides a sustainable financial path.
- 2) Innovation/Continuous Improvement/Change Management – Creation of cross functional teams for review of service delivery, identification of areas for improvement and implementation specifically as it relates to the goal of a Virtual City Hall. Provide training for executive leaders to assist in moving the City forward through collaborative, cohesive, similar directions and model core values and competencies, reduction of bureaucratic silos and department-centric thinking. Assist departments and staff in recognizing service delivery areas which have opportunities for improvements, recognize and reward staff activities which support continuous improvement and innovation. Evaluate current employees’ technological competencies and provide training events to increase knowledge and effective utilization. Facilitate Lean training for employees who have not yet participated.
- 3) Strategic Planning, Mission, Vision and Purpose – Continue to work with elected officials and departments to improve communication of City focus and initiatives. Provide additional opportunities for staff to communicate and share information and innovation ideas through attendance at staff meetings, stay interviews, quarterly remote office hours, employee town halls, Employee Benefit and Wellness Committee, Clerical Task Force, etc.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

Will continue to evaluate and identify areas for improvement as opportunities arise.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

The following are a list of the strategic actions which the administrative office has been involved with implementing. After the list is a list of specific accomplishments relating to the strategic actions.

Strategic Action Accomplishments or In Progress

- 1-1 Marketing Plan - Formalize a clear image through marketing and brand development process.
- 1-2 Collaborative Partnerships with Marketing - Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations.
- 1-3 Collaborative Partnerships – Sense of Community - Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community

experiences/goals.

2-9 Emergency Critical Incident - Expand City and community-wide crisis/emergency/critical incident response training.

3-6 Virtual City Hall - 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.

4-5 Get and Use Technology to improve services and reduce costs -Continue to develop City-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources

4-7 Long Term Capital Improvement Plan - Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans.

5-1 Innovation and Excellence – Performance Standards - 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.

5-2 Employee Government 101 - 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.

5-5 Operational Analysis/Continuous Improvement - 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.

5-6 High Quality Workforce - 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).

Specific Accomplishments

Adoption of the 2017-2021 City of West Allis Strategic Plan

Completion and Implementation of Classification and Compensation Study (SP 5-1, 5-6)

Employee Engagement Survey Initiative (SP 5-1, 5-5, 5-6)

Service Delivery Action Team Development (SP 3-6, 5-1, 5-2, 5-5, 5-6)

Creation of Core Competencies and Core Values (SP 5-1, 5-6)

Branding and Marketing Services RFP and Contract (SP 1-1, 1-2, 1-3, 1-5)

Tourism Commission Photography Initiative (SP 1-1, 1-3, 1-5)

Executive Leadership Strength Training (SP 5-1 and 5-6)

CVMIC Supervisory and Management Training Certificate Class attendance (SP 5-1)

Employee Benefit Committee and revitalization of the Employee Wellness Committee (SP 5-1 and 5-6)

PFC regarding Policy and Procedure Manual Compliance Coordination (SP 5-5)

City of West Allis Legislative Package retooling to highlight specific needs and areas for improvement (SP 5-5)

Spread head IT Assessment Initiative (SP 4-5)

Emergency Government Training Requirements for City Wide Staff coordination (SP 2-9)

Benefit Administration Software program acquisition (SP 4-5)

Pay for Performance Initiative – steps taken to eliminate previous alternative methods (suggestion award program, bonus program, etc.), institute focus groups and approval of Neogov Perform software use by Common Council (SP 5-1, 5-6)

Benefit Consultant Selection and Transition with Finance and HR (SP 5-6)

Capital Improvement Committee Program Development (SP 4-7)

Wisconsin State Fair Traffic Grant 2016-2017 (SP 1-3)

Assessor's Office Reorganization (SP 5-5)

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

1-1 Marketing Plan - Formalize a clear image through marketing and brand development process

- Complete first phase of marketing plan and work on second phase development and implementation.

1-2 Collaborative Partnerships with Marketing - Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations

- Upon completion of 1-1, work with partners to leverage marketing opportunities.

1-3 Collaborative Partnerships – Sense of Community - Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals

- Identify and develop plans to accomplish goals.

1-5 Farmer's Market – Marketing Plan - Create a Farmers Market marketing plan that expands the market's role as a City-wide and regional destination

- Work with Mayor, Health Department, and Development to coordinate.
- 2-9 Emergency Critical Incident - Expand City and community-wide crisis/emergency/critical incident response training
- Finalize updates of related ordinance and policy and procedure documents to ensure compliance.
 - Ensure continued training requirements are met.
 - Review and select best methods for emergency notifications and work with departments to implement.
- 3-1 Citizen Academy - 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
- Identify areas of interest and need for increased information.
 - Take steps to develop program and implement in 2019.
- 3-2 Brand and Communication Strategy -Develop Strategic Communications Plan and Cohesive City Brand for Citizen Communication
- Work with Mayor, Common Council, Communications Departments and citizens to develop plan.
- 3-6 Virtual City Hall - 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 –
- Ensure acquisition of resources necessary to implement.
 - Work with Service Delivery Action Team and City Departments to facilitate implementation.
- 4-1 City Financial Security - 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
- Work with Finance to update policies.
 - Provide data information relative to assist with decision making processes.
 - Identify areas where reallocation of resources are needed to preserve essential services.
- 4-2 Priority Based Budgeting – Collaborations and Reallocation of Resources -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
- Work with Finance to implement budgeting program.
- 4-5 Get and Use Technology to improve services and reduce costs -Continue to develop City-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources
- Work with IT and departments to identify areas of opportunity and resources.
- 4-7 Long Term Capital Improvement Plan - Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans
- Continue to work committee to ensure all future needs have been identified by departments to assist with planning and reduce "emergency" or unplanned purchases.
- 5-1 Innovation and Excellence – Performance Standards - 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
- Executive Leadership Team Development – Provide training for executive leaders to assist in moving the City forward through collaborative, cohesive, similar directions and model core values and competencies, reduction of bureaucratic silos and department centric thinking.
 - Encourage and support manager and supervisor development by ensuring compliance with CVMIC training requirements for staff.
 - Assist departments and staff in recognizing service delivery areas which have opportunities for improvements, recognize and reward staff activities which support continuous improvement and innovation.
 - Implement Pay for Performance with training and calibration events to ensure consistency.
 - Evaluate current employees' technological competencies and provide training events to increase knowledge and effective utilization.
 - Facilitate Lean training for employees who have not yet participated.
- 5-2 Employee Government 101 - 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.
- Participate in Employee Orientation Program and onboarding activities to provide information regarding goals and operations
 - Create information sharing opportunities between departments and staff to increase understanding and collaborative efforts
 - Establish cross functional teams for continuous improvement and lean training activities

5-5 Operational Analysis/Continuous Improvement - 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

- Continue to encourage continuous improvement review by departments
- Set expectations for continuous improvement in conjunction with Pay for Performance
- Facilitate Lean training for employees
- Establish cross functional teams for continuous improvement and lean training activities

5-6 High Quality Workforce - 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)

- Continue employee engagement through the review of the Gallup Q12 responses and create action steps to deal with areas that have room for improvement including instituting stay interviews
- Implement Pay for Performance Program
- Continue Executive Leadership Training Program
- Continue to work with HR to review and streamline hiring processes

City of West Allis
Information Technology
2018 Budget

<i>EXPENDITURES</i>	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Year-to-Date	2018 Request	2018 Additions/ Deletions	2018 Budget	Change	% Change
Salaries	\$ 621,645	\$ 650,077	\$ 676,828	\$ 676,828	\$ 460,964	\$ 847,677	\$ (50,000)	\$ 797,677	\$ 120,849	
Provisionals/Part-Time	\$ 14,407	\$ 3,864	\$ 2,000	\$ 2,000	\$ 26,978	\$ 2,000	\$ -	\$ 2,000	\$ -	
Misc Other Pay	\$ 1,121	\$ 10,081	\$ 14,900	\$ 14,900	\$ 7,831	\$ 14,900	\$ -	\$ 14,900	\$ -	
Overtime	\$ 10,249	\$ 6,210	\$ 5,000	\$ 5,000	\$ 2,114	\$ 5,000	\$ -	\$ 5,000	\$ -	
Payroll Taxes	\$ 51,090	\$ 50,100	\$ 48,800	\$ 48,800	\$ 37,526	\$ 64,611	\$ -	\$ 64,611	\$ 15,811	
Pension	\$ 56,358	\$ 54,270	\$ 44,400	\$ 44,400	\$ 33,869	\$ 57,526	\$ -	\$ 57,526	\$ 13,126	
Health Insurance	\$ 172,291	\$ 127,622	\$ 171,600	\$ 171,600	\$ 92,418	\$ 209,412	\$ -	\$ 209,412	\$ 37,812	
Dental Insurance	\$ 8,756	\$ 9,132	\$ 11,900	\$ 11,900	\$ 6,449	\$ 14,803	\$ -	\$ 14,803	\$ 2,903	
Life Insurance	\$ 1,448	\$ 1,652	\$ 1,300	\$ 1,300	\$ 1,190	\$ 1,448	\$ -	\$ 1,448	\$ 148	
Professional Services	\$ 40,238	\$ 176,182	\$ 361,470	\$ 369,836	\$ 119,158	\$ 253,120	\$ -	\$ 253,120	\$ (108,350)	
Maintenance Contracts	\$ 216,666	\$ 207,218	\$ 164,585	\$ 171,481	\$ 205,028	\$ 314,380	\$ -	\$ 314,380	\$ 149,795	
Utilities	\$ 45,384	\$ 38,646	\$ 82,900	\$ 86,719	\$ 20,481	\$ 82,900	\$ -	\$ 82,900	\$ -	
Repair & Maintenance	\$ 59	\$ 1,408	\$ 6,900	\$ 6,900	\$ 785	\$ 6,900	\$ -	\$ 6,900	\$ -	
Supplies	\$ 67,497	\$ 20,212	\$ 25,100	\$ 25,100	\$ 10,029	\$ 12,100	\$ -	\$ 12,100	\$ (13,000)	
Books & Periodicals	\$ 36,693	\$ (24,890)	\$ 550	\$ 550	\$ 102	\$ 600	\$ -	\$ 600	\$ 50	
Advertising	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Printing	\$ 599	\$ 6	\$ 1,850	\$ 1,850	\$ -	\$ 1,800	\$ -	\$ 1,800	\$ (50)	
Training & Travel	\$ 17,898	\$ 24,951	\$ 42,100	\$ 49,100	\$ 22,044	\$ 42,100	\$ -	\$ 42,100	\$ -	
Miscellaneous	\$ 235	\$ 27	\$ 500	\$ 500	\$ -	\$ 500	\$ -	\$ 500	\$ -	
Capital Items	\$ 485,851	\$ 362,352	\$ 197,500	\$ 384,336	\$ 273,266	\$ 203,000	\$ -	\$ 203,000	\$ 5,500	
TOTAL EXPENDITURES	\$ 1,848,584	\$ 1,719,120	\$ 1,860,183	\$ 2,073,100	\$ 1,320,230	\$ 2,134,777	\$ (50,000)	\$ 2,084,777	\$ 224,594	12.07%

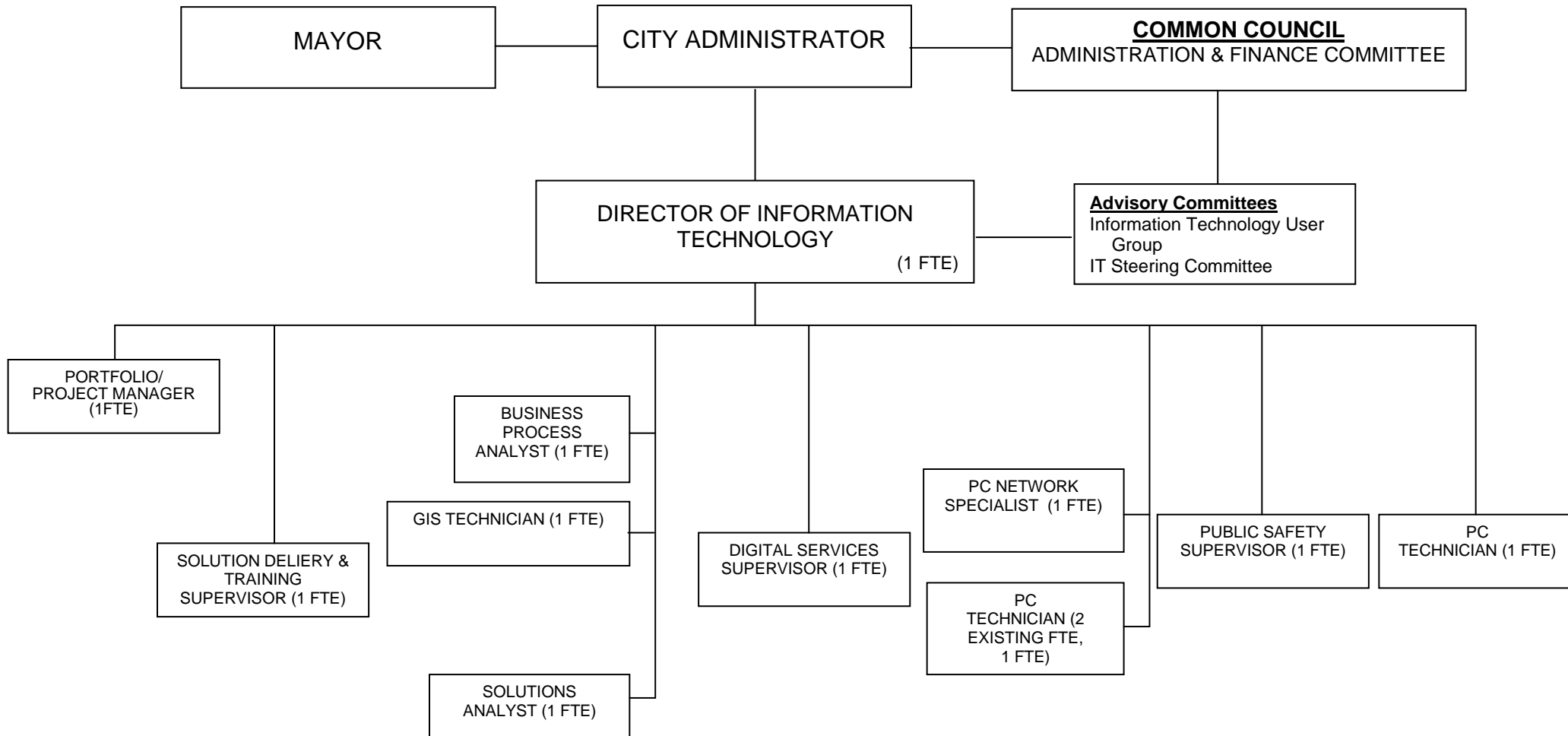
2018 BUDGET NOTES:

The Information Technology budget reflects two new PC Network Specialist positions, and one Portfolio/Project Manager position as outlined in the recent IT Assessment Report. These three positions do not result in an increase to overall city staffing, as the following positions were reduced in other departments to mitigate the FTE impact (DPW-Forestry 0.75 FTE Admin Support Assistant, DPW-Building & Electrical 1.0 FTE Sign Painter, Fire-0.375 FTE Admin Support Assistant, Assessor-1.0 FTE)

The initial department request also included \$50,000 for a limited term employee to assist with BP Logix projects. This request was removed with the intent of funding this need through a carry over of 2017 salary savings due to vacant IT positions.

ORGANIZATIONAL CHART INFORMATION TECHNOLOGY

CITY FUNDED FTEs: 13.0 LTE: 1



2018 IT DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Information Technology	TBD	100-11
Mission/Overview		
<p><i>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.</i></p>		
Performance Measures		
<p>To be implemented in 2018:</p> <ul style="list-style-type: none"> • Services Levels <ul style="list-style-type: none"> ○ Responsiveness of support request ○ Quality of support request fulfillment • Project execution <ul style="list-style-type: none"> ○ Number of projects completed ○ Percentage of projects meeting scope/schedule/budget estimates ○ Increase in number of resident facing e-forms in BP-Logix (virtual City Hall) • System Availability <ul style="list-style-type: none"> ○ Uptime of 50 top applications during core business hours • Customer Satisfaction <ul style="list-style-type: none"> ○ IT customer survey results ○ Number if IT User Group meetings ○ Instances where IT has helped another Department with strategic planning 		
Position Information*		
Titles	Number	Funding Source(s)
Director of IT (TBD)	1	
IT Supervisor (Kuzma)	1	
GIS Supervisor (Walker)	1	
GIS Tech II (Fantle)	1	
Program Analyst (Bretl)	1	
PC Network Specialist (Barylski)	1	
PC Technicians (Consiglero/Xayyavong, 2 TBD)	4	
PC Network Specialist – Police (Coffey)	1	
Project Manager (TBD)	1	
Total	12	
LTE's: (Software Developer)	1	
Vacant Positions*		
Title	Length of Vacancy	2018 Plan/Current Status

Services Provided*					
Service	Funded by	Frequency	Shared Service <i>(list Partners)</i>	Contracted	Statutory <i>(Federal, State, Local)</i>
Enterprise services (office computers, networks, email, imaging, print, scanning services)	Operational budget	Daily		Printer support contracted with Impact Inc.	
Backup and data retention of enterprise data	Operational budget	daily			
Network Security	Operational budget	daily			
Enterprise Phone system	Operational budget	daily			
GIS Services (desktop, mobile, printing, maps, applications)	Operational budget	daily			
Mobile device support (tablets, smart phones, MiFi's, etc...)	Operational budget	daily			
Camera Systems	Operational budget	daily			
Wireless hotspots	Operational budget	daily			
Internet services	Operational budget	daily			
Automating business processes via BP Logix	Operational Budget	As needed			
Fleet GPS Tracking	Operational budget	daily			
Technical support for 911 and Radio systems	Operational budget	daily			
Application Support (H.T.E, Novatime, ProPhenoix, MarketDrive, Happy, Etc...)	Operational budget	As needed			
Application and user training	Operational budget	As needed			
Green Initiatives	Operational budget	As needed			

Insert additional rows as needed. Click [here](#) for instructions or "google" - how to insert rows in a Microsoft word table

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

#1.) Operational support: Take a hard look at the 4,000 tickets we receive annually and question whether or not IT should be involved in resolving these issues.

#2.) GIS Mapping: Find ways to continue to provide the quality/accuracy of the MAPS that are used by Engineers and DPW, but at a lower cost.

#3.) Project execution: Leverage Agile/Lean approaches to deliver benefits to the end user more quickly

and lower the total cost of larger projects.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

The focus in 2018 will be to strengthen the services we already offer and gain the confidence of the customers we support.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

A sampling of the Team's efforts in 2017...

- Over 30+ e-forms now supported on the BP Logix platform. Getting us closer to the concept of a virtual City Hall.
- Setting up inspectors & DPW with MiFi's and mobile devices to allow them to do their jobs more effectively in the field
- Setting up public kiosks/computer at the Clerk/Treasurers and BINS offices to allow residents to submit orders or requests electronically
- Enabling residents to obtain parking permits online
- Upgraded the Senior Center IT lab with new HP Windows 7 and Windows 10 desktops
- Installed TestGenius testing software in Senior Center lab for HR keyboarding Exam
- Upgraded the library staff workstations with HP i3 Windows 7.
- Installed Apple TV in the PurchRoom, Art Gallery, and Room128 conference rooms. This can allow users to Airplay Apple devices onto TV screen. Instruction is available in each conf. room.
- Reverse engineered and re-created the CF-19 Toughbook image for the Fire Department
- Deploying new workstations to the Fire Department (Fire Admin is the only building left)
- Further improved the server efficiency with automatic driver injection during the imaging process
- Training for all DPW staff using their new network login accounts to enable them to log in to the FEMA site and take the NIMS training for required emergency management skills
- Multiple mobile GIS Apps for Storm, Sanitary, Electrical and Water departments at DPW enabling them to collect condition information of our infrastructure using iPads so we can create a prioritized action plan for maintenance, repairs, and reporting to the DNR, PSC, and MMSD
- Forestry Tree Tracker App allows DPW Arborists to view tree inventory while working out in the Right of Way
- Updated of all GIS WebMaps sites to latest version of the software which provides access to staff and residents using computers, tablets, iPads, iPhones, or Android devices
- Rolled out new "Point and Pay" server for online parking payments.
- Started the IT work to roll out Body Cameras for the Police Department.
- Upgraded the Squad Video recording server. Was no longer supported by the vendor
- Developed Email addresses for all of Public Works Employees
- WiscNet Internet Service (coming soon) 10x Bandwidth and Saving \$12,000 Annually
- Network Security Firewall Upgraded (More Efficient Data handling and Faster Management Capabilities)
- Getting the telephone reports up and running after the phone upgrade effort
- Helping DPW become more efficient by creating a number of tools and data driven pages in GIS
- Developed a policy that will allow the Art Gallery to be used for an external art class
- Several training sessions and certifications earned by members of the Digital Services Team

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

- 1.) Improve how IT manages it's backlog of projects and improve the pace and quality of our project execution
- 2.) Build stronger relationships between IT and our customers
- 3.) Improve consistency in how we handle support requests
- 4.) Reduce risk of overdependence of critical resources
- 5.) Improve the Teamwork within IT

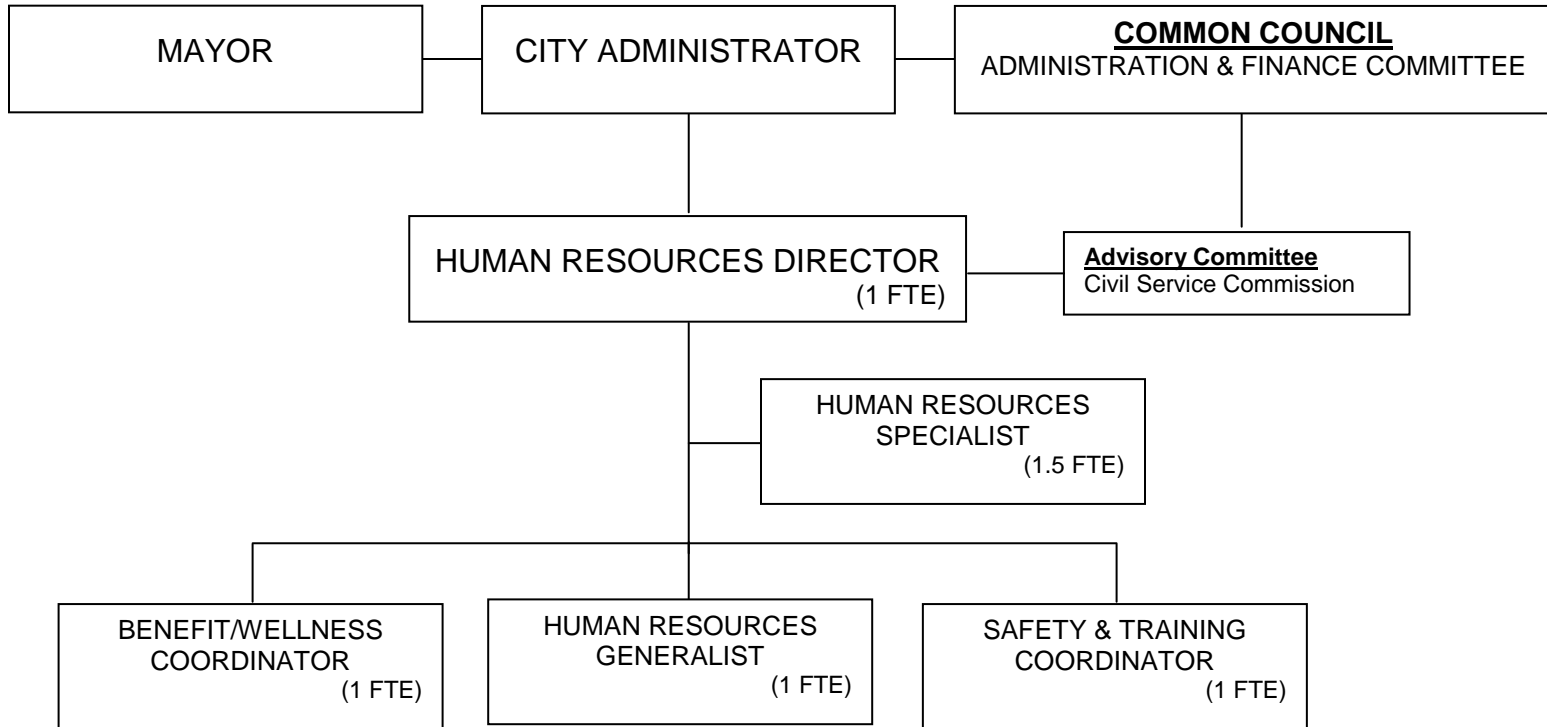
City of West Allis
Human Resources
2017 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 313,030	\$ 320,188	\$ 317,678	\$ 317,678	\$ 197,978	\$ 317,346	\$ -	\$ 317,346	\$ (332)	
Misc Other Pay	\$ 1,568	\$ 1,481	\$ 1,750	\$ 1,750	\$ 1,047	\$ 1,750	\$ -	\$ 1,750	\$ -	
Overtime	\$ 2,738	\$ 1,627	\$ 2,450	\$ 2,450	\$ (1,090)	\$ 1,700	\$ -	\$ 1,700	\$ (750)	
Payroll Taxes	\$ 23,530	\$ 23,958	\$ 24,302	\$ 24,302	\$ 14,653	\$ 23,939	\$ -	\$ 23,939	\$ (363)	
Pension	\$ 26,818	\$ 27,118	\$ 21,602	\$ 21,602	\$ 14,175	\$ 21,262	\$ -	\$ 21,262	\$ (340)	
Health Insurance	\$ 74,828	\$ 54,011	\$ 67,620	\$ 67,620	\$ 39,220	\$ 65,851	\$ -	\$ 65,851	\$ (1,769)	
Dental Insurance	\$ 3,830	\$ 4,118	\$ 4,320	\$ 4,320	\$ 1,978	\$ 4,099	\$ -	\$ 4,099	\$ (221)	
Life Insurance	\$ 906	\$ 1,007	\$ 540	\$ 540	\$ 642	\$ 1,141	\$ -	\$ 1,141	\$ 601	
Professional Services	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	
Maintenance Contracts	\$ 608	\$ 90	\$ 100	\$ 100	\$ 25	\$ 100	\$ -	\$ 100	\$ -	
Utilities	\$ 118	\$ 249	\$ 150	\$ 150	\$ 293	\$ 1,100	\$ -	\$ 1,100	\$ 950	
Supplies	\$ 3,192	\$ 5,642	\$ 5,265	\$ 5,265	\$ 3,001	\$ 4,865	\$ -	\$ 4,865	\$ (400)	
Books & Periodicals	\$ -	\$ 42	\$ -	\$ -	\$ -	\$ 65,223	\$ -	\$ 65,223	\$ 65,223	
Advertising	\$ 8,418	\$ 18,792	\$ 7,000	\$ 7,000	\$ 6,166	\$ 20,000	\$ -	\$ 20,000	\$ 13,000	
Printing	\$ 944	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Training & Travel	\$ 5,521	\$ 5,057	\$ 7,050	\$ 7,050	\$ 5,442	\$ 7,350	\$ -	\$ 7,350	\$ 300	
Regulatory & Safety	\$ 116	\$ 116	\$ 1,150	\$ 1,150	\$ 116	\$ 1,150	\$ -	\$ 1,150	\$ -	
Capital Items	\$ -	\$ -	\$ -	\$ 101,000	\$ 23,223	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 466,165	\$ 463,497	\$ 462,977	\$ 563,977	\$ 306,870	\$ 538,876	\$ -	\$ 538,876	\$ 75,899	16.39%

2018 BUDGET NOTES:

Books & Periodicals expense category also includes "subscriptions". The \$65,223 increase in this account for 2018 includes a software subscription for Benefit Administration software
Advertising increase to reflect anticipated higher costs for recruitment due to overall city staff turnover

**ORGANIZATIONAL CHART
HUMAN RESOURCES**



CITY FUNDED FTEs: 4.5
OTHER FUNDING SOURCES FTEs: 1.0

2018 HUMAN RESOURCES BUSINESS PLAN

Department	Director	Fund and Dept. Group
Human Resources	Audrey Key	100.1301-1307

Mission/Overview

HR Mission Statement

The HR Department strategically partners with City departments to hire, compensate, support, and develop a diverse workforce to deliver high-quality services to our community. To that end, we are committed to being accountable, professional, and responsive to all prospective, current, and past employees, and citizens of the City.

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

- Partnering with City-wide leaders in...
 - providing direction on the local and global labor market, and impact on City operations;
 - developing staff in order for the City to be successful in achieving its Vision, Mission, and business strategy;
 - managing risk, opportunities, and gaps in business strategy;
 - maintaining or changing organizational culture.
- Fostering collaboration among City-wide stakeholders (e.g., Council, Mayor, City Administrator, Department Heads/supervisory staff, employees);
- Developing solutions to overcome potential obstacles thereby leading to successful implementation of initiatives such as:
 - applying creative problem-solving to address business needs and issues;
 - serving as an in-house expert on people management;
 - providing consultative and coaching services;
 - maintaining openness to others' ideas and making decisions based on experience, data, facts and reasoned judgment.
- Demonstrating agility and expertise in leading organizational initiatives as well as supporting the initiatives of others where applicable;
- Understanding 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:
 - making sound decisions based on evaluation of available information;
 - transferring knowledge and best practices from one situation to the next;
 - gathering critical information and analyzing data with a keen sense for what is useful;
 - challenging assumptions and analyzing information to make effective decisions.
- Exhibiting behaviors consistent with the City's organizational culture and acting with personal, professional, and behavioral integrity:
 - fostering a culture that supports intra-organizational relationships;
 - aligning all HR practices with ethics, laws, and standards;
 - treating all customers (internal and external) with respect and dignity, including maintaining confidentiality, demonstrating nonjudgmental respect for others' perspectives, and embracing diversity;
 - managing political and social pressures when making decisions and taking measures to mitigate the influence of bias in business decisions;
 - balancing organizational success and employee advocacy.
- Communicating proactively, providing clear, concise information to others in verbal, written, electronic, and other communication formats for internal and external consumption.
- Soliciting feedback to evaluate for changes and improvements.

Performance Measures

In order to streamline or provide more efficient HR services, automation solutions are needed. The following two (2) measurements are deemed relevant in supporting the need for automation:

1. Personnel Action Form (PAF) – measure the average time to process a PAF:

Baseline - 2012: 272 PAFs processed * average¹ of 8 minutes 22 seconds/PAF = 37 hours 56 minutes

2015: 555 PAFs processed * average of 8 minutes 22 seconds/PAF = 77 hours 23 minutes

2016: 534 PAFs processed * average of 8 minutes 22 seconds/PAF = 74 hours 27 minutes

2. Benefits Administration: Employee/Retiree Change in Status – measure the average time to process a change in status request:

Baseline - 2012: 360 Change in Status requests processed * average¹ of 9 minutes 57 seconds/request = 59 hours 42 minutes

2015: 345 Change in Status requests processed * average of 9 minutes 57 seconds/request = 57 hrs 13 min

2016: 304 Change in Status requests processed * average of 9 minutes 57 seconds/request = 50 hrs 25 min

¹ Interruptions are not factored in to length of time to complete a step however computer system processing time (i.e., computer “thinking”) is included.

A performance measurement for recruitment application form processing was utilized to support the implementation of NeoGov’s “Insight”, an applicant tracking system. Current efforts are underway in regards to an electronic solution for the Benefit Administration efficiency issues (i.e., BenAdmin software review is occurring through the collaborative efforts of HR, Finance, the City Administrator, and the City’s benefit consultant, WTW). The HR Department remains hopeful that the PAF efficiency issue is relooked at via the IT Steering Committee; it would not only improve the efficiency of HR staff but also of every Department, City-wide.

Please note, these performance measurements are considered operational reporting mechanisms. As indicated in the Mission/Overview section, the HR Department strives to be a strategic business partner not seen in the traditional sense of Personnel/HR operations as “those people who take care of benefits and transactional kind of work”. The addition of the HR Generalist position in 2017 is a step towards providing the HR Team the staff time to execute strategic functions. Industry standard indicates a 1.0 to 1.1 HR staff member to employee ratio should be maintained by an organization to provide appropriate levels of HR service. With the addition of the HR Generalist position, the City is at a 0.73 ratio (4 professionals and 1.5 support staff for 580 FTEs and 170 misc. part-time staff per 2017 budget); if the ~600 retirees serviced by the HR Department are taken into account, the ratio drops to 0.41. A recent study by a WPELRA (WI Public Employer Labor Relations Association) member indicates the average HR staff member to employee ratio for cities within WI is 0.82 (Attachment 1).

Position Information*

Titles	Number	Funding Source(s)
HR Director	1	100.1301
Safety & Training Coordinator	1	100.1301
HR Generalist	1	100.1301
HR Specialist	1.5	100.1301
Benefit/Wellness Coordinator	1	602.5601

Vacant Positions*

Title	Length of Vacancy	2018 Plan/Current Status
N/A		

Services Provided*					
Service	Funded by	Frequency	Shared Service <i>(list Partners)</i>	Contracted	Statutory <i>(Federal, State, Local)</i>
For a more detailed listing see Attachment 2					Aspects are regulated by statutory/legal oversight:
Benefit Administration	100.1301-1307				State, federal
Classification/Compensation	100.1301-1307				State, federal
Employee/Labor Relations	100.1301-1307				State, federal
Employment Law and Regulations oversight/compliance	100.1301-1307				State, federal
General HR Administration	100.1301-1307				State, federal
Talent Acquisition (Recruitment & Selection) and Retention	100.1301-1307				State, federal
Safety Program	100.1301-1307				State, federal
Training and Development	100.1301-1307				State, federal
Worker's Compensation Program	100.1301-1307				State, federal

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

Top 3 Services Provided

2018 Efforts to Improve Service Delivery

1. Benefit Administration

- Wellness Program – strategic plan, outcomes based programming; HRA electronic solution; customizable wellness portal w/mobile solution.
- BenAdmin software system implementation.
- New Benefit Consultant.
- Total Rewards statements – in collaboration w/Finance Department.
- Collaborate with Finance Department in analyzing current electronic systems (such as HTE's Payroll program and/or NovaTime) for tracking of FMLA usage vs. use of Excel spreadsheet.

2. Safety and Training (including Worker's Compensation Program)

- Promote HR training/employee development efforts.
- Continue (1) Worker's Comp Program cost containment efforts, (2) risk management oversight; (3) employee and supervisory enrichment training/development.

3. Talent Acquisition (Recruitment & Selection) and Retention

- Implementation of Civil Service System update.
- Promote career path and advancement education/counseling services.
- Facilitate new performance management process.
- Enhance Onboarding/Exiting Process via NeoGov's Onboard.
- Implement a computer kiosk in HR for applicants use in applying for openings/completing online application materials.
- Update Employee Handbook.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

Collaborative effort with City Administrator, consultant, and Departments on Employee Engagement and Performance Management System implementation.

Implementation of a computer kiosk in the HR Office to provide accessibility for individuals to the online application process (new initiative - Attachment 3).

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

NOTE: This listing includes continuous improvement activities; activities focused on City's Strategic Plan Goal 5

- Active members of the newly created/implemented Employee Benefit Committee and Service Action Delivery Team.

Continued

2017 Accomplishments continued:

- Benefit Consultant RFP; collaborative effort with CA and Finance Department.
- Civil Service System conversion undertaking; collaborative effort with Attorney's Office.
- Class/Comp Study undertaking; collaborative effort with CA, consultant, Finance Department, and City-wide Departmental administrative staff.
- Mitigation of various potentially costly employment matters (ranging from harassment/bullying allegations, suicidal situation, WC fraud, under the influence of alcohol, FMLA/fit for duty, involuntary termination, ADA accommodations); collaborative effort with Attorney's Office and departmental administrative staff.
- EEOC Reporting requirement.
- Employee Engagement undertaking - Q12; Recognition Program survey (ERD, Suggestion Award, Other); collaborative effort with CA, consultant, and Communications Department.
- Financial Wellness program; collaborative effort with Communications Department.
- HR Team building (CliftonStrengths Assessment).
- Implementation of new position and onboarding of new team member (HR Generalist).
- Professional Development of HR Team (training; professional organizations).
- Recruitment (continued exploration/implementation of advertising outlets; enhancements to job announcement; implementation of Biddle recruitment testing software; participation in various career fairs, and talent acquisition program through Bus Journal; Talent Acquisition video [placed on hold due to branding/marketing undertaking of City]; update to application form); collaboration with Communications Department.
- Review/Implementation of electronic solutions (BENEFITS: BenAdmin [reviewing]; RECRUITMENT: NeoGov Insight [at final stages of implementation]; ORIENTATIONS: NeoGov Onboard [to be implemented]; PERFORMANCE REVIEW: NeoGov Perform [to be implemented in conjunction with performance review undertaking]).
- Scanning of archived documents; collaborative effort with Communications Department-Creative Services' staff.
- Transition of Wellness Program from Health Department and coordination of Employee Benefit Advisory and Wellness Committee.
- Worker's Compensation Program cost containment (Trilogy/Access HealthNet and TAHPI provider network programs; occ med partnership – QuadMed; pre-emptive measures for occ disease claims); collaborative effort with TPA.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

Continued focus on City's Strategic Goals as they relate to HR operations (e.g., Goal 4-5 electronic solutions for efficiency, 5-1 performance standards, 5-2 knowledge of organizational operations, 5-4 align goals with all departments, 5-5 ongoing operational analysis, 5-6 streamline hiring, retention, performance recognition) and collaboration with City-wide stakeholders (e.g., Council, Mayor, City Administrator, Department Heads/supervisory staff, employees).

Listed alphabetically:

- BenAdmin software implementation;
- Benefit Consultant onboarding;
- Civil Service System conversion implementation;
- Employee Benefit Committee (potential benefit conversion [i.e., PTO] and retiree insurance program undertakings);
- Employee Engagement and Performance Review/Employee Development undertaking including the implementation of NeoGov Perform software;
- Employee Handbook and HR Policies/Procedures update;
- JDQs/Position Descriptions;
- Onboarding process and implementation of NeoGov Onboard software;
- Promote HR training/employee development, including career path and advancement education/counseling services;
- Protective Service CBA negotiations;
- Service Delivery Action Team activities;
- Talent Acquisition/Recruitment enhancement efforts;
- Wellness Program – strategic plan, outcomes based programming.

1. Addresses and coordinates disciplinary actions, terminations for cause, employee issues/grievances/arbitrations, and related matters.
2. Administers Affirmative Action/EEO/LEP (limited English proficiency) programs.
3. Administers and processes FMLA.
4. Administers and processes unemployment compensation claims.
5. Administers, processes, and coordinates workers' compensation program and claims.
6. Agent for the Civil Service Commission.
7. Provides all aspects of benefit administration, including:
 - a. legislative enactment/enforcement/communication (such as federal and State health care reform measures);
 - b. communication and interpretation of benefits, guidance/counseling, billing, enrollment, new/exiting employee orientations, insurance claims liaison, change of status, etc.;
 - c. liaison with insurance consultant;
 - d. liaison between the City's employee Wellness Program and insurance and safety programs;
 - e. administers retiree health insurance program.
8. Conducts and coordinates employee training and educational programs related to employment practices, safety, loss control, risk mitigation, employee development, retirement, etc.
9. Conducts labor union negotiations for two (2) protective service bargaining units.
10. Conducts recruitment and selection of employees.
11. Coordinates and administers City-wide ID Card program.
12. Coordinates and administers employee suggestion award program.
13. Coordinates and provides administrative oversight of Safety Data Sheets for all products/materials used throughout the City.
14. Coordinates and provides administrative oversight of the performance review process.
15. Coordinates annual Combined Giving Campaign.
16. Coordinates City's medical surveillance program for employment and occupational health and safety compliance.
17. Coordinates CVMIC website administration.
18. Coordinates employee years of service recognition program.
19. Coordinates/Administers position evaluation system.
20. Investigates property/traffic, citizen and employee injuries and accidents.
21. Maintains information and data systems, including but not limited to, HRIS, insurance data base, Intranet, HR section of website, etc.
22. Maintains position classifications, compensation and salary review.
23. Oversees compliance with all federal and State employment laws, City policies, etc.
24. Plans, directs and coordinates safety, loss prevention, and risk management and federal/state mandated training.
25. Prepares and maintains City-wide organizational chart.
26. Processes all personnel actions.
27. Provides employment verifications and reference checks for current/past employees.
28. Provides for employee and supervisory counseling and referral, career planning, and the employee assistance program (EAP).

2018 WELLNESS BUSINESS PLAN

Department	Director	Fund and Dept. Group
Wellness Program (HR)	<u>Daily Supervision:</u> HR Director <u>Overall Program Oversight:</u> 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.

Continued

EBC and EBAWC Members' Roles and Responsibilities. Committee members' roles and responsibilities shall include, but not be limited to: 1) Actively participate in Committee activities including meetings, 2) Ensure adherence to the criteria listed 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

These will be established upon the implementation of the Wellness Program's strategic plan, focusing on outcomes based programming, as developed by the EBC/EBAWC.

Position Information*

<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Benefits/Wellness Coordinator	1	602.5601

Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
N/A		

Services Provided*

<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service</i> <small>(list Partners)</small>	<i>Contracted</i>	<i>Statutory</i> <small>(Federal, State, Local)</small>
Refer to overview section					

Insert additional rows as needed. Click [here](#) for instructions or "google" - how to insert rows in a Microsoft word table

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

THE FOLLOWING PERTAINS TO WELLNESS EFFORTS ONLY WHICH WERE ASSUMED 1/1/17.

- A. Health Risk Assessments – Need an electronic solution to alleviate mundane administrative tasks and assist in identifying participants, consolidating enrollment process for ease in scheduling appointments, tracking participation and streamlining the process of notifying Payroll of benefit changes for processing; integrate with third party applications and function as a comprehensive tool for delivery of information; provide electronic access for individuals to review benefits 24/7; provide a comprehensive portal of health and wellness tools to assist individuals in attaining personal goals; and provide a robust reporting mechanism. All are important when considering moving to an outcomes-based wellness program.
- B. Promotion of Programs (Financial Fitness Program, Aurora On-Site Nurse, Mayor's Challenge, etc.) – electronic solution would free up administrative staff time to 1) explore new programming ideas/opportunities/worksite challenges, possibly in partnership with other employers/community groups, 2) invest greater effort in becoming a Well City, 3) coordinate/implement ample educational opportunities to engage employees in their health and well being, and 4) focus on the deep dive of data to determine what is driving our costs and then strategize to implement measures that will address such.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

See Attachment 1, New Initiative Form; this is dependent upon whether or not a viable electronic solution will become available. If not, efforts will continue to steer individuals to the City's Intranet/Internet for resources.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

See Wellness Initiatives (Attachment 2)

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

Develop a strategic 3 to 5 year plan for an outcomes-based wellness program and begin implementation. Determine best strategy to provide transparency of services, actively engage individuals in their health and well-being, address problematic health issues identified in aggregate data from HRA's, health claims, and EAP utilization, develop an annual calendar of programming and activities to address problematic areas with intent to change behaviors and subsequently decrease health care costs, promote age-related screenings, City's OTC program, smoking cessation, blood pressure screenings, flu shots, on-site nurse, EAP, financial fitness (City's 457 plan offerings), training and development, etc.

Wellness Initiatives

- Committee branding/logo;
- Eliminated newsletter mailing to homes for savings of \$2000 annually;
- Provided HIPAA Lunch and Learn webinar;
- Support of Anthem's Onsite RN visits to City Hall and Public Works (promotion of BMI, Sleep Issues, Weight and Meal Planning)—additionally coordinated rollout to Police & Fire Depts. in July;
- Stall Tactics;
- Wellness Wednesday postings on AskAllis to recognize monthly health observances;
- Arranged EAP refresher presentation to Department/Division Heads;
- Helped to promote Mayor's Activity Challenge;
- Rolled out the Department of Employee Trust Funds' Financial Fitness Program;
- Created communication piece for Aurora's Enhancing Population Health program;
- Provided presentation on paid time off programs (PTO);
- Well City committee member;
- Health and Wellness Fair – ongoing coordination for September rollout to employees/spouses;
- HRA, EAP, and insurance claim utilization information captured for program evaluation;
- Provided education on outcomes-based wellness program; arranged for Aurora's Wellness Coordinator to deliver details of their wellness program;
- Coordinated HRA scheduling with internal departments and finalized schedule with Froedtert for Fall appointments;
- Became supporting member of Healthy Lifestyles Coalition meetings in order to relay information back to the EBAWC;
- Member of interview panel for hiring benefits consulting firm.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Promotion of Health and Benefit Literacy and Transparency
Initiative Leader Contact	Jane Barwick
Alternate Contacts	
Contacts E-Mail Addresses	jbarwick@westalliswi.gov
Phone/Extension	x8272

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

- 1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.**

Promote health and benefit literacy and transparency with support from EBAWC; sell individuals on the true value of their employee benefits. This initiative would be used to educate employees on the many benefit offerings (Health, Dental, Pension, Life, EAP, 457 Def. Comp, HSA, FSA, etc.) and help identify that the City is a destination employer. The intent here is twofold: 1) provide a greater understanding of costs associated with employee benefits and the value they provide to employees as part of their total compensation package, 2) attempt to better engage employees in benefit selections, utilization, etc.

- 2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.**

In a similar format like the pre-retirement seminar, present to employees a semi-annual review of benefit offerings, wellness program initiatives, etc. Use this approach to create awareness, engagement, and further promote benefits that may be underutilized (Telemedicine, OTC program, smoking cessation program, population health enhancement, on-site nurse, etc.).

- 3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?**

Typically employees are made aware of benefits at orientation and once per year during the annual open enrollment process. Because individuals experience life events at different stages in their career, they would benefit from a review periodically to help identify benefit offerings they haven't been fully taking advantage of. Additionally, it may help draw attention to certain offerings the City implemented as cost saving measures. Employees would gain a better understanding of their total compensation package and begin to understand the City's investment in their livelihood as well as becoming a destination employer.

- 4. Identify others who are benefiting from the new initiative and how they would benefit.**

Employees/spouses/dependents.

- 5. Outcomes and Metrics (not to exceed 200 words);
What outcomes do you expect from this initiative? What are the metrics you will use to measure success?**

Increased participation in program offerings. Greater awareness of actions that need to be taken upon marriage, birth of child, etc. Appreciation of costs to offer employee benefits. Retention.

- 6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.**

a. Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding

requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.

- b. When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
- c. Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years and ongoing

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$0	\$0	\$0	\$0
Initiative Net Requested (subtotal)	\$0	\$0	\$0	\$0
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$0	\$0	\$0	\$0

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

This initiative involves indirect returns—no generation of revenue, but savings would be realized on the back end as employees engage in positive behaviors that may help to reduce costs, increase productivity, reduce sick time, personally enhance their financial future, etc. Transparency and education is key so individuals can gain a greater awareness and understanding of costs associated with benefits.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

Primarily staff time is involved and/or light refreshments if offered in evenings.

City of West Allis
Finance
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	Change	% Change
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/Deletions	Budget			
Salaries	\$ 537,844	\$ 500,640	\$ 548,250	\$ 548,250	\$ 418,007	\$ 566,600	\$ -	\$ 566,600	\$ 18,350		
Provisionals/Part-Time	\$ 1,175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Misc Other Pay	\$ 1,067	\$ 764	\$ 900	\$ 900	\$ 250	\$ 300	\$ -	\$ 300	\$ (600)		
Overtime	\$ 7,492	\$ 10,149	\$ 6,900	\$ 6,900	\$ 2,750	\$ 6,900	\$ -	\$ 6,900	\$ -		
Payroll Taxes	\$ 41,186	\$ 37,757	\$ 42,300	\$ 42,300	\$ 31,957	\$ 42,300	\$ -	\$ 42,300	\$ -		
Pension	\$ 47,334	\$ 42,150	\$ 37,700	\$ 37,700	\$ 31,212	\$ 37,700	\$ -	\$ 37,700	\$ -		
Health Insurance	\$ 149,952	\$ 100,300	\$ 147,600	\$ 147,600	\$ 91,230	\$ 155,286	\$ -	\$ 155,286	\$ 7,686		
Dental Insurance	\$ 7,507	\$ 7,875	\$ 12,600	\$ 12,600	\$ 6,402	\$ 12,850	\$ -	\$ 12,850	\$ 250		
Life Insurance	\$ 1,501	\$ 1,200	\$ 1,440	\$ 1,440	\$ 679	\$ 1,300	\$ -	\$ 1,300	\$ (140)		
Professional Services	\$ 17,594	\$ 90,747	\$ 19,100	\$ 19,100	\$ 20,114	\$ 33,100	\$ -	\$ 33,100	\$ 14,000		
Maintenance Contracts	\$ 25	\$ 25	\$ 25	\$ 25	\$ -	\$ 25	\$ -	\$ 25	\$ -		
Repair & Maintenance	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -		
Supplies	\$ 17,427	\$ 13,326	\$ 17,800	\$ 18,300	\$ 4,528	\$ 17,800	\$ -	\$ 17,800	\$ -		
Books & Periodicals	\$ 150	\$ 198	\$ 550	\$ 550	\$ -	\$ 550	\$ -	\$ 550	\$ -		
Advertising	\$ 314	\$ 326	\$ 500	\$ 500	\$ 764	\$ 500	\$ -	\$ 500	\$ -		
Printing	\$ 7,333	\$ 5,487	\$ 2,650	\$ 2,650	\$ -	\$ 500	\$ -	\$ 500	\$ (2,150)		
Training & Travel	\$ 7,328	\$ 7,318	\$ 12,700	\$ 14,200	\$ 3,629	\$ 12,950	\$ -	\$ 12,950	\$ 250		
Capital Items	\$ -	\$ 3,121	\$ 1,600	\$ 2,600	\$ 1,300	\$ 3,600	\$ -	\$ 3,600	\$ 2,000		
TOTAL EXPENDITURES	\$ 845,230	\$ 821,382	\$ 852,865	\$ 855,865	\$ 613,401	\$ 892,511	\$ -	\$ 892,511	\$ 39,646	4.65%	

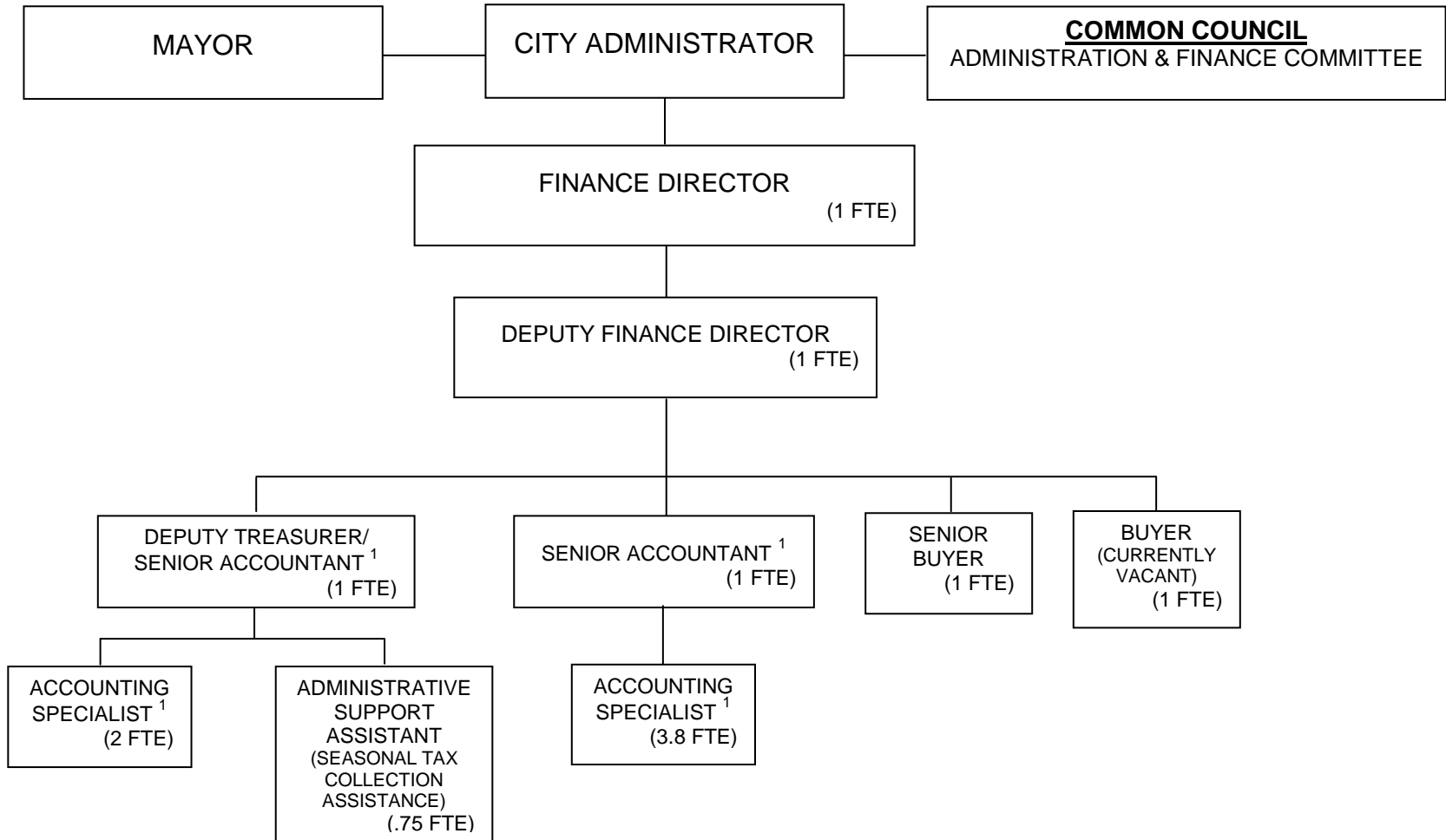
2018 BUDGET NOTES:

Salary increase includes a change to a 0.75 FTE Admin Support Assistant, with remaining portion of this full time position funded by BINS. (The position was previously funded at 0.25 FTE in Finance and shared with BINS and Assessor for the remaining 0.75).

Professional Services increase reflects the additional cost of Merchant Service fees for electronic payment processing of credit card transactions which have grown as the city has expanded payment options to citizens over the last few years.

Capital Items request includes \$2,000 for the purchase of Contract Management software as outlined in the department business plan.

**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: 8.82
GRANTS FTEs: .90
UTILITY FTEs: 2.83

2018 FINANCE DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Finance	Peggy Steeno	General Fund 100-1401 – 100-1405
Mission/Overview		
<p>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.</p> <p>Our goals are to:</p> <ol style="list-style-type: none"> (1) Work with all other departments to achieve the City's Mission, (2) Accurately record and report all financial transactions for city activities, (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		
<ol style="list-style-type: none"> (1) Statutory/Regulatory Recording/Reporting Requirements: Complete all required reporting, processing and billing accurately and on time, including the following: City's Annual Comprehensive Financial Report, Single Audit (federal/state grant compliance), FIRE Audit, Beloit Road LLC Audit, Department of Revenue State Financial Report, PSC Report, Tax Bill Issuance, Reporting, and Settlements, State TIF Reporting, Payroll Related Processing and Reporting, and Levy Limit and Expenditure Restraint Restrictions. <i>Measurement Standard: Goal- meet all established deadlines and criteria; Measurement – deadlines met, receipt of state shared revenues, number of resubmissions/corrections, penalties imposed, valid complaints.</i> (2) Management Reporting & Analysis: Complete all internal financial reporting in a timely manner and provide information to departments regularly so that proper financial decisions can be made. <i>Measurement Standard: Goal-Monthly reporting complete by the 20th of the following month, special department financial requests filled within 7 days of request, and Quarterly Financials to Council within 45 days of the close of the quarter; Measurement-timely and accurate completion.</i> (3) Cash Management: Safeguard funds / Maintain adequate cash on hand to meet the needs of the City / Pay invoices promptly / Obtain a prudent financial return on investments. <i>Measurement Standard: Goal - Ensure all funds are safely deposited with 1 day of receipt, ensure collateralization is in place as is feasible, follow all financial policies at all times and report exceptions promptly, have enough funds on hand to pay all invoices when requested; Measurement – timely and accurate completion.</i> (4) Customer Service: Respond to internal and external customer requests appropriately. <i>Measurement Standards: Treasury transactions – Goal - Process 98% immediately, all others within 1 day; Measurement – accurate and timely completion. Goal - Invoicing – complete and send out invoices within 3 days of request to bill after information is received; Measurement – accurate and timely completion. Goal - Phone Call Requests – Standard 24 hours; Measurement 95% within 24 hours, remainder ASAP. Goal - Customer complaints – initial response within 24 hours, follow-ups as needed; Measurement completion and acceptable resolution. Payment of Invoices – Goal - Items received by the 15th, paid by the 20th, and items received by the 30th, paid by the 5th; Measurement – accurate and timely completion.</i> 		

Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Director of Finance	1	General Fund/Utilities
Deputy Director of Finance	1	General Fund
Deputy Treasurer/Senior Accountant	1	General Fund/Utilities
Senior Accountant	1	General Fund
Senior Buyer	1	General Fund
Accounting Specialist	6 (5.8 FTE	General Fund/Grants
Administrative Support Assistant	1 (.75 FTE)	General Fund
Buyer	1	General Fund
Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Buyer	Since July 2016	Currently evaluating share with PW/City Needs-Contract Mgmt., etc. - will likely request to fill in some capacity in late 2017 or early 2018
Administrative Support Assistant	March 2017	Hiring in Process

Services Provided*					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Tax Billing, Collections, and Record Management	General Fund	Daily	Other taxing jurisdictions	N/A	State
Collection of all City Funds	General Fund	Daily	N/A	N/A	N/A
Accounting for all City Funds	General Fund	Daily	N/A	N/A	State/Local
Investment of City Funds	General Fund	Daily/Periodic	N/A	N/A	State/Local
Management of City Debt	General Fund	Periodic	N/A	N/A	Federal/ State/Local
Preparation of internal and external, periodic and annual, financial related reports	General Fund	Regularly	N/A	N/A	Federal/ State/Local
Management of Accounts Payable	General Fund	Regularly	N/A	N/A	Local
Management of Accounts Receivable	General Fund	Regularly	N/A	N/A	State/Local
Utility Record Management	Utilities	Regularly	N/A	N/A	State/Local
City Budget Coordination/Management	General Fund	Regularly	N/A	N/A	Federal/ State/Local
Ambulance Billing Record Management and Assistance to Outside Billing Provider	General Fund	Periodic	N/A	N/A	Local
Financial Management – Citywide	General Fund	Regularly	N/A	N/A	Federal/ State/Local

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

1. **City Wide Fiscal Planning/Accountability** - Fiscal planning includes working with all departments to understand their operational and capital needs and preparing an overall budget and financing plan that responsibly addresses those needs in the short and long term. This includes fiscal planning related to the provision of core city services, as well as development opportunities, employee benefits, capital planning, debt financing, and investments. While the City's structure is organized into operational departments, fiscal planning requires a city-wide focus and is critical to the city's success and its ability to meet its strategic goals. 2018 efforts to improve this service will include an expansion of the Capital Improvement Planning process that began in 2017 to identify short and long term needs and the City's ability/plan to fund them. Further integration of this information into the annual budget and borrowing plans as well as improvements in the annual budget process (as described under question 2 on service delivery, below), and ultimately the development of a formal, Long Term Financial Plan for the City, likely in 2019, will help the city navigate its financial future.
2. **Accounting and Financial Reporting** – This includes formal annual reporting (Comprehensive Annual Financial Report), but perhaps more important is regular financial reporting to managers regarding departmental operations, and to elected officials for proper governance, as well as state agencies for compliance, and federal and state granting agencies as well. 2018 efforts to improve this service will include the development of a working quarterly financial reporting package for the Administration and Finance Committee.
3. **Core finance functions** – The functions of payroll management and processing; property tax calculations, billing, collections, and reporting; revenue management and collection; paying vendors and billing customers (accounts payable and accounts receivable); and purchasing will always be significant services provided by the Finance Department. 2018 efforts to include these core services will include policy updates, procedure documentation, and training efforts to ensure staff in all departments know the overall process, as well as their role in the process.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

The **Purchasing Process** needs to be re-vamped and the policy updated to reflect revised staffing, technological opportunities for efficiency and an overall change from the fully centralized purchasing role of the past to a "managed decentralized" role in which purchasing's role focuses on coordinating RFP's as needed by departments, establishing contract pricing for on-going supply needs of departments, and overall contract management support. Purchase of contract management and purchasing software is likely. The expectation is to fund those initiatives with savings from open/changing positions.

Timekeeping Process – Transition to the cloud version of Novatime. This will allow the city to take advantage of mobile timekeeping options that are not available in the current version in use and hosted in the city's data center.

Budget Process – Recommend adding a few steps to the process – (1) payroll budgets need to be done in advance of the budget kick-off so that departments can review these before building the remainder of their budgets – full implementation of the payroll budgeting module in HTE, (2) all departments need to evaluate current year spending in comparison to the budget and report on how they are going to adhere to the budget for the remainder of the year or explain why that cannot happen – this includes adding current year estimated for spending and receipting, (3) need to move to a zero-based program where departments are not able to default to the previous years' budget numbers, (4) more cross departmental discussions need to occur to establish overall City priorities – it is helpful to have discussions with department heads regularly throughout this process so that all departments are invested in the process and outcomes, and (5) make the budget process a year round function with check points during the year so that surprises do not arise at year end.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

The more significant 2017 accomplishments to date include:

1. **Implementation of Compensation Study** recommendations including overhauling related city policies, reconfiguring payroll and timekeeping (Novatime) software, and training city staff in all departments on new policies and payroll procedures.
2. **Implementation of Novatime timekeeping system at DPW in June 2017**, and planned “go-live” for Police Department on Novatime in Fall 2017. This will leave the Fire Department as the only city department not using Novatime by the end of 2017. The implementation of Novatime has improved the efficiency, consistency, and accuracy of the payroll process.
3. **Improvements to Purchasing process** including decentralizing routine, low dollar purchases to departments through the expansion of the p-card program, rollout of city wide Amazon account, and taking advantage of similar online ordering with preferred vendors. Additional improvements, policy updates, and city wide training will follow in 2018 as described above.
4. **Implementation of new OPEB Reporting standards.**
5. **Better handle on and monitoring of Council items** so that corrections and changes are not needed when reviewing accounts, closing the books, etc.

In-progress projects/goals which are expected to be achieved by the end of 2017 include:

6. **Development of an overall, Citywide Capital Improvement Program with expanded role of Capital Improvement Committee**—improves city’s ability to plan for its financial future. (More to come in 2018 and beyond as we will improve the process and outcomes each year.)
7. **Implementation of new TID Reporting Requirements from Department of Revenue and an annual TID Report to be presented to Council and the other taxing entities** (improves transparency and accountability which is part of Excellence in Government strategic goal)
8. **On-going reorganization of Finance Department including a new Director, further integration of Purchasing, Treasury, and Finance functions with new staff, utilization of a shared position and a focus on cross-trained, agile, flexible staff.** Additional focus on Treasury operations will continue over the next several months as we on-board a new Deputy Treasurer/Senior Accountant and take a more detailed review of operations and consider opportunities for improvement

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

1. **“Finance Training for Managers and other Non-financial staff”** –focus will be to improve ability of department heads and other management staff to analyze their operations. Training efforts will include training on common financial procedures (invoice approval and payment, RFP requirements, CC agenda requirements, as well as training on basic HTE inquiry and reporting functions)
2. **Electronic payroll advices**
3. **Purchasing Process Revamp**—will include overhaul of purchasing policy to reflect new levels of purchasing authority, new technologies available, and related training for city staff.
4. **Updating the Debt Policy and Funding Capacity/Feasibility Analysis** - This is the beginning of the process to create a citywide financial plan, which will be completed in 2019, and will include a formal fund balance policy (including guidance for the use of reserves), capital planning and debt policy, and documentation of overall guiding financial principles that will provide direction for the city as it moves forward and faces financial challenges.
5. **Begin implementation of Priority Based Budgeting.**
6. **Development of long term strategic plan for self-funded health insurance fund.**
7. Implementation of **Loan Management Software**—Community Development’s efforts to encourage property improvements and economic opportunities for new and existing businesses has created over a dozen new revolving loan programs over the last 3 years. Additionally, TIF incentives often include long term loan agreements. Appropriate software to track these loans is essential to ensure they are properly accounted for and collected over the coming years.
8. **Contract Management Process** – Procurement of Software / Implementation.
9. **Assist with implementation of Work Orders/Work Management system at DPW** and related changes that will occur to the tracking of DPW labor and materials, and the accounting and budgeting procedures for DPW.
10. **Replace in-house Special Assessments Program**

11. **Develop plan to replace Q-Rep ad hoc report writer for HTE** due to end-of-life/support expected by 2018 (essential to current financial reporting procedures)
12. **Cross Training** for all feasible duties, with a special focus on Grant Accounting & Grant Reporting functions to ensure coverage for this critical department service. This also includes procedures manuals for applicable duties/services for all positions.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	DocuWare Imaging & Workflow Software
Initiative Leader Contact	Kris Moen
Alternate Contacts	Peggy Steeno, Nicole O'Connor
Contacts E-Mail Addresses	
Phone/Extension	

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

- 1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.**

Purchase and implement DocuWare software to replace current Fortis system for scanning and storage of A/P checks, journal entries, cash receipts, and other financial documents to meet record retention requirements. Fortis system is also used in other city departments (Library, Health, others?) for record retention and DocuWare would replace those instances of Fortis as well.
- 2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.**

DocuWare will replace the current Fortis system to archive important documents, but will also include "workflow" functionality to not only archive invoices, for example, but to also route them through the approval, processing, and payment steps. When implemented this software could replace the current cumbersome invoice approval process that runs through HTE, making for a simpler, more streamlined process for Finance and all departments.
- 3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?**

Replacing our current imaging/archive system with a document management and workflow system will make the accounts payable process more efficient. It also has the potential to improve contract management throughout the city; routing contracts for approval, storing contract documents, linking associated insurance documents, contract amendments, etc. and could help the departments track and manage contract terms, renewal dates, etc.
- 4. Identify others who are benefiting from the new initiative and how they would benefit.**

DocuWare solves a problem for the IT Department as they must maintain several old Windows XP machines to run the existing Fortis software. Additionally staffing changes in IT have resulted in the current Fortis system being effectively un-supported. Replacement with DocuWare ensures the sustainability and continuity of critical systems. All departments will benefit from a simpler, streamlined, more intuitive invoice approval/accounts payable process. DocuWare would also be available for all city departments to consider for their document storage and workflow needs as well.
- 5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to**

measure success?

A more efficient accounts payable (invoice approval) process which can be measured by on-time payments, fewer missed invoices or late payments (i.e. late fees charged). Implementing DocuWare will also allow for a more standard installation of document management software that can be supported by the vendor and department staff, rather than the current system that was heavily customized and relies on IT programming staff to support it.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.
- a. Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
 - b. When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
 - c. Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$20,000	\$5,000	\$5,000	\$30,000
Initiative Net Requested (subtotal)	\$20,000	\$5,000	\$5,000	\$30,000
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$20,000	\$5,000	\$5,000	\$30,000

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?
- Initial funding is covered in the 2017 Budget as this is the replacement for our current document management software. Annual maintenance of approximately \$5,000, for 2019 and 2020 would be incorporated into Finance or IT annual budgets.

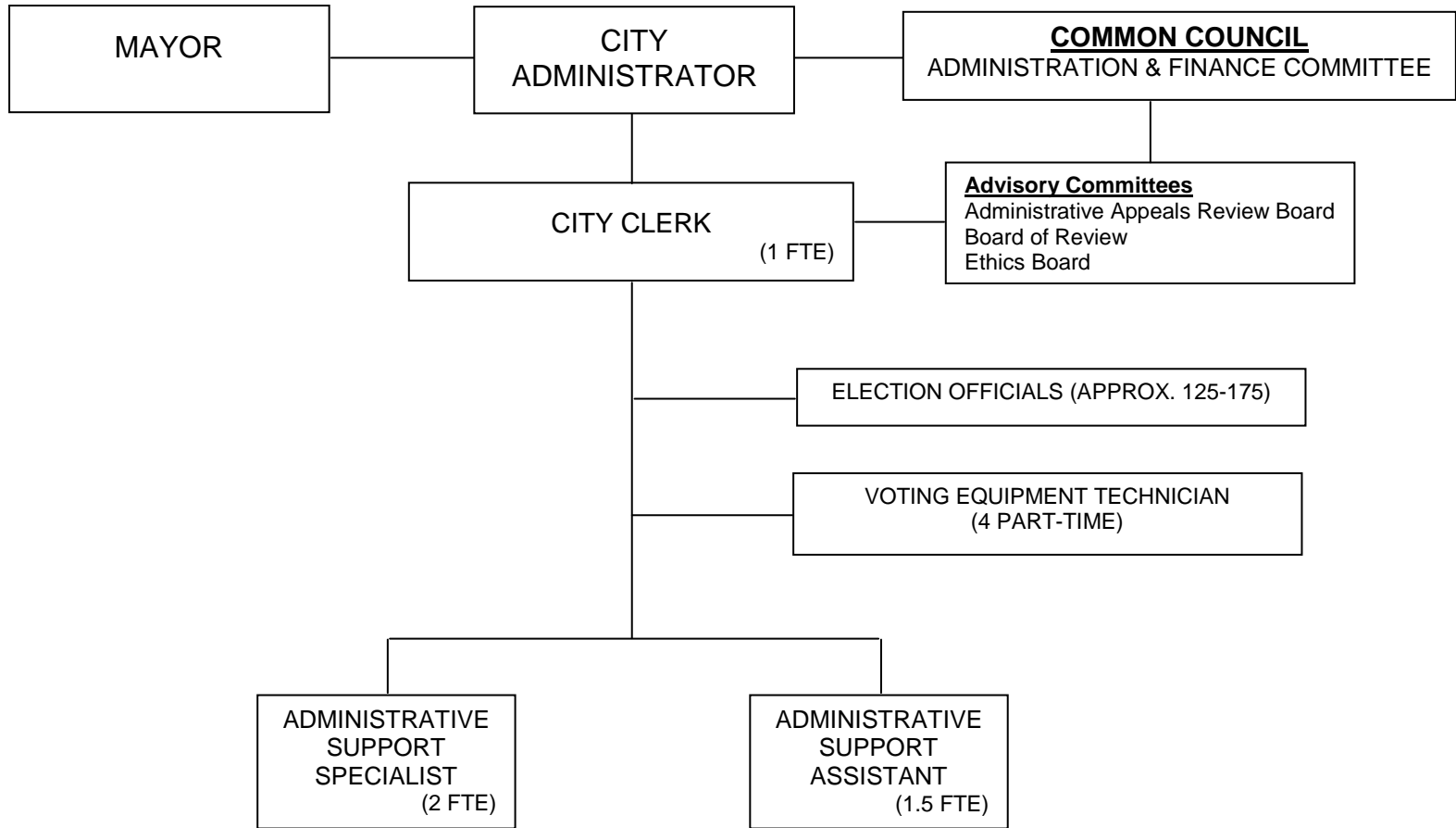
City of West Allis
City Clerk
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	Change	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget		
Salaries	\$ 257,120	\$ 233,895	\$ 252,430	\$ 252,430	\$ 167,101	\$ 252,700	\$ -	\$ 252,700	\$ 270	
Provisionals/Part-Time	\$ 14,751	\$ 94,814	\$ 53,050	\$ 53,050	\$ 20,023	\$ 56,050	\$ -	\$ 56,050	\$ 3,000	
Misc Other Pay	\$ 300	\$ 325	\$ 300	\$ 300	\$ 125	\$ 300	\$ -	\$ 300	\$ -	
Overtime	\$ 1,010	\$ 15,402	\$ 5,000	\$ 5,000	\$ 2,077	\$ 7,000	\$ -	\$ 7,000	\$ 2,000	
Payroll Taxes	\$ 19,003	\$ 19,861	\$ 20,200	\$ 20,200	\$ 12,734	\$ 20,200	\$ -	\$ 20,200	\$ -	
Pension	\$ 21,936	\$ 20,733	\$ 17,100	\$ 17,100	\$ 12,391	\$ 17,000	\$ -	\$ 17,000	\$ (100)	
Health Insurance	\$ 73,413	\$ 52,613	\$ 61,200	\$ 61,200	\$ 32,894	\$ 60,000	\$ -	\$ 60,000	\$ (1,200)	
Dental Insurance	\$ 4,893	\$ 3,439	\$ 5,400	\$ 5,400	\$ 2,579	\$ 4,400	\$ -	\$ 4,400	\$ (1,000)	
Life Insurance	\$ 831	\$ 628	\$ 600	\$ 600	\$ 403	\$ 600	\$ -	\$ 600	\$ -	
Professional Services	\$ 12,060	\$ 13,931	\$ 19,600	\$ 35,100	\$ 13,442	\$ 16,600	\$ -	\$ 16,600	\$ (3,000)	
Maintenance Contracts	\$ 15,135	\$ 16,790	\$ 18,075	\$ 22,075	\$ 10,450	\$ 18,025	\$ -	\$ 18,025	\$ (50)	
Utilities	\$ 7	\$ 9	\$ 100	\$ 100	\$ 6	\$ 25	\$ -	\$ 25	\$ (75)	
Repair & Maintenance	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	
Supplies	\$ 12,572	\$ 22,203	\$ 19,750	\$ 28,172	\$ 5,589	\$ 19,750	\$ -	\$ 19,750	\$ -	
Books & Periodicals	\$ 14	\$ 14	\$ 100	\$ 100	\$ 14	\$ 50	\$ -	\$ 50	\$ (50)	
Advertising	\$ 14,608	\$ 14,575	\$ 15,000	\$ 15,000	\$ 8,652	\$ 15,000	\$ -	\$ 15,000	\$ -	
Printing	\$ 2,394	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ (2,500)	
Training & Travel	\$ 2,917	\$ 512	\$ 4,090	\$ 4,090	\$ 463	\$ 4,195	\$ -	\$ 4,195	\$ 105	
Regulatory & Safety	\$ 90	\$ -	\$ 200	\$ 200	\$ 135	\$ 200	\$ -	\$ 200	\$ -	
Capital Items	\$ 70,759	\$ 12,690	\$ 20,500	\$ 35,860	\$ 1,787	\$ 50,500	\$ (40,000)	\$ 10,500	\$ (10,000)	
TOTAL EXPENDITURES	\$ 523,813	\$ 522,436	\$ 516,945	\$ 560,227	\$ 290,864	\$ 544,345	\$ (40,000)	\$ 504,345	\$ (12,600)	-2.44%

2018 BUDGET NOTES:

Initial Capital Items request included \$40,000 for electronic poll books in late 2018 per New Initiative Request submitted by the department. This request was eliminated as noted above with the intent to pursue funding for this initiative through Clerk Capital Accumulation funds or other reserve funds.

**ORGANIZATIONAL CHART
CLERK**



CITY FUNDED FTEs: 4.5

2018 CITY CLERK BUSINESS PLAN

Department	Director	Fund and Dept. Group
City Clerk	Monica Schultz	100-15
Mission/Overview		
<p>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 State Statutes, City Ordinances and Resolutions.</p>		
Performance Measures		
<ol style="list-style-type: none"> 1. Percent of online or in-person inquiries responded to within five days 2. Percent of online voter registration applications received compared to paper documents 3. Percent of time the Revised Municipal Code is updated within one month after receipt of update from the vendor 4. Percent of license applications received and processed within five days 		
Position Information*		
Titles	Number	Funding Source(s)
City Clerk	1	100-1501-517.11-01
Administrative Support Specialist	2	100-1501-517.11-01
Administrative Support Assistant	2	100-1501-517.11-01
Voting Equipment Technicians	4	DPW and IT salary accounts
Election Inspectors	125-175	100-1502-514.12-01
Special Voting Deputies	10	100-1502-514.12-01
Vacant Positions*		
Title	Length of Vacancy	2018 Plan/Current Status
None		

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Serve the Common Council in its legislative purposes	General	High	N/A	No	Yes
Process and issue licenses	General	High	N/A	No	Yes
Administer, coordinate, and oversee the election process	General	High	WI Election Comm. and Mil Co E.C.	No	Yes
Serve as first point of contact within City Hall	General	Medium	N/A	No	No
Manage the Revised Municipal Code	General	Medium	General Code	Yes	Yes
Provide administrative support to various committees	General	High	N/A	No	Yes
Present the City's official records for public access	General	High	Granicus	Yes	Yes
Manage the publication of legal notices	General	High	West Allis NOW	Yes	Yes

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

- 1st: Legistar Expansion
- 2nd: Utilize temporary employees for election work to reduce overtime costs
- 3rd: Intergovernmental cooperation relative to voting equipment programming

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

- 1st: Continued efforts using BP Logix for license processing and inspection reporting
- 2nd: Utilize temporary employees for election work to reduce overtime costs
- 3rd: Update Corporate Seal

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

- 1st: Timely closeout of Presidential Election Recount and successful WisVote transition
- 2nd: Voting Equipment Audit verified accuracy of ballot counting machines (newer DS200)
- 3rd: Introductory transition for Legistar expansion
- 4th: Pet licensing available for online application and payment
- 5th: Continuation of imaging of historical records

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

- 1st: Encourage online voter registration
- 2nd: Review and potentially make changes at School District polling places
- 3rd: Collaborate with the Communications Dept. regarding voter outreach
- 4th: As allowable under State Law, expand absentee voting options for the General Election
- 5th: Plan for beginning stages relative to 2020 Census
- 6th: Begin implementation of electronic poll books

City of West Allis
City Pomotion/Celebratns
2018 Budget

EXPENDITURES	2015		2016		2017		2017		2017		2018		2018		2018	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	% Change						
Professional Services	\$ 51,572	\$ 49,021	\$ 37,600	\$ 37,600	\$ 15,669	\$ 37,600	\$ -	\$ 37,600	\$ -							
Rentals	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -							
Supplies	\$ 46,726	\$ 48,595	\$ 27,375	\$ 35,672	\$ (1,752)	\$ 27,375	\$ -	\$ 27,375	\$ -							
Advertising	\$ 1,270	\$ 1,669	\$ 1,800	\$ 1,800	\$ -	\$ 1,800	\$ -	\$ 1,800	\$ -							
Printing	\$ 19,762	\$ (154)	\$ 1,100	\$ 1,100	\$ -	\$ 1,100	\$ -	\$ 1,100	\$ -							
Training & Travel	\$ -	\$ -	\$ 100	\$ 100	\$ -	\$ 100	\$ -	\$ 100	\$ -							
TOTAL EXPENDITURES	\$ 119,331	\$ 99,131	\$ 68,225	\$ 76,522	\$ 13,917	\$ 68,225	\$ -	\$ 68,225	\$ -	0.00%						

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)

City of West Allis
Undistributed Fringe Benefits
2018 Budget

EXPENDITURES	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Year-to-Date	2018 Request	2018 Additions/ Deletions	2018 Budget	Change	% Change
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (75,000)	\$ -	\$ (75,000)	\$ (75,000)	
Misc Other Pay	\$ 16,115	\$ 88,701	\$ 302,000	\$ 302,000	\$ 189,949	\$ 350,000	\$ -	\$ 350,000	\$ 48,000	
Fringe Benefits	\$ (9,791)	\$ (36,507)	\$ 1,014,000	\$ 1,010,164	\$ 336,479	\$ 1,014,000	\$ (150,000)	\$ 864,000	\$ (150,000)	
Health Insurance	\$ 800,000	\$ 900,000	\$ 1,300,000	\$ 1,300,000	\$ 1,320	\$ 1,300,000	\$ -	\$ 1,300,000	\$ -	
Professional Services	\$ 57,611	\$ 31,051	\$ 41,500	\$ 53,200	\$ 23,401	\$ 44,500	\$ -	\$ 44,500	\$ 3,000	
Maintenance Contracts	\$ -	\$ -	\$ -	\$ -	\$ 132	\$ -	\$ -	\$ -	\$ -	
Supplies	\$ -	\$ 309	\$ 1,000	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ -	
Books & Periodicals	\$ 2,439	\$ 2,418	\$ 5,750	\$ 5,750	\$ 831	\$ 2,750	\$ -	\$ 2,750	\$ (3,000)	
Printing	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	
Training & Travel	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	
Insurance	\$ 65,552	\$ 68,440	\$ 70,000	\$ 70,000	\$ 69,189	\$ 70,000	\$ -	\$ 70,000	\$ -	
Capital Items	\$ 6,300	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 938,226	\$ 1,057,411	\$ 2,734,750	\$ 2,742,614	\$ 621,300	\$ 2,707,750	\$ (150,000)	\$ 2,557,750	\$ (177,000)	-6.47%

2018 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 (health, dental, life). The 2018 budget reduces the overall contingency allowance by \$150,000 and also includes a reduction to overall city salaries of \$75,000 based on anticipated temporary staffing vacancies throughout city departments during 2018. Further details on city benefit expenses are summarized on the following page.

City of West Allis
General City Expense
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change	
Professional Services	\$ 66,368	\$ 258,438	\$ 119,000	\$ 193,300	\$ 127,808	\$ 149,000	\$ -	\$ 149,000	\$ 30,000		
Supplies	\$ 194	\$ 287	\$ 1,500	\$ 1,500	\$ 497	\$ 11,500	\$ -	\$ 11,500	\$ 10,000		
Advertising	\$ 90	\$ 120	\$ 100	\$ 100	\$ -	\$ 100	\$ -	\$ 100	\$ -		
Regulatory & Safety	\$ 125,066	\$ 128,000	\$ 152,000	\$ 162,100	\$ 102,989	\$ 170,000	\$ -	\$ 170,000	\$ 18,000		
Insurance	\$ 357,477	\$ 361,436	\$ 342,000	\$ 342,000	\$ 351,433	\$ 343,000	\$ -	\$ 343,000	\$ 1,000		
Claims/Judgments	\$ 97,571	\$ 157,550	\$ 10,000	\$ 10,000	\$ 13,002	\$ 10,000	\$ -	\$ 10,000	\$ -		
Miscellaneous	\$ 20,857	\$ 7,590	\$ 21,000	\$ 27,888	\$ 245,487	\$ 21,000	\$ -	\$ 21,000	\$ -		
Transfers Out	\$ -	\$ -	\$ 959,365	\$ 959,365	\$ -	\$ 959,365	\$ -	\$ 959,365	\$ -		
TOTAL EXPENDITURES	\$ 667,624	\$ 913,422	\$ 1,604,965	\$ 1,696,253	\$ 841,217	\$ 1,663,965	\$ -	\$ 1,663,965	\$ 59,000	3.68%	

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.

City of West Allis
General Fringe Benefits, Workers Comp, Insurance
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Administrative Expenses	\$ 151,964	\$ 55,013	\$ 143,750	\$ 155,450	\$ 94,872	\$ 143,750	\$ -	\$ 143,750	\$ -	
Salaries-Unfilled Position Offset	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (75,000)	\$ -	\$ (75,000)	\$ -	
Social Security*	\$ 1,494,658	\$ 1,517,805	\$ 125,000	\$ 125,000	\$ -	\$ 125,000	\$ (100,000)	\$ 25,000	\$ (100,000)	
Medicare*	\$ 449,984	\$ 476,294	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ (50,000)	\$ -	\$ (50,000)	
WI Retirement-Elected Officials*	\$ 26,975	\$ 24,647	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
WI Retirement-General*	\$ 1,126,439	\$ 1,138,469	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	
WI Retirement-Police*	\$ 1,477,668	\$ 1,180,320	\$ 150,000	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	
WI Retirement-Fire*	\$ 1,299,399	\$ 1,447,213	\$ 100,000	\$ 100,000	\$ 24,098	\$ 100,000	\$ -	\$ 100,000	\$ -	
Health Insurance-Employees*	\$ 8,203,583	\$ 6,431,339	\$ 130,000	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ 20,000	
Health Insurance-Retirees*	\$ 800,000	\$ 900,000	\$ 1,150,000	\$ 1,150,000	\$ -	\$ 1,150,000	\$ -	\$ 1,150,000	\$ -	
Life Insurance Premiums*	\$ 73,421	\$ 72,995	\$ 20,000	\$ 20,000	\$ 8,912	\$ 20,000	\$ -	\$ 20,000	\$ -	
Dental Insurance*	\$ 394,196	\$ 438,425	\$ (5,000)	\$ (5,000)	\$ (73,086)	\$ (5,000)	\$ -	\$ (5,000)	\$ -	
Workers Compensation	\$ 311,243	\$ 506,870	\$ 370,000	\$ 370,000	\$ 366,651	\$ 370,000	\$ -	\$ 370,000	\$ -	
Unemployment Compensation	\$ 8,781	\$ 5,543	\$ 20,000	\$ 20,402	\$ 839	\$ 20,000	\$ -	\$ 20,000	\$ -	
Tuition Reimbursement	\$ 12,435	\$ 13,150	\$ 40,000	\$ 35,762	\$ 9,065	\$ 40,000	\$ -	\$ 40,000	\$ -	
Suggestion Awards	\$ 400	\$ 825	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ (2,000)	
Performance Appraisal	\$ 15,715	\$ 87,876	\$ 300,000	\$ 300,000	\$ 189,949	\$ 350,000	\$ -	\$ 350,000	\$ 50,000	
Accrued Vacation/OT	\$ 157,862	\$ 19,732	\$ 69,000	\$ 69,000	\$ -	\$ 69,000	\$ -	\$ 69,000	\$ -	
Pension Debt/OPEB Offset	\$ (1,587)	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (20,000)	
Charge-Out to Departments*	\$ (15,064,910)	\$ (13,259,413)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ 309	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 938,226	\$ 1,057,411	\$ 2,734,750	\$ 2,742,614	\$ 621,300	\$ 2,707,750	\$ (150,000)	\$ 2,557,750	\$ (102,000)	-3.73%

* Actual Fringe Benefit are charged out to departments, however the summary above reflects totals for benefits on a city-wide basis with an offsetting "Charge-Out to Departments"

Beginning with the 2016 budget, Fringe Benefit costs have been included in departmental budgets. This explains the significant amounts in the "Change" column that is evident throughout the 2018 department budgets as well as the elimination of the charge out offset in the 2018 budget column.

City of West Allis
Miscellaneous & Transfers
2018 Budget

<i>EXPENDITURES</i>	2015	2016	2017	2017	2017	2018	2016	2018			
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget			Change
Repair & Maintenance	\$ (19,842)	\$ 5,323	\$ -	\$ -	\$ 122,837	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers Out	\$ 589,800	\$ 2,738,456	\$ -	\$ -	\$ 913,000	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 569,958	\$ 2,743,779	\$ -	\$ -	\$ 1,035,837	\$ -	\$ -	\$ -	\$ -	\$ -	

2018 GENERAL EXPENSE, FRINGE BENEFITS AND GENERAL GOVERNMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
General Expense, Fringe Benefits, Other General Government	Rebecca Grill, City Administrator; Peggy Steeno, Finance Director/Comptroller/Treasurer	100-50, 52,88
Mission/Overview		
To provide for the management of the City's special and miscellaneous program activities.		
Services Provided		
<ul style="list-style-type: none"> • 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

2017 Budget & Action Plan

Public Safety



City of West Allis
Police & Fire Commission
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ 8,144	\$ 18,500	\$ -	\$ 18,500	\$ 18,500	
Supplies	\$ 263	\$ 2,266	\$ 550	\$ 550	\$ 234	\$ 500	\$ -	\$ 500	\$ (50)	
Advertising	\$ 2,530	\$ 452	\$ 1,500	\$ 1,500	\$ 560	\$ 1,500	\$ -	\$ 1,500	\$ -	
Printing	\$ 164	\$ -	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ (200)	
Training & Travel	\$ 1,242	\$ 1,200	\$ 750	\$ 750	\$ 772	\$ 2,000	\$ -	\$ 2,000	\$ 1,250	
Regulatory & Safety	\$ 17,663	\$ 18,229	\$ 42,000	\$ 42,000	\$ 13,813	\$ 17,000	\$ -	\$ 17,000	\$ (25,000)	
TOTAL EXPENDITURES	\$ 21,862	\$ 22,146	\$ 45,000	\$ 45,000	\$ 23,524	\$ 39,500	\$ -	\$ 39,500	\$ (5,500)	-12.22%

2018 BUDGET NOTES:

\$18,500 increase is due to a change in account number used for pre-employment background investigations for Police and Fire recruitments performed by part-time police provisional staff. This was included in the Regulatory & Safety expense category in 2017, but has been moved to Professional Services in 2018.

2018 BUSINESS PLAN – POLICE AND FIRE COMMISSION

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			
Titles	Number	Funding Source(s)	
Commissioner	5	Volunteers	

Services Provided					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Appoint the Police and Fire Chiefs and approve all appointments made by the Chiefs.	General Fund	As needed.	-	-	State, Local
Approve list of eligible individuals for appointment.	General Fund	As needed.	-	-	State, Local
Disciplinary actions as per Wis. State 62.13	General Fund	As needed.	-	-	State, Local
Organize and supervise the Fire and Police Departments.	General Fund	As needed.	-	-	State, Local*
Prescribe rules and regulations for management and control of Fire and Police Department.	General Fund	As needed	-	-	State, Local*
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*
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*

(*Optional Powers Wis. Stats. 62.13(6), approved by the West Allis Electorate in referendum election on April 7, 1914. Vote 586 for approval and 364 against.)

City of West Allis
Police Department
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/	Deletions	Budget	Change	Change
Salaries	\$ 10,703,325	\$ 10,654,006	\$ 11,254,006	\$ 11,254,006	\$ 7,109,000	\$ 11,358,673	\$ -	\$ -	\$ 11,358,673	\$ 104,667	
Provisionals/Part-Time	\$ 148,326	\$ 152,439	\$ 147,000	\$ 147,000	\$ 99,812	\$ 150,806	\$ -	\$ -	\$ 150,806	\$ 3,806	
Misc Other Pay	\$ 84,624	\$ 84,654	\$ 76,160	\$ 76,160	\$ 62,951	\$ 76,160	\$ -	\$ -	\$ 76,160	\$ -	
Overtime	\$ 747,139	\$ 702,816	\$ 494,000	\$ 494,000	\$ 463,534	\$ 494,000	\$ -	\$ -	\$ 494,000	\$ -	
Payroll Taxes	\$ 889,369	\$ 899,974	\$ 892,545	\$ 892,545	\$ 603,233	\$ 929,034	\$ -	\$ -	\$ 929,034	\$ 36,489	
Pension	\$ 1,589,954	\$ 1,292,230	\$ 1,124,465	\$ 1,124,465	\$ 861,522	\$ 1,273,866	\$ -	\$ -	\$ 1,273,866	\$ 149,401	
Health Insurance	\$ 2,689,592	\$ 2,123,564	\$ 2,483,239	\$ 2,483,239	\$ 1,509,080	\$ 2,329,086	\$ -	\$ -	\$ 2,329,086	\$ (154,153)	
Dental Insurance	\$ 144,635	\$ 151,620	\$ 171,916	\$ 171,916	\$ 111,659	\$ 160,711	\$ -	\$ -	\$ 160,711	\$ (11,205)	
Life Insurance	\$ 13,753	\$ 13,511	\$ 19,101	\$ 19,101	\$ 9,517	\$ 14,392	\$ -	\$ -	\$ 14,392	\$ (4,709)	
Fringe Benefits	\$ (61)	\$ (109)	\$ -	\$ -	\$ (9)	\$ -	\$ -	\$ -	\$ -	\$ -	
Professional Services	\$ 129,544	\$ 149,637	\$ 131,332	\$ 131,531	\$ 90,049	\$ 131,332	\$ -	\$ -	\$ 131,332	\$ -	
Maintenance Contracts	\$ 119,374	\$ 155,077	\$ 227,646	\$ 232,061	\$ 127,355	\$ 272,203	\$ -	\$ -	\$ 272,203	\$ 44,557	
Utilities	\$ 151,549	\$ 152,672	\$ 189,031	\$ 189,031	\$ 107,912	\$ 189,031	\$ -	\$ -	\$ 189,031	\$ -	
Rentals	\$ 5,251	\$ 4,970	\$ 7,000	\$ 7,658	\$ 4,350	\$ 7,000	\$ -	\$ -	\$ 7,000	\$ -	
Repair & Maintenance	\$ 46,087	\$ 69,001	\$ 65,900	\$ 68,788	\$ 69,262	\$ 65,900	\$ -	\$ -	\$ 65,900	\$ -	
Supplies	\$ 246,755	\$ 229,369	\$ 286,730	\$ 291,639	\$ 169,912	\$ 264,630	\$ -	\$ -	\$ 264,630	\$ (22,100)	
Books & Periodicals	\$ 175	\$ 645	\$ 1,500	\$ 1,500	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500	\$ -	
Printing	\$ 18,357	\$ 2,866	\$ 22,240	\$ 22,240	\$ 6,410	\$ 16,120	\$ -	\$ -	\$ 16,120	\$ (6,120)	
Training & Travel	\$ 23,854	\$ 17,942	\$ 6,000	\$ 6,000	\$ 3,004	\$ 9,500	\$ -	\$ -	\$ 9,500	\$ 3,500	
Regulatory & Safety	\$ 41,227	\$ 60,577	\$ 39,900	\$ 39,935	\$ 43,769	\$ 39,900	\$ -	\$ -	\$ 39,900	\$ -	
Capital Items	\$ 135,012	\$ 287,080	\$ 275,500	\$ 291,089	\$ 257,061	\$ 275,500	\$ -	\$ -	\$ 275,500	\$ -	
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 17,927,840	\$ 17,204,542	\$ 17,915,211	\$ 17,943,904	\$ 11,709,382	\$ 18,059,344	\$ -	\$ -	\$ 18,059,344	\$ 144,133	0.80%

2018 BUDGET NOTES:

The Police budget includes funding of approximately \$125,000 for a contractual salary increase obligated in 2018 (1.3%), as well as funding for year 2 of the Body Worn Camera initiative which began in 2017. The capital items request includes \$240,000 for marked squad vehicle replacements and \$30,000 for upgrades to the break room. The increase in Maintenance Contracts is due to the proposed purchase of a new audio recording system.

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)

Criminal Investigations Unit
(10 Detectives)

Sensitive Crimes Unit
(1 Lt, 5 Detectives)

Special Investigations Unit
(1 Lt, 1 Det. Sgt, 5 Detectives, 1 Cpl, 1 K9)

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,
2 Warrant Officers)

Community Services Unit
(1 Lt, 3 SRO, 1 CSO)
(1) Admin. Support Asst.
(2) Neighborhood Specialists
(1) Victim Advocate .80

Communications Unit
(1 Lt, 3 Desk Sgt, 3
Communications Supervisors)
(9) FT civilian Dispatcher and (8) PT
civilain Dispatchers

Forensic and Technical Services Unit
(2 Spec III's)
(1) Property Room Tech.,
(1) Database Administrator
(1) Crime Analyst

Records Unit
(1) Office Supervisor., (2)
Administrative Support Specialist,
(5) Admin Support Asst., (1) .75
Admin Support. Asst., (3) PT
Parking Takers

(3) Parking Control Operators – Report to Patrol Supervisors on 1st and 3rd

4) LTE Community Service Officers – Report to Patrol Supervisors on 1st and 2nd shifts



2018 POLICE DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Police	Chief Patrick Mitchell	100-21
Mission/Overview		
<p>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.</p>		
Performance Measures		
<ol style="list-style-type: none"> 1) Efficient and reasonable response to calls for service. 2) Crime prevention and community services offered through various programs and initiatives. 3) Educational opportunities made available to citizens regarding police operations. 4) Specialized enforcement techniques utilizing modern technology 5) Specialized investigative techniques utilizing technology and current methods. 6) School based crime prevention programs and enforcement actions. 7) Provide traffic enforcement efforts to modify dangerous driving behaviors. 		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Police Chief	1.00	General City Funds
Deputy Chief	2.00	General
Police Captain	5.00	General
Police Lieutenant	7.00	General
Police Sergeant	9.00	General
Patrol Officer	64.00	General
Patrol K9 Handler (Specialist 1)	2.00	General
Traffic Investigator (Specialist 2)	2.00	General
Detective	20.00	General / Partial Grant
Detective Sergeant (Specialist 3)	3.00	General
Drug Detection K9 Handler (Specialist 1)	1.00	General
Corporal – SIU (Specialist 1)	1.00	General / Partial Grant
Crime Analyst	1.00	General
Corporal – Warrant Officer (Specialist 1)	2.00	General
Court Liaison Sergeant (Specialist 2)	1.00	General
School Resource Officer (Specialist 2)	3.00	General / Partial Grant
Community Support Officer (Specialist 1)	1.00	General / Partial Grant
Training Sergeant (Specialist 3)	1.00	General
Accreditation Compliance Officer (Specialist 2)	1.00	General
Victim Advocate	0.80	General
Parking Control Operator	3.00	General
Dispatcher	9.00	General
Desk Sergeant (Specialist 2)	3.00	General

Communications Supervisor	3.00	General
Officer Supervisor	1.00	General
Administrative Support Specialist	3.00	General
Administrative Support Assistant	6.75	General
Building Maintenance Technician	1.00	General
Fleet Manager	1.00	General
Property Room Technician	1.00	General
Database Administrator	1.00	General
Total	160.55	
Below Listed Positions are Part Time LTEs		
Community Service Officers (LTE – part time)	4.00	General
Dispatchers (LTE – part time)	8.00	General
Parking Takers (LTE – part time)	3.00	General
Cleaner (LTE – part time)	1.00	General
Total LTE – Part Time	16.00	
Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Patrol Officer	TBD	Operate at full staff is possible

Services Provided*					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Respond to citizen calls for police service.	General	Continual	No	No	No
Proactive activities (traffic stops / field interview stops)	General and Grant	Continual	No	No	No
Community outreach (educational classes / meetings)	General	Daily	No	No	No
Investigative activities	General / Partial Grant	Continual	No	No	No
Administrative functions	General	Continual	No	No	Partial

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

The top three services delivered are: 1) response to calls for service, 2) proactive activities,

and 3) investigative activities. The Police Department has adopted a problem solving policing strategy in which officers are required to identify root causes of crime and disorder. Problem solving techniques can successfully be utilized to reduce repeat calls for service. The department is continually emphasizing the benefits of proactive policing and has installed tracking mechanisms to ensure high levels of activity. As a professional department, the department is continually researching best practices to include in the area of investigations. When feasible, the department purchases technical equipment to improve operations such as investigations.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

The Police Department continues to use the lean six sigma process to identify improvements in administrative processes. Examples of this include the overnight parking program (permits and citations). In 2018, the department will continue this effort.

The department will also continue to use problem solving techniques in an attempt to reduce repeat calls for service at the same location.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

- 1) During 2017 year to date, Uniformed Crime Reporting part 1 crimes have fallen as compared to 2016. Linked to Strategic Plan Goal 2-7 “city-wide safety and security”.
- 2) The department continues to develop department members by sending members to low cost leadership schools. Linked to Strategic Plan Goal 4-3 “city-wide resource succession plans”.
- 3) The department continues to improve officer and citizen safety by identifying and purchasing appropriate safety equipment. Linked to West Allis Police and Fire Commission annual goal
- 4) During 2017, the department began to civilianize the dispatch center to minimize sworn members working in non-street duties.
- 5) The department continued to outreach to community members through a variety of programs and presentations such as the Citizens Police Academy. Linked to Strategic Plan Goal 3-1 “citizen academy”.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

- 1) Reductions in UCR Part 1 crime – Linked to Strategic Plan Goal 2-3 “identify most impactful crime prevention strategies”.
- 2) Complete civilianization of Police Communications Center which will result in more efficient operations
- 3) Continue to identify administrative processes which can be streamlined through the Lean Six Sigma process.

City of West Allis
Fire Department
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 7,493,852	\$ 8,309,110	\$ 8,099,650	\$ 8,099,650	\$ 5,057,642	\$ 7,895,268	\$ -	\$ 7,895,268	\$ (204,382)	
Provisionals/Part-Time	\$ 2,930	\$ 405	\$ 7,000	\$ 7,000	\$ 1,551	\$ -	\$ -	\$ -	\$ (7,000)	
Misc Other Pay	\$ 216,685	\$ 255,110	\$ 247,400	\$ 247,400	\$ 197,806	\$ 235,805	\$ -	\$ 235,805	\$ (11,595)	
Overtime	\$ 184,492	\$ 372,084	\$ 140,000	\$ 140,000	\$ 352,718	\$ 280,000	\$ -	\$ 280,000	\$ 140,000	
Payroll Taxes	\$ 107,697	\$ 124,671	\$ 118,200	\$ 118,200	\$ 79,261	\$ 130,056	\$ -	\$ 130,056	\$ 11,856	
Pension	\$ 1,248,531	\$ 1,408,982	\$ 1,332,093	\$ 1,332,093	\$ 892,010	\$ 1,311,195	\$ -	\$ 1,311,195	\$ (20,898)	
Health Insurance	\$ 2,015,279	\$ 1,550,452	\$ 1,603,017	\$ 1,603,017	\$ 1,003,077	\$ 1,523,646	\$ -	\$ 1,523,646	\$ (79,371)	
Dental Insurance	\$ 100,758	\$ 99,302	\$ 110,268	\$ 110,268	\$ 68,144	\$ 101,410	\$ -	\$ 101,410	\$ (8,858)	
Life Insurance	\$ 11,199	\$ 10,791	\$ 11,473	\$ 11,473	\$ 6,628	\$ 10,094	\$ -	\$ 10,094	\$ (1,379)	
Professional Services	\$ 1,640	\$ 3,509	\$ 20,600	\$ 23,320	\$ 23,585	\$ 20,700	\$ -	\$ 20,700	\$ 100	
Maintenance Contracts	\$ 15,463	\$ 35,657	\$ 41,950	\$ 45,861	\$ 22,763	\$ 33,580	\$ -	\$ 33,580	\$ (8,370)	
Utilities	\$ 110,601	\$ 96,900	\$ 119,230	\$ 119,230	\$ 79,743	\$ 119,230	\$ -	\$ 119,230	\$ -	
Repair & Maintenance	\$ 105,918	\$ 75,841	\$ 88,000	\$ 134,045	\$ 103,221	\$ 88,000	\$ -	\$ 88,000	\$ -	
Supplies	\$ 142,183	\$ 223,209	\$ 166,350	\$ 172,774	\$ 102,347	\$ 259,850	\$ -	\$ 259,850	\$ 93,500	
Books & Periodicals	\$ 470	\$ 347	\$ 1,900	\$ 1,900	\$ 109	\$ 1,900	\$ -	\$ 1,900	\$ -	
Advertising	\$ 5,608	\$ 4,473	\$ 4,000	\$ 4,000	\$ 4,861	\$ 5,400	\$ -	\$ 5,400	\$ 1,400	
Printing	\$ 1,013	\$ -	\$ 1,000	\$ 1,000	\$ 315	\$ 1,000	\$ -	\$ 1,000	\$ -	
Training & Travel	\$ 15,193	\$ 20,145	\$ 17,725	\$ 17,725	\$ 9,349	\$ 19,325	\$ -	\$ 19,325	\$ 1,600	
Regulatory & Safety	\$ 81,452	\$ 59,525	\$ 86,584	\$ 133,084	\$ 41,328	\$ 86,584	\$ -	\$ 86,584	\$ -	
Capital Items	\$ 98,279	\$ 717,296	\$ 324,575	\$ 351,976	\$ 70,011	\$ 324,575	\$ -	\$ 324,575	\$ -	
Transfers Out	\$ -	\$ 325,075	\$ 175,000	\$ 460,819	\$ 285,819	\$ 175,000	\$ -	\$ 175,000	\$ -	
TOTAL EXPENDITURES	\$ 11,959,242	\$ 13,692,884	\$ 12,716,015	\$ 13,134,835	\$ 8,402,288	\$ 12,622,618	\$ -	\$ 12,622,618	\$ (93,397)	-0.73%

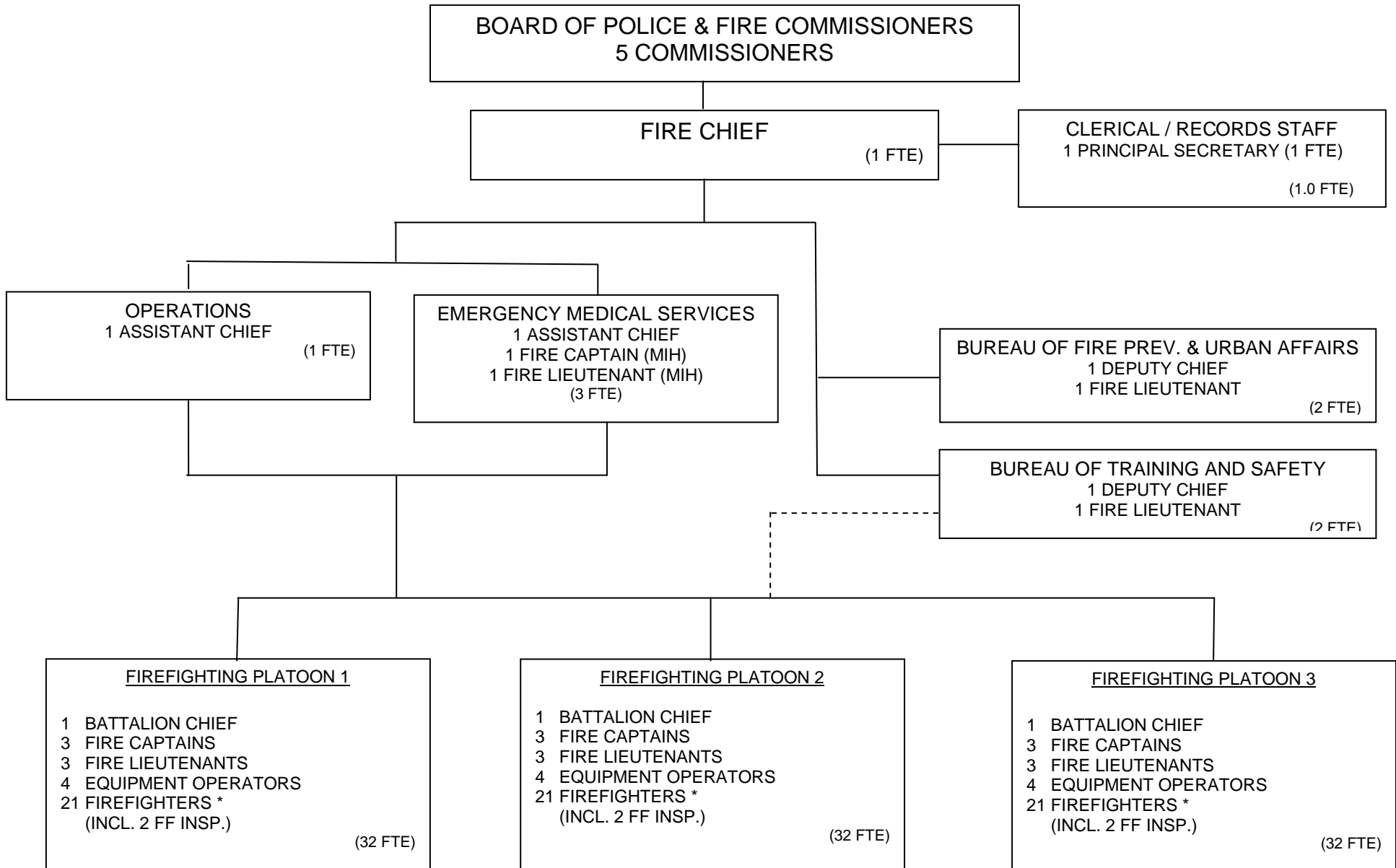
2018 BUDGET NOTES:

Capital Items request above reflects annual deposit to Capital Accumulation Fund to set aside funding for Ambulance replacement of \$225,000

In 2016, due to the unexpected deterioration of critical fire apparatus, the balance in the Fire Department Capital Accumulation account was not sufficient to meet the cost of replacing various fire apparatus in 2017. To fund the replacement of this critical equipment, approximately \$1.85 million of debt was issued in September 2017

In 2017, \$175,000 was budgeted as a Transfer Out of the Fire Department budget and into the Debt Service Fund to pay off the debt issued to fund the \$2 million fire truck purchase over 10 year. The 2018 budget continues this transfer of \$175,000 to the Debt Service Fund to be applied towards the repayment of debt, rather than applied towards capital accumulation for future purchase and the established \$225,000 continues to be included to fund future ambulance purchases

ORGANIZATIONAL CHART FIRE



TOTAL POSITIONS: 106



2018 FIRE DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Fire	Mason Pooler	
Mission/Overview		
<p>The West Allis Fire Department is organized and dedicated to serve, protect and preserve the life and property of the citizens, businesses and visitors of West Allis. The department will provide this service with the highest level of professionalism through the delivery of fire prevention, public education, incident stabilization and emergency medical services, twenty-four hours a day, seven days a week. To achieve this mission, the Department works with the City to insure that there is proper and sufficient equipment and personnel available to respond to emergencies and to perform life-saving activities in an urgent manner.</p>		
Performance Measures		
<p>Advanced Life Support (ALS) arrives within 9-minutes of dispatch 90% of the time. First arriving unit to a fire alarm arrives on scene within 5-minutes 20-seconds of dispatch 90% of the time. Full assignment to structure fires arrives on scene within 10-minutes 20-seconds of call, 90% of the time. Assure that line personnel attend critical training (70% of line personnel attend). Bring structure fires under control within 10 mins. of arrival of first-arriving unit capable of fire suppression. Limit fire spread to the room of origin 70% of the time. Limit the number of fire incidents to fewer than 5.00 per 1,000 population. Limit community fire deaths to 1 per year on a 5 year average. Annually inspect all commercial buildings & 3-family or greater residential units. Verify compliance or citation with violations within 3-months of written notice.</p>		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Fire Chief	1	100-2201-522.11-01
Assistant Chiefs	2	(All employees come from this account)
Deputy Chiefs	2	
Battalion Chiefs	3	
Captains	10	
Lieutenants	12	
Equipment Operators	12	
Firefighters	67	
Administrative Assistant	1	
Clerical Assistant	1(0.375 FTE)	
Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Firefighters (7 positions short)	1 year	We plan on recruiting shortly after the first of

Clerical Assistant	2 years	the year. We have been using this money to fund a part-time janitor.
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Services Provided*					
Service	Funded by	Frequency	Shared Service <i>(list Partners)</i>	Contracted	Statutory <i>(Federal, State, Local)</i>
Fire & EMS response	Tax dollars	daily	Milwaukee	No	State
			Wauwatosa		
			Greenfield		
			Oak Creek		
			North Shore		
Fire Prevention & Inspection	Tax dollars &	daily	no	no	State
	2% dues from WI				
Mobile Integrated Healthcare	Tax dollars &	daily	Health Dept.	yes	no
	Funding from Aurora				
	Aurora				
CPAT	Self-funding	Weekly	No	No	No
Public Education	Tax dollars	Weekly	No	No	State

Insert additional rows as needed. Click [here](#) for instructions or "google" - how to insert rows in a Microsoft word table

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

#1) EMS response: This is a largest time and monetary commitment. We plan on reducing responses to the ever increasing EMS call volume reducing the number of apparatus that respond on low acuity EMS calls as well as efficiencies in the dispatch center that would result in a smaller response package to these calls. Reducing the number of large apparatus that respond on these calls should reduce fuel consumption and apparatus wear & tear.

#2) Fire responses: While these are lower acuity than EMS responses, they require a larger response force. Continued emphasis on fire prevention and community risk reduction may help keep call volume lower. The Fatpot program would allow for increased use of shared service resources in lieu of city resources.

#3) Mobile Integrated Healthcare: While the fire service has been successful with “fire prevention” efforts, EMS calls have continued to rise. MIH is our version of “EMS prevention” in which we work with the at risk portions of the community to try to curb their reliance on emergency services.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

We plan on expanding the MIH model to include 24 hour coverage. We view this as “EMS prevention,” similar to the successful fire prevention model that we have used for years. We can switch to 24 hour MIH coverage under our existing salary budget.

Milwaukee County is drastically changing its reimbursement model to municipalities. In the past, we received payment in two ways: cash that was deposited directly into the city general fund and EMS

supplies. County is no longer providing us with EMS supplies; however, we may see a slight increase in the amount of money that gets deposited into the general fund. However, we will need to increase the amount we budget for EMS supplies as we have to buy them all ourselves now. Additionally, County is “forcing” us to buy into the Fatpot program, which requires us to set aside approx. \$16,000 for software maintenance fees annually. Finally, County is no longer paying for individual member’s required American Heart Association certification, which translates to approx. \$1600 a year for our organization. I would ask that all of these costs be covered by the EMS revenue that typically goes directly into the general fund. Each year we collect approx. \$100,000 to \$200,000 above expected EMS revenue.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

- #1) Succession planning, hiring of new Fire Chief, and associated promotions throughout organization.
- #2) Increase in MIH call volume.
- #3) Major progress towards re-accreditation (CPSE).

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

- #1) Transition MIH coverage to 24/7 with integration of Critical Care Paramedic service.
- #2) Increase EMD protocol compliance within dispatch center.
- #3) Obtain re-accreditation status with CPSE.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Fatpot/First Watch
Initiative Leader Contact	Mason Pooler
Alternate Contacts	Kurt Zellmann
Contacts E-Mail Addresses	mpooler@westalliswi.gov
Phone/Extension	414-302-8904

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

- 1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.**

Fatpot and First Watch are two software programs being rolled out by Milwaukee County's Office of Emergency Management to all municipalities in the County. Fatpot links all of the CAD systems in the county, allowing a faster sharing of resources in the dispatch centers. First Watch is a data analysis tool that collects and displays call data for all fire departments in the county in a real time dashboard, allowing early notification of things such as communicable disease outbreaks and other disasters. The up-front costs of the software are being paid for by the county but each department is on the hook for maintenance fees. Participation is optional; however the required portion to pay per community is relatively small when compared to the overall price of the programs if we were to buy them on our own.
- 2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.**

We operate with neighboring fire departments more now than ever before. While the sharing of resources is a great budget saver, valuable time is lost as dispatch centers talk to one another on the radio, looking for available resources. Fatpot cuts this time dramatically.
- 3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?**

As we rely on shared service communities more often, speeding up the rate at which they respond into our city will lead to an increased level of health and safety for the community.
- 4. Identify others who are benefiting from the new initiative and how they would benefit.**

All communities in the county will benefit from these programs.
- 5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to measure success?**

We track the amount of time it takes to get units on scene and will expect these times to drop on calls the engage shared service resources.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.
- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
 - When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
 - Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$18,000	\$18,000	\$18,000	\$54,000
Initiative Net Requested (subtotal)	\$18,000	\$18,000	\$18,000	\$54,000
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$18,000	\$18,000	\$18,000	\$54,000

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

These maintenance fees will become an annual expense. These will need to be accounted for in our normal operating budget moving forward. However, Milwaukee County is counting on our EMS revenue to pay for these fees. We typically bring in \$100,000-\$200,000 per year above our projected EMS revenue which goes straight in to the general fund for the city. We should pay for these fees out of that money. The County is outlaying over \$1,000,000 to purchase these two products. Our share of the maintenance is relatively small for the products.

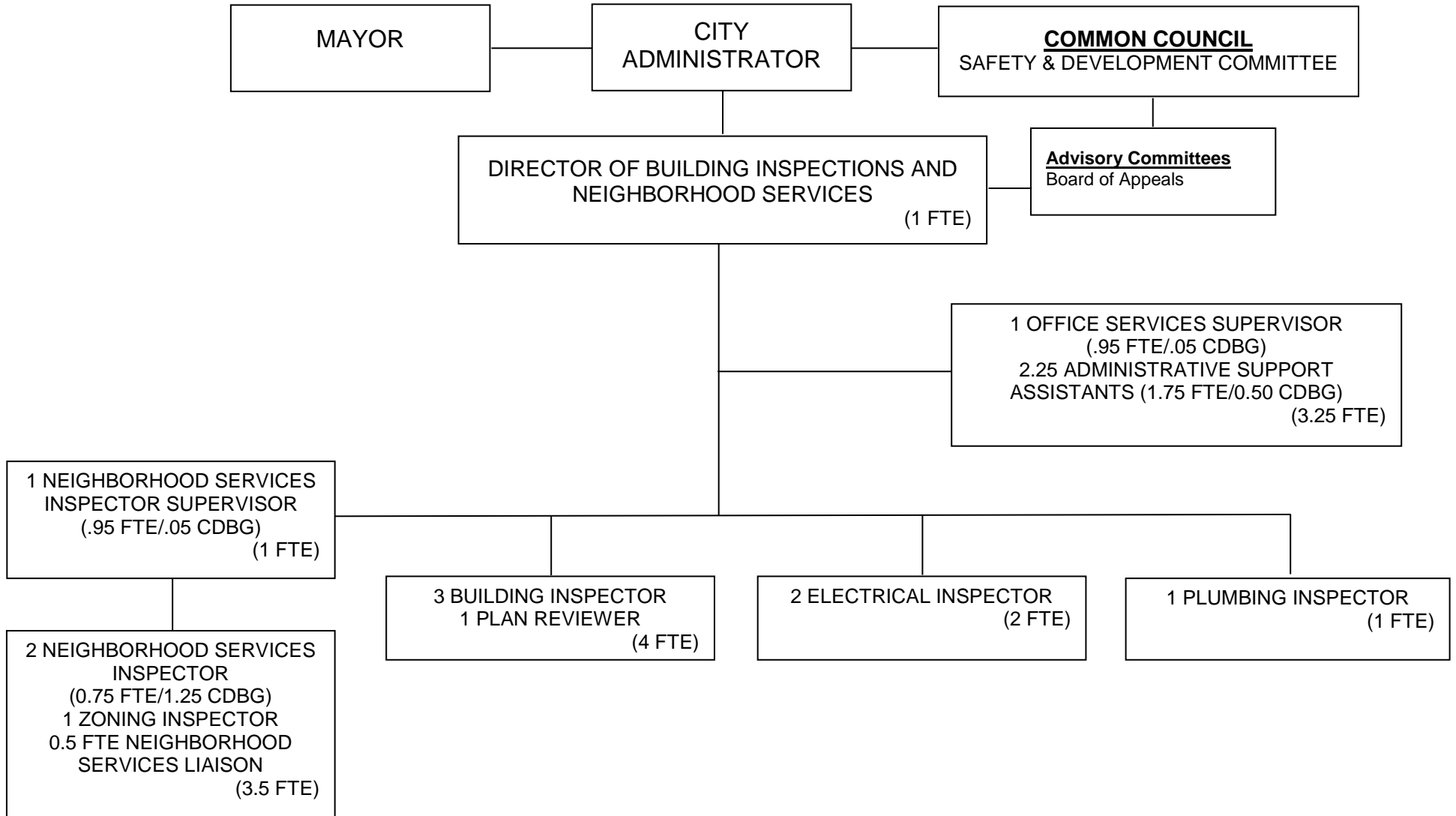
City of West Allis
Bldg Insp & Neighbrhd Svc
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget		
Salaries	\$ 745,914	\$ 795,458	\$ 854,800	\$ 854,800	\$ 554,986	\$ 899,035	\$ -	\$ 899,035	\$ 44,235	
Provisionals/Part-Time	\$ 5,642	\$ 4,944	\$ 5,000	\$ 5,000	\$ 7,179	\$ 4,816	\$ -	\$ 4,816	\$ (184)	
Misc Other Pay	\$ 22,050	\$ 21,338	\$ 22,875	\$ 22,875	\$ 16,659	\$ 39,094	\$ -	\$ 39,094	\$ 16,219	
Overtime	\$ 6,223	\$ 8,458	\$ 8,500	\$ 8,500	\$ 79	\$ 9,500	\$ -	\$ 9,500	\$ 1,000	
Payroll Taxes	\$ 56,922	\$ 61,067	\$ 64,600	\$ 64,600	\$ 42,797	\$ 69,796	\$ -	\$ 69,796	\$ 5,196	
Pension	\$ 62,235	\$ 65,274	\$ 57,500	\$ 57,500	\$ 40,101	\$ 60,359	\$ -	\$ 60,359	\$ 2,859	
Health Insurance	\$ 220,400	\$ 171,293	\$ 194,200	\$ 194,200	\$ 132,354	\$ 229,687	\$ -	\$ 229,687	\$ 35,487	
Dental Insurance	\$ 10,854	\$ 12,285	\$ 13,500	\$ 13,500	\$ 8,547	\$ 13,238	\$ -	\$ 13,238	\$ (262)	
Life Insurance	\$ 1,661	\$ 1,939	\$ 1,400	\$ 1,400	\$ 1,558	\$ 2,567	\$ -	\$ 2,567	\$ 1,167	
Professional Services	\$ 2,289	\$ (9,716)	\$ 1,100	\$ 1,100	\$ 6,212	\$ 1,100	\$ -	\$ 1,100	\$ -	
Maintenance Contracts	\$ 350	\$ 376	\$ 1,440	\$ 1,440	\$ 406	\$ 1,700	\$ -	\$ 1,700	\$ 260	
Utilities	\$ 72	\$ 110	\$ 150	\$ 150	\$ 75	\$ 150	\$ -	\$ 150	\$ -	
Rentals	\$ (171)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Repair & Maintenance	\$ 3	\$ 178	\$ -	\$ -	\$ 332	\$ -	\$ -	\$ -	\$ -	
Supplies	\$ 4,428	\$ 4,589	\$ 7,750	\$ 7,750	\$ 4,332	\$ 8,300	\$ -	\$ 8,300	\$ 550	
Books & Periodicals	\$ -	\$ 2,147	\$ 3,200	\$ 3,200	\$ 1,274	\$ 1,000	\$ -	\$ 1,000	\$ (2,200)	
Advertising	\$ 147	\$ 176	\$ 750	\$ 750	\$ 93	\$ 500	\$ -	\$ 500	\$ (250)	
Printing	\$ 1,246	\$ 6	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ (1,500)	
Training & Travel	\$ 11,019	\$ 8,309	\$ 16,035	\$ 16,035	\$ 7,649	\$ 17,305	\$ -	\$ 17,305	\$ 1,270	
Regulatory & Safety	\$ 1,657	\$ 1,341	\$ 1,380	\$ 1,380	\$ 608	\$ 2,810	\$ -	\$ 2,810	\$ 1,430	
Capital Items	\$ 4,074	\$ 2,522	\$ 2,000	\$ 2,815	\$ 3,097	\$ 2,000	\$ -	\$ 2,000	\$ -	
TOTAL EXPENDITURES	\$ 1,157,014	\$ 1,152,092	\$ 1,257,680	\$ 1,258,495	\$ 828,339	\$ 1,362,957	\$ -	\$ 1,362,957	\$ 105,277	8.37%

2018 BUDGET NOTES:

The 2018 BINS budget reflects the transfer of a vacant former Sanitation Supervisor position from DPW to the Neighborhood Services Division within BINS to improve the process of managing property complaints and code enforcement issues by centralizing inspection and follow up efforts. This accounts for the salary and benefit increases identified above

**ORGANIZATIONAL CHART
BUILDING INSPECTIONS AND NEIGHBORHOOD SERVICES**



CITY FUNDED FTEs: 13.90
OTHER FUNDING SOURCES FTEs: 1.85

2018 BUILDING INSPECTION AND NEIGHBORHOOD SERVICES BUSINESS PLAN

Department	Director	Fund and Dept. Group
BINS	Ed Lisinski	100 and 24
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		
Number of permits issued Number of inspections performed Time from date of complaint until compliance on property maintenance issues Complaints about field staff		
Position Information*		
Titles	Number	Funding Source(s)
Director	1	City
Plan Reviewer	1	City
BINS Office Services Supervisor	1	0.95 City/0.05 CDBG
Admin. Support Assistant	2.25	1.75 City/0.50 CDBG
Building Inspector	3	City
Electrical Inspector	2	City
Plumbing Inspector	1	City
Neighborhood Services Supervisor	1	0.95 City/0.05 CDBG
Neighborhood Services Zoning Inspector	1	City
Neighborhood Services Inspector	2	0.75 City/1.25 CDBG
Neighborhood Services Liaison	1	City
Vacant Positions*		
Title	Length of Vacancy	2018 Plan/Current Status
(2) Neighborhood Services Inspectors	2 weeks	Recruiting now

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Review and issue building, electrical, plumbing, mechanical, occupancy and sign permits for work on any property outside of the right-of-way in the City.	City	Daily	None	No	Yes
Inspect all issued permits for compliance with local, state and national codes.	City	Daily	None	No	Yes
Respond to and inspect complaints	City/CDBG	Daily	None	No	Yes

from citizens, business owners, other City departments and/or City leaders as it pertains to property maintenance of any property outside of the City right-of-way.					
Promote community support for safe buildings, maintained properties, stable property values, and prevention of the spread of blight.	City/CDBG	Daily	None	No	Yes
Regulation of the Zoning Code pertaining to the occupancy and use of properties, perform zoning inspections, and administration of the Zoning Code for residential uses.	City	Daily	None	No	Yes
Maintain records of Property Owner Registration, Abandoned Properties and Foreclosed Property Registration lists.	City	Daily	None	No	Yes
Administer property maintenance program utilizing CDBG funds	City/CDBG	Daily	None	No	Yes
Perform building, mechanical, lighting and plumbing plan reviews as an agent for the State of Wisconsin.	City	Daily	None	No	Yes
Provide administrative support for the Board of Appeals.	City	Monthly	None	No	Yes

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

1. Issuing permits; moving to online applications in 2018 for all permits.
2. Responding to complaints; improving and expanding new online complaint system in 2018.
3. Performing inspections; moving to online recording of inspections and notes in 2018.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

1. Improving customer service of field and office staff
2. Improving communication with customers.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

1. Several key ordinance changes have been done or will be done
2. Online complaint system is up and running
3. Online permits have begun
4. Many small tasks have been automated via BP Logix.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

1. Speed up compliance time for complaints
2. Improve image of department
3. Maintain high level of inspections
4. Get all permit applications available online.

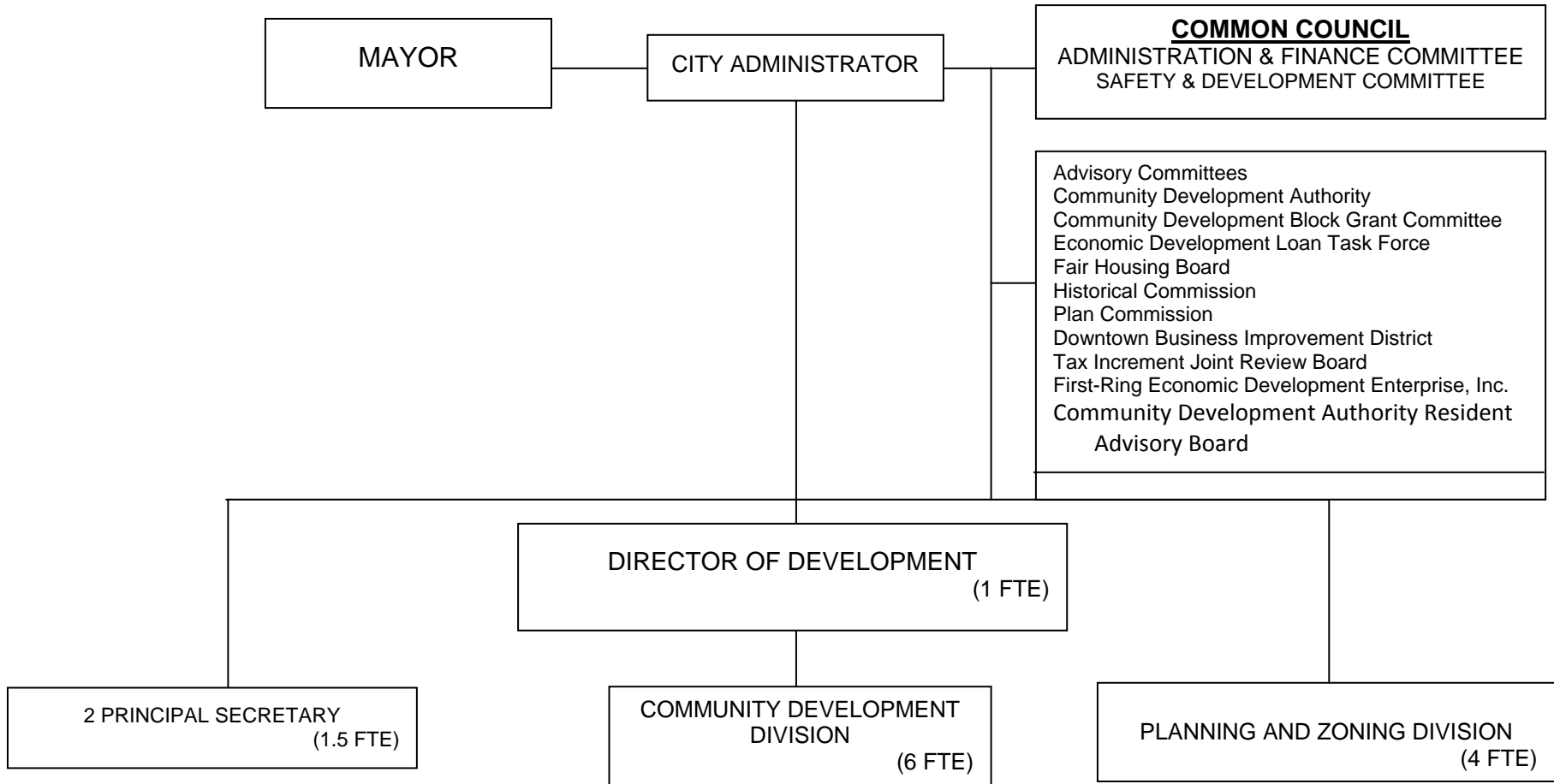
City of West Allis
 Planning/Community Development
 2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	2018	%
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 277,520	\$ 274,014	\$ 225,567	\$ 225,567	\$ 206,194	\$ 349,590	\$ -	\$ 349,590	\$ 124,023	
Provisionals/Part-Time	\$ -	\$ -	\$ 9,500	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ (9,500)	
Misc Other Pay	\$ 530	\$ 548	\$ 800	\$ 800	\$ 219	\$ 800	\$ -	\$ 800	\$ -	
Overtime	\$ 1,164	\$ 201	\$ 1,000	\$ 1,000	\$ 3,057	\$ 750	\$ -	\$ 750	\$ (250)	
Payroll Taxes	\$ 20,938	\$ 20,723	\$ 17,256	\$ 17,256	\$ 15,565	\$ 26,422	\$ -	\$ 26,422	\$ 9,166	
Pension	\$ 22,941	\$ 21,880	\$ 15,339	\$ 15,339	\$ 14,121	\$ 22,988	\$ -	\$ 22,988	\$ 7,649	
Health Insurance	\$ 54,617	\$ 38,889	\$ 45,192	\$ 45,192	\$ 28,438	\$ 60,839	\$ -	\$ 60,839	\$ 15,647	
Dental Insurance	\$ 2,982	\$ 2,945	\$ 3,050	\$ 3,050	\$ 2,129	\$ 3,753	\$ -	\$ 3,753	\$ 703	
Life Insurance	\$ 503	\$ 529	\$ 323	\$ 323	\$ 483	\$ 926	\$ -	\$ 926	\$ 603	
Professional Services	\$ 1,036	\$ 10,080	\$ 6,500	\$ 45,592	\$ 8,520	\$ 1,500	\$ -	\$ 1,500	\$ (5,000)	
Maintenance Contracts	\$ 271	\$ 689	\$ 750	\$ 750	\$ 559	\$ 1,000	\$ -	\$ 1,000	\$ 250	
Utilities	\$ -	\$ -	\$ 400	\$ 400	\$ -	\$ 200	\$ -	\$ 200	\$ (200)	
Supplies	\$ 8,148	\$ 2,287	\$ 3,475	\$ 3,475	\$ 1,189	\$ 2,975	\$ -	\$ 2,975	\$ (500)	
Books & Periodicals	\$ 753	\$ 97	\$ 90	\$ 90	\$ 244	\$ -	\$ -	\$ -	\$ (90)	
Advertising	\$ 797	\$ 1,765	\$ 1,750	\$ 1,750	\$ 49	\$ 1,750	\$ -	\$ 1,750	\$ -	
Printing	\$ 1,707	\$ 6	\$ 520	\$ 520	\$ -	\$ 520	\$ -	\$ 520	\$ -	
Training & Travel	\$ 9,438	\$ 8,054	\$ 12,115	\$ 15,061	\$ 9,112	\$ 14,695	\$ -	\$ 14,695	\$ 2,580	
Capital Items	\$ 3,413	\$ 4,067	\$ 8,746	\$ 14,970	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ (7,246)	
TOTAL EXPENDITURES	\$ 406,759	\$ 386,774	\$ 352,373	\$ 400,635	\$ 289,879	\$ 490,208	\$ -	\$ 490,208	\$ 137,835	39.12%

2018 BUDGET NOTES:

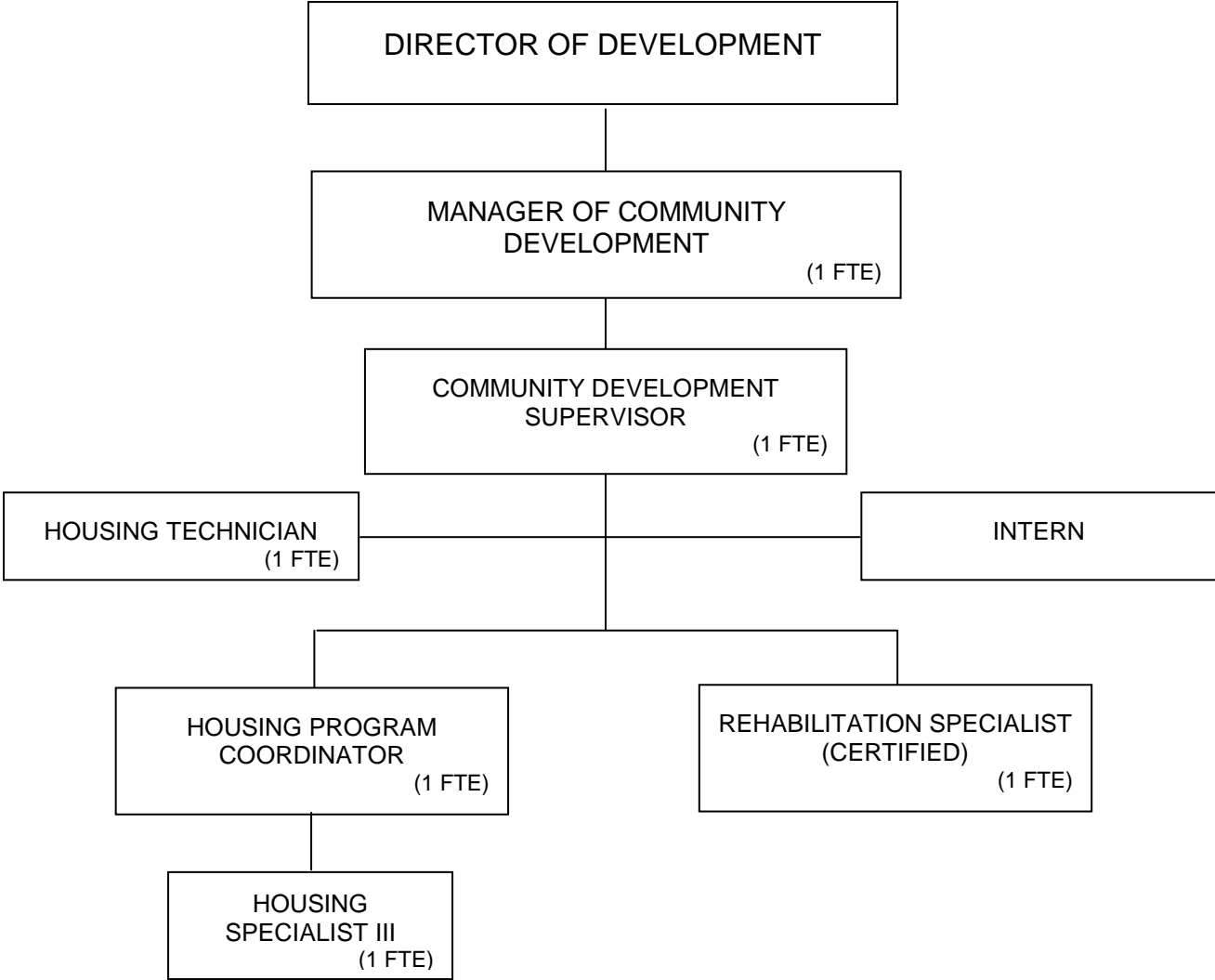
The overall budget increase reflects a change to a budgetary method for staff time, however this is not increasing the amount included in the overall budget. Prior budgets have reduced salaries when additional funding sources are available from TIF Districts or FIRE-NMTC, for example. In 2018, the additional funding has been budgeted in a city revenue account (100-0000-444-1100) and the gross salary figure has been included in the department budget, rather than budgeting the net expense amount and no revenue.

ORGANIZATIONAL CHART DEVELOPMENT



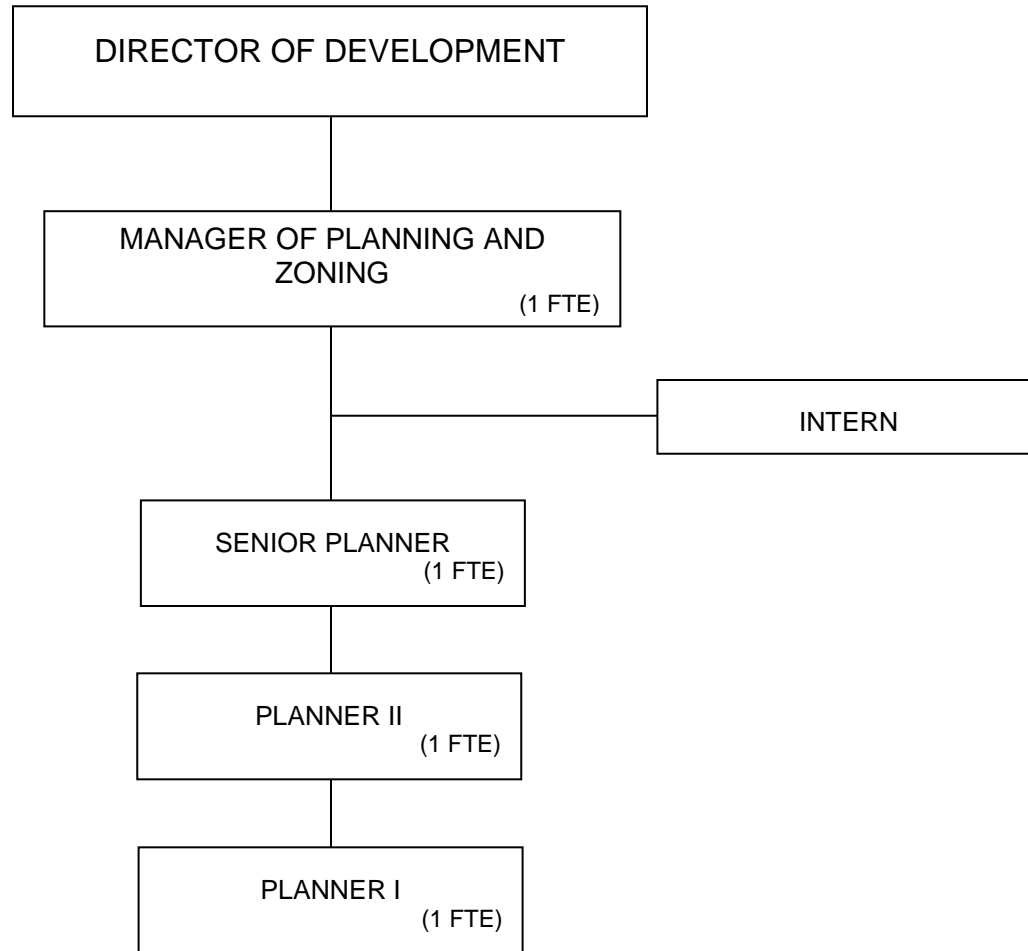
CITY FUNDED FTEs: 3.16
 OTHER FUNDING SOURCES FTEs: 10.79
 13.95

**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., Grants Accounting Specialist, Finance Department: 0.95).

**ORGANIZATIONAL CHART
PLANNING AND ZONING**



2018 DEVELOPMENT DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Development	John F. Stibal	
Mission/Overview		
<p>It is the mission of the Development Department to advance redevelopment and leverage private investment that grows the City while effectively planning to create an enhanced living and work environment for the residents and businesses of the City of West Allis.</p>		
Performance Measures		
<ol style="list-style-type: none"> 1. Revitalize neighborhoods 2. Increase economic opportunities for individuals and businesses 3. Increase the availability of market rate apartments and increase the quality of affordable housing projects through federal and or private sources and partnerships. 4. Promote a positive image and good government practices for the City based on progressive revitalization and aligned with the City's Strategic Plan. (See additional Sheets) 		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
John F. Stibal, Director of Development		City, FIRE, TIF, CDBG, FIRE, VOUCHER, BELOIT ROAD MANAGEMENT FEE
Gale Jender, Administrative Support Specialist		CITY, CDBG, TIF, FIRE
Barb Burkee, Administrative Support Specialist		CITY, CDBG, TIF, FIRE
Steve Schaer, AICP, Manager of Planning and Zoning		CITY, CDBG, TIF, FIRE
Shaun Mueller, Lead Planner		CITY, CDBG, TIF FIRE
Bart Griepentrog, AICP, Lead Planner		CITY, CDBG, TIF FIRE
Patrick Schloss, Community Development Manager		CDBG, CITY, TIF FIRE, VOUCHER, HOME, BELOIT ROAD MANAGEMENT FEE
Kristi Johnson, Community Development Supervisor		CDBG, VOUCHER, FIRE, TIF, BELOIT ROAD MANAGEMENT FEE, HOME

Luke Radomski, Housing Program Coordinator		VOUCHER, HOME, CDBG
Donna Lillis, Housing Specialist		VOUCHER
Rob Ahlm, Housing Rehabilitation Specialist		CDBG, HOME, VOUCHER, BELOIT ROAD MANGEMENT FEE
Mel Hoppe, Administrative Support Assistant		VOUCHER, CDBG, BELOIT ROAD MANGEMENT FEE
Vacant Positions*		
Title	Length of Vacancy	2018 Plan/Current Status

Services Provided*					
Service	Funded by	Frequency	Shared Service (list Partners)	Contracted	Statutory (Federal, State, Local)
Redevelopment					
1. Development and implement the City's vision as approved by the CDA and Common Council that promotes growth and redevelopment	City, CDBG, TIF, FIRE	35%			
2. Attraction of new businesses and investors by preparing sites for development and forming alternative financial strategies	City, TIF, CDBG, FIRE, other resources	20%			
3. Manage and implement the City's 15 Tax Increment Districts.	City, TIF	15%			
4. Promote City positive business environment.	TIF, Federal or State grants	10%			
5. Promote the City throughout the region.	City, FIRE	10%			
6. Implementation of programs and tool for sustaining and expanding the commercial and industrial base of the community that result in leveraged investment and new employment opportunities.	TIF, CITY, FIRE, CDBG	15%			

Planning Division					
1. <i>Work to improve the image of West Allis by effectively conducting site, landscaping, and architectural review of projects and within a timely manner</i>	City	60%			
2. <i>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.</i>	City/CDBG Planning	10%			
3. <i>Promote sustainable and vibrant neighborhoods for residents and businesses of the City through effective long and short term planning</i>	City/CDBG Planning	10%			
4. <i>Incorporate principles of Complete Streets into improvement projects to increase walkability and connectivity between neighborhoods, amenities, and goods and services.</i>	City/CDBG Planning	5%			
5. <i>Efficient administration of zoning code and procedures to improve service delivery.</i>	City	5%			
6. <i>Management of special projects and adopted by the Common Council</i>	City, other special funding	5%			
Community Development Division					
1. <i>Administration of the CDBG Program</i>	CDBG	30%			Federal
2. <i>Effectively allocate CDBG entitlement funds to assist low-to-moderate income individuals</i>		10%			Federal
3. <i>Provide technical assistance to subreipients and City Departments</i>		5%			Federal
4. <i>Promote and investment CDBG funds that foster job creation</i>		15%			Federal
5. <i>Implementation of the 2014-2018 CDBG Five Year</i>		10%			Federal

<i>Consolidate Plan</i>					
6. <i>Manage blight removal projects</i>		5%			
7. <i>Provide Staff support to the Safety and Development Committee, Community Development Authority of the City of West Allis, Fair Housing Board, Citizen Community Development Block Grant Committee, Resident Advisory Committee for Beloit Road</i>		15%			

Insert additional rows as needed. Click [here](#) for instructions or “google” - how to insert rows in a Microsoft word table

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

A. Redevelopment - the concentrated effort to transform a neighborhood or site through repositioning a property and leveraging local, state, and federal programs in order to capture private investment within the City.

1. **Attraction of investment that fosters redevelopment and property tax base growth (35%). Service Delivery Improvement:** Staff is exploring software to effectively record contacts, monthly bill, and manage financial programs or incentives that are provided to developers and businesses. This will reduce manual management, improve the process, address creative financial terms and calculations, and provide a central location for the portfolio. Potential cost is \$10,000 - \$15,000.
2. **Improved procedural process following statutory requirements for adoption for TIF Plan and Redevelopment Plan.(15%) Service Delivery Improvement:** Revise and develop a checklist to develop office efficiency and expand team knowledge

B. Planning – implementation of the City’s Comprehensive Plan and improving the aesthetics and connectivity of the public and the West Allis built environment.

1. Plan review –service includes administration of zoning for use and business occupancy. **Service Delivery Improvement:** Staff is looking to effectively utilize BP logic.
2. Provide Staff support to Plan Commission and various City committees. **Service Delivery Improvement:** Further promote the use of email to reduce or eliminate postage costs. Also, looking to implement a survey system to gain operational efficiency relative to plan review and service improvements for applicants.

C. Community Development Division -

1. **Manage 602 housing vouchers that assist low income individuals with housing needs.**
Service Delivery Improvement: In 2018, *Staff is requesting additional Veterans Affairs Supportive Housing vouchers that serve homeless veterans. (90%)* In addition, broaden community partnerships the promote voucher participants the opportunity to grow self-

- sufficiency and possible upward mobility for employment. (5%)
2. **Promoting neighborhood commercial development through economic development loans and commercial façade grants.**
Service Deliver Improvement: Staff is exploring software to effectively record, bill, and manage financial programs provided to developers and businesses. This will reduce manual management and calculations and provide time savings for billing and communication. **(15%)**
 3. **Administration of federal resources and programs. Service Delivery Improvement:** In 2018, Staff will continue the process of cross training team members relative to the intricacies of federal guidelines and regulations. The broadness of federal parameters cross training to build institutional knowledge and office efficiency. **(20%)**

2. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

A. Redevelopment

1. Public Policy Forum Award – The Whole Health Clinic.
2. Secured a Technical Brownfields Assistant Grant from the EPA for the former Teledyne site.
3. Glenn Rieder – provided \$2.7 million in FIRE / MNTC financing and project is currently under construction.
4. Started new National Avenue Corridor economic assistance programs
5. Worked to provide the City options on 7030 W. National Avenue.
6. Established an Artscape program for the City
7. Removed conditions of blight by removing Washington Street Apartments and constructed a new house with federal resources
8. Worked to improve the image the City and optimize the use of the Farmers Market by assisting the launch of a food truck event.

B. Planning

1. Completed Lean Training on improving quality of Planning applications
2. Guided the adoption and implementation of the National Avenue Commercial Corridor Plan
3. Plans, Specs, and Engineering for the Crosstown connector bike/pedestrian bridge.
4. Adoption and implementation of the City's Park Plan
 - i. 92 St Plaza (National Ave. corridor) out to bid
 - ii. Developed conceptual plans for Roosevelt and Klentz Park.
5. Completed Reservoir, Liberty Heights, and Vets park improvements. Bublr bicycle share (agreement approved and bike stations this fall) Creation of West Allis ArtScape foundational documents (PB&J deli mural sign, and Bike Racks)
6. Participation in Capital Improvement Committee process
7. Born Learning Trails partnership with the United Way
8. Staff support and training:
 - i. Attend City Council (and its committees), Plan Commission meetings,

Community Development Authority, Historical Commission, Business Improvement District and neighborhood meetings (public informational meetings for National Ave. corridor, Cross-town bike/pedestrian bridge, rezoning Hwy 100, Zignego amended SUP)

9. National Planning Conference, NYC (1 Plan Commissioner and 2 staff)
10. Awarded two FOCUS grants to neighborhood associations

C. Community Development Division

1. Voucher program scored above 90% SEMAP test.
2. Maintain a satisfactory standing on the Annual Community Assessment conducted by HUD for monitoring the Community Development Block Grant Program
3. Meet the federal timeliness requirements on the utilization of Community Development Block Grant funds
4. Developed conceptual plans for Roosevelt
5. Further entrepreneurial development in the City with financial assistance to Tall Guy and A Grill and Kater 2 Kidz Salon and Boutique, Lula Mae Aesthetic Boutique opened.
6. Helped provide the Common Council solutions on either renovating or demolishing for 7030 W. National Avenue. Worked on the environmental issues and financial solutions for the prospective business occupant.
7. Created a new HOME Housing Rehabilitation Grant Program
8. New house under construction utilizing HOME funds

3. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

One primary goal for 2018 is to institute a customer satisfaction survey process that has two objectives: 1) Survey applicants or businesses on the services that are provided by Department of Development; 2) To maintain the vibrancy of the business community, Development proposes to survey community businesses on the City's business environment. The Development Department will explore the frequency of these surveys and utilize a scoring method to establish a satisfaction or performance benchmark. The survey will allow Development to review processes and provided a process that will foster continued improvement by the Development team.

Other objectives include:

1. Redevelopment :

- a) Execute the agreements that commence Six Points "The Market" Development and the Element 84 Development
- b) Continue to work with Cobalt partners and property owners of S. 70th including the Towne Centre and 1126 S. 70th street on a comprehensive vision for the corridor
- c) Attract development to the 68th and Mitchell site (former foundry)
- d) Position for Teledyne site

2. Planning

- a) Six Points Redevelopment and Element 84th Implementation
- b) Implementation of the new West Allis Artscape program
- c) Complete Streets clarification and use within the Capital Improvement Process
- d) Zoning Ordinance (Chapter 12 RMC) update; scope of services, budget authority, RFP, select/hire consultant to work with staff.
- e) Institute a new applicant survey system to gauge effectiveness and timeliness.

3. Housing

- a) Effectively manage 602 Section 8 Vouchers and Veteran Affairs Supportive Housing Vouchers(VASH)
- b) Maintain a 90 or above SEMAP Score
- c) Continue efficient housing fund management through technology (i.e. Happy Software).
- d) Increase the quality of affordable housing units for low income individuals by providing housing rehabilitation loans and grants
- e) Explore new software to manage the housing loan portfolio to gain operational efficiencies and improve financial management
- f) Seek additional VASH vouchers

4. Community Development

- a) Maintain a good standing for administration of the CDBG program
- b) Implement new software to manage the economic development loan portfolio to gain operational efficiencies and improve financial management
- c) Increase the number of housing rehabilitation loans or grants
- d) Attract new businesses to commercial corridors that promote storefront improvements and commercial space improvements

Department of Development

Mission:

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 short range by planning that creates an enhanced living and work environment for the residents and business of the City of West Allis.



Summary of Services:

The Department implements the redevelopment efforts guided by the Common Council and Community Development Authority of the City of West Allis. The Department works to promote investment opportunities, building upon long term vision to leverage public resources to revitalize neighborhoods, attraction of new business both on a local and regional basis.



1. Development and implement the City's vision for growth and redevelopment.
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 housing of historic tax credits.
3. Grow the City's tax base.
4. Help promote the positive business environment of West Allis through marketing efforts.
5. Manage the City's 15 tax increment finance districts.

Development Objectives:

Redevelopment Objectives:

1. Revitalize neighborhoods
2. Increase economic opportunities for individuals and businesses
3. Increase the availability of market rate apartments and increase the quality of affordable housing project through federal and or private sources and partnerships.
4. Promote a positive image and good government practices for the City based on progressive revitalization and creative financing
5. Implementation of programs and tools for sustaining and expanding the commercial and industrial base of the community that result in investment and employment opportunities

Development Department Performance Measurement:

1. Approve and facilitate the sale of City owned land to initiate the construction within Six Points Farmers Market Redevelopment area, 84th and Greenfield Redevelopment Area, and former Teledyne Site.
2. Attraction of new commercial businesses within commercial nodes throughout West Allis (i.e. Six Points, National Avenue Commercial Corridor, Downtown West Allis, Burham commercial districts).
3. Work to develop a long term vision for S. 70th Street
4. Actively pursue federal, state, and local grants to assist development, expand par improvements, and grow the art/food movement, and programs to support historic preservation.
5. Maintain creative and fiscally sound financing strategies for development



Development Performance Outcomes:

Performance Outcomes/KPI	FY 2016	FY 2017	FY 2018 Goal
1.Number of constructions projects started within TIF districts	1	1	4
2.Improved vacancy rate of office, retail, or industrial space (See note below)	*Office: 10.40% Industrial: 3.29% Retail: 3.42%	Office: 7.50% Industrial: 4.06% Retail: 2.91%	*Office: 7.50% Industrial: 4.0% Retail: 2.91%
3.Increase the availability of goods and services for residents of West Allis through expansion of the business community (Number of businesses assisted)		8	8
4.Grant funded awarded to assist the City and its vision		1	1
5. Capitalize on the successes of the City’s community development entity – First-Ring Industrial Enterprise (Revenue)	\$1,575,212	\$1,678,420	\$2,600,520

- **Vacancy Rate:** Market driven measurement that provides insight into the demand for space within the community and available to grow businesses. Source: CBRE (Quarter 2 of each year utilized)

Planning Division

Mission: Provide professional planning assistance to the City of West Allis, the general public, developers, and other governmental bodies.

Summary of Services: The Planning Division provides comprehensive management of the community growth and impacts to the physical/built character of the City. Activities of the division include the following:

1. Provide information to the public about land uses and zoning
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.
3. Management and implementation of the Comprehensive Plan, Zoning Ordinance, and the neighborhood revitalization initiatives adopted by the City's Common Council
4. Preserve and enhance developed neighborhoods through the neighborhood planning process
5. Provide staff support to the Plan Commission, Safety and Development Committee, Community Development Authority of the City of West Allis, Historical Commission, Downtown West Allis Business Improvement District,
6. Guide long range community planning initiatives that improve the quality of life within the City
7. Administer and allocate funds for special planning initiatives such as art projects and assist Neighborhood Associations.



Planning Objectives:

Planning Division Objectives:

1. Work to improve the image of West Allis by effectively conducting site, landscaping, and architectural review of projects and within a timely manner.
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
3. Promote sustainable and vibrant neighborhoods for residents and businesses of the City through effective long and short term planning.
4. Incorporate principles of Complete Streets into improvement projects to increase walkability and connectivity between neighborhoods, amenities, and goods and services.
5. Efficient administration of zoning code and procedures to improve service delivery.
6. Management of special projects adopted by the Common Council

Performance Measurements:

1. Provide written technical review staff recommendations to applicants within 30 days of planning application submittal and written Plan Commission decisions within 60 days of filing of the application.
2. Promote quality of life and sound land uses through the adoption of a new zoning code. Develop a scope of services toward hiring a consultant to work with staff on preparing a zoning ordinance update.
3. 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). Conduct at least two public informational meetings. Conduct surveys of our customers on their experience in the Planning review process.
4. Draft and adopt a Complete Streets Policy to be integrated into the Capital Improvements process.
5. 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 sets of plans (site, landscaping, screening architectural and CSM) to streamline the review process.

6. Conduct weekly Departmental staff meetings, attend bi-weekly Mayoral Department head meetings and Administrative task force meetings as required. At the request of Alderpersons and/or the Mayor, conduct Public Informational Meetings to engage residents in Planning and Zoning Decisions or special projects (dog park, cross town connector, public art).

Planning Performance Outcomes:

Performance Outcomes/KPI	FY 2016	FY 2017	FY 2018 Goal
1. Staff recommendations to applicants within 30 days of planning application submittal	1	1	1
2. Promote sound land uses through the adoption of a new zoning code			1
3. Conduct monthly surveys of our customers on their experience in the Planning review process.	n/a	n/a	12
4. Draft and adopt a Complete Streets Policy to be integrated into the Capital Improvements process	n/a	n/a	1
5. Integrate BP Logix into the Planning process			1
6. Management of special projects adopted by the Common	1	1	5

Community Development Division (Economic Development and Housing Services)

Mission: 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.

Summary of Services:

Effectively employ federal funds to assist low-moderate income and elderly residents of the City of West Allis through programs and projects that improve the livability, quality of life, safety, and environment of our family neighborhoods. The Community Development Division services include:

1. Managing over \$5 million in federal and state grants.
2. Allocation of funding and management of community projects
3. Promoting neighborhood commercial development through economic development loans and commercial façade grants
4. Assisting low income individuals with housing assistance
5. Improving the quality of affordable housing units through housing rehabilitation loans
6. Supporting entrepreneurial efforts by providing technical assistance and access to business resources
7. Managing blight removal projects
8. Managing Beloit Road Senior Housing Complex
9. Provide Staff support to the Safety and Development Committee, Community Development Authority of the City of West Allis, Fair Housing Board, Economic Development Loan Task Force, Community Development Block Grant Committee, Resident Advisory Committee for Beloit Road.



COMMUNITY DEVELOPMENT DIVISION OBJECTIVES:

1. Administration of the Community Development Block Grant Program
2. Effectively allocate CDBG entitlement funds to assist low-moderate income individuals
3. Provide technical assistance to subrecipients and City Departments
4. Promote and investment CDBG funds that foster job creation
5. Implementation of the 2014-2018 Consolidation Plan
6. Invest funds that work to address blight removal

Performance Measurement

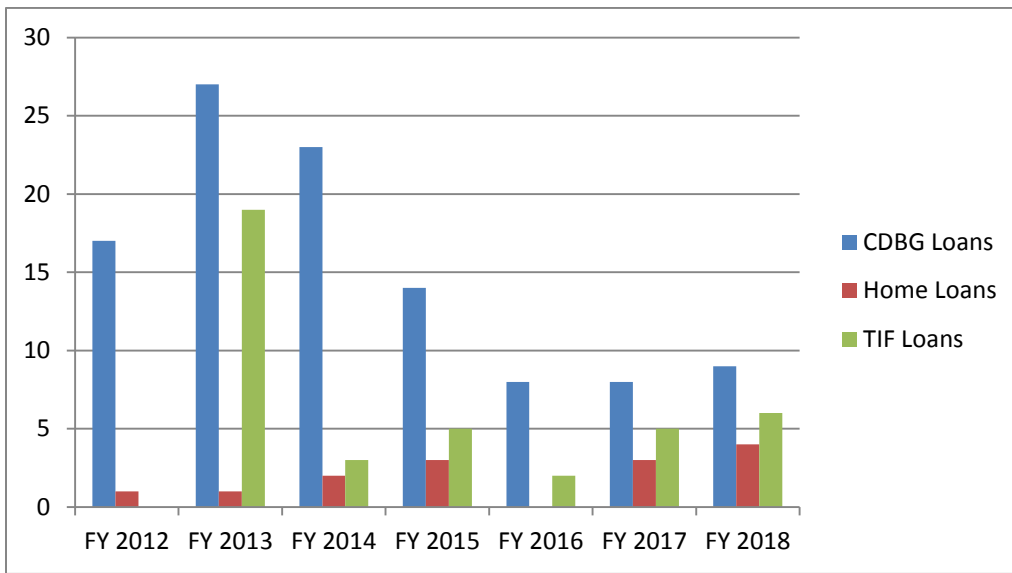
1. Maintain a satisfactory standing determined by HUD through an Annual Community Assessment satisfactory and that the City of West Allis has the capacity to continue implementing and administering the City's CDBG Consolidated Plan program activities in accordance with the applicable statutory requirements.
2. Provide services for low income individuals through effective allocation of federal funds to nearly 30 programs.
3. Utilization of CDBG funds to address goals within the City's Strategic Plan
4. Increased employment opportunities for low to moderate income individuals
5. Increased number of businesses attracted to the community
6. Effective administration of housing voucher programs



Performance Outcomes

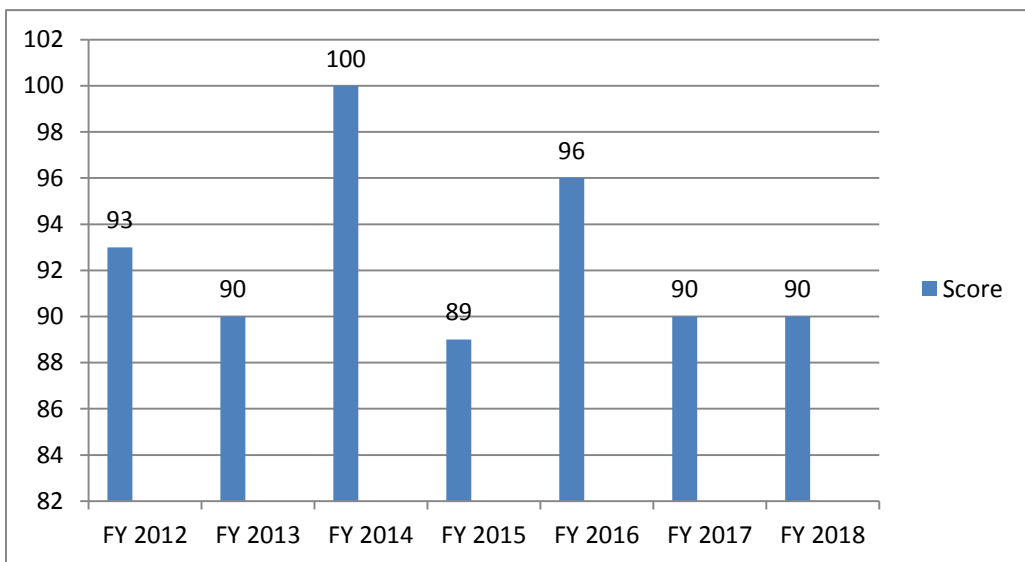
Performance Outcomes/KPI	FY 2016	FY 2017	FY 2018 Goal
1. Maintain a satisfactory standing under the Annual Community Assessment from HUD	Good	Good	Good
2. Meet HUD timeliness test by obligating federal funds	Good	Good	Good
3. Improve the quality affordable housing opportunities by increasing the total number homes rehabilitated with CDBG and HOME funds <i>(See CD-Chart 1 below)</i>	10		1
4. Remove conditions of blight through repair, demolition, for façade improvement assistance	3	3	5
5. Maintain a 90% or higher SEMAP score for management of Section 8 Housing Choice Vouchers <i>(See CD- Chart 2 below)</i>	96	90	90
6. Maintain effective utilization of 602 voucher balanced with federal housing assistance payments. <i>(See CD- Chart 3 below)</i>	\$2,765,265	\$2,893,093	\$2,800,000

1. Community Development- Chart 1 – Housing Rehabilitation Loans



- Note: FY 2017 and FY 2018 are estimate goals

2. Community Development- Chart 2 – SEMAP SCORES

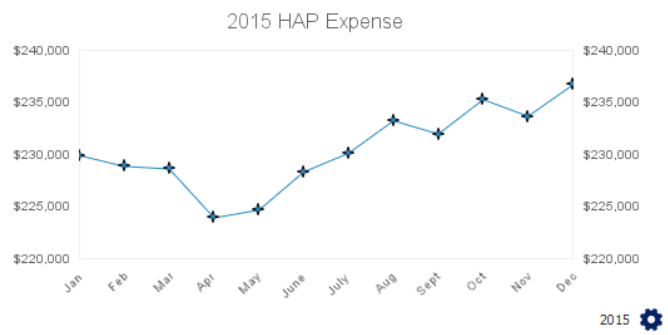


3. Community Development – Chart 3 – Voucher Utilization

\$2,765,265

Actual HAP Expense

Month	Units	HAP	Month	Units	HAP
Jan	525	\$229,897	July	504	\$230,128
Feb	518	\$228,859	Aug	516	\$233,240
Mar	512	\$228,619	Sept	513	\$231,970
Apr	505	\$223,920	Oct	520	\$235,272
May	506	\$224,666	Nov	519	\$233,673
June	506	\$228,334	Dec	522	\$236,687



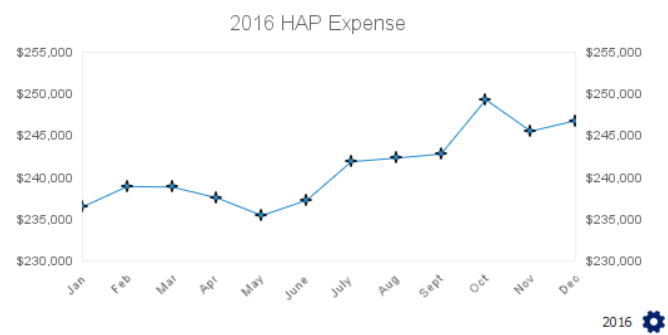
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\$2,893,093

Actual HAP Expense

Month	Units	HAP	Month	Units	HAP
Jan	520	\$236,473	July	519	\$241,890
Feb	523	\$238,911	Aug	522	\$242,312
Mar	526	\$238,843	Sept	524	\$242,803
Apr	521	\$237,548	Oct	531	\$249,305
May	515	\$235,431	Nov	524	\$245,529
June	519	\$237,256	Dec	531	\$246,792



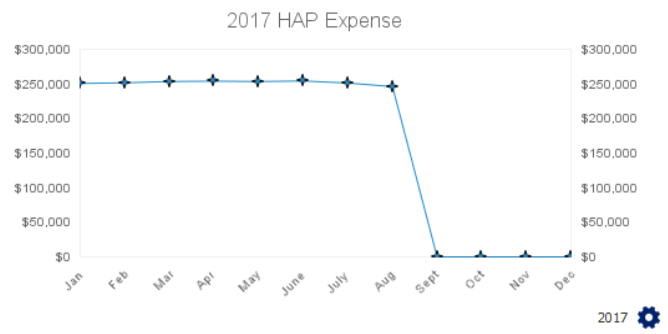
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\$2,015,143

Actual HAP Expense

Month	Units	HAP	Month	Units	HAP
Jan	535	\$250,710	July	535	\$251,356
Feb	536	\$251,678	Aug	524	\$246,119
Mar	537	\$253,520	Sept	0	\$0
Apr	540	\$254,002	Oct	0	\$0
May	543	\$253,498	Nov	0	\$0
June	543	\$254,260	Dec	0	\$0



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CITY OF WEST ALLIS

2017 Budget & Action Plan

Engineering and Public Works



City of West Allis
Public Works Department
2018 Budget

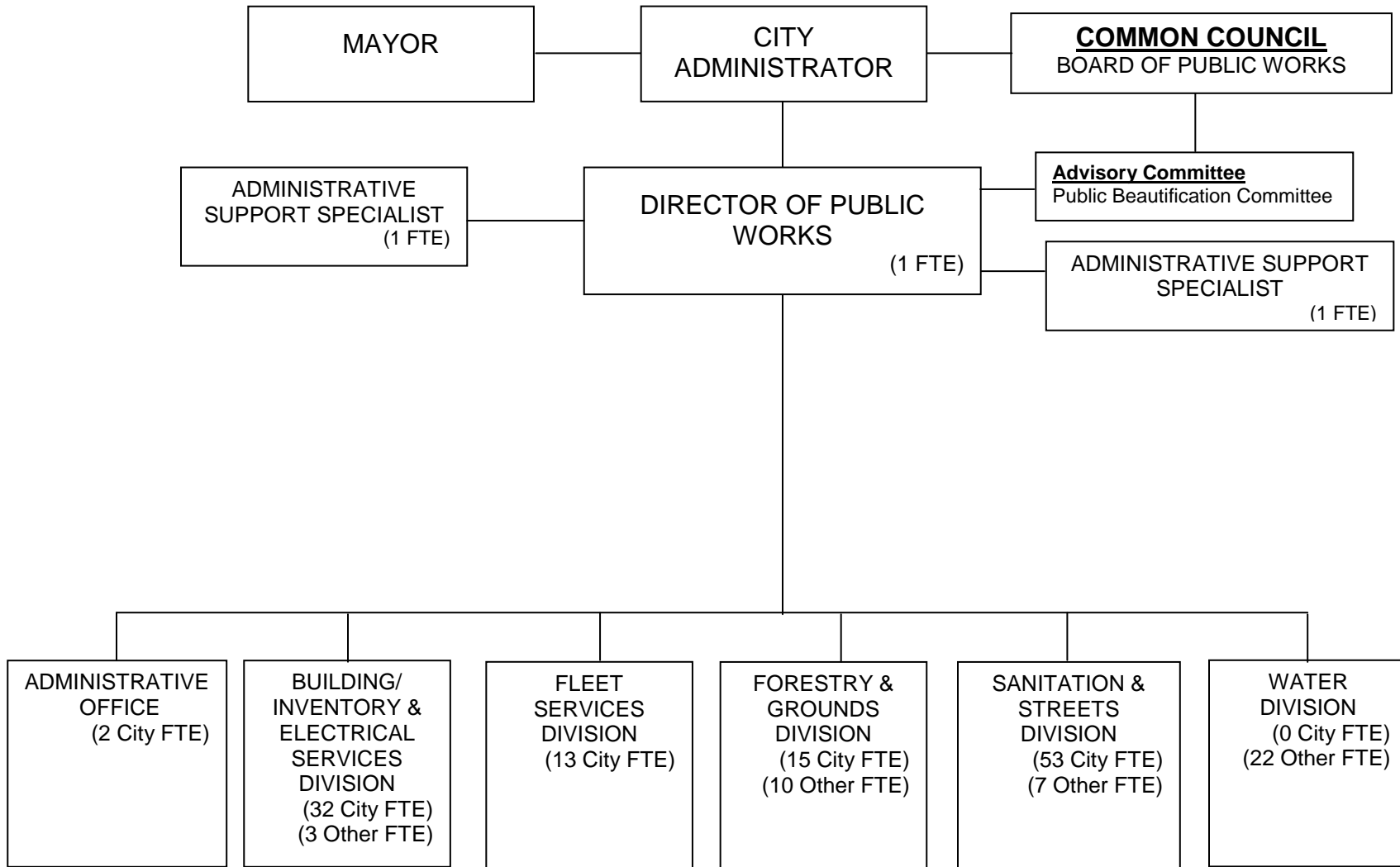
EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 4,471,681	\$ 4,616,443	\$ 5,159,448	\$ 5,182,148	\$ 3,193,725	\$ 5,022,418	\$ -	\$ 5,022,418	\$ (137,030)	
Provisionals/Part-Time	\$ 161,689	\$ 145,041	\$ 158,700	\$ 158,700	\$ 130,452	\$ 146,415	\$ -	\$ 146,415	\$ (12,285)	
Misc Other Pay	\$ 32,197	\$ 33,442	\$ 49,015	\$ 49,015	\$ 23,417	\$ 65,288	\$ -	\$ 65,288	\$ 16,273	
Overtime	\$ 169,592	\$ 232,315	\$ 216,100	\$ 216,100	\$ 88,280	\$ 214,600	\$ -	\$ 214,600	\$ (1,500)	
Payroll Taxes	\$ 371,662	\$ 383,878	\$ 391,863	\$ 391,863	\$ 258,732	\$ 321,111	\$ -	\$ 321,111	\$ (70,752)	
Pension	\$ 408,292	\$ 415,949	\$ 348,379	\$ 348,379	\$ 240,593	\$ 278,001	\$ -	\$ 278,001	\$ (70,378)	
Health Insurance	\$ 1,557,168	\$ 1,220,240	\$ 1,359,144	\$ 1,359,144	\$ 877,201	\$ 1,678,123	\$ -	\$ 1,678,123	\$ 318,979	
Dental Insurance	\$ 84,378	\$ 89,771	\$ 126,747	\$ 126,747	\$ 60,918	\$ 103,762	\$ -	\$ 103,762	\$ (22,985)	
Life Insurance	\$ 13,260	\$ 13,592	\$ 14,161	\$ 14,161	\$ 8,671	\$ 13,192	\$ -	\$ 13,192	\$ (969)	
Professional Services	\$ 31,607	\$ 42,670	\$ 18,800	\$ 19,070	\$ 29,144	\$ 43,800	\$ -	\$ 43,800	\$ 25,000	
Maintenance Contracts	\$ 29,209	\$ 25,258	\$ 33,500	\$ 34,707	\$ 20,110	\$ 62,420	\$ -	\$ 62,420	\$ 28,920	
Utilities	\$ 672,876	\$ 624,404	\$ 830,958	\$ 852,276	\$ 472,461	\$ 830,880	\$ -	\$ 830,880	\$ (78)	
Rentals	\$ (258,134)	\$ 2,530	\$ (164,645)	\$ (164,559)	\$ 8,815	\$ 1,575	\$ -	\$ 1,575	\$ 166,220	
Repair & Maintenance	\$ 342,721	\$ 399,237	\$ 426,600	\$ 434,131	\$ 264,885	\$ 426,600	\$ -	\$ 426,600	\$ -	
Supplies	\$ 1,018,669	\$ 1,044,769	\$ 1,026,536	\$ 1,130,238	\$ 460,344	\$ 1,056,542	\$ -	\$ 1,056,542	\$ 30,006	
Books & Periodicals	\$ 4,271	\$ 6,941	\$ 9,150	\$ 9,150	\$ 3,953	\$ 9,050	\$ -	\$ 9,050	\$ (100)	
Printing	\$ 2,812	\$ 6	\$ 1,625	\$ 1,625	\$ 283	\$ 1,625	\$ -	\$ 1,625	\$ -	
Training & Travel	\$ 14,640	\$ 19,923	\$ 18,910	\$ 19,910	\$ 10,825	\$ 18,910	\$ -	\$ 18,910	\$ -	
Regulatory & Safety	\$ 15,389	\$ 14,132	\$ 15,190	\$ 15,190	\$ 10,253	\$ 14,190	\$ -	\$ 14,190	\$ (1,000)	
Miscellaneous	\$ 75	\$ (503)	\$ 1,200	\$ 1,200	\$ 279	\$ 1,200	\$ -	\$ 1,200	\$ -	
Capital Items	\$ 341,716	\$ 1,315,651	\$ 535,400	\$ 1,059,713	\$ 171,553	\$ 548,200	\$ -	\$ 548,200	\$ 12,800	
TOTAL EXPENDITURES	\$ 9,485,771	\$ 10,645,691	\$ 10,576,781	\$ 11,258,908	\$ 6,334,892	\$ 10,857,902	\$ -	\$ 10,857,902	\$ 281,121	2.66%

2018 BUDGET NOTES:

The Public Works department reduced several positions to fund new initiatives including the following:

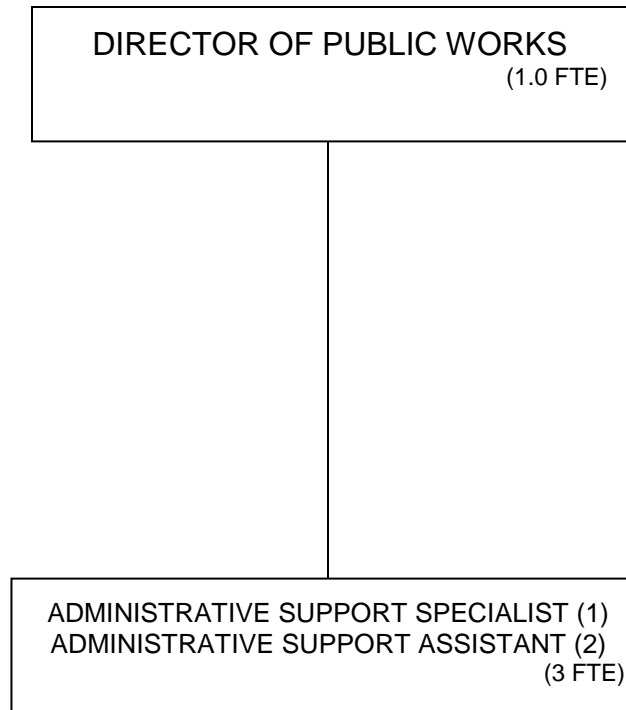
- 0.75 FTE Administrative Support Assistant and 1.0 FTE Sign Painter position were repurposed to fund additional departmental support from the IT Department for DPW and Fire
- 1.0 FTE Sanitation Supervisor position was repurposed to BINS to improve the management and inspection process for property complaints and code enforcement issues
- 1.0 FTE Administrative Support Assistant in Building and Electrical was reduced to fund a bar code system to improve Inventory operations, a computer lab at DPW to facilitate training and technology improvements at DPW, and Forestry initiatives for Emerald Ash borer equipment, additional tree planting, and boulevard plantings

**ORGANIZATIONAL CHART
PUBLIC WORKS**



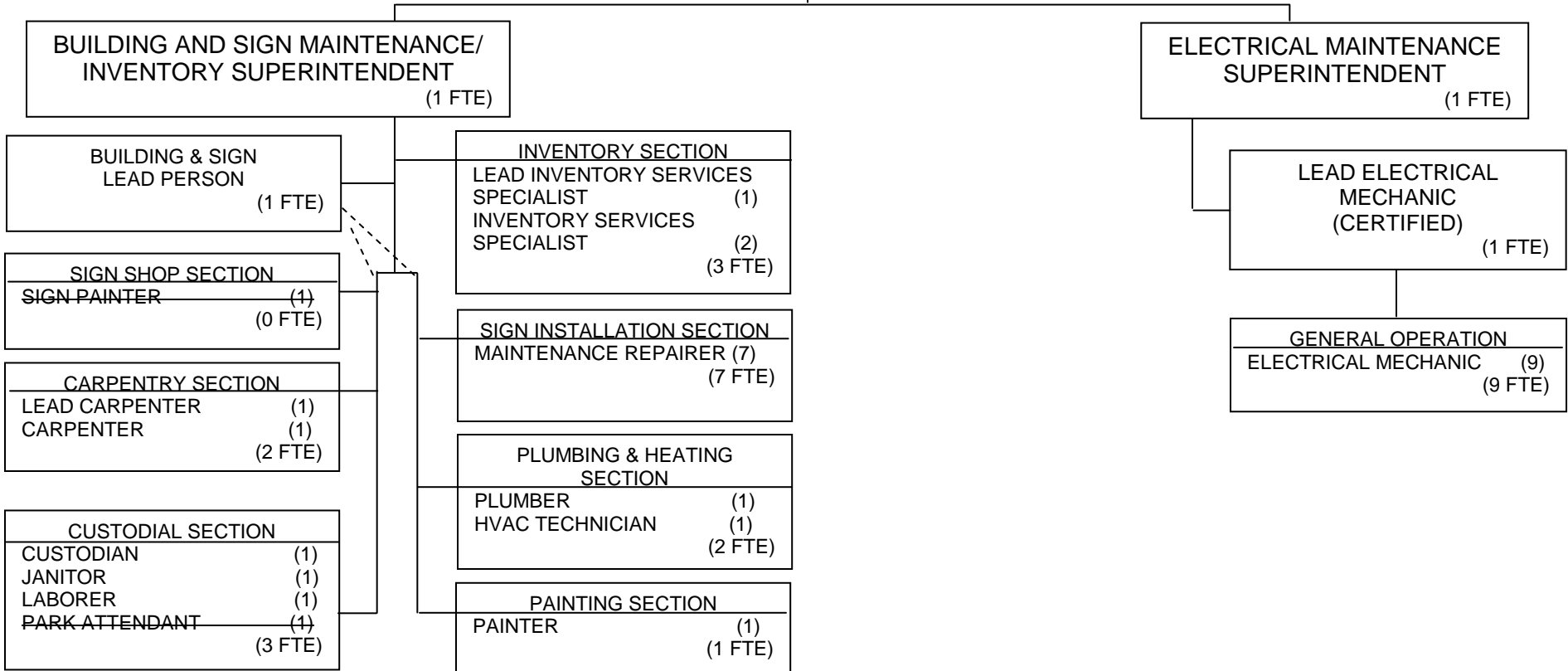
CITY FUNDED FTEs: 117
OTHER FUNDING SOURCES FTEs: 42

**ORGANIZATIONAL CHART
PUBLIC WORKS
ADMINISTRATIVE OFFICE**



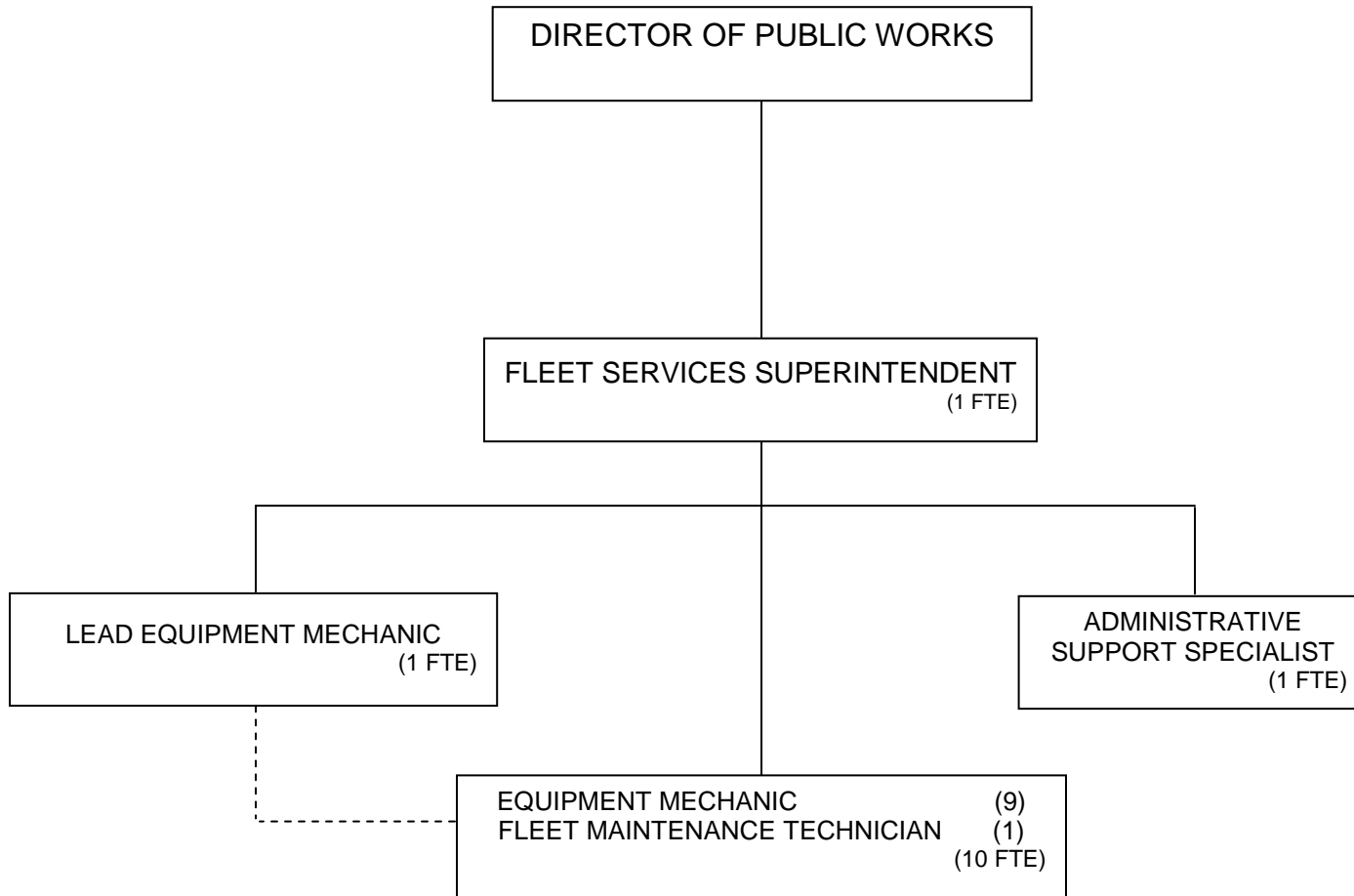
**ORGANIZATIONAL CHART
PUBLIC WORKS
BUILDING / INVENTORY AND ELECTRICAL SERVICES**

DIRECTOR OF PUBLIC WORKS

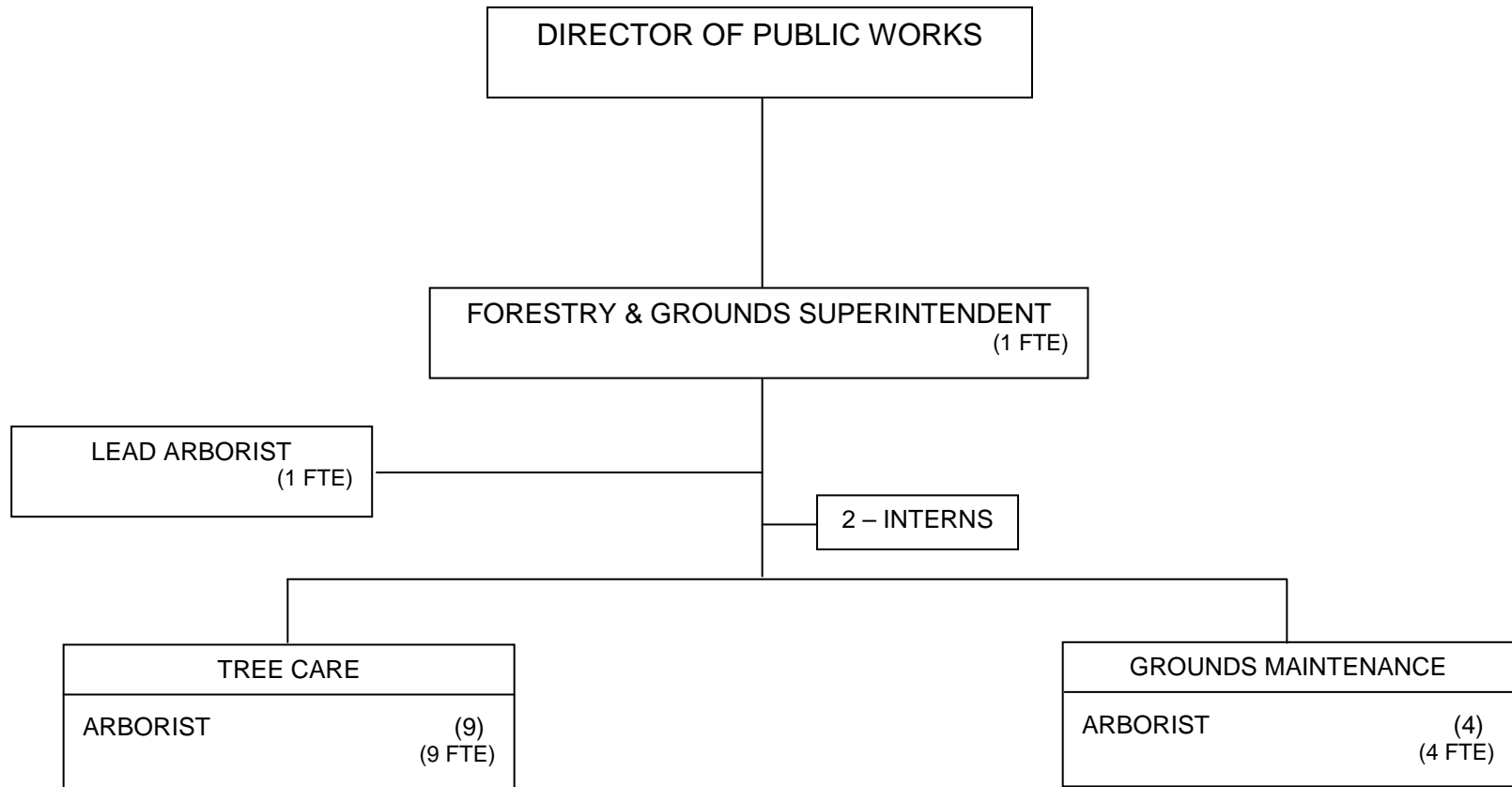


Org Chart does not reflect the seasonal temporary laborer positions.

**ORGANIZATIONAL CHART
PUBLIC WORKS
FLEET SERVICES**

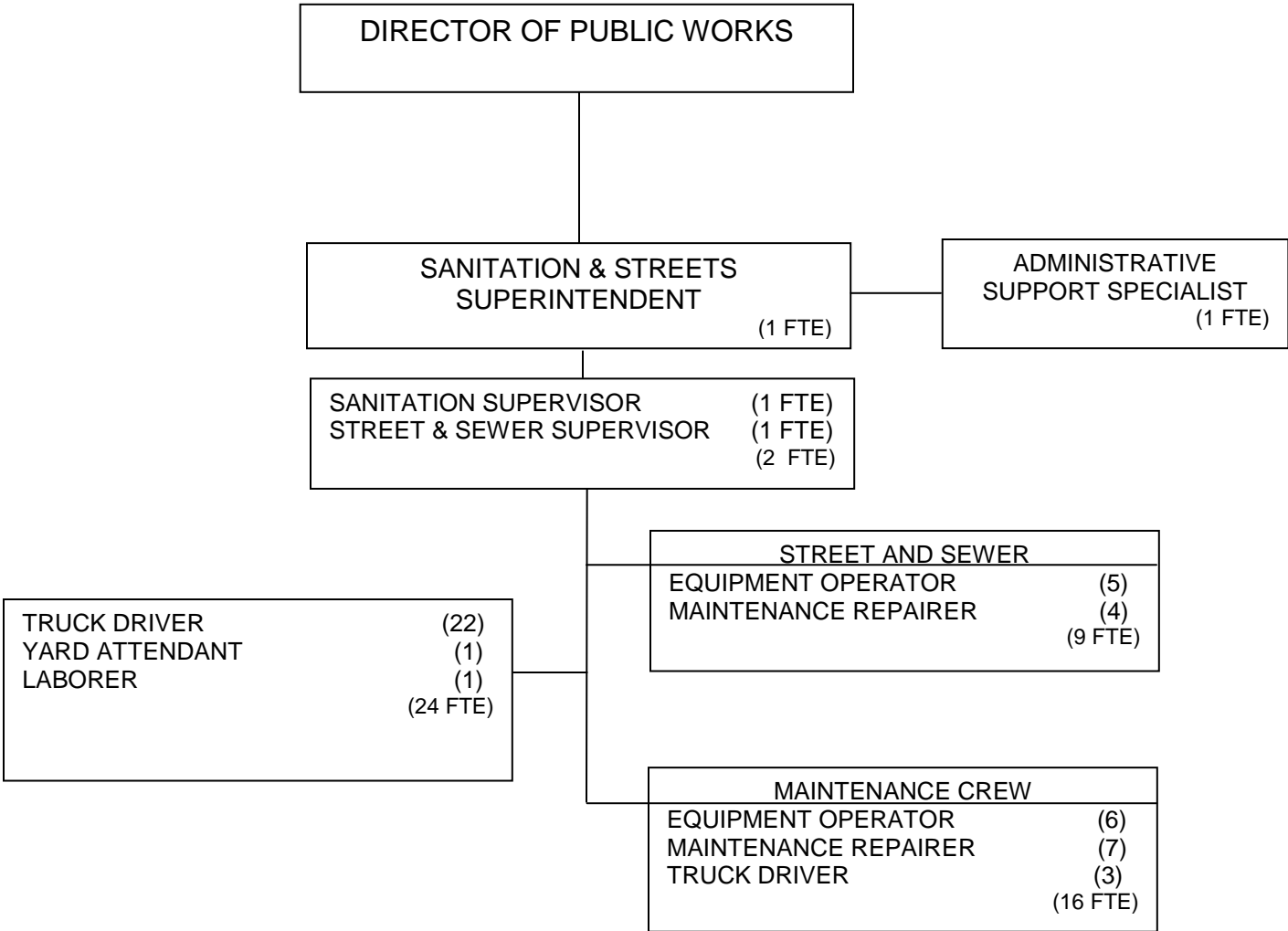


**ORGANIZATIONAL CHART
PUBLIC WORKS
FORESTRY & GROUNDS**



Org Chart does not reflect the seasonal temporary laborer positions.

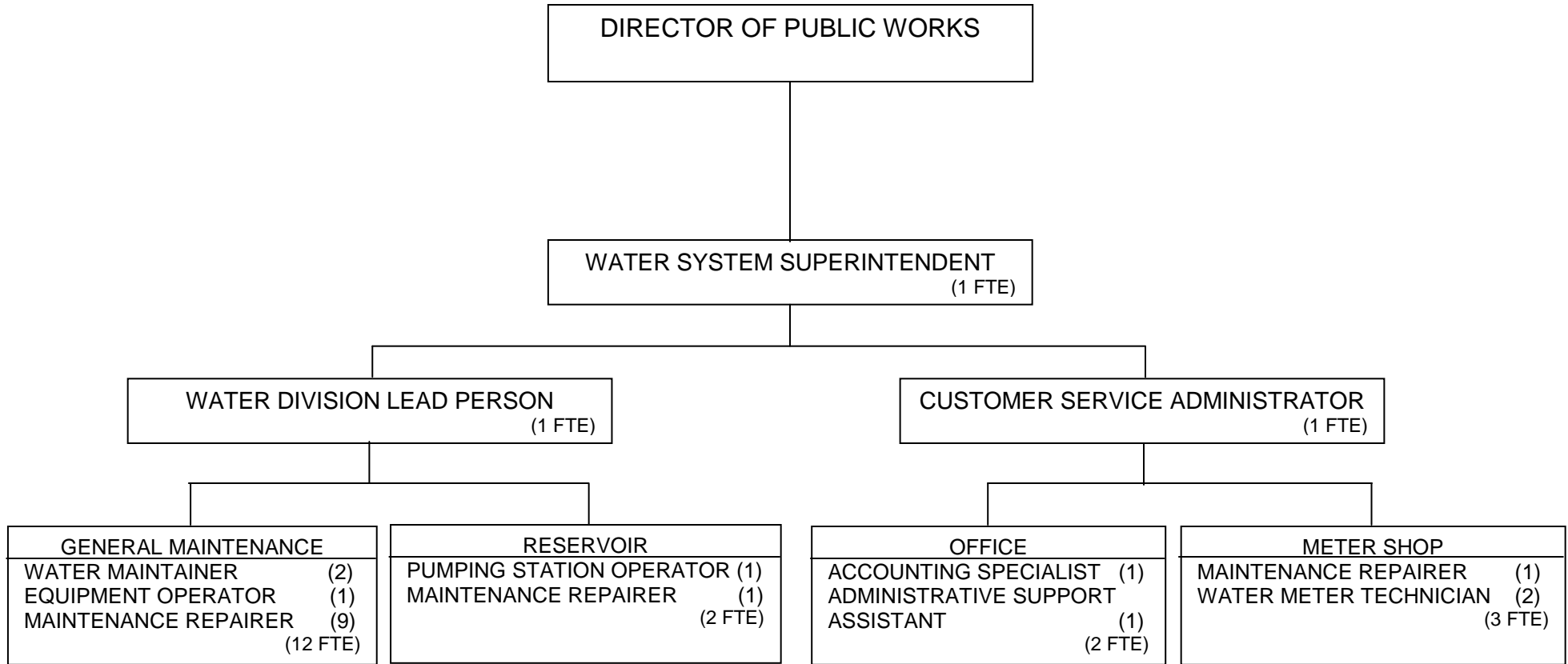
**ORGANIZATIONAL CHART
PUBLIC WORKS
SANITATION & STREETS**



Org Chart does not reflect the seasonal temporary laborer positions.

53 TOTAL 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.).

2018 PUBLIC WORKS BUSINESS PLAN

Department	Director	Fund and Dept. Group
Department of Public Works	Michael Lewis	100-4101 (Building & Sign) 100-4101 (Electrical) 100-4501 (Fleet) 100-4301 (Forestry) 100-4401 (Inventory) 100-4201 (Sanitation & Streets) 501-2901 (Water)
Mission/Overview		
Under the direction of the Common Council, provide a variety of services to the public in the most efficient and effective manner possible.		
Performance Measures		
<p>Administrative Office Administer/direct public works operations and activities on a timely, efficient manner within approved budget guidelines Provide communication via City's social media at least weekly for increased citizen engagement Prepare and coordinate Department's payroll/timecards on daily basis Maintain worker's compensation modifier is below 1.00 for the Department Maintain customer contact/service of all citizen concerns, questions be contacted within 24 hours</p> <p>Building & Sign Provide proper work zone barricading to all divisions/contractors as requested within two hour response time for unscheduled operations.</p> <p>Electrical Response to watch calls within 15-60 min maximum Maintain annual re-lamping of City street lighting Address alley lighting on a bi-weekly basis Respond to traffic control knockdowns within 1 work day Respond to street light knock downs within 1 work day – contingent on Inventory's ability to obtain material Respond to Digger's Hotline requests on an immediate basis for all emergency requests or by date indicated Respond to damaged cable for traffic controls or street lights by contractor within 1 day</p> <p>Fleet Lower age of fleet from 15 years to 10 years Raise preventative maintenance yearly completion to 90% Lower customer repair response time to 2 hours or less for minor repairs Increase fleet availability to 90% Lower preventative maintenance response time to 3 days or less</p> <p>Forestry Tree Maintenance:Tree Pruning (Prune 10% of 23,300 City Trees annually) Block tree pruning (Nov thru March Prune 65% of total trees pruned annually) Service request tree pruning (Reduce the response time from initial request to completion by 10%) Tree removal (Reduce total time to complete annual tree removal by 15%) Increase pre-emptive ash removals to 165 trees per year Boulevard maintenance (Reduce maintenance costs by consolidating the small individual shrub and flower beds along a designated section of Boulevard in to two large entrance beds with trees, shrubs, perennials and annuals) Park maintenance (Increase pruning of park trees by 10%)</p> <p>Inventory Continue supplying materials, supplies, parts – City wide – to avoid work slowdown/shut down to operations Eliminate office supply stock and assist Departments in ordering based on needs Evaluate and de-activate stock parts based on usage, cost, and lead time (125+ items removed from stock YTD) Procure stock and non-stock items at best price/value (responsible spending)</p>		

Inventory (continued)

Maintain fuel island and research new/replacement (constant failings/re-setting)
 Continue to update/manage MSDS records-online and network (safety issue) for each product within Inventory

Sanitation & Streets

Increase recycling material within City by 20% due to cart installation and increased citizen participation
 Continued uninterrupted services for refuse, recycling, and brush collection year round due to road construction, inclement weather, or other emergency situations.
 Increased "production" on catch basin cleaning and evaluations to where Streets are 9 months ahead of schedule.
 Maintain feedback of all phone inquiries to 24 hours. 1200 phone calls answered in 11 working days regarding recycling cart questions.
 Sweeping and clean up for all special events, i.e. parades, a la carte, National Night out, State Fair, Milwaukee Food Truck Tour, Car Shows, and Farmer's Market within 24 hours.
 Distribute literature/correspondence regarding change in refuse and recycling collection during road closures due to construction or emergencies i.e. train derailing.
 Verification of residency for disposal at drop off site of all patrons.
 Maintain average 2,000-3,000 Sanitation and Recycling Ordinance Violations and Citations issued and corrected.
 Maintain 500 cubic yards of concrete for street repairs.
 Continue to provide 900 tons of asphalt to street repairs.
 Maintain repaired/rebuilt of 180 catch basins.
 Treat 9,300 catch basins for West Nile prevention.
 Cleaned approximately 3,200 catch basins-maintain.
 Provide over 200 miles of sanitary sewer lines of maintenance.
 Inspected 1,030 sanitary manholes.

Water

The water utility worked with IT to develop a hydrant flush tracker and valve exercising app. This app clearly shows the hydrants and valves that need to be maintained along with the progress of that maintenance.

Position Information***Administrative Office**

<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Director of Public Works/Engineering	.5	General Fund/Utility
Assistant Director of Public Works	1	General Fund/Utility
Administrative Support Specialist	1	General Fund
Administrative Support Assistant	2	General Fund

Building & Sign

<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Janitor	1	General Fund
Laborer	1	General Fund
Custodian	1	General Fund
Painter	1	General Fund
Maintenance Repairer	5	General Fund
H/VAC Mechanic	1	General Fund
Plumber	1	General Fund
Carpenter	1	General Fund
Building and Sign Lead Person	1	General Fund/Utility

Electrical		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Electrical Mechanic	5	General Fund
Lead Electrical Mechanic	1	General Fund/Utility
Fleet		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Fleet Superintendent	1	General Fund/Utility
Lead Mechanic	1	General Fund/Utility
Equipment Mechanic	6	General Fund
Administrative Support Specialist	1	General Fund
Forestry		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Forestry & Public Grounds Superintendent	1	General Fund/Utility
Lead Arborist & Weed Commissioner	1	General Fund/Utility
Arborist	12	General Fund
Inventory		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Inventory Services Specialist	2	General Fund/Utility
Sanitation & Streets		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Street and Sanitation Superintendent	1	General Fund/Utility
Street and Sewer Supervisor	1	General Fund/Utility
Sanitation Supervisor	1	General Fund/Utility
Administrative Support Specialist	1	General Fund/Utility
Equipment Operator	11	General Fund/Utility
Maintenance Repairer	10	General Fund
Truck Driver	24	General Fund/Utility
Yard Attendant	1	General Fund/Utility
Laborer	1	General Fund
Water		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Water Systems Superintendent	1	Utility Fund
Customer Service Administrator	1	Utility Fund
Accounting Specialist	1	Utility Fund
Administrative Support Assistant	1	Utility Fund
Water Lead Person	1	Utility Fund

Water (continued)		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Pumping Station Operator	1	Utility Fund
Water Maintainer	2	Utility Fund
Maintenance Repairer	6	Utility Fund
Laborer (budgeted Maint. Rep. for 2017/2018)	4	Utility Fund
Equipment Operator	1	Utility Fund
Water Meter Technician	2	Utility Fund
Vacant Positions*		
Building & Sign		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Park Attendant	Since 02-2017	Use Salary for Initiatives
Administrative Support Assistant	Since 12-2011	Use Salary for Initiatives
Sign Painter	Since 12-2016	Fill as Maintenance Repairer
Carpenter	Since 01-2017	With HR, approved to fill
Painter	Since 07-2016	Fill as Maintenance Repairer
Bldg. and Sign Maintenance / Inventory Supt.	Since 03-2017	Organizational structure to be determined
Electrical		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Electrical Mechanic	Since 07-2016	Approval to fill
Electrical Mechanic	Since 08-2016	Approval to fill
Electrical Mechanic	Since 02-2017	Approval to fill
Electrical Mechanic	Since 03-2017	Approval to fill
Electrical Maintenance Superintendent	Since 06-2017	With HR
Fleet		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Equipment Mechanic	Since 08-2016	Pending fleet audit results
Equipment Mechanic	Since 02-2017	Pending fleet audit results
Equipment Mechanic	Since 05-2017	With HR
Fleet Maintenance Technician	Since 06-2017	With HR
Forestry		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Administrative Support Assistant	Since Dec. 2011	Use Salary for Initiatives
Arborist	Since 10-2016	Approval to fill
Inventory		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Lead Inventory Services Specialist	Since 12-2016	Fill pending organizational re-structure or Use Salary for Initiatives

Sanitation & Streets		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Truck Driver	Since 06-2017	Approval to fill - background check in progress
Truck Driver – 2	Since 09-2014	Left vacant pending 2015 budget approval – Mayor’s cut – 2 yet to be identified positions
Maintenance Repairer	Since 03-2017	Fill request near future
Water		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Maintenance Repairer	Since 07-2017	With HR
Administrative Support Assistant (fill as Laborer for 2018)	Since 09-2015	Fill as a Laborer for 2018

Services Provided*

Building & Sign					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Removal of graffiti	General Fund	Daily			
Maintenance/Placement fencing	General Fund	Daily			
Crosswalk/centerlines marking	General Fund	Daily			State
Maintenance playground equip.	General Fund	Daily			Ordinance
Bridge/underpass maintenance	General Fund	Daily			
Holiday decoration install	General Fund	Daily			
Special event signage / barricades	General Fund	Daily			
Barricading/signage for work zones	General Fund	Daily			
Maintenance/repair at Senior Housing and LLC facilities	General Fund	Daily			
Parking utility maintenance/repair	General Fund	Daily			
Maintenance/replacement City signs	General Fund	Daily			
Painting of all City property	General Fund	Daily			
Carpentry and structural work of all City property	General Fund	Daily			Ordinance
Plumbing work for all City property	General Fund	Daily			Ordinance
H/VAC work for all City property	General Fund	Daily			Ordinance
Custodial services for all City buildings.	General Fund	Daily			
Electrical					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Install/maintain wiring of City computers	General Fund	Daily			
Install/maintain/repair street lighting	General Fund	Daily			
Install/maintain/repair alley lighting	General Fund	Daily			
Install/maintain/repair traffic signals/controls	General Fund	Daily			
Install/maintain/repair data, phone, and camera lines	General Fund	Daily			

Electrical (continued)					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Maintenance of electrical systems in City buildings.	General Fund	Daily			
Maintenance of playground lighting	General Fund	Daily			
Locate City-owned street light, traffic signal cables and fiber for Diggers Hotline	General Fund	Daily			State
Install holiday decorations	General Fund	Occasionally			
Maintain/repair Senior Housing and facilities owned by LLC	Utility	Daily			
Fleet					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Acquisition of equipment	General/Utility	Monthly			
Perform all fire department equipment repairs,	General	Daily			
Perform major repairs to engines, transmissions drive lines, suspensions, brake systems	General/Utility	Daily			DOT
Repair body damage including painting and straightening	General/Utility	Monthly			
Repair mower, trimmer, chain saws and related support equipment for the Forestry fleet	General/Utility	Daily			
Maintain City wide emergency generators	General/Utility	Weekly			
Repair rebuild and maintain all snow and ice control equipment	General/Utility	Daily			
Perform certified structural metal fabrication all facilities and equipment	General/Utility	Daily			
Perform PM services on all DPW and fire equipment	General/Utility	Daily			DOT
Purchase used and demonstrator equipment at a substantial savings to the City	General/Utility	Yearly			
Modify existing vehicles to perform different functions to extend the life of the vehicle	General/Utility	Yearly			
Refurbish older equipment for a savings to the City	General/Utility	Yearly			
Available to perform 24/7 emergency repair/recovery for all City equipment	General/Utility	Daily			

Forestry					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service</i> <i>(list Partners)</i>	<i>Contracted</i>	<i>Statutory</i> <i>(Federal, State, Local)</i>
Maintenance of computerized tree, landscaped plant bed and turf inventory.	General Fund	Jan.-Dec.			
Tree Planting	General Fund	April-May, Sept.			
Tree Pruning Small tree training	General Fund	2 yrs. & 6 yrs. after planted			
Tree Pruning Service request	General Fund	As requested			
Tree Pruning City Blocks	General Fund	Nov. - April			Ordinance
Tree Removal	General Fund	June-Sept.			
Stump removal & restoration	General Fund	Sept.-Nov.			
Public Grounds Maint. Shrub & Perennial & Annual & Turf; design, plant, prune, divide, fertilize, weed and apply herbicides, water, edge and mulch	General Fund	May-Nov.			
Emergency response to storm damaged trees.	General Fund	May-Nov.			
Code enforcement of snow and ice on private walks, tall grass and weeds, vision obstruction by plant material and hazardous trees on private property.	General Fund	Jan.-Dec.			Ordinance
Private bulk brush; inspection, assess charges and weekly pick-up.	General Fund	March-Oct.			Ordinance
Supervise Spring & Fall & Summer temporary laborers and Student Interns	General Fund	April-Sept.			
Citizen request for information & evaluation of private trees, shrub and turf.	General Fund	April-Nov.			
Review and comment on private landscape plans submitted to Development.	General Fund	Jan-Dec.			
Irrigation maintenance design, installs, start up, repair, winterize.	General Fund	June-Nov.			
Insect and disease identification	General Fund	June-Sept.			
Tractor mowing of City R-O-W and vacant lots.	General Fund	June-Sept.			
Mayor's Beautification Committee Meetings & Programs	General Fund	Jan.-Dec.			
Christmas decorations installation, maintenance and removal in boulevard, parks and City Hall	General Fund	Nov.-Jan.			
Design & install paver walks and retaining walls	General Fund	June-Sept.			

Sanitation & Streets					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Collection of disposal of garbage and refuse	General fund	Daily		Process	Ordinance
Collection and disposal of bulk items	General fund	Daily			Ordinance
Maintenance and repair of Streets	General fund	Daily			
Maintenance and repair of alleys	General fund/Utility	As needed			
Maintenance of City sidewalks	General fund	As needed			Ordinance
Maintenance of City parking lots	General fund/Utility	As needed			
Maintenance and repair of sanitary sewers	Utility Fund	Daily			State
Maintenance and repair of storm sewers	Utility Fund	Daily			State
Mosquito control program	Utility Fund	Seasonally			
Storm sewer and catch basin cleaning	Utility Fund	Daily			State
Street sweeping and cleaning	Utility Fund	Daily			State
Alley sweeping and cleaning	Utility Fund	As needed			State
Maintenance of ditches and culverts	Utility Fund	As needed	MMSD/Forestry		
Leaf collection and processing	Utility Fund	Seasonal		Process	
Recyclables collection, processing, and disposal	Utility Fund	Daily		Process	Federal
Brush pickup and processing	Utility Fund	Daily		Process	Ordinance
Snow removal/plowing of streets	General Fund	Seasonal	All DPW divisions as needed		
Snow removal/plowing of alleys	General Fund	Seasonal			
Snow removal/plowing of crosswalks	General Fund	Seasonal			
Snow removal/plowing of bus stops	General Fund	Seasonal			
Salt and sand spreading for ice control	General Fund	Seasonal			
Sharps disposal program	General Fund	As needed			State
Oil Recovery program	Utility Fund	As needed		Process	State
Compliance and enforcement of refuse, recycling, and nuisance issues	General Fund /Utility Fund	Daily	Health Department		Ordinance
Distribution/tracking of City refuse containers	General Fund	Daily			Ordinance
Distribution/tracking of City recycling containers	General Fund	Daily			Ordinance
Sweeping and cleanup for special events (parades, celebrations)	General Fund	As needed			
Pickup of dead animals	General Fund	As needed			
Concrete maintenance of City buildings and lots	General Fund	As needed			

Sanitation & Streets (continued)					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Rat abatement assistance	General Fund	As needed	Health Department		
Masonry repairs of City buildings and lots	General Fund	As needed			
Distribute correspondence for refuse & recycling during road closure due to construction	General Fund	As needed			
Staff Municipal Yard and Morgan Avenue drop off sites	Utility Fund	Daily			State
Emergency flood control operations (pumping, debris pick up, etc.)	Utility Fund	As needed			
24-7 response to division related emergencies such as sewer back ups	Utility Fund	As needed			
Answer resident questions regarding refuse, recycling, street repair etc.	General Fund	Daily			Ordinance
eCycle program	Utility Fund	Daily		Process	State
Water					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Meter reading	Utility Fund	Daily			State
Meter installation & repair	Utility Fund	Daily			State
Water main maintenance & repair	Utility Fund	Daily			State
Hydrant installation, maintenance, & repair	Utility Fund	Daily			State
Water tower & reservoir cleaning, maintenance, & repair	Utility Fund	Daily		Yes	State, Federal
Water tower & reservoir pumping, supply, distribution, and treatment	Utility Fund	Daily			State, Federal
Diggers Hotline emergency & standard service locates	Utility Fund	Daily			State
Emergency water main break repair	Utility Fund	As needed			State
Maintenance of services & curb stops	Utility Fund	As needed			State
Flushing of fire hydrants	Utility Fund	Daily			State
Flow testing of fire hydrants	Utility Fund	Daily			State
Exercising & replacement of valves	Utility Fund	Daily			State
Working with contractors on new water main installation & testing	Utility Fund	Weekly			State
Taking water samples for coliform bacteria & disinfection by products for compliance with the DNR and EPA	Utility Fund	Daily			State, Federal

Water (continued)					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Customer contact & correspondence and/or telephone related to the monitoring and updating of water meters per PSC regulations	Utility Fund	Daily			State
Water, sanitary sewer, MMSD, storm sewer, solid waste & recycling quarterly billing	Utility Fund	Monthly			State

Insert additional rows as needed. Click [here](#) for instructions or "google" - how to insert rows in a Microsoft word table

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

Administration

- 1) Administer/direct public works operations/activities in timely, efficient basis.
- 2) Provide department services within approved budget parameters.
- 3) Compliance to Federal, State and local regulatory requirements.

Building & Sign

- 1) Maintenance of all City buildings (plumbing, HVAC, carpentry, painting).
- 2) Barricading, road closings, detours, and sign maintenance for all City departments.
- 3) Maintenance of all parks (restrooms, trash, playground equipment).

Electrical

- 1) Streetlight knockdown or traffic signal knockdown replaced next day or as soon as parts come in if not stocked within Inventory.
- 2) Streetlight circuits out; repair cable grounds.
- 3) Maintenance on public buildings.

Fleet

- 1) DPW equipment maintenance and repair of over 900 pieces of equipment.
- 2) Maintain and repair the entire fleet of ladder trucks, engines and support vehicles and equipment.
- 3) Replacement of vehicles and equipment in a timely fashion.

Forestry

- 1) Tree Maintenance (Pruning, Removal, stumping) and Planting
 - Block pruning
 - Begin the Block pruning operation earlier in the fall
 - Utilize additional aerial lift trucks from other divisions when they are not being used.
 - Service Request Pruning
 - Schedule more frequently.
 - Small Tree Pruning Training
 - Done at two years when stakes are removed.
 - Set up Schedule so included again four year
 - Tree Removals
 - Reduce the amount of time it takes to complete
 - Increase the number of pre-emptive ash removals for the next three years
 - Tree Planting
 - Reduce waiting period for street tree replacement(see new initiative)
- 2) Boulevard Maintenance
 - Consolidate Shrub, Perennial and Annual flower beds(see new initiative)
- 3) Building and Park maintenance
 - Continue excellent grounds maintenance of buildings and increase pruning of park trees.

Inventory

- 1) City-wide procurement, storage and distribution of supplies, materials, parts, etc.
2018-Continue with Inventory Reduction Initiative to reduce stock on shelves, assist in Department/Division direct charge purchases and P-Card usage
- 2) Maintain Underground Storage Tank (UST) Fuel Island – much “down time”
2018-Update/replace fuel island; re-do sump areas to correct water drainage into pits
cost is included in 2017 budget
- 3) Receive/stock/issue inventory parts, materials, supplies, etc.
2018-Bar code scanning system

Sanitation & Streets

- 1) Refuse and Recycling Collection-Refuse: continued service without interruption
Provide essentials to crews (hand/foot warmers in winter, water/Gatorade in summer)
Recycling: Full implementation and enforcement of 21,000 recycling carts in 2018
- 2) Snow and Ice Control: Increase usage of salt brine; saw favorable results in test use during 2016-17 season.
Call in “floater” plow driver during smaller events to assist in unexpected snow and ice issues. Work closely with dispatch during emergencies; collaborate with other communities regarding input and strategies.
- 3) Street Maintenance: Section City while performing routine maintenance for precise coverage. Resolve complaints/concerns within 24 hours. Initiate an “Adopt a CB” (catch basin) program. Ex. Residents near a catch basin cleans materials accumulated by rainfall and City will collect debris.

Water

- 1) Water meter installing, maintenance, and repair
Work orders for meter exchanges and other maintenance are currently handled through Superior (HTE). Work orders are printed and updated manually by employees doing the work. Admin staff then manually closes the work order and updates comments in Superior and scans the paperwork to save electronically.
- 2) Water main maintenance and repair
 - a. Created an application for mobile technology to track hydrant flushing and flow testing.
 - b. Created door hangers that notify residence of any interruption in service and any suggested actions.
 - c. Hydrant maintenance application to track maintenance issues and repair as needed.
- 3) Water system pumping and testing
Reservoir study to evaluate efficiency and overall dependability of the facility and associated equipment.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

Administration

Coordinate remodel of main office to include more computer access for employees for City engagement and training. Increase computer awareness to staff and will allow multiple users to be trained within one area.

Building & Sign

Require residents to pick up rain barrel in lieu of delivery when purchasing.

Electrical

Division responds to correct alley issue on bi weekly basis due to infrequent requests to eliminate work force interruptions and scheduling of equipment. Propose to change to LED lights through attrition.

Fleet

Involve a new work order, work request system to increase efficiency. This will decrease the notification time from our customers and reduce the amount of out of service time for their equipment.

Forestry

1) Boulevard Landscape bed consolidation.

The large boulevard landscaped beds of combined shrub, perennial and annual flowers will create a stunning visual approach at the main entrances to the City. These beds will unify the main traffic corridor entrances and elevate the image of the City.

2) Tree planting

Forestry has successfully received \$22,000 from CDBG accounts for the last twenty five years. It is estimated that this money will be reduced by 50% in 2018

3) Urban Wood Utilization

Forestry has been searching for a higher use for its urban wood, logs from removed City trees. We have successfully been able to dispose of our logs for free to date. They are picked up by a firewood and pallet producer.

Inventory

1) Better communication with Fleet Services, Water, Electrical (all divisions) to evaluate needs so “just in time” inventory may be instituted AND reduce “down time”

2) New work order system and/or bar code scanning system – go green, save paper

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

Administration

- Coordinated the conversion from dual recycling to single stream recycling for the City.
- Implemented Novatime and decreased number of activity accounts for easier referencing.

Electrical

- Designing new circuits for LED lighting in Capital Improvement Projects and the materials used for purchase.

Fleet

- Implemented equipment to apply salt brine to reduce the amount of salt used and decrease the amount of clean up time after a snow event.
- Disposed of used equipment through an online auction site which has increased our return on our equipment 50%.

Forestry

- Tree pruning - 1800 trees have been pruned in 2017, 80% of our goal of 2330.
- Tree removal - 40 ash trees have been removed with another 100 marked for removal, 70% of our goal.
- Tree planting - planted 600 trees in spring of 2017. The waiting list will continue to be two years or more. 1000 locations for Spring 2018. 500 or more will be deferred depending on budget
- Evaluation of a reduction in individual shrub, perennial and annual flower beds.
- Increased park maintenance in conjunction with new play structures at Liberty Heights, Vets, and Reservoir Parks.
- Increased maintenance of the Farmers Market to meet the needs of the new activities at the Market.
- Worked with IT-GIS to create new GIS Forestry Map which includes planting beds and mowing locations.
- Mowed Parks weekly to accommodate the Recreations programs.

Inventory

- Continued to evaluate/maintain/procure stock based on cost, usage and lead time – responsible spending
- Inventory Reduction Initiative – Have removed approximately 125+ items from Inventory since induction
- Increased P-Card usage – less paperwork/entry for Finance
- Worked with Divisions on CIP requirements AND combined monthly usage to “cash in” on lower prices

Sanitation & Streets

- Provide pre/post trip maintenance supply carts for driver's to “lighten” Fleet's work load
- Provided Refuse and Recycling crews with wrenches to repair cart lifts which in past Fleet was dispatched to repair.
- Transformed drop off recycling area site from Allied Resource collection to single sort

Sanitation & Streets (continued)

- Implementing Sanitation and Street employees to assist Electrical, Building and Sign, and Forestry Departments
- Tracking of 21,000 recycling carts
- Replaced blue bags with City recycling carts for esthetics purposes
- Increased cleaning and evaluations of sanitary catch basins currently 9 months ahead of schedule. Crews utilized in other duties or departments.
- Street sweepers cleaning crack routed areas in place of blowing and leaving material in the curb
- Street crack routing which helps tar adhesion which extends the life of the street
- Interdepartmental snow plow training
- Street sweeping moved to 1st shift for noise reduction and allows 3rd shift to attend to other duties
- Salt brine on mains

Water

- The water utility digitized the work order system for Diggers Hotline service locates. Work order are received, processed, and completed on iPads. In the past, this was done by printing locally and handwriting on paper, scanning paper, and filing paper electronically.
- The water utility is responsible for ROM (Read-O-Matic) register devices that routinely fail. The devices are connected to water meters and installed on an outside wall of a property to enable a meter reader to obtain a reading from the exterior of the property instead of going into the property to read the meter. The ROM devices slow down and/or fail due to faulty wiring, weather, cut wires, and other unforeseen circumstances. We have written off over \$50,000 and over \$60,000 in 2016 for these faulty devices. In September of 2016, we began sending letters to customers that still had ROM devices to obtain and report back readings off their meters and ROM devices. This helped us identify ROM devices that were failing much sooner than we would have in the past. This reduced the amount of the write-off by catching the problem before the scheduled meter exchange. This will make costs increase initially because we will be doing more meter exchanges resulting in more dead/slow reader credits, but will save cost in the long run by mitigating the problem early. The longer the problem persists, the bigger the credit becomes. We are only allowed to back-bill for 24 months per the PSC regulations.
- The water utility developed a streamlined process for hydrant flow testing. Utilizing a tool called a Hose Monster, the water utility reduced the number of people it takes to perform the task of hydrant flushing from two people down to one person.
- The water utility worked with IT to develop a hydrant flushing tracker and valve exercising app. This app clearly shows the hydrants and valves that need to be maintained along with the progress of that maintenance. The app also tracks any maintenance issues and what was done to fix the issue.
- The water utility moved address change forms and final billing requests online. This allows customers to fill out the necessary information and submit it electronically. In the past, they had to get a form from our website, print the form, and send the completed form back to the utility before any changes were made. Updates and requests are processed more timely and necessary information is submitted avoiding call backs for additional information. The utility employees no longer need to interpret handwriting and can utilize copy/paste for commonly misread items like email addresses.
- To become compliant with lead laws, the water utility replaced large meters (1-1/2" – 6") instead of rebuilding them as has been done in the past. This will result in approximately \$300,000 additional costs for new meters for 2017. In 2018, the cost for new large meters will be approximately \$60,000. With the new meter installs, we will be able to test meters in place instead of testing in the shop. This will save labor and materials for many years. In the past, we rebuilt the large meters and tested them in the shop before re-installing them at another location.
- The utility bill payment system was upgraded which allows citizens to do more online than they have in the past. The new system is more in line with other online bill payment services. Citizens will find it easier and more convenient to use and will have access to more information than they have had in the past. They can sign up for automatic payments from their checking account online. This was only done by filling out a form and sending it with a voided check in the past.
- The utility developed a training program, to maintain readiness levels and ensure all assigned staff are trained at all tasks within the department's distribution maintenance program. Each staff member is assigned an individual training folder with the core tasks/ competencies and training is tracked and reviewed.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

Administrative Office

- Provide City services in the most efficient, economical way given the resources available to the Department.
- Implement work order software/asset management system for increased reporting/documentation.

Building & Sign

- To maintain top service for the City with available personnel.

Electrical

- Recruit/hire electrical superintendent with a Bachelor's Degree in Electrical Engineering.
- Recruit/hire four (4) electricians.

Fleet

- For 2018 we are looking to streamline procedures and work flow hopefully with a new fleet software system. If not available working with IT for assistance. Also continuing to dispose used equipment through auction sites to maximize our return.

Forestry

- Tree Maintenance (Pruning, Removal, stumping) and Planting
 - Tree Pruning Continue to try to attain a ten year pruning cycle on 23,300.
 - Block pruning
 - Increase the Block pruning operation by beginning earlier in the fall
 - Utilize additional aerial lift trucks from other divisions when they are not being used.
 - Service Request Pruning (reduce response time to complete requested pruning
 - Schedule more frequently.
 - Small Tree Pruning Training (add a regular pruning cycle at four years after planting)
 - Done at two years when stakes are removed.
 - Set up Schedule so included again four year
 - Tree Removals (Reduce the amount of time it takes to complete)
 - Increase the number of pre-emptive ash removals.
 - Tree Planting
 - Reduce waiting period for street tree replacement(see new initiative)
- Boulevard Maintenance
 - Consolidate Shrub, Perennial and Annual flower beds(see new initiative)
- Building and Park maintenance
 - Continue excellent grounds maintenance of buildings and increase pruning of park trees.
 - Continue increased maintenance of Farmers Market

Inventory

- Increased use of P-Card to purchase materials, supplies, parts AND assist in instructing/helping other Departments/Divisions to do the same
- Implement system (other than current handwritten paper system) for receiving/dispersing inventory –i.e. tablet, bar code system, etc. thus decreasing/eliminating paper usage/waste
- Update/Replacing Underground Storage Tank system – lot of time spent in “re-setting” when system goes offline
- Continue evaluation/decrease of Inventory stock – incorporate “just in time” inventory *Requires communication/cooperation from all Departments/Divisions
- Possible remodel of Inventory – at least one employee on floor at all times (better service delivery)

Sanitation & Streets

- Brine use possibly extended into residential areas
- With Common Council approval, require City wide refuse carts to improve esthetics, efficiency, and rodent control
- Increase recycling percentages due to participation and tonnage
- Initiate credit card payments for bulk, brush, recycling carts, back door pick up
- Create a work flow in which the resident can purchase a cart and it automatically goes into a data base to

be delivered

Water

- Continued compliance with PSC requirements for billing and meter exchanges.
- Continued compliance with DNR standards with valve and hydrant maintenance operations
- Increase readiness for succession planning through a comprehensive cross-training program
- Develop a method for measuring customer satisfaction for meter exchanges and other customer interactions
- Develop measurement tools for pay for performance.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Computer/Training Station-Administrative Office
Initiative Leader Contact	Dave Wepking
Alternate Contacts	
Contacts E-Mail Addresses	dwepking@westalliswi.gov
Phone/Extension	#8832

Please submit New Initiative proposal with your budget documents to rgrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative	
1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.	Propose ten to twelve computer workstations to be installed within the Administrative Office area. Counter space and chairs can be installed to create a use-friendly environment for training and employee access to City's Intra-and-Internet site. Area will allow more online training for various topics relating to the City's software, computer use, and compliance training all within a group setting.
2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.	Providing an environment where employees can be trained collectively and provided with computer accessibility for immediate feedback and support for online training topics, equipment use and software issues.
3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?	This would increase Department of Public Works employee knowledge and operator exposure to the computer and designated mobile devices in one central area for increased learning. IT support can be designated at a future time to review various work software topics.
4. Identify others who are benefiting from the new initiative and how they would benefit.	Employees could be trained using online methods together as a group in an environment where they can be given feedback and guidance. This would streamline and increase efficiency using various electronic devices.
5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to measure success?	With the creation of this area, the amount of training would be increased for various regulatory compliance topics. Software training can be done with several employees at once or allow for employee's access to the City's AskAllis site. More time can be spent to increase the employee's exposure to the computer and various technological apps/software. This would also allow for easier compliance with mass mandatory training for employees i.e. NIMS.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.
- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
 - When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
 - Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$5,000	\$0	\$0	\$5,000
Initiative Net Requested (subtotal)	\$5,000	\$0	\$0	\$5,000
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$5,000	\$0	\$0	\$5,000

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

The \$5,000 would be paid by funding of any open position within the department to construct the counter space within the administrative office. Computers from the IT Department could be used when various computers throughout the City are scheduled to be removed from service and then placed within this computer training station to be intermittingly used.

Resources from previous Administrative Support Assistant position in Building and Electrical.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Tree Planting
Initiative Leader Contact	Mike Rushmer
Alternate Contacts	
Contacts E-Mail Addresses	mrushmer@westalliswi.gov
Phone/Extension	302-8826

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.

Forestry has successfully applied and received CDBG grants for the last twenty five years. This funding is estimated to be reduced by 50% in 2018. The replacement tree planting program is currently behind by approximately two years. A loss of about \$11,000 dollars will be devastating to this program

2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.

Utilize a portion of the vacant Administrative assistant position in Forestry to make up the reduction in funding. This program would enable Forestry to plant approximately 125 trees.

3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?

The planting of street trees will help to develop city-wide beautification of residential and commercial corridor and unify a common community streetscape which welcomes visitors, residents and stakeholders. Strategic Goal 1-6 & 2-1.Planting trees in Parks will beautify and provide shade in City Parks. Strategic Goal 2-5.

4. Identify others who are benefiting from the new initiative and how they would benefit.

Trees are important components of a community's green infrastructure. A healthy population of trees offers substantial environmental benefits, including cleaner air and water, cooler temperatures, quieter streets and wildlife habitat. In addition, there is evidence linking trees to healthier patterns of individual and neighborhood functioning. The presence of trees can be a decisive factor in the extent to which residents actually use and take ownership of residential spaces. Views of vegetation have been shown to reduce stress, improve healing, and reduce driving frustrations and aggression. Business districts with trees are considered more desirable and are thought to have more desirable goods and services.

5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to measure success?

Continued tree planting with a two year waiting period. Without funding the waiting period will continue to increase.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.
- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
 - When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
 - Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$11,000	\$11,000	\$11,000	\$33,000
Initiative Net Requested (subtotal)	\$11,000	\$11,000	\$11,000	\$33,000
Anticipated Staffing and HR Costs	\$4,100	\$4,100	\$4,100	\$12,300
Total Initiative Cost	\$15,100	\$15,100	\$15,100	\$45,300

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

Utilize a portion of the vacant Administrative assistant position in Forestry to make the reduction in funding \$11,000

9/27/17 Update - Entire resources from previous Administrative Support Assistant position in Building and Electrical.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Bar Code System
Initiative Leader Contact	Cindy Rausch
Alternate Contacts	
Contacts E-Mail Addresses	crausch@westalliswi.gov
Phone/Extension	414-302-8824

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.

Inventory currently uses a paper system to record what items have been issued to various divisions. These paper records are then processed by the various divisions. Moving to an electronic item issue system will increase the efficiency of both Inventory and the divisions that are receiving the materials. Having a barcode scanner eliminates the need to record each item number and description manually, thereby reducing the chance of errors in recording. Turnaround time can also be shortened using this system, as items could be issued immediately instead of waiting for each division to process their paper records.

2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.

This new scanning system will allow Inventory personnel to process these item issues quicker, and reduce the amount of paper used. Inventory's current practice has been in place since approximately 1990, and not been drastically updated or modernized since then.

3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?

This proposal facilitates the strategic goal of the City to incorporate LEAN practices. A new bar code scanning system would reduce processing time, duplication of data entry and errors. Updating software for Inventory allows for data driven decision making and also supports the City's goal of operating at industry standards.

4. Identify others who are benefiting from the new initiative and how they would benefit.

Eventually all Departments/divisions would benefit from a bar code system if tied into a work order system. Items used for a work order could be processed immediately, thereby creating a live inventory system that allows the City to purchase only what it needs, when it needs it.

5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to measure success?

Expected outcomes are increased efficiency including but not limited to-less entry, less chance of errors, less duplication of entry.
Success would be measured by reduction in errors, faster turnaround time, and increased efficiency in ordering, receiving and issuing of material.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.
- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
 - When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
 - Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$20,000	\$0	\$0	\$0
Initiative Net Requested (subtotal)	\$20,000	\$0	\$0	\$20,000
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$20,000 *	\$0	\$0	\$20,000

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

*Actual cost is unknown, would be determined by introduction of new work order system. Too many unknown variables at this time to accurately estimate final costs.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

9/27/17 Update - Entire resources from previous Administrative Support Assistant position in Building and Electrical.

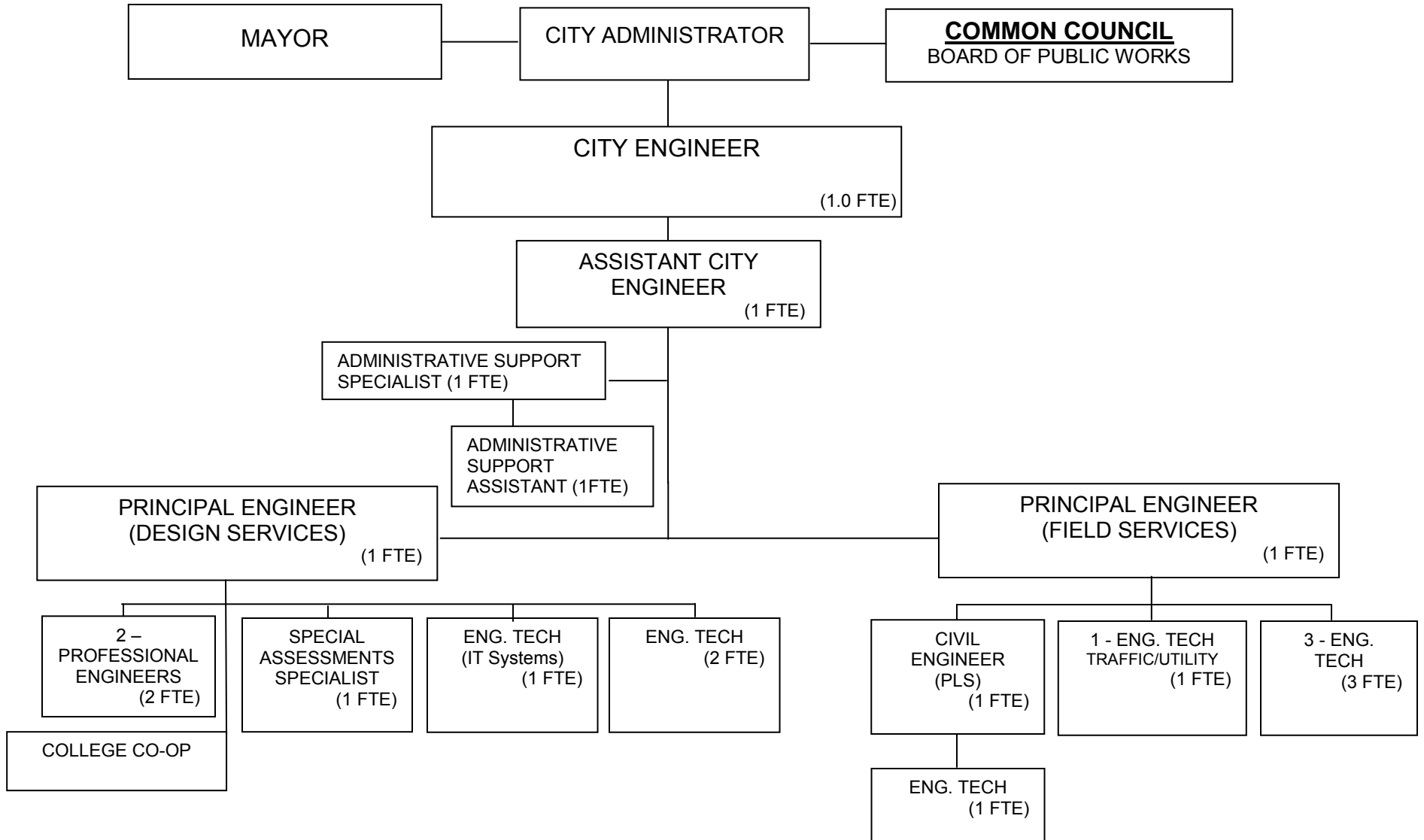
City of West Allis
Engineering
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	Change	% Change
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/Deletions	Budget			
Salaries	\$ 741,208	\$ 770,748	\$ 813,544	\$ 813,544	\$ 439,468	\$ 864,209	\$ -	\$ 864,209	\$ 50,665		
Provisionals/Part-Time	\$ 8,627	\$ 6,746	\$ 14,000	\$ 14,000	\$ 2,702	\$ 51,000	\$ -	\$ 51,000	\$ 37,000		
Misc Other Pay	\$ 22,552	\$ 19,833	\$ 24,000	\$ 24,000	\$ 9,231	\$ 20,000	\$ -	\$ 20,000	\$ (4,000)		
Overtime	\$ 19,908	\$ 28,297	\$ 25,000	\$ 25,000	\$ 5,789	\$ 15,000	\$ -	\$ 15,000	\$ (10,000)		
Payroll Taxes	\$ 58,293	\$ 60,811	\$ 66,000	\$ 66,000	\$ 34,289	\$ 81,790	\$ -	\$ 81,790	\$ 15,790		
Pension	\$ 64,813	\$ 66,156	\$ 60,000	\$ 60,000	\$ 32,594	\$ 69,099	\$ -	\$ 69,099	\$ 9,099		
Health Insurance	\$ 209,052	\$ 183,553	\$ 214,981	\$ 214,981	\$ 102,586	\$ 243,489	\$ -	\$ 243,489	\$ 28,508		
Dental Insurance	\$ 10,258	\$ 11,924	\$ 13,311	\$ 13,311	\$ 6,633	\$ 12,981	\$ -	\$ 12,981	\$ (330)		
Life Insurance	\$ 1,731	\$ 1,901	\$ 1,600	\$ 1,600	\$ 979	\$ 2,254	\$ -	\$ 2,254	\$ 654		
Professional Services	\$ -	\$ 3,317	\$ -	\$ -	\$ 1,713	\$ -	\$ -	\$ -	\$ -		
Maintenance Contracts	\$ 23,398	\$ 3,884	\$ 19,000	\$ 34,458	\$ 17,108	\$ 19,000	\$ -	\$ 19,000	\$ -		
Utilities	\$ 6,461	\$ 6,618	\$ 6,700	\$ 6,700	\$ 4,617	\$ 6,700	\$ -	\$ 6,700	\$ -		
Rentals	\$ -	\$ -	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ (100)		
Repair & Maintenance	\$ -	\$ -	\$ 100	\$ 100	\$ 12	\$ -	\$ -	\$ -	\$ (100)		
Supplies	\$ 9,817	\$ 7,230	\$ 10,300	\$ 10,400	\$ 8,128	\$ 9,800	\$ -	\$ 9,800	\$ (500)		
Books & Periodicals	\$ 299	\$ 123	\$ 300	\$ 300	\$ 225	\$ 300	\$ -	\$ 300	\$ -		
Advertising	\$ -	\$ -	\$ -	\$ -	\$ 920	\$ -	\$ -	\$ -	\$ -		
Printing	\$ 1,193	\$ (292)	\$ 200	\$ 200	\$ (33)	\$ 100	\$ -	\$ 100	\$ (100)		
Training & Travel	\$ 13,900	\$ 14,780	\$ 20,300	\$ 20,300	\$ 5,902	\$ 19,450	\$ -	\$ 19,450	\$ (850)		
Regulatory & Safety	\$ 124	\$ -	\$ 200	\$ 200	\$ 112	\$ 150	\$ -	\$ 150	\$ (50)		
Capital Items	\$ 632	\$ 5,722	\$ 8,000	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ 8,000	\$ -		
Transfers Out	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
TOTAL EXPENDITURES	\$ 1,192,264	\$ 1,194,349	\$ 1,297,636	\$ 1,313,194	\$ 672,975	\$ 1,423,322	\$ -	\$ 1,423,322	\$ 125,686	9.69%	

2018 BUDGET NOTES:

The Engineering budget includes an additional Engineering Tech position for 2018. A vacant Administrative Support Assistant position in the Water Utility to mitigate the change and keep overall city staffing at the same level as last year.

ORGANIZATIONAL CHART ENGINEERING



2018 DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
DPW/Engineering	Michael Lewis	Engineering
Mission/Overview		
To design and implement improvements to the City's infrastructure in a safe, efficient and cost effective manner which best serves the citizens of West Allis.		
Performance Measures		
<p>Engineering has identified our main mission as well as other services provided. Performance can be measured by how well services* are provided. The following are the Engineering Division Performance Measures:</p> <ol style="list-style-type: none"> 1. Was the design and implementation of the annual Capital Improvement Program completed in a safe, efficient and cost effective manner, best serving the citizens of West Allis? 2. Were information requests for technical data provided to contractors, consultants and other City Departments in a timely, efficient and cost effective manner? 3. Was compliance with State and local requirements for storm water met in an efficient and cost effective manner? 4. Was compliance with State and local requirements for sanitary sewer met in an efficient and cost effective manner? 5. Was the public assisted with infrastructure records in an efficient and cost effective manner? 6. Were citizen complaint responded to in a timely, efficient and cost effective manner? 7. Were permits (oversized loads, driveway, road cuts, special parking, etc.) issued in a timely, efficient and cost effective manner? 8. Was the evaluation of the City's infrastructure condition completed in an efficient and cost effective manner in and compliance with State and local requirements? 9. Was the City Infrastructure maintained in GIS in compliance with State and local requirements and for use in the City's asset management in a timely, efficient and cost effective manner? 10. Were Special Assessment calculations, notices, billing and questions completed in an efficient and cost effective manner? <p>*See Services Provided section.</p>		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Director of Public Works/City Engineer	0.5	General, Water, Storm and Sanitary Funds

Assistant City Engineer	1	General, Water, Storm and Sanitary Funds
Principal Engineer	2	General, Water, Storm and Sanitary Funds
Professional Engineer	2	General, Water, Storm and Sanitary Funds
Civil Engineer Professional licensed Surveyor	1	General, Water, Storm and Sanitary Funds
Engineering Technician – IT Systems	1	General, Water, Storm and Sanitary Funds
Engineering Technician – Traffic & Utility	1	General
Engineering Technician	5	General, Water, Storm and Sanitary Funds
Administrative Support Specialist	1	General
Administrative Support Assistant	1	General
Special Assessments Specialist	1	General
Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Engineering Technician	New Additional Position	Position would be filled in early 2018 if budget for position is approved

Services Provided*					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Design and Implementation of the Capital Improvement Program	General, Water, Storm and Sanitary Funds, and special funds. (CDBG, Grants, Private Developers, Wisconsin DOT funds, etc.)	Continual	N/A	Construction, Design of non-city funded projects. (For which we provide review)	Fed., State and Local requirements
Provide Engineering assistance	General,	Continual	N/A	N/A	N/A

on Development projects, Wisconsin DOT projects and other City Projects	Water, Storm and Sanitary Funds, and special funds. (CDBG, Grants, Private Developers, Wisconsin DOT funds, etc.)				
Assure compliance with State and local requirements for storm water	Storm Water Funds	Continual	N/A	N/A	State and Local
Assure compliance with State and local requirements for sanitary sewer	Sanitary sewer Funds	Continual	N/A	N/A	State and Local
Assist the public with infrastructure records	General, Water, Storm and Sanitary Funds	Continual	N/A	N/A	N/A
Respond to Citizen complaints	General, Water, Storm and Sanitary Funds	Continual	N/A	N/A	N/A
Issue permits, including oversized loads, driveway, road cuts, special parking, etc.	General	Continual	N/A	N/A	Local
Evaluation of infrastructure condition to prioritize for improvements	General, Water, Storm and Sanitary Funds	Continual	N/A	Inspection of bridge structures is contracted	State and Local
Maintain City Infrastructure in GIS	General, Water, Storm and Sanitary Funds	Annually (Approximately 10 weeks/year)	N/A	N/A	Local and State
Calculate and bill Special Assessments for projects	General	Continual	N/A	N/A	State and Local guidelines

Insert additional rows as needed. Click [here](#) for instructions or "google" - how to insert rows in a Microsoft word table

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

Design and Implementation of the Capital Improvement Program is the most important service provided by Engineering. Engineering continually reviews and improves the design and construction issues and makes improvements as needed. (Lean) When a better idea is introduced, we implement it and monitor the results. Our processes have evolved significantly

through the years.

Providing Engineering assistance on Development projects, Wisconsin DOT projects and other City Projects is an important service provided by Engineering. With recent technology changes, we have been able to provide assistance more efficiently. We continue to monitor new technology for changes that may help us improve our efficiencies even further. (Lean)

Evaluation of infrastructure condition to prioritize for improvements is a critical part of infrastructure management. New technology has helped to analyze some of our infrastructure, as well as tracking issues. Better evaluation methods allow us to get the maximum useful life from our infrastructure, as well as targeting where funds need to be spent to provide the most for our money.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

Engineering is proposing to add another Engineering Technician position in 2018. The additional position is needed for Engineering to meet the increase in special projects, such as green infrastructure and private property infiltration and inflow reduction projects, both funded by MMSD, grant projects, DOT projects as well as the meeting the needs of our deteriorating infrastructure Capital Improvement Projects. Funding of this position is detailed in the included New Initiative Form.

The Engineering Division is continually identifying and implementing improvements to our processes. This Lean practice will continue to assure the most efficient delivery of our service.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

- Continued work to expand bike trail. (Strategic Goal #1)
- Street designs include pedestrian and bike accommodations. (Strategic Goal #2)
- Automation of the permit process for Special Parking and Rain Barrels.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

The Capital Improvement Program is consistent with the "Complete Street" recommendations outlined in the **Citywide 2017-2022 Strategic Plan** as outlined in Strategic Action 2-4:

"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."

The CIP for pavement, sanitary sewer, storm sewer, water main and street lighting replacement will also move the City towards compliance with Strategic Action 4-7:

"Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans"

The plans for National Avenue are specifically taken from the **National Avenue Corridor Strategic Plan** adopted by the Council on 12/20/16 (R-2016-0299) and the streetscaping items in this plan such as bricks and benches and decorative lights are meant to fulfill the Strategic Outcome:

"Aesthetically pleasing streets and right-of-way that encourages the attraction of residents, customers and employers."



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	New Engineering Technician Position
Initiative Leader Contact	Joseph M Burtch
Alternate Contacts	
Contacts E-Mail Addresses	jburtch@westalliswi.gov
Phone/Extension	8379

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

- Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.

Engineering is proposing to increase staffing by one additional position. The position would be an Engineering Technician. This additional position is needed for Engineering to achieve its main mission; "To design and implement improvements to the City's infrastructure in a safe, efficient and cost effective manner which best serves the citizens of West Allis."

To properly design and implement improvements to the City's infrastructure, the condition of the infrastructure has to be maintained. If the condition is allowed to deteriorate faster than the infrastructure is being replaced it would cause an increasing backlog of work that needs to be completed. This growing backlog of work would continue to build impose excessive repair cost on the City in the future.

The City has recognized the fact that more funds were needed to keep up with the needs of the infrastructure and has allocated more funding for construction to meet those needs. To provide the design and implementation of the growing number of projects, additional Engineering staff is needed.

- New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.

Adding staff is not new or innovative, but finding funding will require taking a new look at how the utilities pay for the work done for them. The funding required will come through the utility funds by adjusting the amounts reimbursed by each utility to closer reflect the actual amount of time spent by Engineering staff working for the utility.

- Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?

Proper management of the City's infrastructure helps toward meeting several of the Strategic Plan Goals. Goal #1- Well maintained infrastructure improves the image of the City. Goal #2- Well maintained infrastructure improves the quality of life in the City. Goal #4- Good infrastructure attracts growth for economic vitality and sustainability. Goal #5- The ability to properly maintain infrastructure in an efficient manner reflects an excellence in government.

- Identify others who are benefiting from the new initiative and how they would benefit.

This initiative will benefit the citizens and business' of West Allis by providing proper upkeep for the City infrastructure. It makes the City a more appealing place to work, live and visit

5. Outcomes and Metrics (not to exceed 200 words):
 What outcomes do you expect from this initiative? What are the metrics you will use to measure success?

With additional staff we will be able to meet the demand of infrastructure management. We will be able to measure the success in the satisfactory completion of each years CIP.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.

- a. Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next provide an estimate for staffing and the total cost for the initiative by year.
- b. When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
- c. Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$0	\$0	\$0	\$0
Initiative Net Requested (subtotal)	\$0	\$0	\$0	\$0
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$0	\$0	\$0	\$0

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

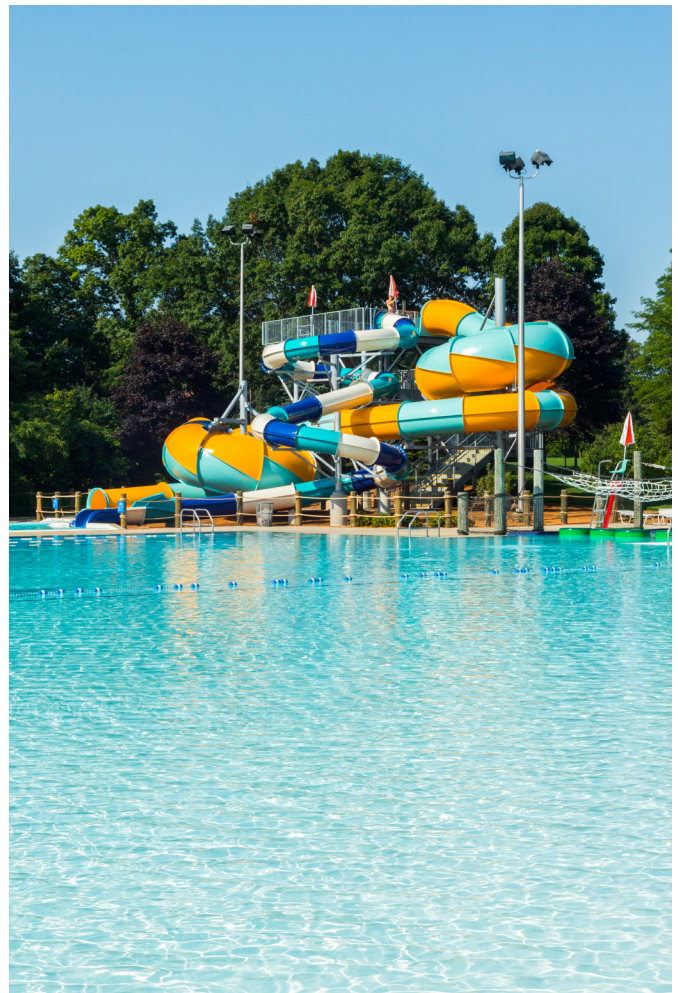
The proposed initiative would be indefinite. The amount of public infrastructure in West Allis requires continual improvements to keep up with the deterioration.



CITY OF WEST ALLIS

2017 Budget & Action Plan

Health, Culture, and Recreation



City of West Allis
Health Department
2018 Budget

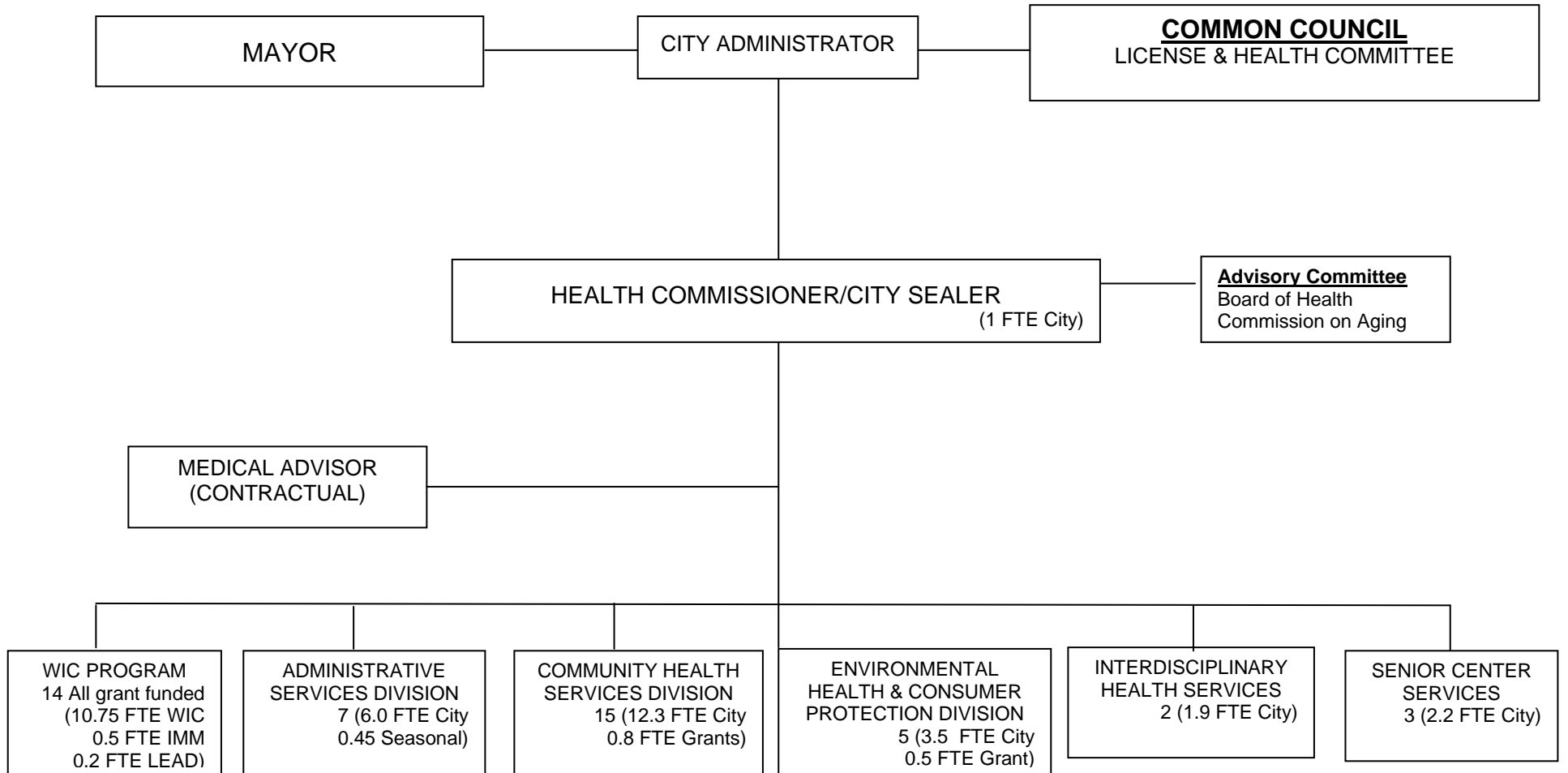
EXPENDITURES	2015	2016	2017	2017	2017	2018	2018		2018	Change	% Change
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/	Deletions	Budget		
Salaries	\$ 1,379,895	\$ 1,395,484	\$ 1,564,400	\$ 1,564,400	\$ 996,180	\$ 1,550,700	\$ -	\$ -	\$ 1,550,700	\$ (13,700)	
Provisionals/Part-Time	\$ 11,094	\$ 11,594	\$ 9,360	\$ 32,360	\$ 13,102	\$ 12,960	\$ -	\$ -	\$ 12,960	\$ 3,600	
Misc Other Pay	\$ 11,774	\$ 11,141	\$ 13,880	\$ 13,880	\$ 4,723	\$ 8,480	\$ -	\$ -	\$ 8,480	\$ (5,400)	
Overtime	\$ 10,087	\$ 7,533	\$ 11,500	\$ 11,500	\$ 2,332	\$ 7,900	\$ -	\$ -	\$ 7,900	\$ (3,600)	
Payroll Taxes	\$ 105,112	\$ 105,250	\$ 115,100	\$ 115,100	\$ 76,170	\$ 117,682	\$ -	\$ -	\$ 117,682	\$ 2,582	
Pension	\$ 116,454	\$ 115,216	\$ 101,400	\$ 101,400	\$ 71,916	\$ 100,362	\$ -	\$ -	\$ 100,362	\$ (1,038)	
Health Insurance	\$ 273,935	\$ 240,821	\$ 87,904	\$ 87,904	\$ 178,020	\$ 300,986	\$ -	\$ -	\$ 300,986	\$ 213,082	
Dental Insurance	\$ 20,326	\$ 22,452	\$ 17,800	\$ 17,800	\$ 15,852	\$ 22,963	\$ -	\$ -	\$ 22,963	\$ 5,163	
Life Insurance	\$ 4,730	\$ 4,920	\$ 2,300	\$ 2,300	\$ 3,716	\$ 5,774	\$ -	\$ -	\$ 5,774	\$ 3,474	
Professional Services	\$ 1,380	\$ 258	\$ 5,300	\$ 5,300	\$ 540	\$ 5,300	\$ -	\$ -	\$ 5,300	\$ -	
Maintenance Contracts	\$ 2,923	\$ 2,348	\$ 3,090	\$ 3,463	\$ 1,789	\$ 7,290	\$ -	\$ -	\$ 7,290	\$ 4,200	
Utilities	\$ 26,122	\$ 22,886	\$ 36,168	\$ 36,168	\$ 15,726	\$ 34,368	\$ -	\$ -	\$ 34,368	\$ (1,800)	
Repair & Maintenance	\$ 7,366	\$ 8,531	\$ 800	\$ 1,835	\$ 2,342	\$ 1,100	\$ -	\$ -	\$ 1,100	\$ 300	
Supplies	\$ 47,214	\$ 44,386	\$ 50,621	\$ 58,848	\$ 35,561	\$ 60,221	\$ -	\$ -	\$ 60,221	\$ 9,600	
Books & Periodicals	\$ 135	\$ 426	\$ 800	\$ 800	\$ 192	\$ 800	\$ -	\$ -	\$ 800	\$ -	
Advertising	\$ -	\$ 55	\$ 306	\$ 306	\$ 31	\$ 500	\$ -	\$ -	\$ 500	\$ 194	
Printing	\$ 1,554	\$ 26	\$ 1,623	\$ 1,623	\$ 63	\$ 623	\$ -	\$ -	\$ 623	\$ (1,000)	
Training & Travel	\$ 16,813	\$ 9,938	\$ 17,220	\$ 17,220	\$ 9,295	\$ 22,270	\$ -	\$ -	\$ 22,270	\$ 5,050	
Regulatory & Safety	\$ -	\$ 64	\$ 400	\$ 400	\$ -	\$ 300	\$ -	\$ -	\$ 300	\$ (100)	
Insurance	\$ 600	\$ 400	\$ 875	\$ 875	\$ 100	\$ 875	\$ -	\$ -	\$ 875	\$ -	
Capital Items	\$ 2,912	\$ 1,308	\$ 2,500	\$ 32,500	\$ 450	\$ 2,500	\$ -	\$ -	\$ 2,500	\$ -	
TOTAL EXPENDITURES	\$ 2,040,427	\$ 2,005,038	\$ 2,043,347	\$ 2,105,982	\$ 1,428,099	\$ 2,263,954	\$ -	\$ -	\$ 2,263,954	\$ 220,607	10.80%

2018 BUDGET NOTES:

Health Insurance increase represents the correction of a budgeting error in 2017. Note the 2017 budgeted amount was \$87,904, when historical actuals were \$273,935 and \$240,821. Eliminating the impact of the budgeting error, the Health Department budget request for 2018 represents a \$4,411 increase over last year, which is due to an initiative to provide environmental services to the Village of Greendale. There will be a corresponding revenue increase as part of this initiative. **Net 2018 Budget increase over 2017 Budget is 0.2%.**

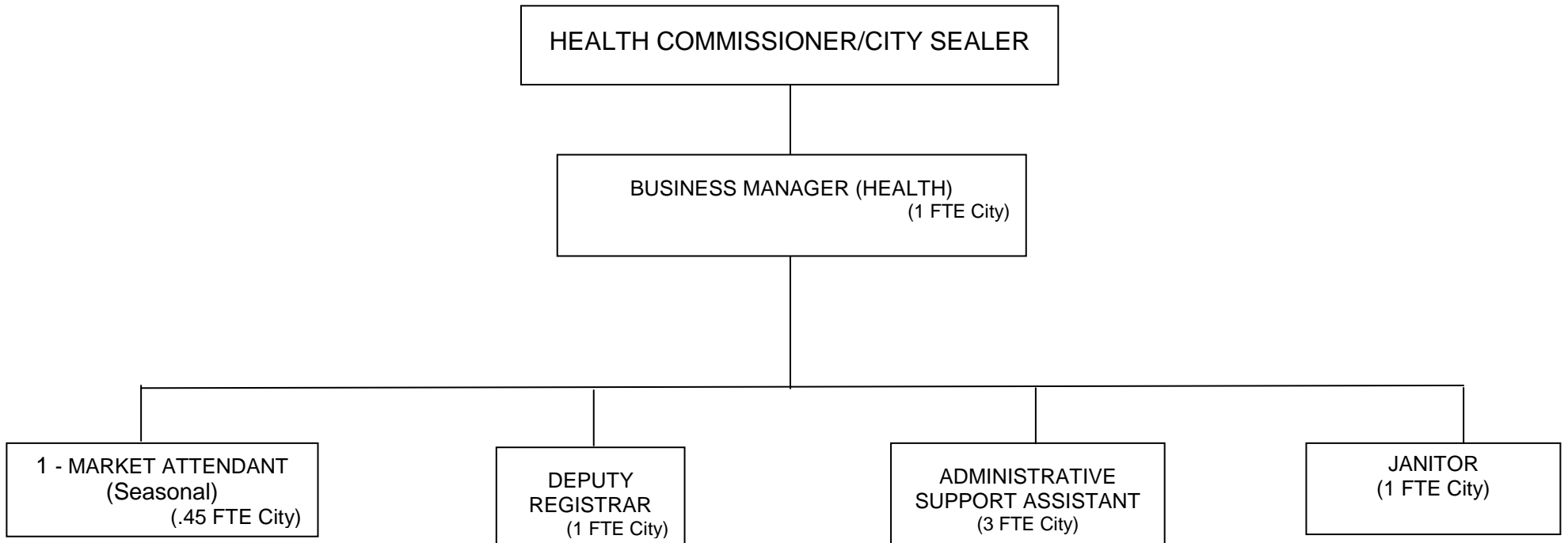
2017 Budget Error	\$ 216,196.00
2017 Corrected Budget	\$ 2,259,543.00
2018 Budget Request	\$ 2,263,954.00
	<u>\$ 4,411.00</u>

ORGANIZATIONAL CHART HEALTH



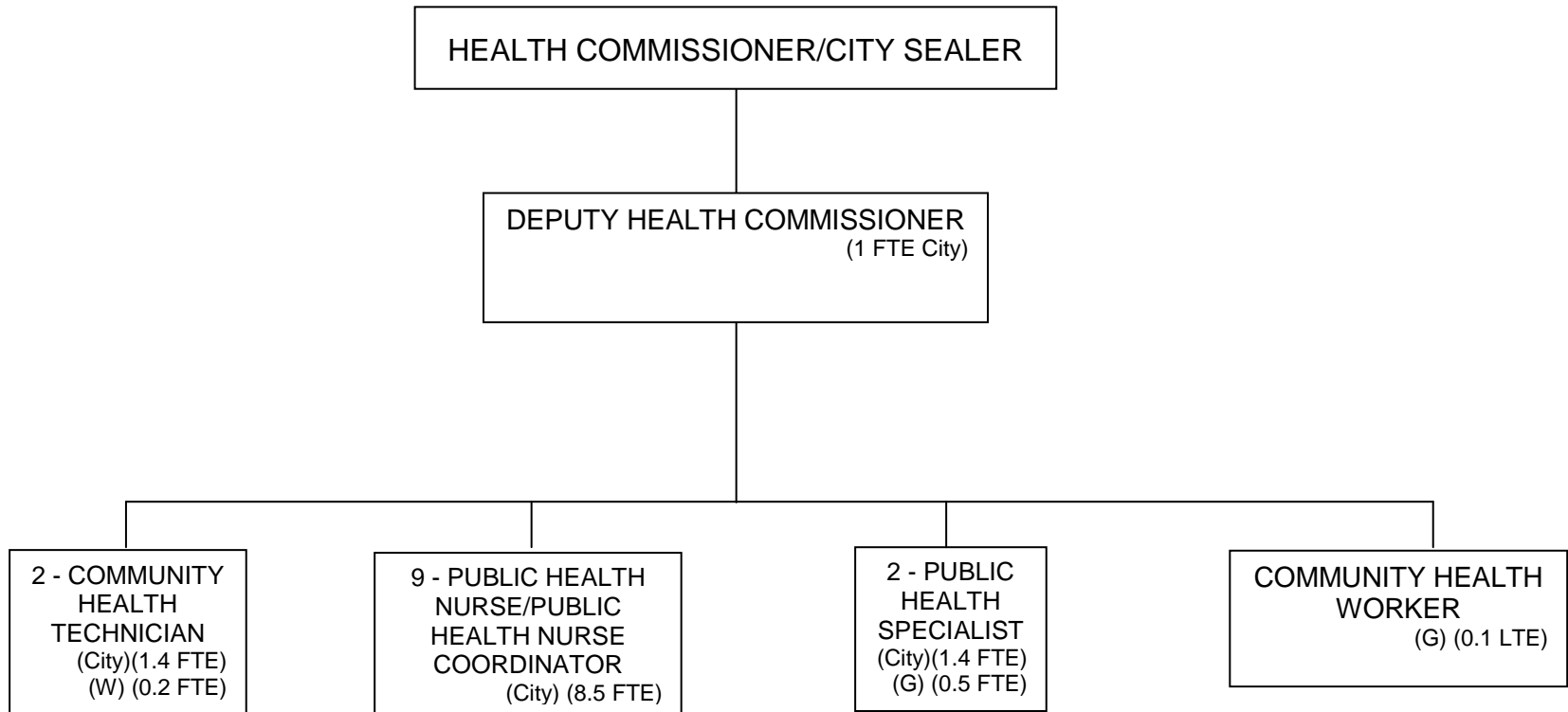
TOTAL POSITIONS: 47(40.1 FTEs)
 (26.9 City FTE
 12.75 FTE Grants
 0.45 Seasonal)

**ORGANIZATIONAL CHART
HEALTH
HEALTH ADMINISTRATIVE SERVICES**



TOTAL POSITIONS: 7 (6.0 City FTE,
0.45 Seasonal)

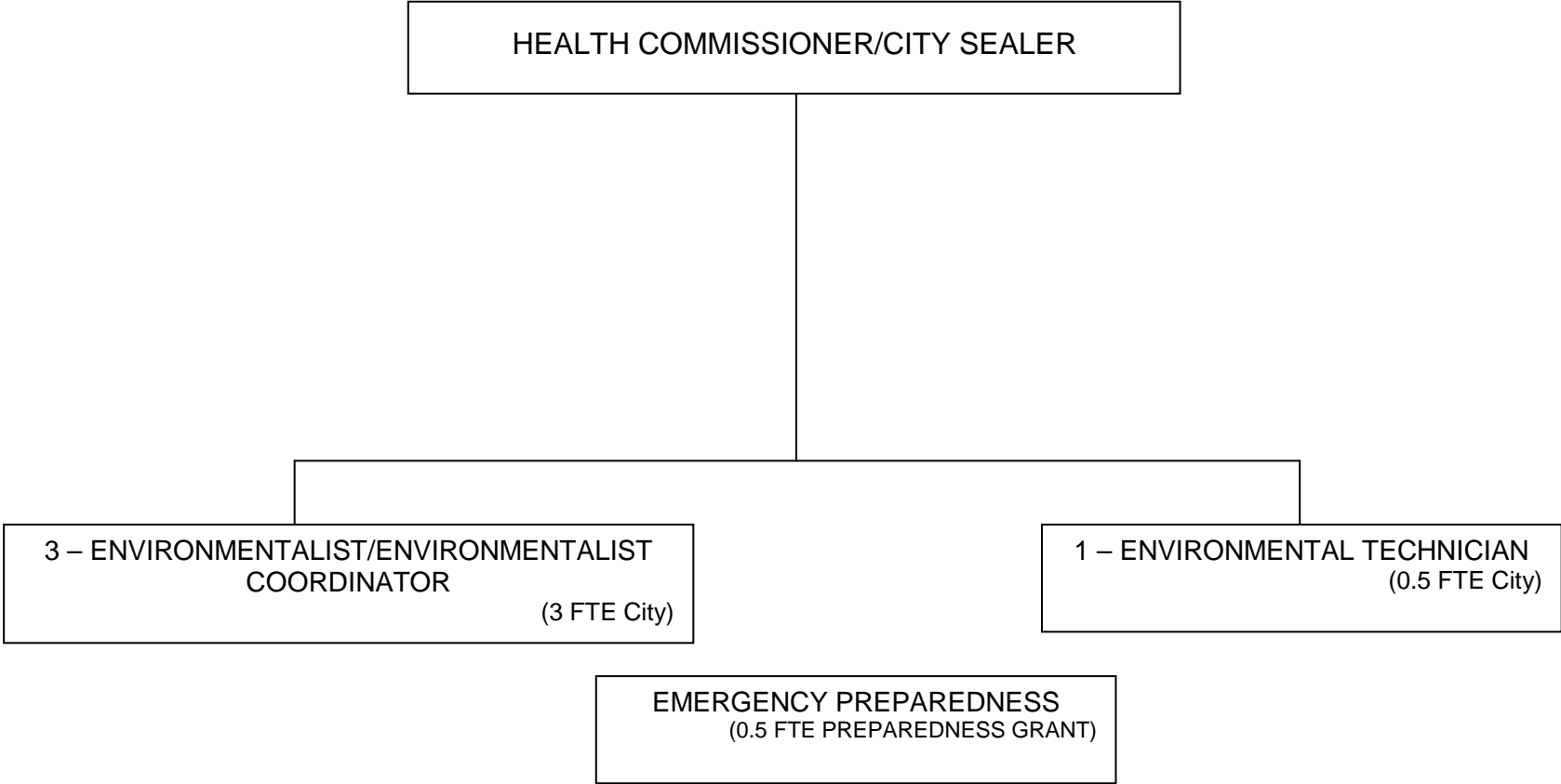
**ORGANIZATIONAL CHART
HEALTH
COMMUNITY HEALTH SERVICES**



**TOTAL POSITIONS: 15 (12.3 City FTE
0.8 Grant Funds)**

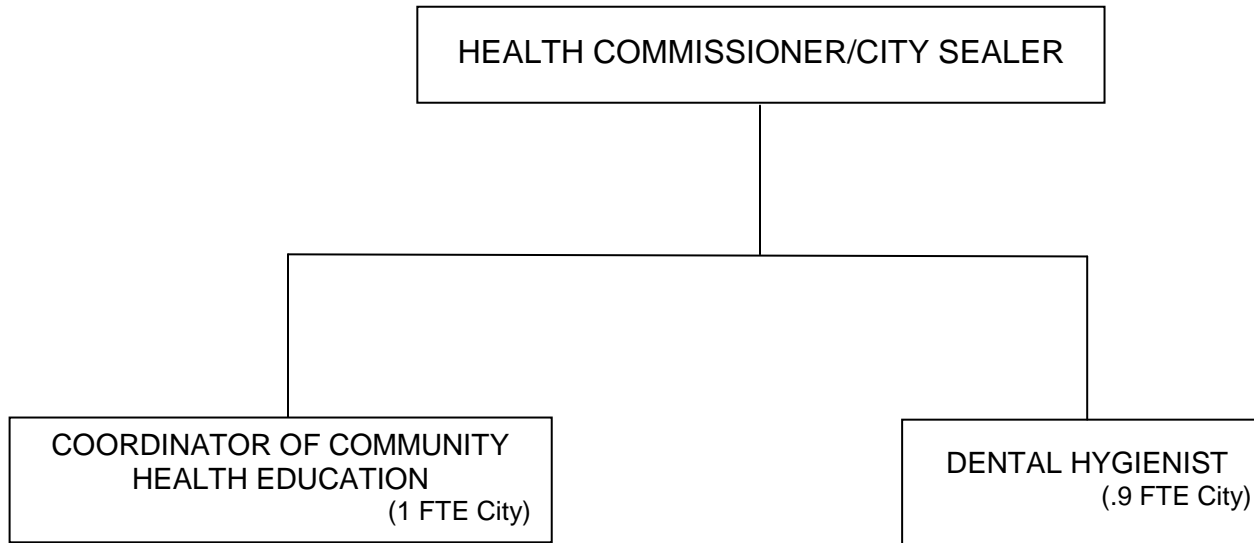
G = Funded by Consolidated Health Grant
W = Funded by WIC Grant

**ORGANIZATIONAL CHART
HEALTH
ENVIRONMENTAL HEALTH & CONSUMER PROTECTION**



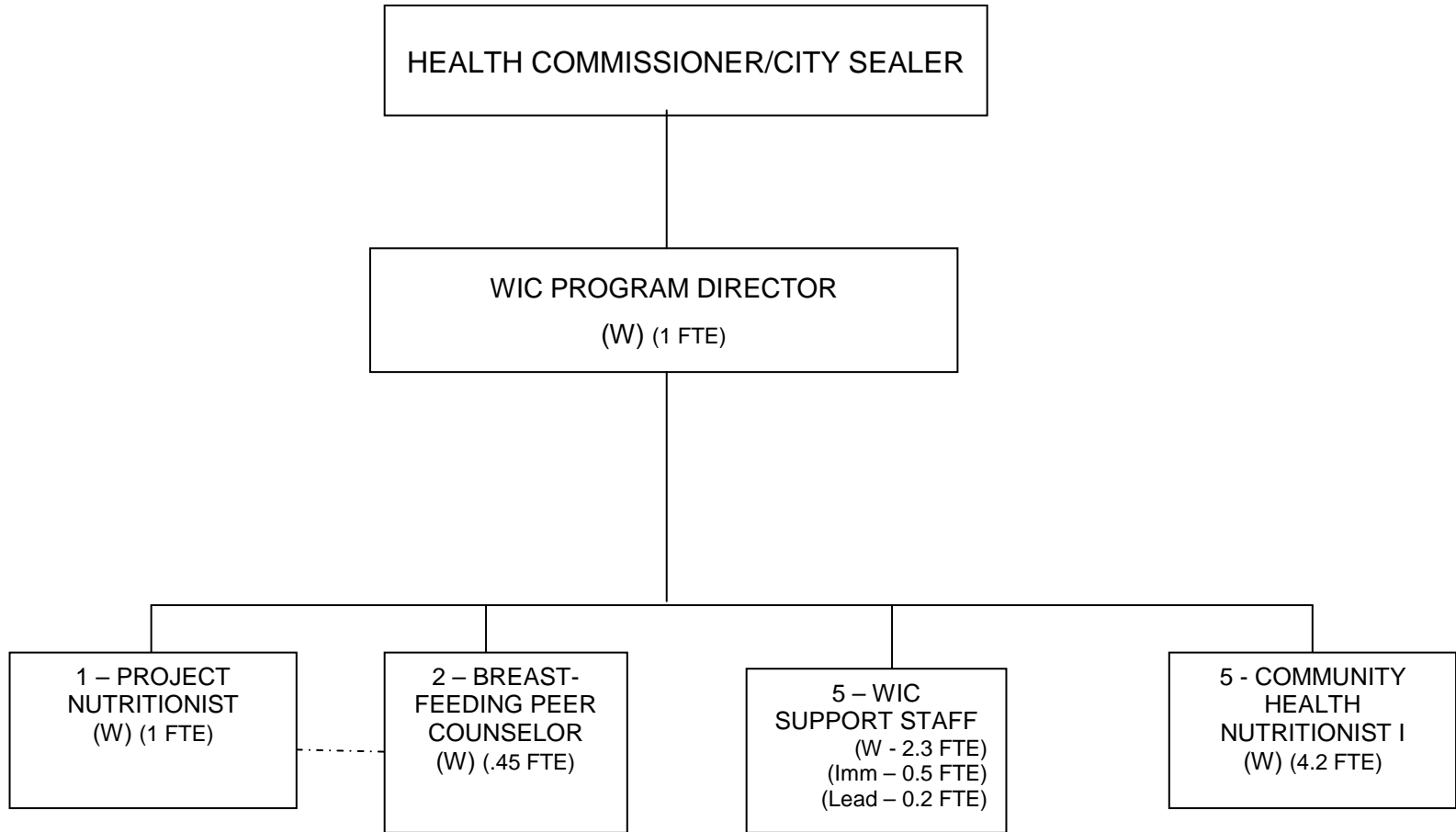
**TOTAL POSITIONS: 5 (3.5 City FTE
0.5 FTE GRANT)**

**ORGANIZATIONAL CHART
HEALTH
INTERDISCIPLINARY HEALTH SERVICES**



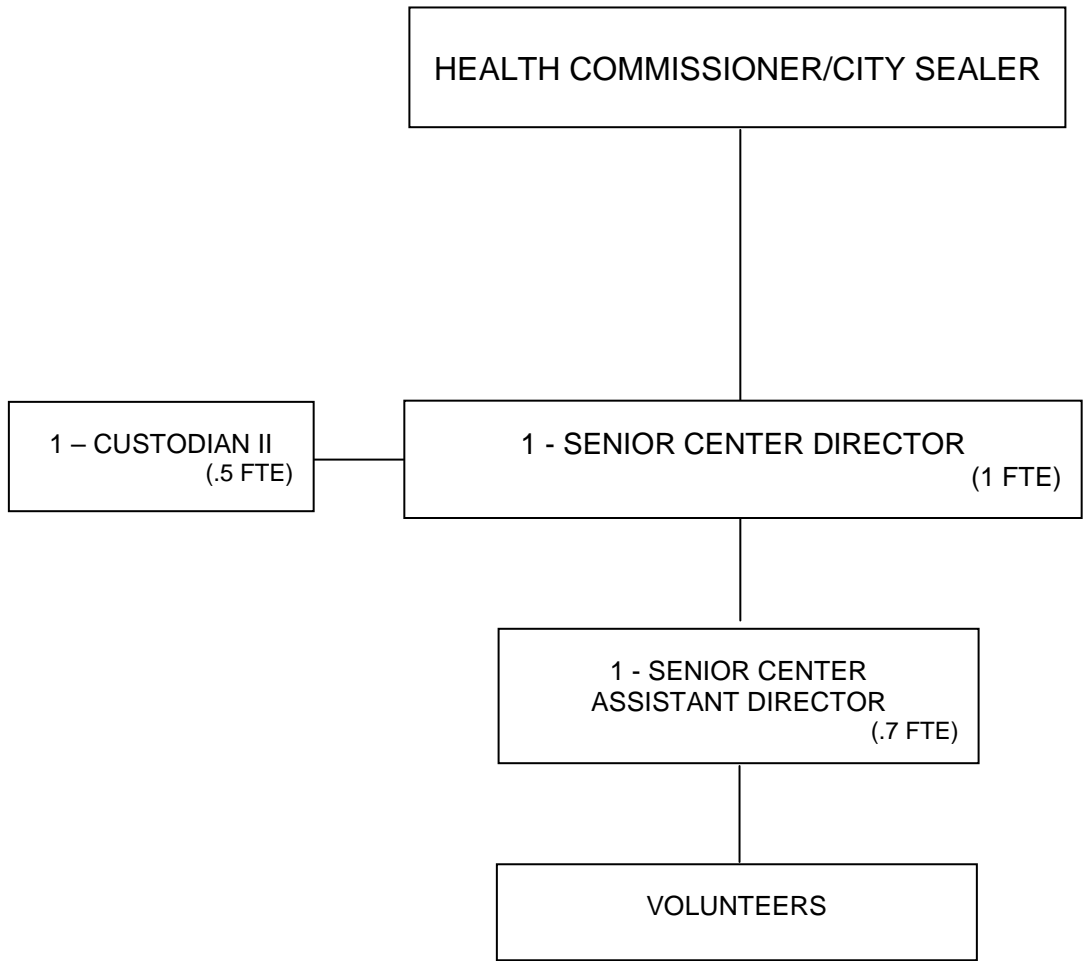
TOTAL POSITIONS: 2 (1.9 City FTE)

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



TOTAL POSITIONS: 14 (10.75 FTE WIC GRANTS
0.5 FTE IMM GRANT
0.2 FTE LEAD GRANT)

**ORGANIZATIONAL CHART
HEALTH
SENIOR CENTER**



TOTAL POSITIONS: 3 (2.2 City FTE)



Public Health
Prevent. Promote. Protect.

2018 HEALTH DEPARTMENT BUSINESS PLAN

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 West Allis residents.		
Vision		
Through services based on prevention, education and continuity of care; create an environment dedicated to optimizing the health of West Allis residents.		
Performance Measures		
See attached Performance Management Plan		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Health Commissioner	1	City
Admin Supervisor	1	City
Deputy Registrar	1	City
Clerical Assistant	1	City
Clerical Assistant	3	Grant
Administrative Support Assistant	2	City
Janitor	1	City
Environmental Technician	1	City
Environmentalist	1	City
Environmentalist Coordinator	2	City
Market Attendant	1	City
Director of Community Health Services	1	City
Public Health Nurse	8	City
Public Health Specialist	2	City/Grant
Community Health Technician	2	City/Grant
Community Health Education Coordinator	1	City
Dental Hygienist	1	City
Emergency Preparedness Coordinator	1	Grant
WIC Program Director	1	Grant
Community Health Nutritionist Lead	1	Grant
Community Health Nutritionist	4	Grant
WIC Clinic Assistant	2	Grant
WIC Breastfeeding Peer Counselor	3	Grant
Community Health Worker	1	Grant
Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Public Health Nurse	11 months	Recruiting
Emergency Preparedness Coordinator	New	Recruit
Community Health Worker	New	Recruit

Services Provided*					
Service	Funded by	Frequency	Shared Service <i>(list Partners)</i>	Contracted	Statutory <i>(Federal, State, Local)</i>
Community Health Assessment and Planning	City	Daily		N	Y
Environmental Health Services	City/Fees	Daily		N	Y
Public Health Nursing Services	City/Grant	Daily		N	Y
Health Education Services	City/Grant	Daily		N	Y
Dental Health Program	City	Daily		N	Y
Occupational Health Screening	City	Annual (4 months)		N	N
Emergency Preparedness	Grant	Daily		N	Y
Women Infant and Children	Grant	Daily	Y (Milw.LHDs)	N	N
Vital Records (Birth & Death)	City	Daily		N	N
West Allis Farmers Market	City	4 days/wk		N	N

- 1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)**

The Health Department has for many years had a Performance Management Quality Improvement Plan. Programs and services are evaluated regularly and quality improvement projects are selected based on the evaluation and staff feedback. Quarterly a report is published and distributed on activities and accomplishments.

Current QI projects:

- *Improving System of Collecting/Analyzing Customer Satisfaction Data*
- *Increasing BP Screening Outreach to the Hispanic Population*
- *Increasing HPV Vaccination Rates*
- *Increasing Recruitment and Retention in the WIC Program*

Future projects under consideration:

- *Evaluating Public Health Nurse phone duty hours*
- *Decreasing the number of repeat sexually transmitted infections*
- *Vision Screening Time Study*
- *Decrease insurance reimbursement denials*
- *Reduction in critical violations for food establishments*
- *Implementation of electronic health record system*

- 2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)**

See new initiative form for Environmental Consortium

- 3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)**

Three strategic priorities were identified for the West Allis Health Department 2015 – 2017 Strategic Plan are:

- Strategic Priority #1 – Organizational Excellence
 - Goal – To cultivate an environment of organizational excellence
- Strategic Priority #2 – Visibility
 - Goal – To advance the visibility of public health in the community
- Strategic Priority #3 – Safe and Healthy Community
 - Goal – To advocate for a safe and health community

Will provide a progress report at the end of 2017

- 4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)**

Health Department strategic planning for 2018-2021 is underway. SWOT completed and being analyzed. Staff will discuss and select priority areas in our Department meeting in August. As in the previous plan we will align our new plan with the City's Strategic Plan and our Community Health Improvement Plan.

Three goals:

To promote organizational excellence

To advance the visibility of public health in the community

To advocate for a safe and healthy community

To promote organizational excellence

- By December 31, 2017, move from Phase 3 to Phase 5 on the NACCHO Roadmap to a Culture of Quality Improvement
 - QI Champions received advanced training; QI project results are being shared at department staff meetings; training in performance management and quality improvement added to staff orientation
 - Customer satisfaction performance measures were added to the performance management tracking log, all staff received QI training, employees have been trained in how to find performance management data, a standardized process for customer satisfaction has been put in place for walk-in clients
- By December 31, 2017, WAHD will complete all requirements to maintain accreditation status and position itself for reaccreditation
 - 2011-2015 CHIP finished
 - Timeline for reaccreditation has been revised due to changes in the PHAB timeline
 - Annual reports completed in time frame
 - Domain a Month teaching with all staff and Board of Health
 - 2015 CHA completed
- By December 31, 2017, ensure a competent and motivated public health workforce
 - Personal development plans are included in the performance appraisals
 - Job descriptions (JDQ) are in process of updates
 - Process for partnering with academic institutions to provide students public health experience has been standardized
 - Tuition reimbursement benefit promoted to staff
- By June 30, 2015, establish a process for disseminating internal communications
 - CHS dry erase board used for daily announcements
 - Plan for short-term communication workgroup to update agenda template for monthly staff meetings in place
- By December 31, 2017, the West Allis Health Department will demonstrate fiscal sustainability and responsible resource stewardship in the allocation, maintenance, and use of public funds to address current and emerging health priorities.
 - Ongoing strategies
 - Assessing community for duplication of services
 - Identifying opportunities for shared services and resources
 - Aligning students experiences with health dept priorities
 - Seeking out grant opportunities and financial resources that align with health dept. priorities
 - Advocating for local, state, and federal funding
- By December 31, 2015, WAHD staff will report an increased understanding of budgeting and resource allocation processes
 - Management staff completed a Panning for Financial Success webinar series
 - Keep staff updated on budget process

To advance the visibility of public health in the community

- By December 31, 2015, increase WAHD's capacity to develop and deliver social marketing and communication to targeted audiences
 - Facebook pages developed and implemented
 - Twitter accounts developed and implemented
 - Texting policy in place
- By December 31, 2017, increase internal capacity around advocacy and policy development
 - Advocacy and policy development part of 2016-2020 CHIP objectives
 - Legislative updates included in staff meetings as appropriate
 - Staff members included in developing, implementing, and evaluating policies
- By December 31, 2017, increase Board of Health advocacy
 - BOH more engaged – e-cigarette ordinance, etc.
- By December 31, 2017, the WAHD will identify, raise awareness about, and advocate for public health
 - Ongoing strategies
 - Educating community partners
 - Advocating for public health laws and policies
 - Increasing visibility
 - Branding strategy in progress – waiting for City
 - This is Public Health video completed

To advocate for a safe and healthy community

- Through December 31, 2015, assume a leadership role to assure achievement of objectives for four priorities identified in the 2011-2015 CHIP
 - Leadership role assumed for Access to Care, Health Communications, Healthy Homes and Neighborhoods, and Obesity priorities
- Through December 31, 2015, assume a support role to assist and monitor the objectives for five priorities identified in the 2011-2015 CHIP
 - Support role assumed for Alcohol and Other Drug Use, Emotional Well Being, Healthy Lifestyles, Safety and Injury, and Unhealthy Aggressive Behavior priorities
- By February 14, 2017, assume a leadership role in development of the 2016-2020 CHIP
 - Leadership role assumed for development of 2016-2020 CHIP priorities, work groups
 - Leadership role assumed for Healthy Lifestyles priority
 - Support role assumed for Mental Health and Substance Abuse and Addiction priorities
 - CHIP progress report for 2016 completed
 - Plan in place to communicate annual CHIP progress in public health partners and the community
- By December 31, 2017, forge new and maintain past partnerships to increase community engagement
 - Ongoing strategies
 - Identifying community partners
 - Communicating with partners
- By December 31, 2017, maintain an all hazards emergency operation plan
 - PHERP updated annually
 - Participants in Hospital Emergency Response Coalition
 - Staff engaged in call-down drills, emergency preparedness drills

Detailed progress on the 2015-2017 Strategic Plan can be found on the 2017 Performance Management Plan located on the P: drive in the Performance Management folder.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Environmental Health Consortium
Initiative Leader Contact	Sally Nusslock
Alternate Contacts	
Contacts E-Mail Addresses	snusslock@westalliswi.gov
Phone/Extension	8627

Please submit New Initiative proposal with your budget documents to rqroll@westalliswi.gov

Please complete the form below describing your proposed New Initiative

1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.

The West Allis Health Department would become the DTACP agent for the Village of Greendale and will inspect and license all of their food facilities and provide consultation on environmental health issues.

2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.

Expands on the shared services model we have with the Women, Infants and Children program.

3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?

Strengthens the capacity of WAHD Environmental Division by increased staffing and additional revenue to the City.

4. Identify others who are benefiting from the new initiative and how they would benefit.

Village of Greendale residents/visitors
Allows us to increase staffing and plan for succession

5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to measure success?

Number of inspections
Number of violations/orders/complaints
Revenue generated

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.

- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
- When considering human resources, please estimate the “fully-loaded” cost. (“Fully-

loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).

- c. Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$34,700	\$34,700	\$34,700	\$104,100
Anticipated Expenses (less staffing and HR)	\$500	\$500	\$500	\$1,500
Initiative Net Requested (subtotal)	(\$34,200)	(\$34,200)	(\$34,200)	(\$102,600)
Anticipated Staffing and HR Costs	\$25,000	\$28,000	\$31,000	\$84,000
Total Initiative Cost	(\$9,200)	(\$6,200)	(\$3,200)	(\$18,600)

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

This agreement would be similar to the West Milwaukee Contract. The exceptions would be that we would handle all of the fee payments and issue the licenses. We would get the revenue from the license fees and could charge the Village additional fees for the other services.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

The project would be sustained by revenue from the licensing fees and service fee charged to the Village. There is potential to add other communities to the Consortium in the future.

City of West Allis
Senior Center
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 146,184	\$ 149,030	\$ 147,133	\$ 147,133	\$ 102,127	\$ 148,117	\$ -	\$ 148,117	\$ 984	
Misc Other Pay	\$ 300	\$ 325	\$ 300	\$ 300	\$ 125	\$ 300	\$ -	\$ 300	\$ -	
Overtime	\$ 397	\$ 334	\$ 200	\$ 200	\$ 2,370	\$ 200	\$ -	\$ 200	\$ -	
Payroll Taxes	\$ 10,947	\$ 11,257	\$ 11,200	\$ 11,200	\$ 7,870	\$ 11,528	\$ -	\$ 11,528	\$ 328	
Pension	\$ 12,754	\$ 12,572	\$ 10,000	\$ 10,000	\$ 7,631	\$ 9,924	\$ -	\$ 9,924	\$ (76)	
Health Insurance	\$ 24,683	\$ 19,570	\$ 15,600	\$ 15,600	\$ 13,964	\$ 22,014	\$ -	\$ 22,014	\$ 6,414	
Dental Insurance	\$ 1,542	\$ 1,602	\$ 1,100	\$ 1,100	\$ 1,116	\$ 1,621	\$ -	\$ 1,621	\$ 521	
Life Insurance	\$ 487	\$ 500	\$ 100	\$ 100	\$ 335	\$ 507	\$ -	\$ 507	\$ 407	
Professional Services	\$ 2,578	\$ 3,314	\$ 2,985	\$ 3,313	\$ -	\$ 3,985	\$ -	\$ 3,985	\$ 1,000	
Utilities	\$ 16,896	\$ 14,863	\$ 24,079	\$ 24,079	\$ 11,603	\$ 21,079	\$ -	\$ 21,079	\$ (3,000)	
Repair & Maintenance	\$ -	\$ 128	\$ 200	\$ 328	\$ -	\$ 700	\$ -	\$ 700	\$ 500	
Supplies	\$ 3,291	\$ 3,401	\$ 4,425	\$ 4,425	\$ 1,528	\$ 4,925	\$ -	\$ 4,925	\$ 500	
Printing	\$ 463	\$ -	\$ 270	\$ 270	\$ -	\$ 270	\$ -	\$ 270	\$ -	
Training & Travel	\$ 48	\$ 30	\$ 222	\$ 222	\$ 89	\$ 222	\$ -	\$ 222	\$ -	
Capital Items	\$ -	\$ 274	\$ 454	\$ 454	\$ -	\$ 454	\$ -	\$ 454	\$ -	
TOTAL EXPENDITURES	\$ 220,568	\$ 217,201	\$ 218,268	\$ 218,724	\$ 148,758	\$ 225,846	\$ -	\$ 225,846	\$ 7,578	3.47%

2018 BUDGET NOTES:

2018 SENIOR CENTER BUSINESS PLAN

Department	Director	Fund and Dept. Group
West Allis Senior Center	Denise Koenig	
Mission/Overview		
To challenge the growing, aging population with knowledge and responsiveness.		
Performance Measures		
Tracking overall attendance and participation in programs/activities; membership statistics, Collaborations and networking with other agencies and community groups.		
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Senior Center Director	1	City
Assistant Director	1	City
Janitor	1	City
Vacant Positions*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
None		

Services Provided*					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Older Adult Classes & Activities	City of West Allis	Daily			
Health & Wellness Programs	City of West Allis	Daily & Intermittent	WIHA, Marquette U		
Senior Nutrition Program	Federal	Daily	MCDA		
Stockbox Distribution Site/Food for the Hungry		Monthly	Hunger Task Force/Food for the Hungry		
Tax Preparation Assistance		Annual <small>(3 Month Program)</small>	AARP		
Older Adult Support Groups		Weekly	Interfaith/AA/Vitas		
Informational & Referral		Monthly	MCDA/Legal/Police		

- Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)**

Provide enrichment, education and wellness opportunities and reduce isolation for older adults in a safe community environment.
 Partner with organizations and network on behalf of our community’s oldest and most frail adult population.
 Provide access to nutritional and social and provide a safe place for socialization.

- Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)**

Wisconsin Institute for Healthy Aging – second mini-grant to be awarded in spring of 2018 for Walk With Ease Program.

3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)

Wisconsin Institute for Healthy Aging – first mini grant awarded fall of 2017 for Walk With Ease Program.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

Goal # 1 – Strategic Action 1-10 Expand opportunities for seniors and reduce social isolation through external collaborations and continue partnerships with the following external organizations: Milwaukee County Department on Aging; Interfaith Older Adult Programs; Hunger Task Force; AARP Tax Assistance; Food for the Hungry; Alcohol Anonymous; West Allis West Milwaukee Community Coalition; Marquette University School of Nursing; Herzing School of Nursing; UW --Extension and Mount Mary University Dietetic Department; Food For the Hungry and AARP Tax Assistance Program.

Goal #2 – Strategic Action 2.2 Expand opportunities for healthy lifestyles by increasing physical activity opportunities: Walk With Ease Program/Wisconsin Institute for Healthy Aging; Eat Better and Move More Program/Mount Mary Dietetics Department. Continue partnerships for substance abuse/addiction (AA and West Allis-West Milwaukee Community Coalition) and reduce isolation and hunger through support programs/activities with the Senior Nutrition Program; Interfaith/Vitas bereavement groups and Hunger Task Force's Stockbox Program.

Goal #3 – Strategic Action 3-1 Increase stakeholders' knowledge and strategic goals/outcomes/progress pertaining to senior center services. Action 3-7 Query and track citizens' opinions and experiences through satisfaction surveys review and improve processes based on responses. Work with West Allis Commission on Aging to assess program offerings, collect data on outcomes and program set goals.

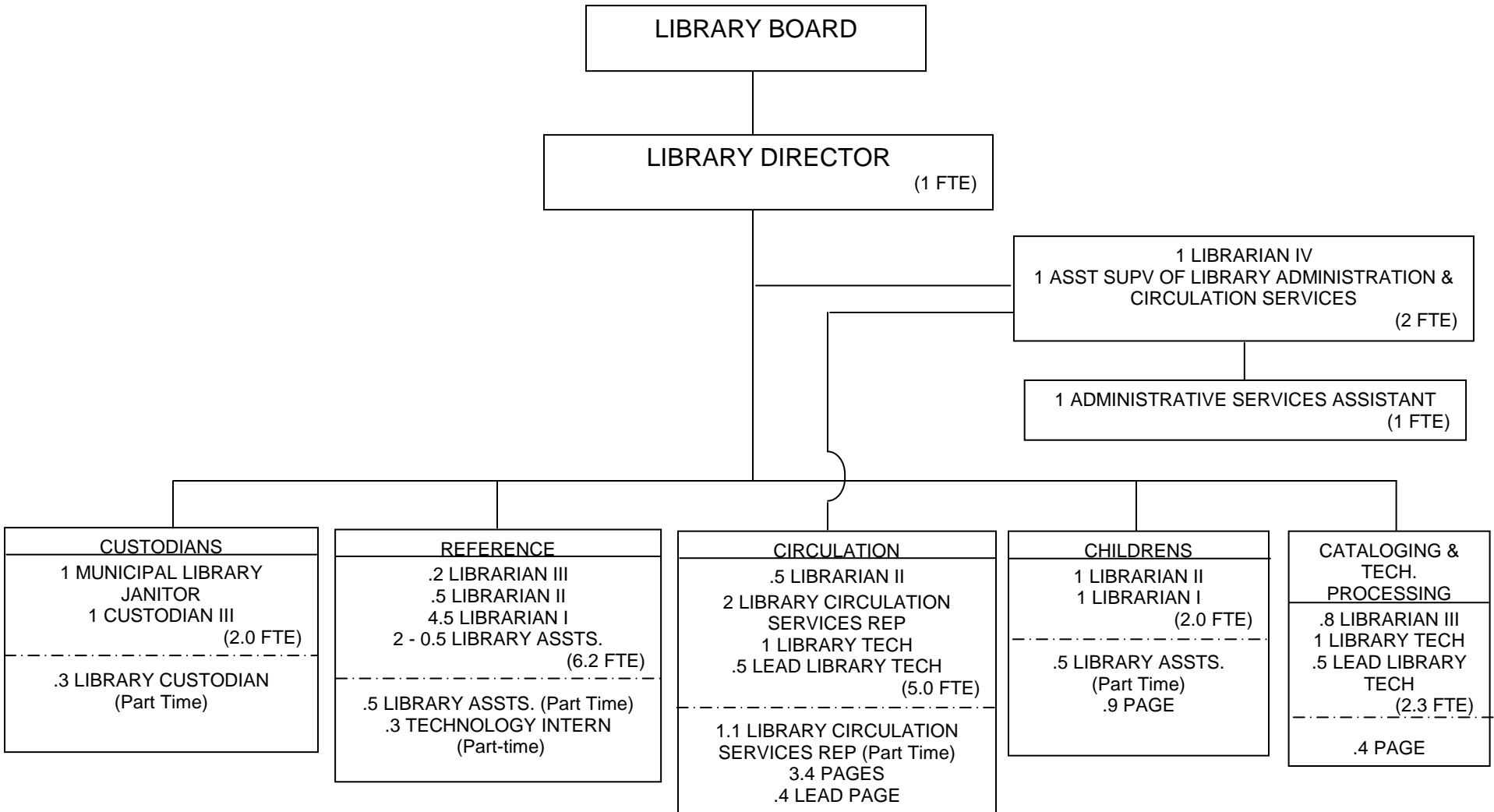
City of West Allis
Library
2018 Budget

EXPENDITURES	2015	2016	2017	2017	2017	2018	2018	2018	%	
	Actual	Actual	Budget	Adjusted Budget	Year-to-Date	Request	Additions/ Deletions	Budget	Change	Change
Salaries	\$ 926,101	\$ 938,872	\$ 898,615	\$ 898,615	\$ 659,693	\$ 1,084,526	\$ -	\$ 1,084,526	\$ 185,911	
Provisionals/Part-Time	\$ 198,289	\$ 243,032	\$ 189,347	\$ 189,347	\$ 163,249	\$ 251,918	\$ -	\$ 251,918	\$ 62,571	
Misc Other Pay	\$ 300	\$ 325	\$ 1,480	\$ 1,480	\$ 125	\$ 1,480	\$ -	\$ 1,480	\$ -	
Overtime	\$ 5,656	\$ 4,567	\$ 10,000	\$ 10,000	\$ 4,225	\$ 10,000	\$ -	\$ 10,000	\$ -	
Payroll Taxes	\$ 84,158	\$ 88,695	\$ 87,100	\$ 87,100	\$ 62,330	\$ 100,250	\$ -	\$ 100,250	\$ 13,150	
Pension	\$ 90,691	\$ 90,548	\$ 75,700	\$ 75,700	\$ 53,925	\$ 73,521	\$ -	\$ 73,521	\$ (2,179)	
Health Insurance	\$ 227,029	\$ 174,860	\$ 390,000	\$ 390,000	\$ 130,482	\$ 248,412	\$ -	\$ 248,412	\$ (141,588)	
Dental Insurance	\$ 13,130	\$ 11,796	\$ 27,000	\$ 27,000	\$ 7,723	\$ 14,607	\$ -	\$ 14,607	\$ (12,393)	
Life Insurance	\$ 3,650	\$ 3,162	\$ 3,000	\$ 3,000	\$ 1,988	\$ 2,851	\$ -	\$ 2,851	\$ (149)	
Professional Services	\$ 10,869	\$ 9,820	\$ 14,815	\$ 15,768	\$ 9,238	\$ 14,815	\$ -	\$ 14,815	\$ -	
Maintenance Contracts	\$ 92,993	\$ 87,083	\$ 112,000	\$ 112,589	\$ 90,592	\$ 112,000	\$ -	\$ 112,000	\$ -	
Utilities	\$ 71,774	\$ 65,926	\$ 77,400	\$ 77,400	\$ 47,294	\$ 77,400	\$ -	\$ 77,400	\$ -	
Repair & Maintenance	\$ 2,533	\$ 241	\$ 4,950	\$ 4,950	\$ 650	\$ 4,950	\$ -	\$ 4,950	\$ -	
Supplies	\$ 50,898	\$ 55,543	\$ 52,728	\$ 54,341	\$ 35,012	\$ 52,728	\$ -	\$ 52,728	\$ -	
Books & Periodicals	\$ 276,779	\$ 266,347	\$ 278,000	\$ 322,694	\$ 193,760	\$ 278,000	\$ -	\$ 278,000	\$ -	
Printing	\$ 1,151	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Training & Travel	\$ 702	\$ 603	\$ 3,000	\$ 3,000	\$ 167	\$ 3,000	\$ -	\$ 3,000	\$ -	
Regulatory & Safety	\$ -	\$ -	\$ 350	\$ 350	\$ -	\$ 350	\$ -	\$ 350	\$ -	
Capital Items	\$ 31,709	\$ 25,673	\$ 25,500	\$ 29,500	\$ 283	\$ 25,500	\$ -	\$ 25,500	\$ -	
Transfers Out	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 2,088,412	\$ 2,079,093	\$ 2,250,985	\$ 2,302,834	\$ 1,460,736	\$ 2,356,308	\$ -	\$ 2,356,308	\$ 105,323	4.68%

2018 BUDGET NOTES:

Salary increases are a result of proper salary classification updates identified during the Compensation Study, the reallocation of some part time staffing hours, and lower budgeted salary expenses from 2017

**ORGANIZATIONAL CHART
LIBRARY**



CITY FUNDED FTEs: 20.5
NON-BENEFITED (PART-TIME) FTEs: 7.8
TOTAL FTEs: 28.3

2018 LIBRARY BUSINESS PLAN

Department	Director	Fund and Dept. Group
Library	Michael Koszalka	100-35
Mission/Overview		
<p>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.</p>		
Performance Measures		
1.	<ol style="list-style-type: none"> 2. Serve as a resource to the community for popular materials 3. Provide access to reference, educational and informational materials 4. Assist patrons in accessing and using library materials 5. Provide programming that compliment/enhance library services 6. Provide literature based programming for school-aged children and preschoolers 7. Service to Adult Readers with Special Needs/homebound 8. Provide public access to personal computers and electronic information 9. Provide community room access for public programming 10. Serve as the Community Center for the City of West Allis 	
Position Information*		
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>
Library Director	1.0	Operating Budget
Library Manager	1.0	Operating Budget
Administrative Support Specialist	1.0	Operating Budget
Clerical Assistant	1.0	Operating Budget
Cataloging and Technical Processing Librarian	1.0	Operating Budget
Adult Services and Circulation Supervisor Librarian	1.0	Operating Budget
Children's Services Supervisor Librarian	1.0	Operating Budget
Librarian	5.5	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 Provisional/no benefited	780 hours	Operating 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*		
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>
Librarian .5	1 year	Request to fill in 2018
Clerical Assistant 1.0	1 year	Request to fill in 2018

Services Provided*					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Serve community with popular materials	Operating Budget	Priority	County System	MCFLS	State/Local
Provide Access to reference, educational, informational materials	Operating Budget	Priority	County System	MCFLS	State/Local
Assist patrons in using library resources	Operating Budget	Priority	County System	MCFLS	State/Local
Provide literature based programming for school-aged children as well as preschoolers	Operating Budget	Priority	County System	MCFLS	State/Local
Service to Readers with Special Needs/homebound	Operating Budget	Priority	No	No	No
Provide free public access to computers and wi-fi as well as electronic information/databases	Operating Budget	Priority	County System	MCFLS	State/Local
Provide community room access for public programming and serve as community center/gathering place	Operating Budget	Priority	No	No	No

Insert additional rows as needed. Click [here](#) for instructions or "google" - how to insert rows in a Microsoft word table

1. **Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)**
 - A. **Serve as a resource for popular and educational materials**
 - B. **Assist patrons in using library resources**
 - C. **Provide literature based programming for school-aged and preschoolers**

2. **Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)**
 - A. **Realign use of staff to allow for more outreach opportunities**
 - B. **Redevelop Library website**

3. **2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)**

2017-2018 West Allis Public Library Strategic Plan

WEST ALLIS PUBLIC LIBRARY

7421 W. National Ave.
West Allis, WI 53214
(414) 302-8503

BOARD OF TRUSTEES

Karen Mikolajewski, President
Elizabeth Suelzer, Vice President
Ellen Karrels, Secretary
Michelle Wadewitz, Financial Secretary
Bree Johns-Konkol
Dr. Marty Lexmond, School Superintendent
Aldersperson Marty Weigel
Jody Rymaszewski

STRATEGIC PLAN COMMITTEE MEMBERS

Karen Mikolajewski
Michelle Wadewitz
Elizabeth Suelzer
Ellen Karrels
Ellen Dobrogowski, Supervisor of Technical Services
Emily Rutter, Supervisor of Adult and Circulation Services
Beth Henika, Supervisor of Youth Services
Michael Koszalka, Director

INTRODUCTION

The West Allis Public Library Board of Trustees has adopted this two-year Strategic Plan to help guide the West Allis Public Library (the Library) forward with the goal of providing the best possible services for the citizens of the community.

Developing the plan involved input from Library staff and Library board members, and patron requests and recommendations. Standard resources such as the Wisconsin Public Library Standards were consulted. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis strategies were used to aid in assessing where the Library needed to improve as well as where services currently excel.

The resulting document aims to propel the Library forward with a solid foundation towards quality library services for West Allis, and appreciation is extended to all who worked on this important project.

WEST ALLIS PUBLIC LIBRARY MISSION STATEMENT:

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.

WEST ALLIS PUBLIC LIBRARY VISION STATEMENT:

Fostering an Educated, Engaged, Enriched Community

Service Response 1 – Facilities

- Goal:

Ensure City Capital funding for HVAC improvements are secured and work completed by 2018

Objective: Original Library HVAC is twenty-seven years old and requires updating. Estimated \$300,000 capital outlay for the work must be secured and work completed by end of 2018.

- Goal:

Continue to coordinate window replacement schedule with DPW's Building and Signs Division

Objective: Monitor facility window replacement with an estimated six to eight windows replaced annually.

- Goal:

Work with City of West Allis officials and the community to place the Library as a primary focus of the National Avenue Corridor Improvement plan scheduled to begin in 2018

Objective: Large improvement plan set for 2018 on the National Avenue Corridor between S. 76th street East to S. 70th Street. Library should act as a centerpiece for the Corridor design implementation.

- Goal:

Explore the possibility of purchasing and implementing outdoor signage that will inform/benefit users and provide an additional marketing function

Objective: Work to implement improved dynamic signage in the front of the building and along the National Avenue Corridor.

- Goal:

Evaluate building security and implement change where necessary and as funding will allow

Objective: Explore the possibility of expanded security for the building in terms of possible utilization of access control for the staff entrance and additional security camera implementation.

- Goal:

Review and possibly reassess DVD and CD shelving arrangements

Objective: Creatively re-evaluate the current shelving and CD arrangement in the Adult Services and Children's Departments in order to best arrange the large media collection in the most pleasant, and easily accessible presentation possible.

Service Response 2 – Administration

- Goal:

Monitor an increased efficient ordering and processing of materials by staff to improve accessibility of materials to the customer

Objective: Library Director and supervisors research the need for an enhanced ordering and processing system so that materials are made available to customers in the timeliest manner.

- Goal:

Stay abreast of Milwaukee County Federated Library System (MCFLS) governance/reciprocal issues as well as the State Public Library System redesign project

Objective: Advocate for equitable governance within the Milwaukee County Federated Library System, and keep engaged with the ongoing State Public Library System redesign project – assessing how that initiative may impact the Library.

- Goal:

Staff training and in-service opportunities

Objective: Identify and facilitate staff training and in-service opportunities that will assist staff and benefit library services to the community.

Service Response 3 – Technology

- Goal:

Explore use of in-house tablets to enhance user satisfaction and assist staff

Objective: Research, discuss and determine if and how the uses of in-house tablets are applicable and would improve services to Library users.

- Goal:

Work to improve communications with the City IT liaison in order to improve efficiencies and faster resolution to related technological issues

Objective: Work to improve communication between staff and the City Information Technology Department so that the best interests and needs of the community are met.

- Goal:

Purchase and install electronic device charging stations in public areas of the building

Objective: Purchase and implement electronic device charging stations for the public to use in key areas of the building.

- Goal:

Improve Library web site presence guaranteeing a more dynamic interface

Objective: Research and implement a more dynamic Library web site allowing for an improved web presence.

- Goal:

Implement a cost effective and practical print management software system for public use computers

Objective: Work with City Information Technology to fund, purchase and facilitate a public use printing software system that combines practicality with the needs of Library users.

Service Response 4 – Programming

- Goal:

Continue to experiment with and expand new programming opportunities while strengthening successful ones for Children’s, Teen and Adult programming alike

Objective: Explore programming initiatives that fulfill the needs of the community and act to enhance the Library as the Community Center of the City.

- Goal:

Create an active and sustained Teen Advisory Board.

Objective: Encourage teens and “tweens” to become involved in young adult related services and build upon integrated programming ideas to attract users in the teen and “tween” age groups.

Service Response 5 – Customer Focus

- Goal:

Increase public awareness of the variety of services available at the Library through improved

marketing strategies

Objective: Investigate and enable improved marketing techniques that will result in a more advanced profile for the Library and services that the organization provides to the community.

- Goal:

Expand outreach opportunities as budget/staffing will allow

Objective: Study opportunities where the Library may positively impact the community and improve the prominence of the Library through expanded outreach.

- Goal:

Improve services to bilingual customers and celebrate diversity of clientele.

Objective: Continue to be cognizant of public library needs for bilingual and non-traditional users of the Library and welcome/celebrate the diversity of users.

- Goal:

The Library as the community center where ideas and information are cultivated and exchanged

Objective: Promote the Library as the Community Meeting Place where all ideas and opinions are accepted and exchanged.

- Goal:

Work with local schools to better convey available services to children and young adults

Objective: Continue to improve relationship with West Allis-West Milwaukee Schools and coordinate Library outreach and other opportunities at area schools.

- Goal:

Continue to investigate expanded service hours.

Objective: Monitor and study the possibility of increased hours of operation for the Library.

Service Response 6 – Resources

- Goal:

Awareness of ever-changing nature of media formats, and potential for expanded streaming services

Objective: Keep updated on state-of-the-art technologies so the Library can best prepare to fund and implement in-demand services to the public.

- Goal:

Continue to identify and fund online services that fulfill the needs and expectations of the community

Objective: Explore database and other format services and implement as community demand warrants.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

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Objective: Monitor and study the possibility of increased hours of operation for the Library.

Service Response 6 – Resources

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Awareness of ever-changing nature of media formats, and potential for expanded streaming services

Objective: Keep updated on state-of-the-art technologies so the Library can best prepare to fund and implement in-demand services to the public.

- Goal:

Continue to identify and fund online services that fulfill the needs and expectations of the community

Objective: Explore database and other format services and implement as community demand warrants.

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CITY AT THE CENTER
WEST ALLIS
CITY OF WEST ALLIS
2017 Budget & Action Plan

Special Revenue Funds
Revenues and Expenditures



2018 SPECIAL REVENUE FUND BUSINESS PLAN

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		
<p>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.</p>		
Services Provided		
<p>Communication Fund: See attached Business Plan provided by Communications Department</p> <p>Tourism Fund: This fund accounts for tourism expenditures funded by Hotel Room Tax collections.</p> <p>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.</p> <p>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</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>		

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.

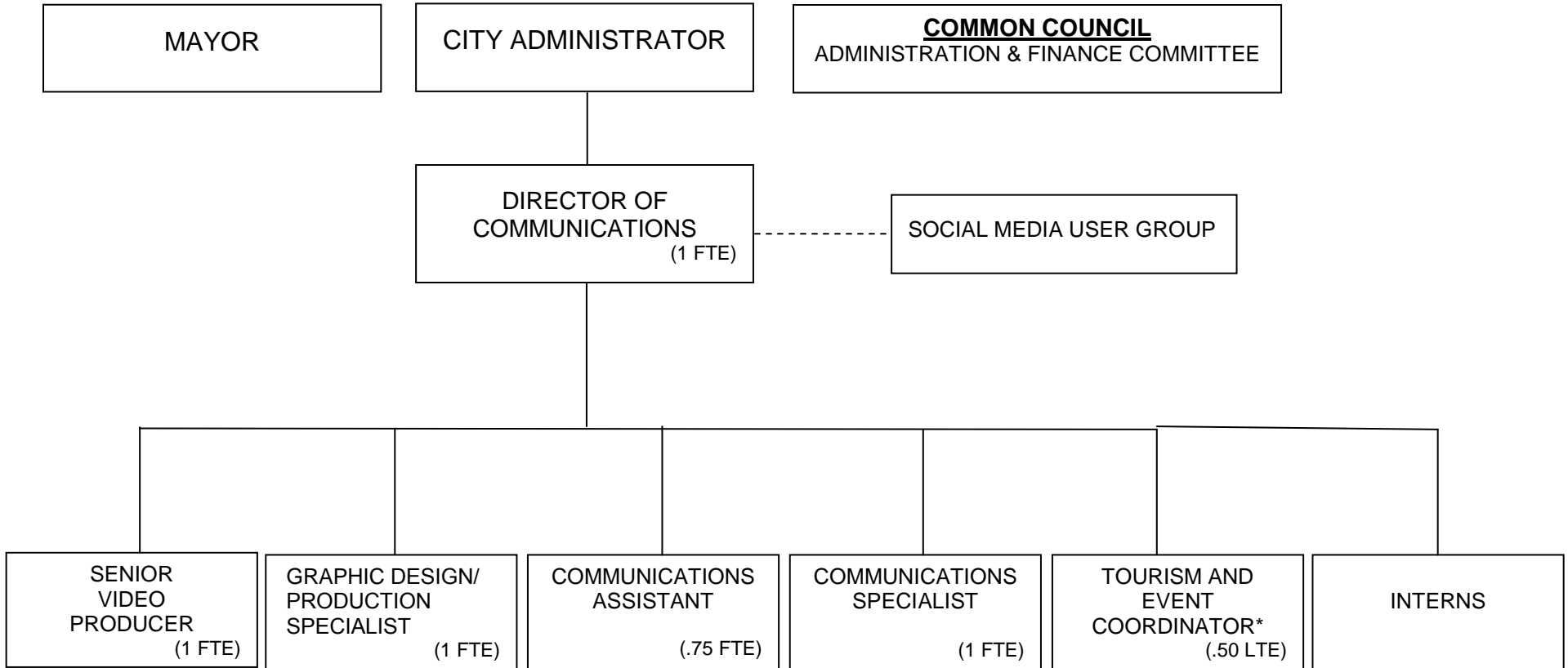
TID Area Rehab and Assistance Funds: Recent Tax Increment Districts (TIDs) have included funding to create loan programs that can assist homeowners and potential business owners with property upgrades or economic assistance to start or improve their business. The Community Development department administers 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
2018 BUDGET
COMMUNICATIONS**

	2015 Actual	2016 Actual	2017 Budget	Adjustments	2017 Adjusted Budget	2017 Estimated	2018 Budget
REVENUES							
Franchise Fees	\$708,259	\$683,927	\$720,000	0	\$720,000	\$720,000	\$720,000
Creative Services Revenue			\$20,000		\$20,000		\$20,000
Miscellaneous	\$300	\$119,141	\$10,000	0	10,000	0	\$10,000
Total Revenues	\$708,559	\$803,068	\$750,000	\$0	\$750,000	\$720,000	\$750,000
COMMUNICATIONS EXPENDITURES							
1 Wages & Benefits	\$311,731	\$258,392	\$328,371	\$0	\$328,371	238,519	327,871
1 Admin Support Charge	\$350,000	\$350,000	\$50,000	0	\$50,000	50,000	50,000
1 Materials / Supplies / Maintenance	\$8,572	\$5,106	\$66,365	0	\$66,365	66,365	70,565
1 Membership Dues	\$970	\$1,020	\$1,000	0	\$1,000	1,000	1,000
1 Travel / Auto / Training	\$1,818	\$2,165	\$3,100	0	\$3,100	3,100	3,100
1 Advertising & Promotion	\$1,453	\$325	\$6,000	0	\$6,000	6,000	9,000
1 Utilities	\$17,461	\$16,486	\$17,777	0	\$17,777	17,777	8,077
1 Equipment	\$26,084	\$1,666	\$400	0	\$400	400	400
1 Rentals / Consulting / Other Services	\$11,684	\$15,080	\$42,800	0	\$42,800	42,800	45,800
CREATIVE SERVICES EXPENDITURES							
2 Wages & Benefits	\$0	\$0	\$115,180	\$0	\$115,180	\$115,180	115,180
2 Admin Support Charge	\$0	\$0	\$0	\$0	\$0	\$0	0
2 Materials / Supplies / Maintenance	\$0	\$0	\$69,550	\$0	\$69,550	\$69,550	69,550
2 Membership Dues	\$0	\$0	\$0	\$0	\$0	\$0	0
2 Travel / Auto / Training	\$0	\$0	\$1,000	\$0	\$1,000	\$1,000	1,000
2 Advertising & Promotion	\$0	\$0	\$0	\$0	\$0	\$0	0
2 Utilities	\$0	\$0	\$500	\$0	\$500	\$500	500
2 Equipment	\$0	\$0	\$43,210	\$0	\$43,210	\$43,210	43,210
2 Rentals / Consulting / Other Services	\$0	\$0	\$34,050	\$0	\$34,050	\$34,050	34,050
Capital Budget Items						\$50,000	
Total Expenditures	\$729,773	\$650,240	\$779,303	\$0	\$779,303	\$739,451	\$779,303
Net Operating Gain(Loss)	(\$21,214)	\$152,828	(\$29,303)	\$0	(\$29,303)	(\$19,451)	(\$29,303)
Fund Balance:							
Fund Balance Beginning of Year	\$775,591	\$754,377	\$907,205	\$907,205	\$907,205	\$907,205	\$887,754
Fund Balance End of Year	\$754,377	\$907,205	\$877,902	\$907,205	\$877,902	\$887,754	\$858,451
Reserve for Capital Accum.	\$191,122	\$206,122	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
General Fund Balance	\$563,255	\$701,083	\$577,902	\$607,205	\$577,902	\$587,754	\$558,451
	\$754,377	\$907,205	\$877,902	\$907,205	\$877,902	\$887,754	\$858,451

**ORGANIZATIONAL CHART
COMMUNICATIONS**



CITY FUNDED FTEs: 0.00
OTHER FUNDING SOURCES FTEs: 5.25

*2018 New Initiative

2018 DEPARTMENT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Communications	Jonathan Matte	Fund: 260 Dept Group: 82
Mission/Overview		
<p>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 communications plans, media relations, community outreach, social media, marketing publications, phone, internet, municipal television and video production; 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.</p>		
Performance Measures		
<ol style="list-style-type: none"> 1. 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. 2. Citizen satisfaction with City website. 3. Citizens feel informed about City programs, services and activities. 4. Citizens' rating of opportunities to express their opinions about municipal services or issues. 5. Citizen, business owner and employee feedback through website feedback forms, social media messaging and email. 6. Employee's satisfaction levels with the information they get about what is happening in the organization (intranet, newsletter, surveys, email, etc.) 7. Communications plans raise awareness and measure changes in behavior before and after the campaign; report on success of programs and selected campaigns. 8. % of training and development accessed by employees. 9. 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. 10. 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. 11. Internal client satisfaction with services provided by Communications. <i>Benchmark 86.96% (2017, ISS Survey)</i> 		
Position Information*		
Titles	Number	Funding Source(s)
Communications Director	1	Special Revenue
Communications Specialist	1	Special Revenue
Senior Video Producer	1	Special Revenue
Graphic Print and Web Designer	1	Special Revenue
Communications Assistant	.75	Special Revenue
Vacant Positions*		
Title	Length of Vacancy	2018 Plan/Current Status

Services Provided*					
<i>Service</i>	<i>Funded by</i>	<i>Frequency</i>	<i>Shared Service (list Partners)</i>	<i>Contracted</i>	<i>Statutory (Federal, State, Local)</i>
Facilitate and serve as a resource to City departments to manage their individual communication needs effectively and efficiently.	260 - Special Revenue	Daily			
Support the Council and City management in planning, communicating and implementing programs, services and goals that promote and/or impact our overall quality of life, healthy economy, development, and the safety and welfare of our citizenry.	260 - Special Revenue	Daily			
Provide support and tools to enhance communications with City employees; create and implement citywide communications plans on major City needs or initiatives; research awards applications which assist in further recognizing the City's programs, services, accomplishments and key messages.	260 - Special Revenue	Daily			
Develop and produce print collateral, consult, assist and oversee other City departments in the development and production of their special publication needs including photography, brochures, posters, flyers and other design needs; assure proper use of City logo and key messages.	260 - Special Revenue	Daily			
Administer City's social media presence. Ensure all City news releases, media alerts, emergency and urgent City service notifications and events are posted on official City Facebook page, Twitter and other appropriately identified social media tools; manage social media content for accuracy, timeliness, and design and brand consistency.	260 - Special Revenue	Daily			
Manage the editorial content and design/redesign of the city website; team with department web administrators to ensure all are trained in website administration; provide guidance on best practices for information presentation and development.	260 - Special Revenue	Daily			
Facilitate and manage communications with the news media in communicating day-to-day City services, programs and public safety communications. Manage surveying, tracking and assessing	260 - Special Revenue	As needed			

citizen opinions on City services and programs.					
Broadcast government meetings; produce timely news briefs, informational videos about City programs and services; maintain electronic informational City and community bulletin boards; provide backups for content disruption; create videos for internal/external stakeholders.	260 - Special Revenue	Weekly			
Manage and encourage citizen engagement through volunteer opportunities; manage West Allis 4-1-1; coordinate district Town Hall meetings; facilitate City Hall tours and guides.	260 - Special Revenue	Monthly			

1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)

1. External Communications

- Media Relations, Community Outreach, Social Media, Website Administration, Municipal TV
- a) Identify new communications channels and increase digital footprint through concentrated and consistent messaging. Deliver 24/7/365 customer service.
- b) Participate in Emergency Government training and planning as key team member.
- c) Maintain positive, proactive relationships with various members of the media by promptly fulfilling image and information requests.
- d) Build stronger relationships with community partners, local organizations and neighborhood associations. Embrace and develop brand ambassadors.
- e) Collaborate with Mayor to increase promotional and marketing efforts to include new events, contests and give-a-ways.

2. Internal Communications

- Communications Plans, Emergency Communications, Employee Engagement, Employee Intranet, AV Production, Large Volume Printing and Finishing.
- a) Emphasize communications plans and advise staff on strategic implementation of a campaign. Establish and develop department Communications liaisons.
- b) Arrange and coordinate employee appreciation events, contests and give-a-ways to spur engagement and workforce satisfaction.
- c) Create high quality, accessible informational content in formats appropriate to a diverse internal audience
- d) Provide quarterly progress reports on 2017/2018 initiatives.

3. Brand Identity

- Formulate brand ideology and execute long term marketing strategy.
- a) Collaborate with marketing firm and Tourism Commission to build a strong, well-known brand identity and position West Allis as a top destination.

2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)

1. Sprout Social

- Harness social Media management software to streamline workflow across all platforms to ensure smarter and faster communication. Provide valuable social media management insights to key stakeholders in presentation ready reports. (New Initiative Form Attached)

2. **Centralize City Event Planning: Create Tourism and Event Coordinator Position (.50 LTE)**
 - Position to be responsible for planning, coordinating and leading the implementation of destination marketing and City events that promote tourism and/or increase community/employee awareness and engagement. (New Initiative Form Attached)
3. **Create City Hall Mail Center: Decentralize Inter-Office Mail**
 - Eliminate inter-office mail delivery and create mail center for incoming and outgoing mail.
4. **City Wide Digital Signage Program (Previously submitted as 2017 Budget Initiative)**
 - Implement digital display signage in various city buildings in select high traffic areas that will alert internal/external audiences to important deadlines, employee information, announcements, city marketing messages, events and other items of interest. (New Initiative Form Attached)
5. **City Hall Audio-Visual Infrastructure: Meeting Recording**
 - Build audio-visual infrastructure capable of recording and live streaming all City meetings including those taking place concurrently. (Underway)
6. **Process Automation: Folder/Insertor**
 - Achieve automation with a folding and inserting system enabling staff to fold, insert and close envelopes 10 to 40 times faster than by hand. (New Initiative Form Attached)
7. **Equipment Reduction**
 - Eliminate two press machines and migrate print production to an all-digital environment.
8. **2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)**

Communications Planning and Consultation

Strategic Plan: Goals 3-2, 3-5, 3-6

1. Recycling Carts Communications Plan and rollout and online response management.
2. Conduct a communications audit to evaluate the effectiveness of existing communications strategies and their impact on audiences' knowledge, perceptions and attitudes.* (Q3/Q4 2017 Kickoff)
3. Update Social Media Policy for clarity and to meet internal and external user expectations.
4. Archive Social software provides transparency, analytics, and supports record retention requirement
5. Increased social media reach and citizen engagement; 24/7 customer service.
6. Successful cross-departmental communications collaborations, including Public Works Wednesdays, Wellness Program branding, Mayor's Challenge and GIS iPad use communications.
7. Provide advice and training to staff in brand application, website and social media content and media relations.

Stakeholder Relations

Strategic Plan: Goals 1-2, 3-1, 3-5, 3-7

1. Reimagine City newsletter as community magazine, publish in full-color to provide more engaging, resident-focused piece with photographs and relevant content.
2. Monthly e-newsletter to engage residents between print issues of city newsletter.
3. Oversee and administer community and employee surveys including Fire Dept. community survey, Human Resources employee survey and department internal services survey.
4. Coordinate and manage employee appreciation days to increase employee engagement.
5. Centralize city news releases to improve media communications and create media request process.
6. Respond to 6-10 social media inquiries a day often outside of normal business hours; offer a 24/7/365 customer service approach.

Digital Media

Strategic Plan: Goals 3-5, 3-6,

1. Drive internal/external online forms, registration tools and e-services (let us help, citizen in action, reserving city park space, employee training sessions, retiree portal, etc.) for greater efficiency and better customer service.
2. Migrate and align Police/Fire departments to Ask Allis; train staff on site administration.
3. Generate new website content including 'Parks, Playgrounds and Outdoor Recreation', 'What's in

West Allis”, “Citizen in Action”, “Recycling FAQ” and “Rumor vs Fact” pages.

Production

Strategic Plan: Goals 1-1, 3-3, 3-5

1. Update City marketing communications for fresh, cohesive and modern look adhering to brand standards.
2. Responsible for overnight parking permit stickers (2017 savings = \$5000).
3. Create recruitment communications including organizational advertising and promotion.

4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)

Goal 1: West Allis meets the need for open, transparent and meaningful stakeholder communication and engagement

Outcome: Stakeholders are satisfied with the information they receive and the opportunity to engage with the City.

Strategic Plan: Goal 1-3, Goal 3-1 | Initiatives:

- Strengthen and integrate digital media as part of communications programs.
- Develop internal communications strategy including emergency and crisis communications.
- Re-evaluate City website strategy and redesign with citizen-centric platform.

Goal 2: West Allis understands the strategic value of ongoing communications programs and specific campaigns

Outcome: Decisions about the most effective and efficient allocation of communications resources are supported by data.

Strategic Plan: Goal 3-1, 3-8, 3-9 | Initiatives:

- Assess level of uptake of brand messaging within and external to the community.
- Quantify and report on success of ongoing programs and selected campaigns.
- Departments receive reports related to website usage and specific campaign performance.

Goal 3: West Allis proactively addresses issues and opportunities with one, clear voice.

Outcome: West Allis’ position on key issues is well known, and communicated in a clear, consistent manner, increasing stakeholders’ perceptions of openness and transparency.

Strategic Plan: Goal 1-1, Goal 3-2, Goal, 3-5 | Initiatives:

- Strengthen communications support for Mayor as key spokesperson.
- Continue to assess and prepare organization to respond to potential and emerging issues.
- Ensure internal teams are satisfied with the level of communications support provided and feel prepared to respond to issues.

Goal 4: New tools and/or processes adopted increase efficiency, effectiveness and consistency of Communications’ service delivery across West Allis.

Outcome: Communications is efficient, effective and consistent

Strategic Plan: Goal 3-8, Goal 3-10 | Initiatives:

- Continue to assess, adopt and develop innovative tools and processes.

Goal 5: Communications supports a positive working environment and opportunities for learning and growth.

Outcome: Employees are satisfied, empowered and motivated to learn, achieve and innovate.

Strategic Plan: Goal 5-1, Goal 5-2 | Initiatives:

- Actively practice and encourage open communication, active listening and support.
- Provide timely and meaningful recognition and feedback.
- Encourage participation in relevant training.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	Create Tourism and Event Coordinator (.50 LTE)
Initiative Leader Contact	Jonathan Matte
Alternate Contacts	Rebecca Grill
Contacts E-Mail Addresses	jmatte@westalliswi.gov
Phone/Extension	8352

Please submit New Initiative proposal with your budget documents to rgrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

- 1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.**

Position to be responsible for planning, coordinating and leading the implementation of destination marketing and City events that promote tourism and/or increase community/employee awareness and engagement. This position will be a part-time, non-benefited position that carries out day-to-day activities in accordance with the Communications Department and the Tourism Commission.
- 2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.**

This is a unique position devoted to enhancing the quality of life for our citizens, improving the visitor experience in West Allis and increasing employee engagement. The position will facilitate and coordinate all City events providing a streamlined and efficient workflow and reduce workload for existing clerical and assistant staff.
- 3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?**

This position will help fulfill Strategic Goal #1, Image/Brand/Destination, and Goal #3, Citizen Engagement, to increase tourism, citizen engagement and make the City a destination for visitors, residents and businesses. Additional benefits include increasing community, citizen and employee awareness of current events and activities and identifying or rebranding new and existing City sponsored events.
- 4. Identify others who are benefiting from the new initiative and how they would benefit.**

Primary beneficiaries of this are visitors, residents, businesses and internal/external stakeholders including City clerical and assistant staff who are often tasked with working on event coordination outside of their scope of duties.
- 5. Outcomes and Metrics (not to exceed 200 words); What outcomes do you expect from this initiative? What are the metrics you will use to measure success?**

Outcomes and metrics include increased satisfaction of visitors, residents, and business; positive word of mouth; transformation of the City into a destination; reversal of negative image; increased partnership with City businesses on new events; explore new ways of using City facilities such as the Farmers Market.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.
- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
 - When considering human resources, please estimate the “fully-loaded” cost. (“Fully-loaded” cost includes direct plus all indirect costs, including infrastructure/overhead).
 - Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	Year One	Year Two	Year Three	Initiative Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$0	\$0	\$0	\$0
Initiative Net Requested (subtotal)	\$0	\$0	\$0	\$0
Anticipated Staffing and HR Costs	\$35,000	\$38,000	\$41,000	\$114,000
Total Initiative Cost	\$35,000	\$38,000	\$41,000	\$114,000

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

The Tourism Commission and Communications Fund include budgetary capacity to support this initiative.



2018 NEW INITIATIVE BUDGET PROPOSAL

Proposed New Initiative	
Initiative Name	SproutSocial Social Media Management
Initiative Leader Contact	Jenny Kosek, Communications Specialist
Alternate Contacts	Jon Matte, Director of Communications
Contacts E-Mail Addresses	jkosek@westalliswi.gov ; jmatte@westalliswi.gov
Phone/Extension	X8354

Please submit New Initiative proposal with your budget documents to rqrill@westalliswi.gov

Please complete the form below describing your proposed New Initiative

1. Summary of Proposed Initiative (not to exceed 200 words); provide a synopsis of the proposed project.

The Communications Department currently uses Hootsuite, a cloud-based social media and marketing automation platform, to manage and post to city social media accounts. As more internal users begin participating in city social media usage and more networks emerge as important communications channels for residents to connect with city information, a more robust social media management tool is needed. SproutSocial is an alternate platform that offers increased ability for social media administrators to manage users' activity, better serve customers, receive detailed analytics, and more efficiently leverage social media to engage citizens.

2. New and Innovative (not to exceed 100 words); CWA is looking for new ways to deliver programs, products, or services. Describe what is new and innovative about this project.

Currently, Communications uses an automated marketing platform to schedule, publish, and monitor social media activity. Social media users outside of the department, such as those in the Health Department or DPW, post directly to the platforms. This prevents Communications from monitoring content before it is published to ensure it supports strategic goals and aligns with the City brand. SproutSocial would allow all internal social media users to prepare content within the platform, so Communications could review for appropriateness before it is published. In addition, SproutSocial provides detailed analytics, develops profiles of users, and ensures social media users are leveraging the platforms to their full potential.

3. Strategic Importance (not to exceed 100 words); Why is this project of strategic importance?

Strategic Goal 1-1: "Formalize a clear image through marketing and brand development process." SproutSocial will allow Communications to preview content for all of the City's social media platforms before it is published to ensure brand and messaging compliance.
 Strategic Goal 3-5: "Expand access to City information through citizen focused city-wide communications and social media activities." SproutSocial's robust features make social media usage easy, effective, and more secure for the City and internal and external users.

4. Identify others who are benefiting from the new initiative and how they would benefit.

Because SproutSocial allows monitoring of incoming social media comments, messaging, and feedback in one platform, the City will be able to more quickly respond to or coordinate a

response to resident inquiries, improving customer service. Internal users will find SproutSocial's interface easier to use than many social media platform's interfaces, and will spend less time coordinating content as collaboration between departments is simplified in SproutSocial. This will save a great deal of time for social media managers who are tasked with social media projects on top of their regular work duties.

5. Outcomes and Metrics (not to exceed 200 words);
 What outcomes do you expect from this initiative? What are the metrics you will use to measure success?

Metrics will include number of posts per platform (with the goal to increase post frequency across all networks); number of incoming messages/outgoing responses; increase in likes/followers/sentiment across networks.

6. Please indicate the estimated funding required and the anticipated duration (maximum of 3 years) of this Initiative.

- Estimate the revenue, expenses less the staffing and HR costs, and the initiative funding requested by year. Next, provide an estimate for staffing and the total cost for the initiative by year.
- When considering human resources, please estimate the "fully-loaded" cost. ("Fully-loaded" cost includes direct plus all indirect costs, including infrastructure/overhead).
- Explain the potential revenue sources by providing a list of potential users/customers. If the new initiative involves non-financial returns of some kind, explain those and identify the users/customers.

Duration of Initiative: 1 Year 2 Years 3 Years

Budget: *To complete, double click on the spreadsheet to enter data.*

Budget Item	One	Two	Three	Totals
Anticipated Revenue	\$0	\$0	\$0	\$0
Anticipated Expenses (less staffing and HR)	\$5,000	\$0	\$0	\$5,000
Initiative Net Requested (subtotal)	\$5,000	\$0	\$0	\$5,000
Anticipated Staffing and HR Costs	\$0	\$0	\$0	\$0
Total Initiative Cost	\$5,000	\$0	\$0	\$5,000

Revenue Explanation: If the initiative is expected to generate revenue, justify the expected revenue and provide a list of potential users and customers. If the initiative involves non-financial returns of some kind, please explain this non-financial return and describe the users and customers.

7. Sustainability of the Initiative: If the required funding exceeds 1-3 years, how will the City continue to fund the initiative?

Sprout Social offers subscription based pricing. We have the flexibility to evaluate usefulness and change plans or cancel at any time.

**CITY OF WEST ALLIS
2018 BUDGET
Tourism**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Hotel/Motel Room Tax Revenue			\$178,000	\$178,000	\$185,000	\$178,000
Total Revenues	\$0	\$0	\$178,000	\$178,000	\$185,000	\$178,000
EXPENDITURES						
Tourism Promotion			\$78,000	\$78,000	\$25,143	\$78,000
Tourism Marketing			100,000	100,000	50,000	\$100,000
Total Expenditures	\$0	\$0	\$178,000	\$178,000	\$75,143	\$178,000
Net Operating Gain(Loss)	\$0	\$0	\$0	\$0	\$109,857	\$0
Fund Balance						
Fund Balance Beginning of Year			\$0	\$0	\$0	\$109,857
Fund Balance End of Year			\$0	\$0	\$109,857	\$109,857

VISIT WEST ALLIS



2018 Recommended Tourism Commission Budget and Operational Plan

City of West Allis Tourism Commission Members

Mayor Dan Devine
Aldersperson Martin J. Weigel
City Administrator Rebecca Grill
Commissioner Laura Mueller
Commissioner Rod Raschka

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.

To support these goals, the Tourism Commission issued an RFP for a marketing agency in late 2016, and at the time of this writing contract negotiations between the City of West Allis and Savage Solutions, LLC are still in negotiation. A tentative timeline proposed by Savage Solutions would initiate brand development processes for the City in late Q3 or early Q4 of this year. By June 1 2018, Savage’s timeline suggests launching a new, clearly defined brand that will position West Allis for future growth. A brand re-launch will impact logos, messaging, design, and strategy for the City’s marketing and tourism budget. However, with funds available and stakeholders and residents eager for a fresh start for the City, cohesive and impactful marketing tactics can be leveraged prior to the new brand launch. This plan suggests messaging, timeline and resource allocation for this campaign to begin.

Immediate Marketing Opportunities

Preparing a marketing plan without first defining messaging, target audience, and outcomes will not allow for the thoughtful use of resources or effective leveraging of available platforms. Knowing that Savage Solutions will conduct additional research and potentially uncover new opportunities, existing tools and data reveal existing opportunities to leverage the City's strengths in effective marketing campaigns.

The [appendix](#) of the City's Five Year Strategic Plan provides feedback received from residents during the preparation of the Strategic Plan. Relating to Image/Brand/Destination, the following feedback was received:

Appendix E - Strategic Plan Open House and Internet Feedback
Goal #1 – Image/Brand/Destination <i>The City of West Allis will become the "preferred municipality in the Milwaukee metropolitan area, the state, and the country for visitors and residents through a centrally-focused marketing, branding and far reaching events.</i>
More family orientated; less renters; safety; higher class stores; clean it up; making people prouder of their neighborhood; marketing for West Allis***
Increase entertainment and specialty retail opportunities citywide to deepen block-level to commercial corridor connections as destinations
Formalize clear image and marketing development plan ; increase entertainment and specialty retail opportunities;
Create hook for city like City of Fountains or birdhouses (on street trees)
Move farmer's market administration so it can be promoted and have other uses during the year
Create farmer's market marketing plan and creative ways to use the space more than 3 days/week, 6 months/year
Streetscaping and signage program
Safety first – zero tolerance of all criminal behavior; Safety. Dispel the rumor of our city being trashy / family friendly..to draw more families to visit and live/ food music entertainment...not having to travel too far for good food and culture
Stop calling it "Stallis"
Coordinated community communications and regularly through multiple outlets
Aligning how we collaborate city agencies
Promote city-wide businesses across sectors by creating a city-wide marketing plan that connects them to the city's renown walking and biking paths and trails I see these goals as working together, as it seems like the downtown area has its own agenda rather than working with the larger city to build itself up to be a destination downtown ala BayView, Cedarburg, Wauwatosa, etc. There are so many great buildings down there, and it's a terrific area, but it needs an anchor business that will bring in people consistently day and night. I don't think this city needs another Cafe Hollander, but something like that. I also think highlighting ways to make the city more walkable and bike friendly is very important. I hate how much I have to drive in West Allis. (I used to live downtown, and the thing I miss most is my ability to walk everywhere.) I now drive to a park to walk, which seems ridiculous. If I felt safer riding my bike from my home, I would do that much more frequently too.
Crime: It's obvious why minimizing crime is important. To that end, DO NOT tell the WAPD to adopt a similar "Do Not Chase" policy as the Milwaukee PD currently has for their cops
Create a 'destination environment' as best you can
Where you can, discourage certain types of resale shops, check cashing places, tattoo places tax-exempt church properties.

Using the unique strategic actions contained in the Strategic Plan and this feedback, several areas of opportunity for promotions already exist:

- Restaurants/"Foodie Destination"
- West Allis Farmers Market
- Library
- Parks/Bike Trails/Recreation
- Small Businesses/Shopping
- Location – Best of City and Suburbs
- City Events – West Allis A La Carte, Classic Car Show, Christmas Parade, National Night Out

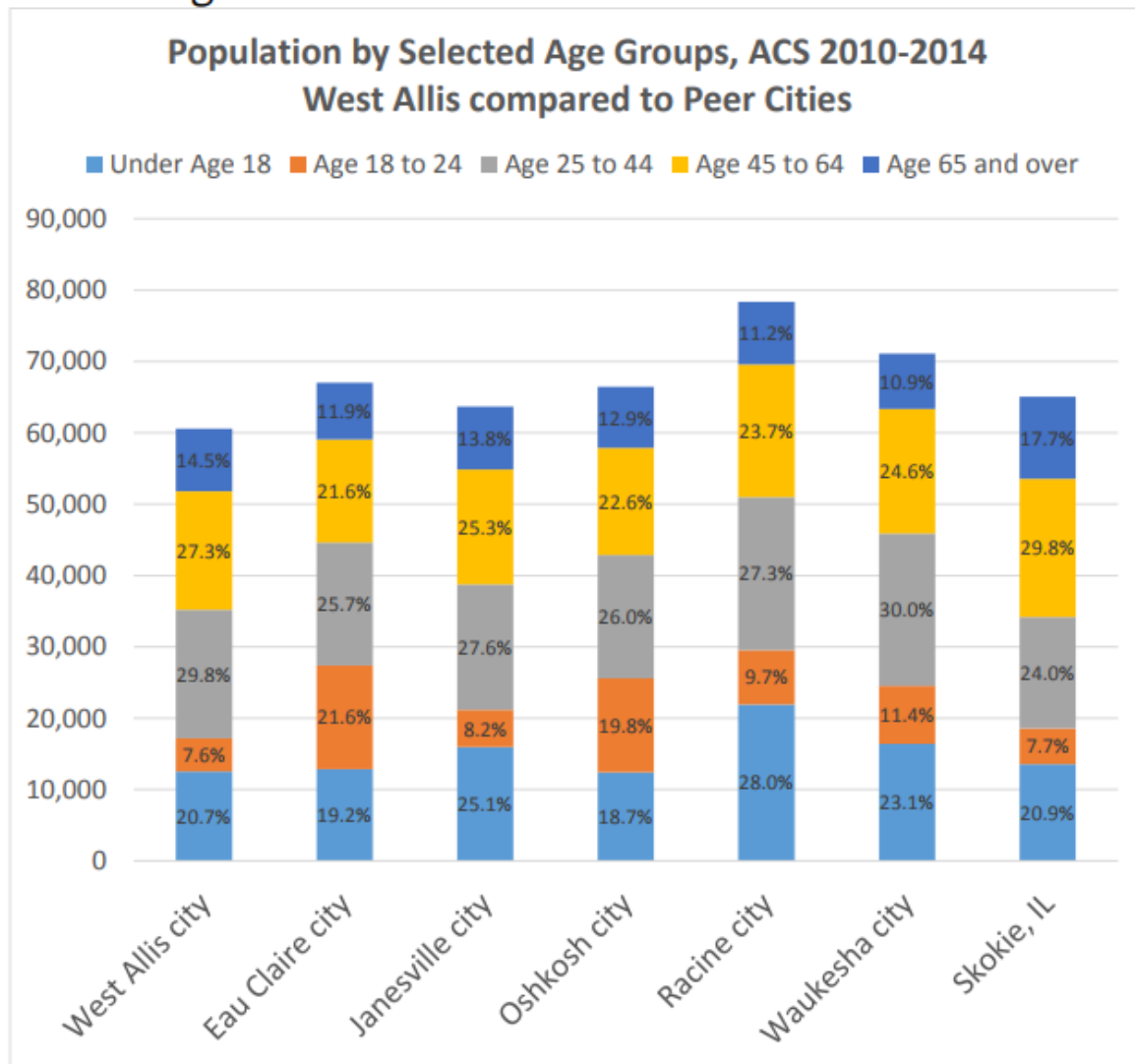
These specific areas of opportunity provide focus to potential messaging and help identify appropriate platforms for allocation of budget expenditures.

Audience

Savage Solutions is expected to conduct in-depth market analysis to determine West Allis' audience. However, until that time, several distinct market groups can be identified using the [City of West Allis Fact Book](#), compiled in January 2017.

Demographic data suggests West Allis is a younger city than many perceive it to be, with the average resident aged 37 years old.

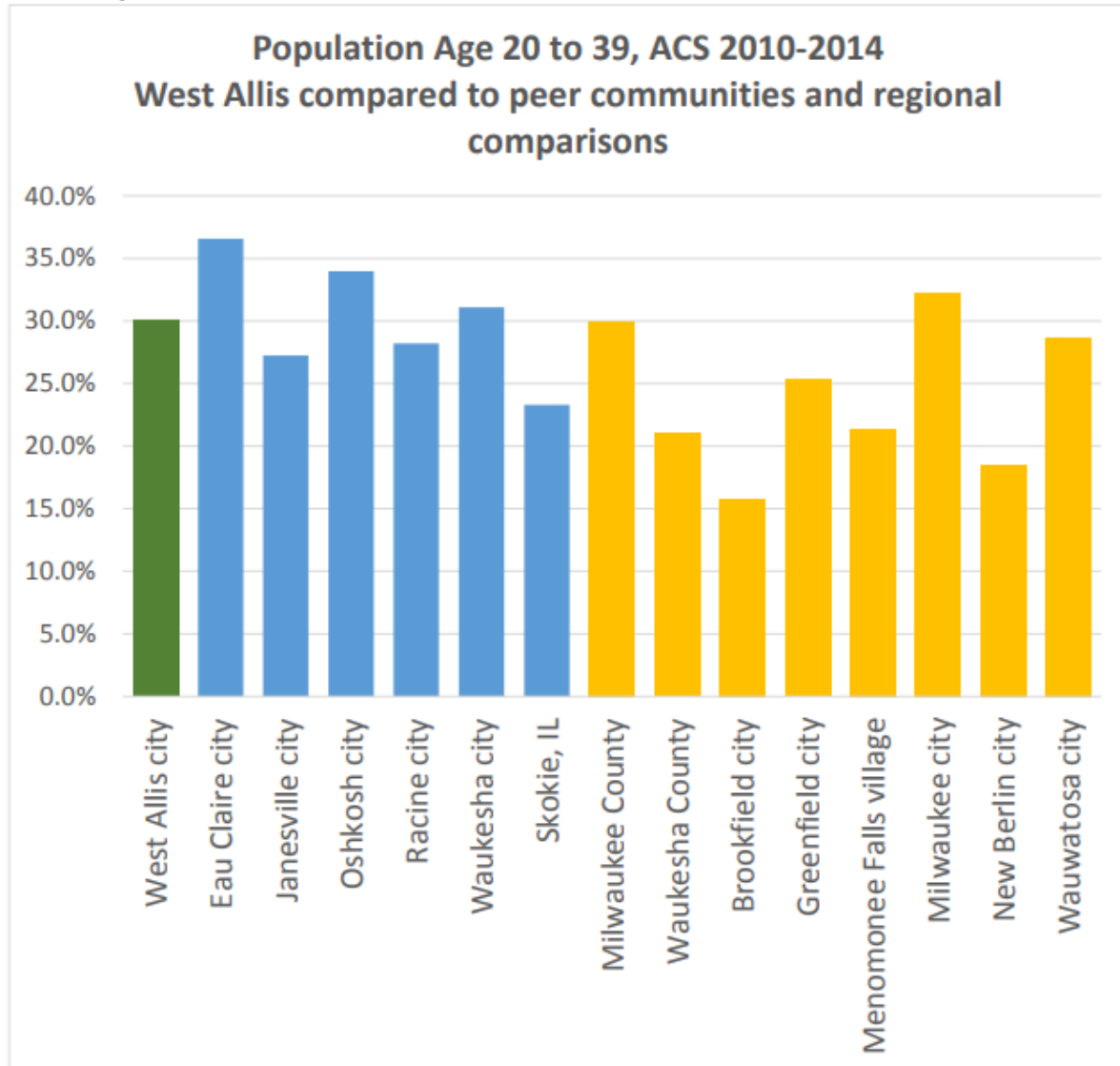
Chart 6. Age Distribution



The City of West Allis along with the City of Waukesha have the largest percentage of their respective populations between the ages of 25 and 44. West Allis also have the second largest percentage of its population among peer cities between the ages of 45 and 64. Only Skokie, IL had a higher percentage of its population between the ages of 45 and 64. Over 57 percent of the population in West Allis was between the ages of 25 and 64 during the period 2010 to 2014. This percentage was highest among all peer cities.

West Allis' population also includes a strong representation from the Millennial subgroup, which has a spending power internationally of \$65 billion per year.²

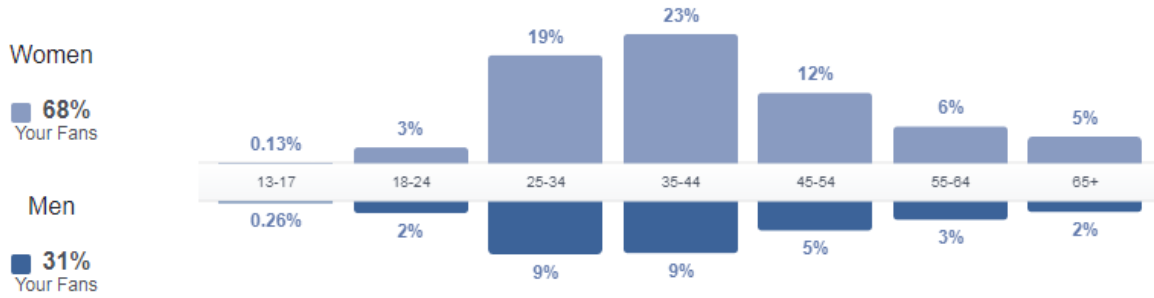
Chart 7. Millennials



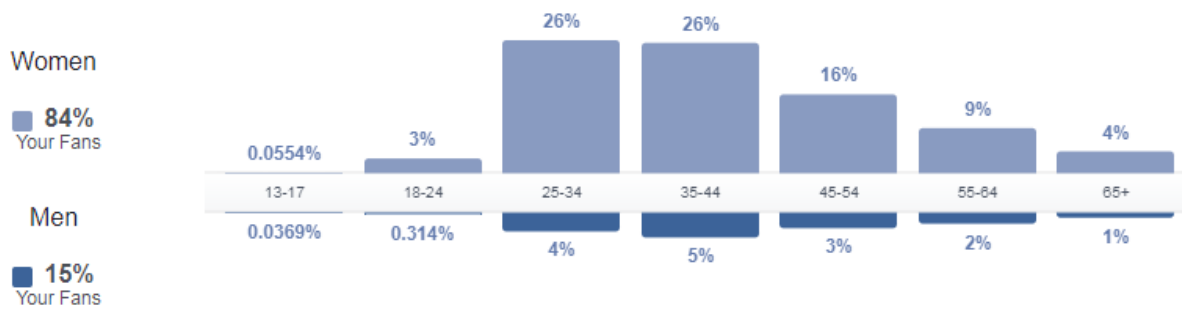
Almost one out of every three residents in West Allis is between the ages of 20 and 39. In the Milwaukee Metropolitan Region, only the City of Milwaukee and the City of Waukesha have a higher percentage of residents of age 20 to 39. In statewide city peer comparisons, only Oshkosh and Eau Claire exceed West Allis in this age group. Despite the fact that these two cities both have large 4-year comprehensive University of Wisconsin public universities, West Allis is only four to six percent lower.

Additional data regarding West Allis residents can be found on the City's social media pages. The City's Facebook page fans consist of 68% female followers and 31% male. The majority of fans are ages 35 – 44.

Aggregated demographic data about the people who like your Page based on the age and gender information they provide in their user profiles.



The West Allis Farmers Market Facebook page shows similar demographics, with more women liking the page than men.



The West Allis Farmers Market Facebook page demographics are particularly of note, as research suggests women aged 25-44 years old are most likely to shop at Farmers Markets³, and this demographic is most engaged with the City's Market. As a plan is developed to promote the Market, this customer generalization can help identify appropriate platforms to reach female shoppers in this key age group.

Two target market areas emerge from this data:

Primary Demographic Market:

- Adults between age 24 – 44 (Millennials, Gen Xers)
- Secondary Market (specific to Farmers Market): Women aged 25 – 44

Geographic:

- Primary Market: Southeast Wisconsin
- Secondary: State of Wisconsin



Platforms and Tools

VisitWestAllis.org needs to be created before any tourism marketing can begin. This website needs to be the virtual home base to promote West Allis tourism, and all marketing efforts should direct to this site (with the exception of Farmers Market specific promotions, which will direct to www.westallisfarmersmarket.com).

The following platforms and tools are recommended for the Tourism Commission to develop and/or utilize in 2018:

Platform/Tool	Targeted Launch Date
Website – VisitWestAllis.org	February 1, 2018
SpinGo and milwaukee365.com event promotion	This tool is already in use for City events.
Visit West Allis blog	February 1, 2018
Print visitors guide	February 15, 2018
TravelWisconsin.com Page Listing	Complete – managed by WADBID
Monthly e-newsletter	March 1, 2018
VisitWestAllis Facebook page	March 1, 2018
VisitWestAllis Instagram	March 1, 2018
Visit West Allis press kit	March 1, 2018
Press Releases	As needed; will distribute announcing new website and social channels, in addition to upcoming events
Corporate Sponsorships	July 1, 2018
YouTube channel	August 1, 2018
DearMKE.com submissions	Sept. 1, 2018

Messaging

Cohesive messaging and clear calls-to-action are crucial to effective promotions. Savage Solutions' research and marketing plan development will outline such components beginning mid-2018. In the meantime, it is recommended that a comprehensive campaign messaging platform be developed to create effective marketing materials. These may include:

Visit West Allis

Creative rationale: Simple and to the point, Visit West Allis encourages visitors to come to the City. VisitWestAllis.org has already been claimed as the website domain for the tourism-focused website of the City. This campaign would instill this URL in audiences' minds and drive traffic to the new website. The new site would need to be created with assistance from the Communications Department, and this could be done prior to the Savage Solutions rebranding. Content and navigation could be created at this time, with copy and graphics being changed to match the new look/tone when it is revealed.

Target audience: Adults aged 25 – 44 in Wisconsin



Rediscover West Allis

Creative rationale: “Discover” is a common and overused term in tourism marketing. “Discover” suggests that visitors are the first to arrive at a tourism destination, and that no one else has uncovered the great offerings the site may have to offer. This is simply not true of West Allis, as a majority of people in the Southeast Wisconsin area know about or have been to West Allis – and we are aware that many of them have negative perceptions of the City. Rediscover West Allis encourages those who have not visited the City in some time to revisit and change their perceptions of what West Allis has to offer. Many people may only know the City for State Fair, or for mass-retailer shopping on 108th St. Rediscover West Allis encourages people to come back, try something new, and walk away with a new mindset towards the City. This campaign lends itself to a branded, easy-to-remember hashtag for social media use as well.

Target audience: Adults aged 25 – 44; families and couples seeking unique experiences in dining, recreation, or shopping. Southeast Wisconsin geographic focus.

Best of Both Worlds: Where Suburbs Meet the City

Creative rationale: West Allis ideal location between the City of Milwaukee and outlying suburban regions presents visitors with the diverse options in dining and entertainment found in any metropolitan city, as well as the parks and greenspaces coveted in the suburbs. Promotions highlighting West Allis’ multi-faceted amenities will attract a diverse audience eager for experiences that can be walked, biked, or driven to with little hassle finding parking or managing navigation.

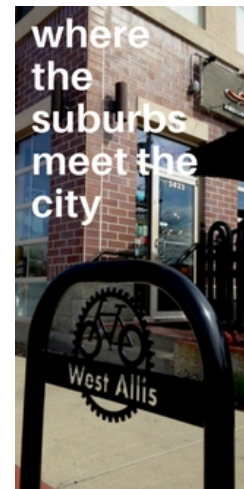
Target audience: Adults aged 25 – 44; singles, families, and suburban residents seeking easy-access experiences. Metro Milwaukee/state of Wisconsin focus and reach.

West Allis: More Than Meets the Eye

Creative rationale: Negative descriptions of West Allis gathered through resident feedback have included descriptions of “Dirty Stallis,” furthering the notion that West Allis is a dingy, unkempt industrial town. Our well-maintained parks, easily navigable bike trails, scenic downtown, and quality restaurants belie the image. This campaign invites visitors to not only take a closer look at the City’s many positive attributes, but for visitors who may only visit the City to attend State Fair, this campaign will encourage them to look beyond the fairgrounds to see the many other attractions the City offers.

Target audience: Adults aged 35+; families, senior citizens (or former residents who may have left the City due to negative perceptions); suburban visitors; State Fair visitors. Geographic focus within southeast Wisconsin.

Any of these campaigns could be continued with modifications, or closed without negative impacts, at such time as the City’s rebranding with Savage Solutions is ready to launch.



WEST ALLIS
THE BEST OF
BOTH WORLDS



VISITWESTALLIS.ORG

Goals and Objectives

Between now and the expected brand relaunch in summer of 2018, marketing and promotional efforts to support tourism should strive to achieve the following:

Goal	Measurement
Create brand advocates for City of West Allis	Social media sentiment
Generate/renew interest in West Allis and its events	Website page visits/social media post engagement
Increase attendance at City events/Farmers Market	Event attendance metrics/feedback surveys
Increase business/residential property occupancy	City provided metrics

Strategy

A multi-channel campaign that is conscious of the impending mid-year branding changes allows the Tourism Commission to begin leveraging available funding to further its mission and uphold the goals of the City's Five Year Strategic Plan. The following platforms may be used:

Print Advertising

Print advertising is alive and effective and particularly useful to reach potential audiences in the Milwaukee Metro area, as many local publications connect with visitors on weekly, monthly, or quarterly touchpoints. In addition, the Tourism Commission can create print promotional materials for the Farmers Market and Library that will be usable for the first half (and perhaps through Q3 or Q4) of the 2018 fiscal year, as branding changes will be phased into City materials.

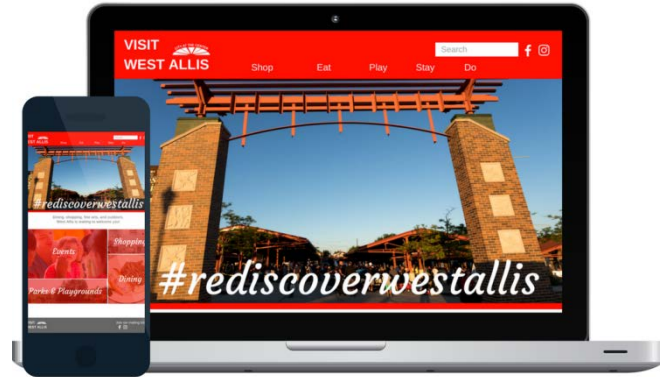
Platforms/materials may include:

Piece/Publication	Target Audience	Focus
Brochure	Female suburban/urban potential visitors; those who are not currently customers of the market.	Farmers Market
Brochure	Adults aged 25-44, currently living outside of West Allis – potential visitors	City amenities – parks, dining, shopping, entertainment, lodging, events.
Shepherd Express	Adults aged 35 – 64.	City events; Farmers Market
MetroParent	Parents aged 28+ of school aged kids	Christmas Parad
M Magazine	High income adults in metro Milwaukee aged 35+.	Farmers Market
Milwaukee Magazine	Adults aged 25 – 64; married couples, families with school age children	Parks; events; National Night Out
Edible Milwaukee	High income households concerned with eating local	Farmers Market
Footlights Milwaukee	Adults aged 30+; those interested in the arts, fine dining, experiential entertainment; families.	Dining in West Allis – “Skip the downtown parking headaches. Visit West Allis for your post-show meal!”

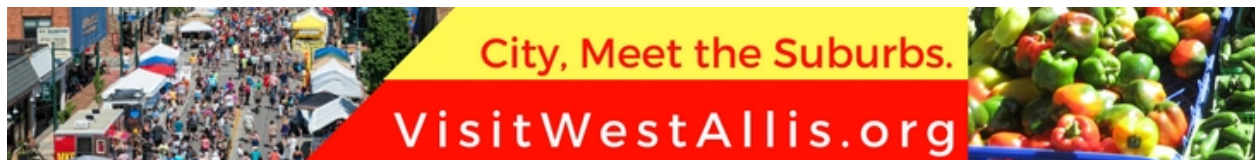
Social Media & Digital Advertising

The Tourism Commission may launch a unique tourism-focused Facebook page for the City, knowing that graphics and audience may change pending the Savage Solutions work. However, beginning a page and starting to build followers will position the page for continued growth and reach when the brand is defined and launched.

In addition, the City's Facebook page(s), Twitter account, and Instagram account can be leveraged to support tourism initiatives and strategic campaigns.



Paid advertising and boosted posts on Facebook and Instagram, as well as paid ads on strategic website platforms, are recommended.



Platforms may include:

Platform	Target Audience	Focus
Google Ads	Farmers Market shoppers – women/men aged 30+	Farmers Market. Target ads based on website search analytics relating to Farmers Market terms. Direct to westallisfarmersmarket.com
Google Ads	Cyclists in Milwaukee area aged 25+	Direct to www.westalliswi.gov/bike .
Facebook Ads	Adults aged 30+ in Wisconsin.	Target interests based on unique ads for Farmers Market, dining, shopping, outdoor recreation.
YouTube	Men and women aged 18 – 49	Well-produced, tourism-centric videos showcasing city attractions and destination shops and restaurants
Instagram	Adults under the age of 30	Events, dining, nightlife, Farmers Market
WPR.org (tax deductible underwriting)	Adults aged 40+ from high income households	Farmers Market, events, www.westalliswi.gov/bike . Library events.
Entercom Channels – 99.1 WMYX, 103.7 KISSFM	Women aged 29+, families w/school age children	Christmas Parade; Farmers Market; VisitWestAllis.org; Library events
Fox6Now.com	Men and women aged 35+	Events, Farmers Market

Outdoor Advertising

Billboards and outdoor signage in the City of West Allis and beyond will remind audiences of all of the exciting opportunities for entertainment, dining, and shopping just a short drive away. Clear Channel Outdoor is the preferred partner for outdoor advertising solutions and has submitted a proposal for 2018 options. These ads should include the visitwestallis.org or westallisfarmersmarket.com URL as appropriate.

Sponsorships

The Tourism Commission may wish to consider sponsorship opportunities at large-scale regional events such as Summerfest, Milwaukee World Festivals (Irish Fest, Festa Italiana, etc), NEWaukee Night Market, and even State Fair, etc. that would allow the tourism message to spread beyond West Allis' borders. Many sponsorships include additional web or print advertising to direct audiences to West Allis tourism resources, or allow booths at the event to connect with potential visitors.

Radio and Television

The expense of television ads makes them best suited to leveraging in the future, when branding and messaging for the City are clearly defined. Radio can be an affordable alternative to reach large audiences in the Milwaukee metro area and beyond. One station does not fit all, however, and identifying which stations to advertise on should be based on the audience the City is trying to attract. Men, women, and listeners of different ages prefer different stations, and each station's audience demographics should be reviewed before an ad reservation is placed. A high volume of women aged 35+ prefer radio station 99.1 WMYX in Milwaukee, while more men aged 50+ listen to WTMJ620. Unique messages should be crafted for each station to engage their average listener, and the target listener the City is trying to move to action.

Promotional Items

Cost savings occur in printing promotional items when the items can be produced in bulk; however, with a change in logo and branding anticipated within six months of the new year, investing in materials with "old" branding will result in a surplus of unusable items.

A unique idea that would not be dependent on branding changes is seed packets to promote the West Allis Farmers Market. These can use "generic" branding or simply be printed with stock images and Market's website URL.

To promote West Allis bike trails, bicycle merchandise such as lamps or bells can allow cyclists to take the City's message out onto the road with them.

Bumper sticker magnets are also an idea that could be created with flexible branding, to direct viewers to the visitwestallis.org tourism website.



Projected Budget

2018's project budget includes potential expenditures relating to the work proposed by Savage Solutions, LLC., pending approval of the contract between the City and Savage.

INCOME	
Municipal Room Tax Revenue 2017	\$200,000 <i>estimated</i>
2017 Expenditures	\$40,500
Anticipated 2017 Carryover	\$159,500
Municipal Room Tax Revenue 2018	\$200,000 <i>estimated</i>
TOTAL 2018 INCOME	\$359,500
EXPENSES	
Marketing Services – Savage Solutions – Phase 2 3 Year Marketing Strategy	\$20,000
Marketing and Promotions, Events (May include: photography, videography, print and digital marketing, advertising, promotional items, etc.)	\$157,925
Wayfinding	\$150,000
Annual website hosting fees	\$1,575
LTE – Tourism & Event Coordinator	\$30,000
TOTAL EXPENSES	\$359,500

¹ Wisconsin Legislative Council Information Memorandum: 2015-17 Biennial Budget Revisions to Municipal Room Tax

² <http://www.nielsen.com/us/en/press-room/2017/nielsen-unveils-first-comprehensive-study-on-the-purchasing-power-of-multicultural-millennial.html>

³ <http://ageconsearch.umn.edu/bitstream/26768/1/36010192.pdf>

2018 COMMUNITY DEVELOPMENT DEPARTMENT BUSINESS PLAN

See Business Plan in Public Safety Section under planning.

**CITY OF WEST ALLIS
2018 BUDGET
COMMUNITY DEVELOPMENT PROGRAMS**

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted	2017 Estimated	2018 Budget
REVENUES						
Community Development Block Grant	\$1,379,835	\$1,158,692	\$1,181,319	1,181,319	\$1,181,319	\$965,989
C.D. Program Income	\$262,958	\$200,000	\$204,800	204,800	204,800	191,000
CDBG Income	\$1,642,793	\$1,358,692	\$1,386,119	\$1,386,119	\$1,386,119	\$1,156,989
Rental Rehabilitation Program						
Federal Grant	\$0	\$0	\$0	\$0	\$0	\$0
Program Income	\$0	\$0	\$0	0	0	0
Owner Contributions	\$0	\$0	\$0	0	0	0
Rental Rehabilitation Income	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,642,793	\$1,358,692	\$1,386,119	\$1,386,119	\$1,386,119	\$1,156,989
EXPENDITURES						
CDBG Planning	\$118,162	\$113,856	\$119,199	\$114,753	\$114,753	\$78,348
Comm Dev - General	\$116,288	\$151,792	\$147,374	\$147,374	\$147,374	\$147,007
Comm Dev - Projects	\$706,431	\$568,648	\$607,806	\$607,806	\$607,806	\$445,100
Econ Dev - General	\$8,487	\$25,511	\$25,572	\$25,572	\$25,572	\$26,740
Econ Dev - Projects	\$519,810	\$325,000	\$325,000	\$325,000	\$325,000	\$310,000
Fair Housing - General	\$2,638	\$5,188	\$6,125	\$6,127	\$6,127	\$6,045
Hsg Rehab - General	\$19,048	\$28,238	\$28,750	\$28,750	\$28,750	\$28,750
Home Security/Hsg Rehab Proj	\$150,776	\$170,053	\$126,293	\$126,293	\$126,293	115,000
Redevelopment - General	\$0	\$0	\$0	\$0	\$0	\$0
Redevelopment - Projects	\$2,178	\$2,178		\$0	\$0	\$0
CDBG Expenditures	\$1,643,818	\$1,390,464	\$1,386,119	\$1,381,675	\$1,381,675	\$1,156,990
Rental Rehabilitation	81,362	11,240	0	0		0
Total Expenditures	\$1,725,180	\$1,401,704	\$1,386,119	\$1,381,675	\$1,381,675	\$1,156,990
Fund Balance:						
Rental Rehabilitation	\$342,497	\$331,257	\$331,257	\$331,257	\$331,257	\$331,257
	\$342,497	\$331,257	\$331,257	\$331,257	\$331,257	\$331,257

**CITY OF WEST ALLIS
2018 BUDGET
HOUSING ASSISTANCE PROGRAMS**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
REVENUES					
Certificate/Voucher Program					
Intergovernmental Revenues	\$3,336,974	\$3,237,512	\$3,151,408	\$3,151,408	\$3,382,239
Interest/Other	379	544	100	100	
Total Certificate Income					
Total Revenues	\$3,337,353	\$3,238,056	\$3,151,508	\$3,151,508	\$3,382,239
EXPENDITURES					
Certificate/Voucher Program	\$3,103,761	\$3,216,819	\$3,151,508	\$3,151,508	\$3,382,239
Total Expenditures	\$3,103,761	\$3,216,819	\$3,151,508	\$3,151,508	\$3,382,239
Net Certificate/Voucher Program	\$233,592	\$21,237	\$0	\$0	\$0
Fund Balance: Certificate/Voucher Program					
Fund Balance Beginning of the Year	\$219,913	\$453,505	\$474,742	\$474,742	\$474,742
Fund Balance End of Year	453,505	474,742			

**CITY OF WEST ALLIS
2018 BUDGET
H.O.M.E. PROGRAM**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
REVENUES					
1st Time Home Program (HOME)					
Intergovernmental Revenues	\$912,651	\$757,355	\$195,000	\$403,914	\$195,722
Interest/Repayments	153,407	115,090	88,086	\$88,086	53,468
Investment Return	69	43			
Total Revenues	\$1,066,127	\$872,488	\$283,086	\$492,000	\$249,190
EXPENDITURES					
1st Time Home Program (HOME)	1,066,127	874,598	283,086	472,349	249,190
Total Expenditures	\$1,066,127	\$874,598	\$283,086	\$472,349	\$249,190
Net 1st Time Home Program (HOME)	0	(2,110)	0	19,651	0
Fund Balance: (HOME)					
Fund Balance Beginning of Year	28,784	28,784			
Fund Balance End of Year	\$28,784	\$26,674			

**CITY OF WEST ALLIS
2018 BUDGET
HEALTH GRANTS**

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Estimated	2018 Budget
REVENUES						
Intergovernmental/other Transfer In	\$757,653 0	\$1,033,265 0	\$943,687 0	0	\$943,687 0	\$993,509 0
Total Revenues	\$757,653	\$1,033,265	\$943,687	\$0	\$943,687	\$993,509
EXPENDITURES						
Women, Infants, Children (WIC)	\$585,510	\$874,306	\$814,270		\$814,270	\$859,423
Maternal Child Health (MCH) & Medical Assist.	27,258	35,748	29,860		29,860	28,890
IAP Immunization	19,198	18,276	18,312		18,312	16,494
Preventive Health Services Block Grant	3,312	8,272	5,338		5,338	8,197
Misc Comm Grants	4,850	15,000	0		0	10,567
Women Wellness- WWP GPR & Expansion	37,668	0	0		0	0
Cons Contracts CHHD	7,742	10,568	10,567		10,567	0
Biot Focus A Planning	53,885	53,567	49,626		49,626	52,271
CRI (Preparedness)	18,230	17,528	15,714		15,714	\$17,667
Total Expenditures	\$757,653	\$1,033,265	\$943,687	\$0	\$943,687	\$993,509

**CITY OF WEST ALLIS
2018 BUDGET
POLICE GRANTS FUND**

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Estimated Expenditures	2018 Budget
REVENUES						
US Dept of Justice	\$1,692,493	\$1,608,485	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000
US Dept. of Transportation	92,823	133,310	70,600	\$70,600	70,600	130,000
WI Dept of Administration	121,434	121,434	121,434	\$121,434	121,434	121,434
US Dept of Justice	69,284	46,366	73,381	\$73,381	73,381	0
Meg Unit Grants	0	0	0	\$0	0	0
US Department of Homeland Security & FEMA	\$0	\$0		\$0	0	0
Total Revenues	\$1,976,034	\$1,909,595	\$1,715,415	\$1,715,415	\$1,715,415	\$1,701,434
EXPENDITURES						
Community Oriented Policing Services	0	0	0	0	0	0
HIDTA (US Dept. of Justice)	1,692,493	1,608,485	1,450,000	1,450,000	1,450,000	1,450,000
Juvenile Justice (US Dept. of Justice)-Byrne Memorial Justice Assist. Grant	69,284	46,366	45,000	45,000	48,648	
Beat Patrol Grant	121,434	121,434	121,434	121,434	121,434	121,434
Police Highway Safety (US Dept. of Transportation)	92,823	133,310	55,000	55,000	147,667	130,000
Misc Community Grant Funding	0		0	0	0	0
Total Police Grants	\$1,976,034	\$1,909,595	\$1,671,434	\$1,671,434	\$1,767,749	\$1,701,434
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
2018 BUDGET
Asset Forfeiture Fund**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Federal Grant	129,566	175,870	407,927		407,928	300,000
State Grant	\$34,426	\$18,116	\$608		\$608	\$50,000
Total Revenues	\$163,993	\$193,986	\$408,534	\$0	\$408,535	\$350,000
EXPENDITURES						
Federal Expenses	\$149,999	\$111,222	\$100,000		\$100,000	\$300,000
State Expenses	15,424	6,138	10,000		10,000	\$50,000
Total Expenditures	\$165,423	\$117,360	\$110,000	\$0	\$110,000	\$350,000
Net Operating Gain(Loss)	(\$1,430)	\$76,625	\$298,534	\$0	\$298,535	\$0
Fund Balance (Total)						
Fund Balance Beginning of Year	\$351,939	\$331,506	\$396,154		\$396,154	\$704,080
Fund Balance End of Year	\$331,506	\$396,154	\$704,080	\$0	\$704,080	\$704,080
Fund Balance (State)						
Fund Balance Beginning of Year	25,077	44,079	56,057		56,057	46,665
Fund Balance End of Year	44,079	56,057	46,665	-	46,665	46,665
Total Fund Balance-Beginning of Year	377,016	375,585	452,211	0	452,211	750,745
Total Fund Balance-End of Year	375,585	452,211	750,745	0	750,745	750,745

**CITY OF WEST ALLIS
2018 BUDGET
K9 Fund**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Donations/Contributions	77,418	42,958	79,113		79,113	79,000
Total Revenues	\$77,418	\$42,958	\$79,113	\$0	\$79,113	\$79,000
EXPENDITURES						
K9 Expenses	\$29,783	\$62,122	\$75,243		\$75,243	\$75,000
Total Expenditures	\$29,783	\$62,122	\$75,243	\$0	\$75,243	\$75,000
Net Operating Gain(Loss)	\$47,635	(\$19,164)	\$3,870	\$0	\$3,870	\$4,000
Fund Balance						
Fund Balance Beginning of Year	(\$4,621)	\$43,014	\$23,850		\$23,850	\$27,720
Fund Balance End of Year	\$43,014	\$23,850	\$27,720	\$0	\$27,720	\$31,720

**CITY OF WEST ALLIS
2018 BUDGET
FIRE GRANTS FUND**

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Estimated Expenditures	2018 Budget
REVENUES						
WI Act 102 EMS Grant/Other Fire Grants	10,079	11,626	10,000	10,000	4,106	10,000
US Department of Homeland Sec and FEMA	8,877	5,455	5,000	5,000		0
E-911 (WI Public Service Commission)			0	0	0	5,000
Tactical Emergency Med Services Grant		0				0
Total Revenues	\$18,956	\$17,081	\$15,000	\$15,000	\$4,106	\$15,000
EXPENDITURES						
FIRE DEPARTMENT GRANTS						
Wisconsin Act 102 EMS Grant/Other Fire Grants	\$6,889	\$16,934	\$10,000	\$10,000	\$4,106	\$10,000
Tactical Emergency Med Services Grant		\$0	\$0	\$0	\$0	\$0
FEMA Fire Prevention & Safety Grant	\$3,475	\$0	\$5,000	\$5,000	\$0	\$5,000
US Department of Homeland Sec and FEMA	\$5,400	\$5,455	\$0	\$0	\$0	\$0
Total Fire Grant	\$15,763	\$22,389	\$15,000	\$15,000	\$4,106	\$15,000
Total Fire Grants	\$3,193	-\$5,308	\$0	\$0	\$0	\$0
Net Operating Gain (Loss)	\$15,763	\$22,389	\$15,000	\$15,000	\$4,106	\$15,000
Fund Balance						
Fund Balance Beginning of Year	\$63,645	\$66,838	\$61,529	\$61,529	\$61,529	\$61,529
Fund Balance End of Year	\$66,838	\$61,529	\$61,529	\$61,529	\$61,529	\$61,529

CITY OF WEST ALLIS
2018 BUDGET
INFORMATION TECHNOLOGY JOINT VENTURE FUND

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Estimated Expenditures	2018 Budget
REVENUES						
Information Technology Joint Ventur	22,215	15,920	17,420	17,420	17,420	13,715
Total Revenues	\$22,215	\$15,920	\$17,420	\$17,420	\$17,420	\$13,715
EXPENDITURES						
Information Technology Joint Venture	\$49,525	\$0	\$0	\$0	\$0	\$0
Total Information Tech. Joint Ventures	-\$27,310	\$15,920	\$17,420	\$17,420	\$17,420	\$13,715
Net Operating Gain (Loss)	\$49,525	\$0	\$0	\$0	\$0	\$0
Information Technology Joint Venture						
Fund Balance Beginning of Year	\$49,159	\$68,398	\$84,318	\$84,318	\$84,318	\$101,738
Fund Balance End of Year	\$68,398	\$84,318	\$101,738	\$101,738	\$101,738	\$115,453

**CITY OF WEST ALLIS
2018 BUDGET
Artscape/Public Art Fund**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Contributions & Donations					\$141,797	\$10,000
Total Revenues	\$0	\$0	\$0	\$0	\$141,797	\$10,000
EXPENDITURES						
Public Art Projects					\$20,000	\$100,000
Total Expenditures	\$0	\$0	\$0	\$0	\$20,000	\$100,000
Net Operating Gain(Loss)	\$0	\$0	\$0	\$0	\$121,797	(\$90,000)
Fund Balance						
Fund Balance Beginning of Year					\$0	\$121,797
Fund Balance End of Year					\$121,797	\$31,797

**CITY OF WEST ALLIS
2018 BUDGET
TID 7 Area Rehab and Assistance Fund**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Interest Revenue	\$345	\$2,929			\$2,880	\$3,000
Misc Revenue						
Operating Transfers In						
Total Revenues	\$345	\$2,929	\$0	\$0	\$2,880	\$3,000
EXPENDITURES						
Loan Administration	\$7,516	(\$9,015)			\$500	\$1,000
Forgiveable Loan Expense						
Grants Awarded						
Bad Debt Expense						
Misc Expenses						
Total Expenditures	\$7,516	(\$9,015)	\$0	\$0	\$500	\$1,000
Net Operating Gain(Loss)	(\$7,171)	\$11,944	\$0	\$0	\$2,380	\$2,000
Fund Balance:						
Fund Balance Beginning of Year	\$496,608	\$489,437	\$501,380	\$501,380	\$501,380	\$503,760
Fund Balance End of Year	\$489,437	\$501,380	\$501,380	\$501,380	\$503,760	\$505,760
Fund Balance Detail:						
Fund Balance-Assigned for Outstanding Loans	\$134,523	\$199,054	\$199,054	\$199,054	\$207,064	\$250,000
Fund Balance-Unassigned	\$354,914	\$302,326	\$302,326	\$302,326	\$296,696	\$255,760

*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
2018 BUDGET
TID 11 Area Rehab and Assistance Fund**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Interest Revenue						\$1,000
Misc Revenue						
Operating Transfers In		500,000				
Total Revenues	\$0	\$500,000	\$0	\$0	\$0	\$1,000
EXPENDITURES						
Loan Administration					\$10,000	\$20,000
Forgiveable Loan Expense						
Grants Awarded						
Bad Debt Expense						
Misc Expenses						\$5,000
Total Expenditures	\$0	\$0	\$0	\$0	\$10,000	\$25,000
Net Operating Gain(Loss)	\$0	\$500,000	\$0	\$0	(\$10,000)	(\$24,000)
Fund Balance:						
Fund Balance Beginning of Year		\$0	\$500,000	\$500,000	\$500,000	\$490,000
Fund Balance End of Year		\$500,000	\$500,000	\$500,000	\$490,000	\$466,000
Fund Balance Detail:						
Fund Balance-Assigned for Outstanding Loans		\$13,397	\$13,397	\$13,397	\$43,397	\$43,397
Fund Balance-Unassigned		\$486,603	\$486,603	\$486,603	\$446,603	\$422,603

*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
2018 BUDGET
TID 14 Area Rehab and Assistance Fund**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Interest Revenue						\$0
Misc Revenue						
Operating Transfers In		500,000				
Total Revenues	\$0	\$500,000	\$0	\$0	\$0	\$0
EXPENDITURES						
Loan Administration						\$10,000
Forgiveable Loan Expense						\$460,000
Grants Awarded				30,000	30,000	\$0
Bad Debt Expense						\$0
Misc Expenses						\$0
Total Expenditures	\$0	\$0	\$0	\$30,000	\$30,000	\$470,000
Net Operating Gain(Loss)	\$0	\$500,000	\$0	(\$30,000)	(\$30,000)	(\$470,000)
Fund Balance:						
Fund Balance Beginning of Year		\$0	\$500,000	\$500,000	\$500,000	\$470,000
Fund Balance End of Year		\$500,000	\$500,000	\$470,000	\$470,000	\$0
Fund Balance Detail:						
Fund Balance-Assigned for Outstanding Loans		\$0	\$0	\$0	\$0	
Fund Balance-Unassigned		\$500,000	\$500,000	\$470,000	\$470,000	

*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
2018 BUDGET
FIRE - FIRST RING INDUSTRIAL REDEVELOPMENT ENTERPRISE**

	2015 Actual	2016 Actual	2017 Budget	2017 Adj. Budget	2017 Estimated	2018 Budget
REVENUES						
Fees	\$2,707,504	\$4,125,132	\$1,000,000	\$1,000,000	\$1,867,605	\$1,500,000
Interest	71,401	352,189	0	0	16,000	0
Total Revenues	\$2,778,905	\$4,477,321	\$1,000,000	\$1,000,000	\$1,883,605	\$1,500,000
EXPENDITURES						
Accounting/Development Projects	\$858,539	\$827,077	\$500,000	\$500,000	\$3,810,468	\$500,000
Other Charges			1,000,000	1,000,000	1,000,000	1,000,000
Total Expenditures	\$858,539	\$827,077	\$1,500,000	\$1,500,000	\$4,810,468	\$1,500,000
Net Operating Gain(Loss)	\$1,920,366	\$3,650,244	(\$500,000)	(\$500,000)	(\$2,926,863)	\$0
Fund Balance						
Fund Balance Beginning of Year	\$5,806,039	\$7,726,405	\$11,376,649	\$11,376,649	\$11,376,649	\$8,449,786
Fund Balance End of Year	\$7,726,405	\$11,376,649	\$10,876,649	\$10,876,649	\$8,449,786	\$8,449,786



CITY OF WEST ALLIS

2018 Budget & Action Plan

Capital Improvements Revenues and Expenditures



2018 CAPITAL IMPROVEMENTS BUSINESS PLAN

Department	Director	Fund and Dept. Group
Capital Improvement Program	Michael G. Lewis, Rebecca Grill, Peggy Steeno	350-60
Mission/Overview		
<p>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.</p>		
Services Provided		
<p>To cost effectively maintain and improve the current structural integrity of the City's infrastructure and maintenance and replacement of equipment and facilities; review the condition of the city's infrastructure and facilities and the adequacy of the effort level made by the city to preserve such infrastructure and facilities and eliminate any deferred capital maintenance. Includes such items as - city sewerage, streets, street lights, traffic control, underground conduit and wired communications, water treatment and distribution, technology equipment, city buildings, bridges, alleys, sidewalks, parking, and urban forestry, parks, bike and pedestrian infrastructure.</p>		

CITY OF WEST ALLIS

**DRAFT
CAPITAL IMPROVEMENT PROGRAM**

2018

As of September 14, 2017

2018 CIP - AS OF 9/8/17

	Department	Project Total	Assessments	Other Funding	CITY COST - Potential Funding Sources						Exhibit Reference
					Operating Budget	Reserves/Capital Accumulation Funds*	Ordinance Authorized Streets	Other Bonding	Utility Funds/Utility Bonding***	No Funding Source Identified	
Public Infrastructure Streets											
S. 124 St.: W. Lincoln Ave. to W. Oklahoma Ave.	Public Works	\$1,687,000	\$251,500	\$752,500			\$683,000				A-1
W. Lapham St.: S. 56 St. to S. 60 St.	Public Works	\$393,000	\$59,000	\$0			\$334,000				A-1
W. Schlinger Ave.: S. 92 St. to S. 98 St.	Public Works	\$361,000	\$213,000	\$0			\$148,000				A-1
WisDOT: W. Greenfield Ave.: S. 84 St. to S. 92 St. (Construction Only)	Public Works	\$0	\$0	\$0			\$0				A-1
WisDOT: W. Fairview Ave.: S. 116 St. to S. Curtis Rd.	Public Works	\$50,000	\$0	\$0			\$50,000				A-1
WisDOT: W. National Ave.: S. 76 St. to S. 82 St. (Engineering Only)	Public Works	\$150,000	\$0	\$120,000			\$30,000				A-1
WisDOT: W. National Ave.: S. 70 St. to S. 76 St. (Construction Only)	Public Works	\$2,573,000	\$161,000	\$1,449,000			\$963,000				A-1
WisDOT: W. National Ave.: S. 92 St. to S. 95 St. (Engineering Only)	Public Works	\$160,000	\$0	\$89,000			\$71,000				
WisDOT: S. 100 St.: W. Schlinger Ave. to W. Walker St.	Public Works	\$0	\$0	\$0			\$0				A-1
WisDOT: W. Schlinger Ave.: S. 98 St. to S. 100 St.	Public Works	\$22,000	\$0	\$0			\$22,000				A-1
Section Total-Streets		\$5,396,000	\$684,500	\$2,410,500	\$0	\$0	\$2,301,000	\$0	\$0	\$0	
Public Infrastructure Improvements - Streets Related											
WisDOT: W. National Ave.: S. 70 St. to S. 76 St. (Streetscaping Only)	Public Works	\$1,039,000	\$0	\$0				\$1,039,000			A-1
Pavement Patching and Repair	Public Works	\$250,000	\$0	\$0			\$250,000				A-1
Private Lead Service Line Replacements	Public Works	\$471,000	\$171,000	\$300,000							A-1
Special Assessment Clerk Salary and Benefits (change funding source)	Public Works	\$85,000	\$0	\$0	\$85,000						A-1
Section Total-Streets Related		\$1,845,000	\$171,000	\$300,000	\$85,000	\$0	\$250,000	\$1,039,000	\$0	\$0	
Public Infrastructure Improvements - Other											
WisDOT: Cross Town Connector Bridge over STH 100-Phase 2 (Construct. Only)	Public Works	\$1,299,000	\$0	\$984,000			\$315,000				A-1
WisDOT: Cross Town Connector (Bike Trail)-Phase 3 (Engineering Only)	Public Works	\$50,000	\$0	\$50,000			\$0				A-1
Bridge Inspection	Public Works	\$10,000	\$0	\$0			\$10,000				A-1
Section Total-Other		\$1,359,000	\$0	\$1,034,000	\$0	\$0	\$325,000	\$0	\$0	\$0	
Public Infrastructure Improvements - Storm Water Utility											
Storm Water Infrastructure - Related to Street Projects and Stand Alone Projects (Increase of \$433,000 in 2018)	Storm Water	\$2,033,000	\$0	\$0				\$2,033,000			A-2
Section Total-Storm Water		\$2,033,000	\$0	\$0	\$0	\$0	\$0	\$2,033,000	\$0	\$0	
Public Infrastructure Improvements - Water Utility											
Water Infrastructure - Related to Street Projects and Stand Alone Projects (Increase of \$467,000 in 2018)	Water	\$2,217,000	\$0	\$0				\$2,217,000			A-2
Section Total-Water		\$2,217,000	\$0	\$0	\$0	\$0	\$0	\$2,217,000	\$0	\$0	

2018 CIP - AS OF 9/8/17

	Department	Project Total	Assessments	Other Funding	CITY COST - Potential Funding Sources						Exhibit Reference
					Operating Budget	Reserves/Capital Accumulation Funds*	Ordinance Authorized Streets	Other Bonding	Utility Funds/Utility Bonding***	No Funding Source Identified	
Public Infrastructure Improvements - Sewer Utility											
Sewer Infrastructure - Related to Street Projects and Stand Alone Projects (Increase of \$458,000 in 2018)	Sewer	\$3,208,000	\$0	\$0					\$3,208,000		A-2
Section Total-Sewer		\$3,208,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,208,000	\$0	
Public Infrastructure Improvements - Sidewalks											
Bike and Pedestrian Infrastructure	Public Works	\$25,000	\$0	\$0				\$25,000			A-3
Section Total - Sidewalks		\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	
Park Improvements											
None	Comm. Dev.										
Section Total-Parks		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

2018 CIP - AS OF 9/8/17

	Department	Project Total	Assessments	Other Funding	CITY COST - Potential Funding Sources						Exhibit Reference
					Operating Budget	Reserves/Capital Accumulation Funds*	Ordinance Authorized Streets	Other Bonding	Utility Funds/Utility Bonding***	No Funding Source Identified	
Public Property Improvements - Non-Utility											
Roof - Municipal Yard Building	Public Works	\$100,000	\$0	\$0		****				\$100,000	A-5
Tree Replacements (Throughout the City)	Public Works	\$29,500	\$0	\$22,000	****	\$7,500					A-7
Street Lighting Conversion - Ally Lights	Public Works	\$84,000	\$0	\$0	****	****		\$84,000			A-8
Beloit Road Housing - Roof Replacement (Year 1 of 5)	Comm. Dev.	\$40,000	\$0	\$40,000							A-9
Burnham Pointe Revitalization Study	Comm. Dev.	\$25,000	\$0	\$0		\$25,000					A-10
Public Art	Comm. Dev.	\$20,000	\$0	\$20,000							A-11
Cistern Repair - Fire Station #2	Fire	TBD	\$0	\$0		****		\$0		\$0	A-15
HVAC Retrofit	Library	\$300,000	\$0	\$0		****				\$300,000	A-20
Library Elevator Cylinder	Library	\$5,000	\$0	\$0		****				\$5,000	A-21
LED Retrofit Lighting Improvements - City Buildings	Public Works	\$216,707	\$0	\$0		\$216,707					A-24
Farmer's Market Painting/Tuck Pointing	General	\$30,000	\$0	\$0		****				\$30,000	A-25
Additional Street Light Upgrades	Public Works	\$200,000	\$0	\$0	****			\$200,000			A-28
Section Total-Property Improvement		\$1,050,207	\$0	\$82,000	\$0	\$249,207	\$0	\$284,000	\$0	\$435,000	
Public Property Improvements - Utility											
Reservoir Pumping Station and Underground Storage	Water	TBD							\$0		A-28A
Sanitary Sewer Replacements	Sewer	\$85,000	\$0	\$0					\$85,000		A-29
Storm Sewer Replacements	Storm Water	\$139,000	\$0	\$0					\$139,000		A-30
Section Total - Property Improvements-Utility		\$224,000	\$0	\$0	\$0	\$0	\$0	\$0	\$224,000	\$0	

2018 CIP - AS OF 9/8/17

	Department	Project Total	Assessments	Other Funding	CITY COST - Potential Funding Sources						Exhibit Reference
					Operating Budget	Reserves/Capital Accumulation Funds*	Ordinance Authorized Streets	Other Bonding	Utility Funds/Utility Bonding***	No Funding Source Identified	
Major Equipment/Vehicles - Non-Utility											
Engineering Equipment (Survey Truck)	Public Works	\$3,000	\$0	\$0	\$3,000						A-31
2001 Tradesman Truck - #209	Public Works	\$67,000	\$0	\$0	\$67,000						A-32
2002 Tandem Plow Truck - #1006	Public Works	\$247,000	\$0	\$0	\$247,000						A-32
2004 Hook Truck - #863	Public Works	\$235,325	\$0	\$0	\$235,325						A-32
Police Vehicle (Marked Squads)	Police	\$240,000	\$0	\$0	\$240,000						A-33
Police Vehicles (Investigative Squads/Specialty Vehicles)	Police	\$37,500	\$0	\$0		****				\$37,500	A-34
Police Technology - Audio Recording System	Police	\$39,557	\$0	\$0		****				\$39,557	A-36
Telephone - IT TOTAL - \$200,000	IT	\$50,000	\$0	\$0		\$50,000					A-37
Radio - IT TOTAL - \$200,000	IT	\$50,000	\$0	\$0		\$50,000					A-38
Print Shop Equipment	Communications	\$35,000	\$0	\$0		\$35,000					A-40
Business Management Systems Software and Training - IT TOTAL - \$200,000	IT	\$25,000	\$0	\$0		\$25,000					A-41
Microsoft Office Application Suite / Email System -Upgrade to Current Version - IT T	IT	\$25,000	\$0	\$0		\$25,000					A-42
Mainframe - IT TOTAL - \$200,000	IT	\$25,000	\$0	\$0		\$25,000					A-43
Servers and Storage - IT TOTAL - \$200,000	IT	\$25,000	\$0	\$0		\$25,000					A-44
Office Computers	IT	\$50,000	\$0	\$0	\$50,000						A-45
Networking, In Infrastructure and UPS	IT	\$35,000	\$0	\$0	\$35,000						A-46
GIS	IT	\$50,000	\$0	\$0	\$50,000						A-47
Server Room Relocation and Remodeling (2 Year Project 2018-2019)	IT	\$100,000	\$0	\$0		****				\$100,000	A-48
Fire Apparatus Purchases (Engines, Ladder Trucks, Ambulances)	Fire	\$450,000	\$0	\$0		****		\$450,000			A-49
Fire Small Vehicles (Autos, Trucks, Vans)	Fire	\$66,000	\$0	\$0	\$66,000						A-50
Fire - Self Contained Breathing Apparatus	Fire	\$40,000	\$0	\$0		\$40,000					A-51
Emergency Generator - Fire Station #3	Fire	\$140,000	\$0	\$0		****				\$140,000	A-54
Section Total-Equipment/Vehicles-Non-Utility		\$2,035,382	\$0	\$0	\$993,325	\$275,000	\$0	\$450,000	\$0	\$317,057	

2018 CIP - AS OF 9/8/17

	Department	Project Total	Assessments	Other Funding	CITY COST - Potential Funding Sources						Exhibit Reference
					Operating Budget	Reserves/Capital Accumulation Funds*	Ordinance Authorized Streets	Other Bonding	Utility Funds/Utility Bonding***	No Funding Source Identified	
Major Equipment/Vehicles - Utility											
2003 Dump Truck-16000 GVW - #211	Water	\$65,000	\$0	\$0					\$65,000		A-55
2007 Compressor Truck - #1542	Water	\$95,000	\$0	\$0					\$95,000		A-56
Water Meters	Water	\$244,600	\$0	\$0					\$244,600		A-57
Hydrants	Water	\$64,750	\$0	\$0					\$64,750		A-58
Water Modeling Software	Water	TBD	\$0	\$0					TBD		A-59
2009/2010 Sewer Jet Truck - #1498 - Deposit for 2020 Purchase	Sewer	\$75,000	\$0	\$0					\$75,000		A-60
2008 Sweeper/Vac - #2832 - Deposit for 2020 Purchase	Storm Water	\$50,000	\$0	\$0					\$50,000		A-61
2009 Catch Basin Truck - #2120 - Deposit for 2022 Purchase	Storm Water	\$100,000	\$0	\$0					\$100,000		A-62
2005 Recycling Truck - #854 - Deposit for 2019 Purchase	Solid Waste	\$50,000	\$0	\$0					\$50,000		A-63
1998 Roll-Off Containers (Quantity 6) - #Misc.	Solid Waste	\$45,000	\$0	\$0					\$45,000		A-64
Section Total-Equipment/Vehicles-Utility		\$789,350	\$0	\$0	\$0	\$0	\$0	\$0	\$789,350	\$0	
Tax Increment Financing (TIF) Districts Improvements											
TIF Improvements - TBD		\$0	\$0	\$0				\$0			
Section Total-TIF Improvements		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
2018 CIP Total		\$19,981,939	\$855,500	\$3,826,500	\$1,078,325	\$524,207	\$2,876,000	\$1,798,000	\$8,471,350	\$752,057	

No Project Request Sheet Received	General Fund Reserve for Capital Replacements/Buildings
No Scoring Sheet Received	General Fund Reserve for Community & Econ Dev Investment
No Attachments Received	General Fund Reserve for Comp/Technology Improvements
	Capital Accumulation funds (Fund 351)

* Reserves/Capital Accumulation Funds - made up of annual budget allocations and carry over budget funds
 ** Ordinance Authorized Streets Borrowing = \$2,750,000
 *** Utility Funds/Utility Bonding - Needs to be evaluated further to determine budget, borrowing, and rate capacity
 **** Possibility of additional funding source

2018
CITY OF WEST ALLIS
ENGINEERING DEPARTMENT
CAPITAL IMPROVEMENT PROGRAM

EXHIBIT A-1

August 22, 2017

LOCATION	PAVEMENT TYPE	PAVEMENT LENGTH (FT.)	COST/FT.	PAVING COST	STREET LIGHTING	ASSESSMENTS	FEDERAL FUNDS	NET COST
STREETS								
S. 124 St.: W. Lincoln Ave. to W. Oklahoma Ave. (A)	Rural Resurface	5,190	290	1,505,000	182,000	1,004,000	0	683,000
W. Lapham St.: S. 56 St. to S. 60 St.	Reconstruct - Conc.	1,268	275	349,000	44,000	59,000	0	334,000
W. Schlinger Ave.: S. 92 St. to S. 98 St.	Major Resurface	2,007	175	351,000	10,000	213,000	0	148,000
WisDOT Let: W. Greenfield Ave.: S. 84 St. to S. 92 St. (Construction Only)	Major Resurface			0	0	0	0	0
WisDOT Let: W. Fairview Ave.: S. 116 St. to S. Curtis Rd.	Major Resurface	1,426	0	0	50,000	0	0	50,000
WisDOT Let: W. National Ave.: S. 92 St. to S. 95 St. (Engineering Only) (B)	Reconstruct - Conc.			160,000	0	0	89,000	71,000
WisDOT Let: W. National Ave.: S. 76 St. to S. 82 St. (Engineering Only) (C)	Reconstruct - Conc.			150,000	0	0	120,000	30,000
WisDOT Let: W. National Ave.: S. 70 St. to S. 76 St. (Construction Only) (D)	Reconstruct - Conc.	2,220	1,169	2,573,000	0	161,000	1,449,000	963,000
WisDOT Let: S. 100 St.: W. Schlinger Ave. to W. Walker St.	Reconstruct - Conc.	652	0	0	0	0	0	0
WisDOT Let: W. Schlinger Ave.: S. 98 St. to S. 100 St.	Reconstruct - Conc.	641	0	0	22,000	0	0	22,000
STREETS SUBTOTAL		13,404		5,088,000	308,000	1,437,000	1,658,000	2,301,000
ALLEYS								
ALLEYS SUBTOTAL				0	0	0	0	0
OTHER MAJOR PROJECTS								
10 Year Sidewalk Program	Sidewalk			0	0	0		0
Pavement Patching and Repair	Concrete Repair			250,000	0	0		250,000
Bridge Inspection	Bridges			10,000	0	0		10,000
Private Lead Service Line Replacement (E)	Lead Service Lines			471,000	0	171,000	300,000	0
LED Lighting Retrofit Year Two (F)	LED Lighting			200,000	0	200,000	0	0
Special Assessment Clerk Salary and Benefits				85,000	0	0		85,000
OTHER MAJOR PROJECTS SUBTOTAL				1,016,000	0	371,000	300,000	345,000
C.D.B.G.AND FIRE PROJECTS								
WisDOT Let: Cross Town Connector - Phase 3 (Engineering Only) (G)	Bike Trail			50,000	0	0	50,000	0
C.D.B.G.AND FIRE PROJECTS SUBTOTAL				50,000	0	0	50,000	0
TOTAL				6,154,000	308,000	1,808,000	2,008,000	2,646,000
ADDITIONAL BONDING NEEDED								
WisDOT Let: Cross Town Connector Bridge over STH 100 - Phase 2 (Construction Only) (H)	Bike Bridge			1,299,000	0	0	984,000	315,000
WisDOT Let: W. National Ave.: S. 70 St. to S. 76 St. (Streetscaping Only) (I)	Streetscaping			712,000	327,000	0	0	1,039,000
Kopperud Park (J)	Park Improvements			0	0	0	0	0
Fire Station #3 Generator (K)	Generator			0	0	0	0	0
ADDITIONAL BONDING NEEDED SUBTOTAL				2,011,000	327,000	0	984,000	1,354,000
TOTAL 2018		13,404		8,165,000	635,000	1,808,000	2,992,000	4,000,000
2017 CARRY OVER PROJECTS								
WisDOT Let: W. Orchard St.: S. 100 St. to S. 101 St.	Reconstruct - Conc.	264	275	73,000	0	0	73,000	0
10 Year Sidewalk Program	Sidewalk	0	0	168,000	0	50,000	0	118,000
Lincoln Avenue Culvert Repair	Bridge Repair	0	0	228,672	0	0	0	228,672
Pavement Patching and Repair	Concrete Repair			250,000	0	0		250,000
S. 85th St.: W. Arthur Ave. to W. Hayes Pl.	Conc. Repair	528	75	40,000	0	12,000	0	28,000
W. Hayes Pl.: S. 85 St. to S. 87 Pl.	Conc. Repair	739	75	55,000	0	17,000	0	38,000
W. Arthur Pl.: S. 85 St. to S. 87 Pl.	Conc. Repair	739	75	55,000	0	17,000	0	38,000
S. 87 Pl.: W. Hayes Pl. to W. Arthur Pl.	Conc. Repair	158	75	12,000	0	4,000	0	8,000
S. 88 St.: W. Arthur Pl. to W. Cleveland Ave.	Conc. Repair	1,539	75	115,000	0	36,000	0	79,000
Police West Parking Lot - Crack Repair	Parking Lot			15,000	0	0	0	15,000
Roosevelt School Park (L)	Park Improvements			250,300	0	0	250,300	0
Arnold Klentz Park (M)	Park Improvements			165,000	0	165,000	0	0
LED Lighting Retrofit Year One (N)	LED Lighting			178,000	0	178,000	0	0
Fire Station #1 Generator (O)	Generator			102,000	0	102,000	0	0
82nd Street Park Plaza (P)	Park Improvements			170,000	0	170,000	0	0
TOTAL 2017 CARRY OVER		3,967	650	1,876,972	0	751,000	323,300	802,672
GRAND TOTAL 2017 & 2018		17,371		10,041,972	635,000	2,559,000	3,315,300	4,802,672

3.29 Miles

- A - City of New Berlin Funds (50% of total cost)
- B - WisDOT Surface Transportation Program (STP) Funds (80% of total cost)
- C - WisDOT Surface Transportation Program (STP) Funds (80% of total cost)
- D - WisDOT Surface Transportation Program (STP) Funds (80% of total cost)
- E - Safe Drinking Water Loan Program (SDWLP)
- F - Wisconsin Focus on Energy Incentive, Reserve for Green Initiatives Fund
- G - WisDOT CMAQ Funds (80% of total cost), CDBG Funds
- H - WisDOT CMAQ Funds (80% of total cost)
- I - WisDOT Surface Transportation Program (STP) Funds (80% of total cost)
- J - Park Funds
- K - Reserve for Capital Replacement (Capital Infrastructure - City Buildings)
- L - CDBG
- M - Park Funds
- N - Wisconsin Focus on Energy Incentive, Reserve for Green Initiatives Fund
- O - Reserve for Capital Replacement (Capital Infrastructure - City Buildings)
- P - First Ring Industrial Redevelopment Enterprise, Inc. (FIRE) Funds

City of West Allis - Capital Improvement Plan 2016-2025

CAPITAL IMPROVEMENTS - CONSTRUCTION	
	2018
Local Streets	\$349,000
Proposed Additional Funding Required - Local Streets	\$0
Major Streets	\$4,894,000
<i>Streetscaping</i>	<i>\$1,101,000</i>
Pavement Repair	\$250,000
Alleys	\$0
Sidewalks	\$0
Bike Trails	\$1,119,000
Bridges	\$10,000
Storm Sewer	\$1,600,000
Proposed Additional Funding Required - Storm Sewer	\$433,000
Sanitary Sewer	\$2,750,000
Sanitary Sewer For Hwy 100 Reconstruct	\$0
Proposed Additional Funding Required - Sanitary Sewer	\$458,000
Water Mains	\$1,750,000
Water Mains for Hwy 100 Reconstruct	\$0
Proposed Additional Funding Required - Water Main	\$467,000
Street Lighting	<i>\$825,000</i>
Parking Lots*	\$0
Traffic Signals	\$0
Special Assessment Clerk Salary	\$85,000
Subtotal	\$16,091,000
Enterprise Funds	\$7,458,000
Special Assessments	\$684,500
Proposed Additional Special Assessments	\$0
Adjoining Municipality Funds	\$752,500
Federal Aid	3,059,600
Total Public Works (Bond Funding)	\$4,136,400

2017: Bike Share Station Construction (Federal Congestion Mitigation & Air Quality Funds = 80%), Private Donations

2018: Cross Town Connector Bike & Pedestrian Bridge (Federal Congestion Mitigation & Air Quality Funds = 80%)

2018: National Avenue: 70th to 76th (Federal Surface Transportation Program - Urban Funds = 80%)

2018: National Avenue: 92nd to 95th (Federal Surface Transportation Program - Urban Funds = 80%)

2019: Cross Town Connector Bike & Pedestrian Trail (Federal Congestion Mitigation & Air Quality Funds = 80%)

2022: STH 100 Reconstruction - Watermain and Sanitary Sewer

**CITY OF WEST ALLIS
2017 BUDGET
CAPITAL PROJECTS FUND-TID'S**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
REVENUES					
Sale of Land/Property Taxes					
- TID #5 (6 Points)	\$681,026	\$668,917	\$0	\$664,548	\$642,702
- TID #6 (Juneau Highlands)	\$95	\$17	\$0	\$17	\$17
- TID #7 (Summit Place)	\$1,537,079	\$1,649,646	\$0	\$1,989,321	\$1,969,647
- TID #9 (Pioneer)	\$266,198	\$269,658	\$0	\$273,231	\$269,326
- TID #10 (Yellow Freight)	\$0	\$0	\$0	\$168,353	\$232,260
- TID #11 (84th Street)	\$218	\$534	\$0	\$254,281	\$113,790
- TID #12 (Teledyne)	\$172	\$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	\$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	\$0	\$2,500,000
- TID #12 (Teledyne)	\$0	\$0	\$1,000,000	\$0	\$0
- TID #13 (Home Juice)	\$0	\$0	\$400,000	\$0	\$0
- TID #14 (68TH & Mitchell)	\$0	\$0	\$2,000,000	\$0	\$0
- TID #15 (The Market)	\$0	\$0	\$0	\$0	\$4,500,000
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)	\$1,273,127	\$0	\$0	\$3,523,323	\$3,000,000
- TID #6 (Juneau Highlands)	\$0	\$0	\$0	\$0	\$0
- TID #7 (Summit Place)	\$220,373	\$216,976	\$0	\$216,976	\$216,976
- TID #9 (Pioneer)	\$0	\$0	\$0	\$0	\$0
- TID #10 (Truck Terminal)	\$0	\$0	\$0	\$0	\$0
- TID #11 (84th Street)	\$0	\$11,510	\$0	\$0	\$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	\$0	\$0
- TID #15 (The Market)	\$0	\$0	\$0	\$0	\$3,114,063
Total Revenues	\$3,978,288	\$2,817,258	\$5,900,000	\$7,090,050	\$16,558,781

**CITY OF WEST ALLIS
2017 BUDGET
CAPITAL PROJECTS FUND-TID'S**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 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)	\$472,574	\$184,068	\$500,000	\$150	\$150
Capital Outlay - TID #6 (Juneau Highlands)	\$31,426	\$68,280	\$500,000	\$20,150	\$5,150
Capital Outlay - TID #7 (Summit)	\$1,289,962	\$368,239	\$0	\$4,323,473	\$500,150
Capital Outlay - TID #9 (Pioneer)	\$2,246	\$1,095	\$0	\$150	\$150
Capital Outlay - TID #10 (Terminal)	\$13,643	\$5,608	\$0	\$150	\$150
Capital Outlay - TID #11 (84th Street)	\$38,067	\$1,080,085	\$2,500,000	\$25,000	\$2,525,000
Capital Outlay - TID #12 (Teledyne)	\$9,310	\$4,285	\$1,000,000	\$150	\$150
Capital Outlay - TID #13 (Home Juice)	\$106,480	\$36,429	\$400,000	\$5,150	\$150
Capital Outlay - TID #14 (68TH & Mitchell)	\$732,456	\$1,736,045	\$2,000,000	\$150	\$150
Capital Outlay - TID #15 (The Market)	\$0	\$41,402	\$0	\$120,150	\$7,550,150
Operating Outlay net Transfers TID #1	\$0	\$0	\$0	\$0	\$0
Operating Outlay net Transfers TID #2	\$282,827	\$0	\$0	\$0	\$0
Operating Outlay net Transfers TID #3	\$1,273,127	\$0	\$0	\$0	\$0
Operating Outlay net Transfers TIF #4	\$0	\$0	\$0	\$0	\$0
Operating Outlay net Transfers TID #5	\$1,460,740	\$1,612,779	\$1,248,657	\$1,929,657	\$2,079,450
Operating Outlay net Transfers TID #6	\$158,360	\$130,922	\$143,064	\$143,084	\$139,785
Operating Outlay net Transfers TID #7	\$1,213,336	\$1,204,756	(\$1,038,167)	\$611,833	\$595,235
Operating Outlay net Transfers TID #9	\$282,405	\$280,730	(\$12,220)	\$268,280	\$264,999
Operating Outlay net Transfers TID #10	\$115,392	\$114,548	(\$31,580)	\$118,420	\$116,880
Operating Outlay net Transfers TID #11	\$84,818	\$84,143	(\$141,928)	\$83,273	\$87,061
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	\$0	\$0	\$114,063
Total Expenditures	\$7,567,169	\$6,953,414	\$7,067,826	\$7,649,220	\$13,978,823
Net Operating Gain(Loss)	(\$3,588,881)	(\$4,136,156)	(\$1,167,826)	(\$559,170)	\$2,579,958
FUND BALANCES (DEFICIT)	(\$985,809)	(\$5,121,965)	(\$6,300,091)	(\$5,681,135)	(\$3,101,177)
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)	(2,174,638)	(3,302,568)	(5,166,980)	(1,044,504)	518,598
TID #6 (Lime Pit)	(497,782)	(696,967)	(1,389,789)	(860,184)	(1,005,102)
TID #7 (Summit)	1,357,273	1,650,900	3,196,763	(1,078,109)	13,129
TID #9 (Pioneer)	69,560	57,393	65,708	62,194	66,371
TID #10 (Truck Terminal)	(897,463)	(1,017,619)	(985,453)	(967,836)	(852,606)
TID #11 (84th Street)	(140,338)	(1,292,522)	(367,188)	(1,146,514)	(1,144,785)
TID #12 (Teledyne)	(34,848)	(39,133)	(39,848)	(39,283)	(39,433)
TID #13 (Home Juice)	(250,780)	(287,209)	(330,780)	(292,359)	(292,509)
TID #14 (68th & Mitchell)	(732,456)	(2,468,501)	(1,232,456)	(2,468,651)	(2,468,801)
TID #15 (The Market)		(41,402)	(50,000)	(161,552)	(211,702)
FUND BALANCES (DEFICIT)	(\$3,301,472)	(\$7,437,628)	(\$6,300,023)	(\$7,996,798)	(\$5,416,840)



CITY OF WEST ALLIS

2018 Budget & Action Plan

Debt Service Fund



2018 DEBT BUSINESS PLAN

Department	Director	Fund and Dept. Group
Debt Service Fund	Peggy Steeno	401
Mission/Overview		
<p>The mission of the Debt Service Fund is to:</p> <ol style="list-style-type: none"> (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		
<p>Services provided include the following:</p> <ol style="list-style-type: none"> (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
2018 BUDGET
DEBT SERVICE FUND

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Estimated	2018 Budget	Change
REVENUES							
Tax Levy - General	\$3,790,078	\$3,802,118	\$3,999,196	\$3,999,196	\$3,999,196	\$4,095,432	\$96,235
Subsidy Payment Federal Govt	0	0	0	0	0	0	\$0
Unfunded Pension Payment (other)	79,722	75,885	0	0	0	0	\$0
TID Revenue - Tax/Other							\$0
TID #2 (Vets Park area - taxes)	205,283	0	0	0	0	0	\$0
(Vets Park area - other)	20,442	0	0	0	0	0	\$0
TID #5 (6 Points - taxes)	679,492	667,900	680,000	680,000	661,286	680,000	\$0
(6 Points - computer)	1,534	1,017	1,000	1,000	1,000	1,000	\$0
(6 PTS transfer in from TID)	779,714	943,863	1,248,657	1,248,657	1,267,371	1,398,450	\$149,794
(6 Points - Debt)	0	0	0	0	0	0	\$0
TID #6 (Juneau Highlands - taxes)	0	0	0	0	0	0	\$0
(Juneau Highlds - computer)	20	17	20	20	20	20	\$0
(Juneau Highlds trsfr in from TID)	158,340	130,905	143,064	143,064	143,064	139,765	(\$3,299)
TID #7 (Summit - taxes)	1,352,037	1,399,635	1,400,000	1,400,000	1,422,639	1,400,000	\$0
(Summit - computer)	185,042	250,011	250,000	250,000	250,000	250,000	\$0
(Summit - other)	0	0	0	0	0	0	\$0
TID #9 (Pioneer - taxes)	265,698	269,181	270,000	270,000	272,886	270,000	\$0
(Pioneer - computer)	500	477	500	500	500	500	\$0
(Pioneer - transfer in from TID)	16,207	11,072	0	0	0	0	\$0
TID #10 (Yellow Freight - taxes)	0	0	150,000	150,000	164,196	150,000	\$0
(Yellow Freight - trsfr from TID)	115,391	114,548	0	0	0	0	\$0
TID #11 (84th Street - taxes)	0	0	225,000	225,000	250,339	225,000	\$0
(84th Street - computer)	218	534	200	200	200	200	\$0
(84th Street - transfer in from TID)	84,600	83,609	0	0	0	0	\$0
TID #12 (Teldyne - taxes)	172	0	0	0	0	0	\$0
(Teldyne - 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
Total TID Revenue	\$3,864,691	\$3,872,767	\$4,368,441	\$4,368,441	\$4,433,500	\$4,514,935	\$146,495
Hospital P&I Payments	\$0	\$0	\$0	\$0	0	\$0	\$0
Hospital - Transfer In (CITY)	0	0	0	\$0	0	0	\$0
Hospital - debt (refunding)	0	0	0	\$0	0	0	\$0
Issue Refunding Debt	1,445,000	16,449,076	0	0	0	0	\$0
Interest Income/other TID #5			0	0	0	0	\$0
Interest Income/other TID #7			0	0	0	0	\$0
Interest Income/other/Premium on Debt	242,007	96,353	60,000	60,000	100,000	0	-\$60,000
Transfer In-Gen Fund (Fire)						175,000	
Other Income In	0	0	0	0	0	0	\$0
Total Revenues	\$9,421,498	\$24,296,199	\$8,427,637	\$8,427,637	\$8,532,697	\$8,785,367	\$182,730

CITY OF WEST ALLIS
2018 BUDGET
DEBT SERVICE FUND

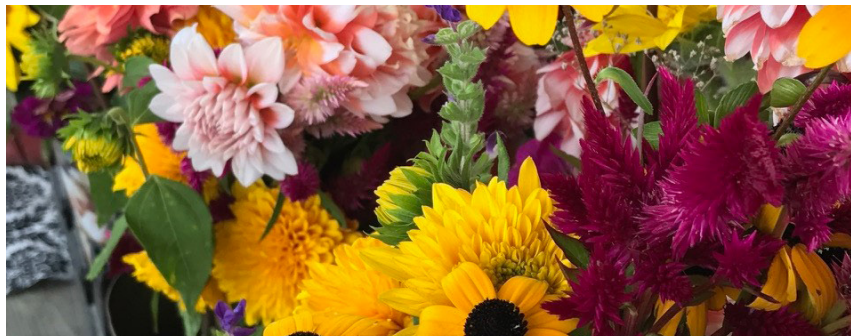
	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Estimated	2018 Budget	Change
EXPENDITURES							
MADACC Society Debt Service	\$13,029	\$13,060	\$30,000	\$30,000	14,000	\$0	(30,000)
General Principal Payments	2,915,000	2,890,000	2,940,000	2,940,000	2,940,000	3,125,000	185,000
General Interest Payments	402,911	387,450	367,919	367,919	367,919	405,202	37,283
Retirement - Principal Payments	440,000	470,000	580,000	580,000	580,000	620,000	40,000
Retirement - Interest Payments	223,510	149,927	91,278	91,278	91,278	70,230	(21,048)
City Purposes	\$3,994,450	\$3,910,437	\$4,009,196	\$4,009,196	\$3,993,196	\$4,220,432	\$211,235
Refunding	\$1,671,463	\$16,552,945	\$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#2	0	0	0	0	0	0	0
Refunding - TID #3	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	0	0
Discount on Debt	0	0	0	0	0	0	0
Debt Service Fees - General	67,250	73,209	50,000	50,000	50,000	50,000	0
Debt Service Fees - Refunding	0	78,242	0	0	0	0	0
Debt Service Fees - Pension	0	0	0	0	0	0	0
TID Principal Payments							
TID #2 (Vets)	0	0	0	0	0	0	0
TID #2 Transfer to TID	205,283	0	0	0	0	0	0
TID #5 (6 Pts)	689,597	919,597	1,544,597	1,544,597	1,544,597	1,744,594	199,997
TID #5 (6 Pts)(refunding)	0	0	0	0	0	0	0
TID #6 (Juneau Highlands)	75,000	75,000	105,000	105,000	105,000	105,000	0
TID #7 (Summit)	1,080,033	1,110,870	546,820	546,820	546,820	547,802	982
TID #7 Transfer to TID	323,743	444,890	1,038,167	1,038,167	1,060,805	1,054,765	16,599
TID #9 (Pioneer)	240,000	245,000	240,000	240,000	240,000	245,000	5,000
TID #9 (Pioneer)(refunding)	0	0	0	0	0	0	0
TID #9 Transfer to TID	0	0	12,220	12,220	15,106	5,501	(6,719)
TID #10 (Yellow Freight)	75,000	75,000	80,000	80,000	80,000	80,000	0
TID #10 Transfer to TID	0	0	31,580	31,580	45,776	33,120	0
TID #11 (84th Street)	60,000	60,000	60,000	60,000	60,000	65,000	5,000
TID #11 Transfer to TID	172	0	141,928	141,928	167,267	138,139	(3,789)
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
Total TID Principal	\$2,748,829	\$2,930,357	\$3,800,311	\$3,800,311	\$3,865,371	\$4,018,921	\$217,070
EXPENDITURES (cont.)							
TID Interest Payments							
TID #2 (Vets)	\$0	\$0	\$0	\$0	0	\$0	0
TID #5 (6 Pts)	771,143	550,206	385,060	385,060	385,060	334,856	(50,203)
TID #6 (Juneau Highlands)	83,360	55,922	38,084	38,084	38,084	34,785	(3,299)
TID #7 (Summit)	133,303	93,887	65,013	65,013	65,013	47,433	(17,581)
TID #9 (Pioneer)	42,405	35,730	18,280	18,280	18,280	19,999	1,719
TID #10 (Yellow Freight)	40,391	39,548	38,420	38,420	38,420	36,880	(1,540)
TID #11 (84th Street)	24,818	24,143	23,273	23,273	23,273	22,061	(1,211)
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
Total TID Interest	\$1,095,420	\$799,434	\$568,129	\$568,129	\$568,129	\$496,014	(\$72,115)
TID Purposes	\$3,844,249	\$3,729,791	\$4,368,441	\$4,368,441	\$4,433,500	\$4,514,935	\$144,955
Hospital Principal Payments	\$0	\$0	\$0	\$0	0	\$0	0
Hospital Interest Payments	\$0	0	0	0	0	0	0
Hospital Purposes	0	0	\$0	\$0	0	\$0	0
Total Expenditures	\$9,577,412	\$24,344,623	\$8,427,637	\$8,427,637	\$8,476,697	\$8,785,367	\$356,190
Net Operating Gain(Loss)	(\$155,913)	(\$48,424)	\$0	\$0	\$56,000	\$0	(\$173,460)
Beginning Fund Balance	\$206,804	\$50,891	\$2,467	\$2,467	\$2,467	\$58,467	
Ending Fund Balance	\$50,891	\$2,467	\$2,467	\$2,467	\$58,467	\$58,467	
Detail of Fund Balance							
Designated General	\$50,891	\$2,467	\$2,467	\$2,467	\$58,467	\$58,467	
Hospital	0	0	\$0.00	\$0	0	0.00	
Designated TID #2 (Vets Park area)	0	0	0.00	0	0	0.00	
Designated TID #3 (Quad/Graphics)	0	0	0.00	0	0	0.00	
Designated TID #5 (6 Points)	0	0	0.00	0	0	0.00	
Designated TID #6 (Juneau Highlands)	0	0	0.00	0	0	0.00	
Designated TID #7 (Summit)	0	0	0.00	0	0	0.00	
Designated TID #9 (Pioneer)	0	0	0.00	0	0	0.00	
Designated TID #10 (Yellow Freight)	0	0	0.00	0	0	0.00	
Designated TID #11 (84th Street)	0	0	0.00	0	0	0.00	
Fund Balance	\$50,891	\$2,467	\$2,467	\$2,467	\$58,467	\$58,467	



CITY OF WEST ALLIS

2017 Budget & Action Plan

Enterprise Funds



2018 ENTERPRISE FUNDS BUSINESS PLAN

Department	Director	Fund and Dept. Group
Enterprise Funds	Public Works Director/City Engineer	Funds 501, 510, 520, 530, 540, 550
Mission/Overview		
<p>Enterprise Funds are used to account for services provided by the City where the primary revenue source is a fee charged to external users.</p>		
Services Provided		
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>		

CITY OF WEST ALLIS
2018 BUDGET
WATER UTILITY

	2015 Actual	2016 Actual	2017 Adjusted Budget	2017 Estimate	2018 Request	Mayoral Additions/ Deletions	2018 Budget
REVENUES							
Metered Sales	\$6,321,410	\$6,505,965	\$6,349,000	\$6,114,000	6,961,420.00		\$6,961,420
Fire Protection - Public & Private	\$1,259,229	\$1,295,942	\$1,292,540	\$1,300,000	1,328,700.00		\$1,328,700
Penalties-Delinquent Accts	\$104,095	\$110,690	\$80,000	\$82,000	110,000.00		\$110,000
Hydrant Service Charge	\$27,713	\$15,198	\$20,000	\$22,000	20,000.00		\$20,000
Miscellaneous Meter Charges	\$9,997	\$26,182	\$9,000	\$10,000	10,000.00		\$10,000
Sewer Utility Meter Cost Allocation	\$66,282	\$59,937	\$45,000	\$45,000	50,000.00		\$50,000
Revenues from Merch	\$23,117	\$37,761	\$27,500	\$22,900	27,500.00		\$27,500
Sale of Fixed Assets/Materials/Scrap/CIAC	\$8,363	\$7,488	\$10,000	\$7,100	10,000.00		\$10,000
Space Rental on Water Towers	\$150,980	\$107,306	\$140,000	\$150,000	115,000.00		\$115,000
Customer Contributions	\$10,820	\$9,700	\$0	\$0	\$0		\$0
Miscellaneous Revenue	\$944	\$230	\$1,000	\$300	\$1,000		\$1,000
Estimated Revenue From Rate Case							\$0
TOTAL REVENUES	\$7,982,952	\$8,176,397	\$7,974,040	\$7,753,300	\$8,633,620	\$0	\$8,633,620
EXPENDITURES							
Salaries	\$1,278,432	\$1,181,845	\$1,417,899	\$1,322,424	\$1,601,950		\$1,601,950
Fringe Benefits	\$958,031	\$917,428	\$1,062,730	\$916,223	\$1,114,986		\$1,114,986
Repair & Maintenance	\$316,263	\$292,502	\$344,176	\$379,181	\$410,776		\$410,776
Materials & Supplies	\$183,079	\$135,468	\$141,200	\$140,679	\$141,200		\$141,200
Rentals	\$77,721	\$81,706	\$132,500	\$132,500	\$172,500		\$172,500
Purchased Water	\$2,739,282	\$2,726,357	\$2,850,000	\$2,817,953	\$2,850,000		\$2,850,000
Taxes	\$839,899	\$884,691	\$800,000	\$800,000	\$885,000		\$885,000
General & Administrative	\$256,272	\$304,921	\$241,913	\$297,688	\$244,913		\$244,913
Depreciation	\$743,907	\$760,351	\$750,000	\$750,000	\$770,000		\$770,000
Debt Interest	\$284,428	\$285,716	\$320,000	\$285,000	\$287,000		\$287,000
Amortization of Debt Discount	\$42,634	\$96	\$10,000	\$43,000	\$10,000		\$10,000
TOTAL EXPENDITURES	\$7,719,948	\$7,571,080	\$8,160,418	\$7,884,648	\$8,488,325	\$0	\$8,488,325
NET OPERATING GAIN (LOSS)-BUDGETARY BASIS	\$263,004	\$605,317	(\$186,378)	(\$131,348)	\$145,295	\$0	\$145,295
Conversion to cash basis							
add back non-cash depreciation	\$729,157	\$743,907	\$750,000	\$750,000	\$800,000		\$800,000
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	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000		\$1,500,000
cash outflow for additional capital projects					(\$250,000)		
cash outflow for principal payment	(\$887,500)	(\$940,000)	(\$1,055,000)	(\$1,055,000)	(\$1,140,000)		(\$1,140,000)
less dollar spent on or banked for future equip.	(\$78,000)	(\$59,295)	(\$277,000)	(\$277,000)	(\$334,200)		(\$334,200)
NET OPERATING GAIN (LOSS)-CASH BASIS	\$26,661	\$349,929	(\$768,378)	(\$713,348)	(\$778,905)	\$0	(\$528,905)
FUND BALANCE							
RETAINED EARNINGS - BEGINNING OF YEAR	\$16,312,071	\$16,575,075	\$15,928,505	\$17,691,504	\$16,807,573		\$16,807,573
Cumulative Effect of change in accounting principle		\$511,107					
RETAINED EARNINGS - END OF YEAR	\$16,575,075	\$17,691,504	\$15,742,127	\$17,560,157	\$16,028,668		\$16,028,668
Net Assets (comprising Fund Balance)							
Cash and Investments	\$0	\$0	\$0	\$0	\$7,924		\$7,924
Net receivables	\$1,069,764	\$635,701	\$1,024,644	\$888,066	\$900,000		\$900,000
Inventories and Prepaid Items	\$1,174,852	\$1,136,767	\$1,100,000	\$1,100,000	\$1,200,000		\$1,200,000
Land	\$57,990	\$57,990	\$57,990	\$57,990	\$57,990		\$57,990
Net Buildings	\$66,954	\$51,404	\$40,000	\$30,000	\$140,000		\$140,000
Infrastructure net of depreciation and related debt	\$13,496,555	\$14,717,719	\$13,282,568	\$14,431,517	\$14,500,000		\$14,500,000
Net Machinery and Equipment	\$312,834	\$339,340	\$275,000	\$300,000	\$250,000		\$250,000
Net Furniture & Fixtures	\$897	\$0	\$0	\$0	\$0		\$0
Total Net Assets	\$16,179,846	\$16,938,921	\$15,780,202	\$16,807,573	\$17,055,914	\$0	\$17,055,914

This budget includes capital improvement projects of approximately \$1,500,000 all of which is anticipated to be financed through debt and and additional \$250,000 to be funded with the rate

CITY OF WEST ALLIS
2018 BUDGET
SANITARY SEWER UTILITY

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Request	Mayoral Additions/ Deletions	2018 Budget
REVENUES							
City Sewer Service Charges	\$3,728,658	\$3,689,919	\$3,728,000	\$3,622,000	\$3,621,901		3,621,901
Metro Sewer Service Charges	\$3,833,259	\$3,848,284	\$3,925,000	\$3,475,000	\$3,869,000		3,869,000
Penalties	\$79,346	\$78,671	\$83,025	\$82,000	\$81,000		81,000
Service Charge - Cleaning San. Sew	\$0	\$0	\$0	\$0	\$0		0
MMSD Grant	\$11,195	\$45,765	\$0	\$16,000	\$0		0
Equipment Rental Revenue	\$0	\$0	\$0	\$0	\$0		0
Contributed Capital	\$0	\$0	\$0	\$0	\$0		0
Other - Miscellaneous Revenue:	\$398	\$1,924	\$0	\$1,060	\$0		0
Sale of Scrap	\$0	\$0	\$0	\$0	\$0		0
TOTAL REVENUES	\$7,652,856	\$7,664,562	\$7,736,025	\$7,196,060	\$7,571,901		7,571,901
EXPENDITURES							
Sanitary Mains & Manholes	\$387,745	\$226,039	\$742,335	\$383,459	\$670,744		670,744
Sewage Admin. & Service Charge	\$5,527,851	\$5,503,547	\$5,398,000	\$5,786,938	\$5,468,322		5,468,322
TOTAL EXPENDITURES	\$5,915,596	\$5,729,585.97	\$6,140,335	\$6,170,397	\$6,139,066		6,139,066
NET OPERATING GAIN (LOSS)- Budgetary Basis	\$1,737,260	\$1,934,976	\$1,595,690	\$1,025,663	\$1,432,835		1,432,835
Conversion to cash basis							
add back depreciation (non-cash)	393,309	444,348	395,000	400,000	420,000		420,000
less additional cash outflow for capital project:	(2,500,000)	(2,397,529)	(2,750,000)	(2,670,000)	(3,208,000)		(3,208,000)
cash inflow from bond sales/debt financing	2,000,000	2,500,000	2,500,000	2,500,000	2,958,000		2,958,000
cash outflow for additional capital project:			(200,000)	(200,000)	(160,000)		
less cash out debt repayment-principa	(1,484,000)	(1,620,890)	(1,830,000)	(1,829,000)	(1,891,000)		(1,891,000)
less cash for reduction in debt	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)		(25,000)
less dollars spent on or banked for future equipmer	(115,000)	(115,000)	(125,000)	(115,000)	(125,000)		(125,000)
Net Operating Gain (Loss)- Cash basis	\$6,569	\$720,905	(\$439,310)	(\$913,337)	(\$598,165)		(598,165)
Fund Balance							
Retained earnings-beginning of yea	17,813,724	19,656,850	21,591,826	21,591,826	22,617,489		22,617,489
Cummulative effect of change in accounting principle	105,866	0	0	0			
Retained earnings-end of yea	19,656,850	21,591,826	23,187,516	22,617,489	24,050,324		24,050,324
Net Assets (comprising Fund Balance)							
Cash and Investments	1,994,298	2,949,578	3,310,101	3,784,128	3,185,963		3,185,963
Net Receivables	575,082	(1,340,405)	600,000	56,361	(665,639)		(665,639)
Infrastructure, net of depreciation and related deb	16,924,298	19,854,595	18,500,000	18,500,000	21,288,000		21,288,000
Machinery and Equipment, net of depreciation	163,172	128,058	277,000	277,000	242,000		242,000
Total Net Assets	19,656,850	21,591,826	22,687,101	22,617,489	24,050,324		24,050,324

TENTATIVE AS OF 9/29/2017

Note: Figures above are presented for informational purposes only and are based on current billing rates and construction levels. Further analysis is necessary for this f
In addition, the 2018 Capital Improvement Planning process is not yet complete. Upon its completion and after further analysis, the Finance Department will update the e
information and recommend a billing rate for 2018 to be submitted for approval as part of the final 2018 adopted bud

CITY OF WEST ALLIS
2018 BUDGET
STORM WATER PROGRAM

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Request	Mayoral Additions/ Deletions	2018 Budget
REVENUES							
Storm Water Service Charges	\$3,729,849	\$3,717,140	\$4,193,885	\$3,916,217	\$4,348,245		\$4,348,245
Penalties	28,544	\$29,574	\$28,000	\$30,800	\$29,000		\$29,000
Equipment Rental	0	\$0	\$0	\$0	\$0		\$0
Assessment Revenues	53,856	\$115,269	\$0	\$98,000	\$0		\$0
Misc.	106,816	\$194,006	\$100,000	\$7,035	\$105,000		\$105,000
TOTAL REVENUES	\$3,919,065	\$4,055,988	\$4,321,885	\$4,052,052	\$4,482,245		\$4,482,245
EXPENDITURES							
Salary	\$728,454	\$696,581	\$556,600	\$569,230	\$652,710		\$652,710
Benefits	\$346,093	\$262,084	\$266,200	\$237,500	\$281,084		\$281,084
General Administration	\$42,066	\$39,911	\$42,215	\$35,400	\$42,215		\$42,215
Consulting Services	\$34,372	\$29,036	\$115,500	\$126,140	\$124,480		\$124,480
Rentals	\$17,270	\$17,035	\$17,500	\$17,500	\$17,500		\$17,500
Dumping Fees	\$164,237	\$99,662	\$211,260	\$210,300	\$193,457		\$193,457
Project Activities	\$136,841	\$465,463	\$350,000	\$520,200	\$350,000		\$350,000
Building Materials	\$98,619	\$147,579	\$94,500	\$148,000	\$93,500		\$93,500
Equipment Maint/Supplies	\$23,728	\$18,027	\$32,200	\$24,820	\$33,425		\$33,425
Equipment Rental /PW	\$113,175	\$125,401	\$100,940	\$100,940	\$100,940		\$100,940
Depreciation	\$636,698	\$653,069	\$640,000	\$640,000	\$640,000		\$640,000
Debt/Interest	\$38,859	\$36,722	\$39,264	\$36,183	\$36,264		\$36,264
Equipment	\$134,804	\$144,246	\$291,700	\$242,835	\$158,301		\$158,301
Transfer Out	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000		\$300,000
Admin Support Charge	\$28,152	\$30,558	\$27,000	\$32,081	\$27,000		\$27,000
TOTAL EXPENDITURES	\$2,843,369	\$3,065,375	\$3,084,879	\$3,240,189	\$3,050,876		\$3,050,876
NET OPERATING GAIN (LOSS)- Budgetary Basis	\$1,075,695	\$990,614	\$1,237,006	\$811,863	\$1,431,369		\$1,431,369
Conversion to cash basis							
add back non cash depreciation	\$636,698	\$653,069	\$640,000	\$640,000	\$640,000		\$640,000
less additional cash outflow for capital projects	(\$1,150,000)	(\$1,150,000)	(\$1,500,000)	(\$1,500,000)	(\$2,033,000)		(\$2,033,000)
Cash outflow for additional capital projects			(\$200,000)	(\$200,000)	(\$289,000)		
cash outflow for principal payment	(\$75,000)	(\$70,000)	(\$75,000)	(\$75,000)	(\$75,000)		(\$75,000)
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	\$387,393	\$323,683	\$2,006	(\$423,137)	(\$425,631)		(\$425,631)
FUND BALANCE							
RETAINED EARNINGS - BEGINNING OF YEAR	\$34,947,236	\$36,236,136	\$37,275,544	\$37,226,750	\$38,038,613		\$38,038,613
Cumulative effect of change in accounting principle	\$193,605	\$0					
RETAINED EARNINGS - END OF YEAR	\$36,236,136	\$37,226,750	\$38,512,550	\$38,038,613	\$39,469,982		\$39,469,982
Net Assets (comprising Fund Balance)							
Cash and Investments	\$1,115,585	\$1,465,309	\$1,745,100	\$1,321,963	\$896,332		\$896,332
Net Pension asset	\$115,223	\$0					
Net Receivables	\$1,140,444	\$950,111	\$1,160,738	\$254,938	\$713,938		\$713,938
Deferred charges	\$97,975	\$369,324	\$95,000	\$90,000	\$95,000		\$95,000
Infrastructure, net of depreciation and related debt	\$33,187,604	\$33,963,992	\$34,971,712	\$35,831,712	\$37,224,712		\$37,224,712
Machinery and Equipment net of depreciation	\$579,304	\$478,014	\$540,000	\$540,000	\$540,000		\$540,000
Total Net Assets	\$36,236,136	\$37,226,750	\$38,512,550	\$38,038,613	\$39,469,982		\$39,469,982

TENTATIVE AS OF 9/29/2017

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CITY OF WEST ALLIS
2018 BUDGET
SOLID WASTE FUND

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget	Mayoral Additions/ Deletions	2018 Budget
REVENUES							
Recycling	\$1,914,221	\$1,905,381	\$1,929,200	\$1,872,000	\$1,881,500		\$1,881,500
Sale of Recyclables	\$0	\$0	\$0	\$40,000	\$96,000		
Operating Transfer	\$0	\$0		\$0			\$0
Recycling Grant	\$254,268	\$241,535	\$254,000	\$253,227	\$254,000		\$254,000
Miscellaneous	\$0	\$168,733	\$0	-\$8,836			\$0
Total Revenues	\$2,168,489	\$2,315,649	\$2,183,200	\$2,156,391	\$2,231,500		\$2,135,500
EXPENDITURES							
Salaries	\$439,990	\$419,940	\$554,700	\$324,700	\$488,302		\$488,302
Benefits	\$201,569	\$165,779	\$254,200	\$157,000	\$184,647		\$184,647
Equipment Rental PW	\$147,111	\$90,967	\$91,000	\$90,000	\$91,000		\$91,000
Dumping Fees	\$804,797	\$785,541	\$900,400	\$635,000	\$888,089		\$888,089
Materials/Supplies	\$25,547	\$19,440	\$35,778	\$25,000	\$29,156		\$29,156
Recycling Carts		\$32,016		\$0			
Membership Dues	\$0	\$0	\$300	\$300	\$300		\$300
General/Administrative	\$36,498	\$38,860	\$73,702	\$27,000	\$168,700		\$168,700
Depreciation	\$42,448	\$32,765	\$45,000	\$45,000	\$45,000		\$45,000
Advertising & Promotion	\$0	\$0	\$0	\$18,739	\$0		\$0
Transfer to General Fund	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$100,000
Admin. Support Charges	\$17,980	\$16,533	\$20,000	\$14,227	\$20,000		\$20,000
Total Expenditures	\$1,815,940	\$1,701,841	\$2,075,080	\$1,436,966	\$2,015,194	0	\$2,015,194
Net Operating Gain(Loss)-Budgetary basis	\$352,549	\$613,808	\$108,120	\$719,425	\$216,306		\$120,306
Conversion to cash basis							
add back non-cash depreciation	\$42,448	\$32,765	\$45,000	\$42,500	\$45,000		\$45,000
Less dollars spent on Infrastructure	\$0	\$0	(\$25,000)	(\$1,123,268)	\$0		\$0
less dollars spent on or banked for future equipment	(\$100,000)	(\$100,000)	(\$120,800)	(\$241,568)	(\$95,000)		(\$95,000)
Net Operating Gain(Loss)- Cash basis	\$294,997	\$546,573	\$7,320	(\$602,911)	\$166,306		\$70,306
Fund Balance							
Retained Earnings-beg of year	\$3,561,077	\$4,060,612	\$3,514,193	\$4,674,420	\$5,393,845		\$5,393,845
Restricted for Pension Benefits	\$146,985	\$0					
Ending Retained Earnings	\$4,060,612	\$4,674,420	\$3,622,313	\$5,393,845	\$5,610,151		\$5,514,151
Net Assets (comprising Fund Balance)							\$0
Cash	\$3,130,778	\$3,738,589	\$2,497,313	\$1,894,402	\$2,060,708		\$2,060,708
Net receivables	\$636,696	\$578,402	\$650,000	\$3,016,358	\$3,074,443		\$3,074,443
Machinery and Equipment, net of depreciation	\$293,137	\$357,429	\$475,000	\$483,085	\$475,000		\$475,000
Total Net Assets	\$4,060,612	\$4,674,420	\$3,622,313	\$5,393,845	\$5,610,151		\$5,610,151

TENTATIVE AS OF 9/29/2017

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CITY OF WEST ALLIS
2018 BUDGET
PARKING UTILITY

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget	Mayoral Additions/ Deletions	2018 Budget
REVENUES							
Tax Levy	43,000	43,000	43,000	43,000	43,000		43,000
Lease of Lots	16,611	19,734	18,017	18,285	18,285		18,285
Individual Permits	6,250	9,020	5,000	5,000	5,000		5,000
Total Revenues	\$65,862	\$71,754	\$66,017	\$66,285	\$66,285		\$66,285
EXPENDITURES							
Salaries/benefits	43,724	27,383	51,120	30,000	57,729		57,729
Equipment Services	47,795	30,082	60,805	30,000	60,805		60,805
Materials/Supplies	170	1,309	100	2,772	100		100
Utilities	11,794	11,339	10,600	8,516	10,600		10,600
Depreciation Expense	0	0	0	0	0		0
Admin Support Charge	1,042	675	620	625	620		620
Gain on Asset Disposal	0	0	0	0	0		0
Total Expenditures	\$104,525	\$70,787	\$123,245	\$71,913	\$129,854		\$129,854
Net Operating Gain(Loss)	(\$38,664)	\$966	(\$57,228)	(\$5,628)	(\$63,569)		(\$63,569)
FUND BALANCE							
Retained Earnings-beg of year	\$1,097,475	\$1,066,820	\$1,042,703	\$1,067,786	\$1,062,158		\$1,062,158
Cummulative Effect of change in accounting Prinicple	\$8,009	\$0					
Ending Retained Earnings	\$1,066,820	\$1,067,786	\$985,475	\$1,062,158	\$998,589		\$998,589
Net Assets (comprising Fund Balance)							
Cash and net investments	\$161,094	\$162,060	\$79,749	\$156,432	\$92,863		\$92,863
Land	\$905,726	\$905,726	\$905,726	\$905,726	\$905,726		\$905,726
Total Net Assets	\$1,066,820	\$1,067,786	\$985,475	\$1,062,158	\$998,589		\$998,589

**CITY OF WEST ALLIS
2018 BUDGET
BELOIT ROAD SENIOR HOUSING**

	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted	2017 Estimated	2018 Budget
REVENUES						
Rentals	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Service-DPW Maint, etc.	\$118,784	\$136,247	\$150,525	\$150,525	\$131,342	\$140,525
Management Fee (7% of gross rents)	\$51,983	\$60,567	\$52,000	\$52,000	\$55,000	\$52,000
Developer Fee	\$254,000	\$0	\$0	\$0	\$0	\$0
Interest Revenue	\$166,391	\$164,471	\$200,000	\$200,000	\$170,000	\$200,000
Miscellaneous	\$8,062	\$5	\$0	\$0	\$0	\$0
<i>Operating Revenue Subtotal</i>	<i>\$599,220</i>	<i>\$361,290</i>	<i>\$402,525</i>	<i>\$402,525</i>	<i>\$356,342</i>	<i>\$392,525</i>
Gain on Sale of Property	\$0					
TOTAL REVENUES	\$599,220	\$361,290	\$402,525	\$402,525	\$356,342	\$392,525
EXPENDITURES						
Salaries/Benefits	\$110,342	\$116,163	\$130,525	\$130,525	\$120,525	\$120,525
Admin Support Charges	\$22,615	\$29,658	\$47,582	\$47,582	\$22,582	\$42,582
Materials & Supplies	\$15,848	\$17,324	\$20,000	\$20,000	\$20,000	\$20,000
Equipment Services	\$0	\$0	\$0	\$0	\$0	\$0
Other Services	\$2,140	\$5,792	\$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	\$150,945	\$168,937	\$198,607	\$198,607	\$163,607	\$183,607
<i>Operating Gain (Loss)</i>	<i>\$448,275</i>	<i>\$192,354</i>	<i>\$203,918</i>	<i>\$203,918</i>	<i>\$192,735</i>	<i>\$208,918</i>
Transfer to General Fund	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
NET OPERATING GAIN (LOSS)	\$328,275	\$72,353	\$83,918	\$83,918	\$72,735	\$88,918
Fund Balance						
Retained earnings-beginning of year	\$6,652,532	\$7,018,074	\$7,090,427	\$7,090,427	\$7,090,427	\$7,163,162
Retained earnings-end of year	\$7,018,074	\$7,090,427	\$7,174,345	\$7,174,345	\$7,163,162	\$7,252,080
Net Assets (comprising Fund Balance)						
Cash and Investments	\$1,706,094	\$1,637,587	\$1,744,434	\$1,744,434	\$1,710,322	\$1,726,505
Loans Receivable	\$5,519,044	\$5,825,277	\$5,825,277	\$5,825,277	\$5,825,277	\$5,825,277
Buildings net of depreciation	\$0	\$0	\$0	\$0	\$0	\$0
Liabilities	(\$207,064)	(\$372,435)	(\$395,366)	(\$395,366)	(\$372,437)	(\$299,702)
Total Net Assets	\$7,018,074	\$7,090,429	\$7,174,345	\$7,174,345	\$7,163,162	\$7,252,080

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

2017 Budget & Action Plan

Internal Service Fund Revenues and Expenditures



2018 HEALTH INSURANCE FUND BUSINESS PLAN

Department	Director	Fund and Dept. Group
Health Insurance Program	Rebecca Grill, Peggy Steeno, Audrey Key	602-5601, 602-9101
Mission/Overview		
<p>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.</p> <p>Our goals are to carry out the Common Council's established objectives, which include consideration of the following:</p> <ol style="list-style-type: none"> 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. <p>Specific Action Items:</p> <ol style="list-style-type: none"> (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/retirees 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		
<p>Services include the following:</p> <ol style="list-style-type: none"> (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. 		

**CITY OF WEST ALLIS
2018 BUDGET
INTERNAL SERVICE FUND-HEALTH INSURANCE**

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 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	\$ 9,611,990	\$ 7,526,541	\$ 7,800,000	\$ 7,283,000	\$ 7,800,000	\$ -	0.00%
Premiums-Retirees	\$ 2,533,157	\$ 2,215,200	\$ 2,350,000	\$ 2,277,900	\$ 2,300,000	\$ (50,000)	-2.13%
Premiums - Grants/Enterprise Funds	\$ 125,500	\$ 109,247	\$ 155,000	\$ 110,000	\$ 120,000	\$ (35,000)	-22.58%
Premiums - Employees	\$ 723,640	\$ 721,761	\$ 775,000	\$ 827,500	\$ 825,000	\$ 50,000	6.45%
Medicare Retiree Drug Subsidy	\$ 321,152	\$ 173,094	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	0.00%
General Fund Contrib-Retiree Insurance Prem	\$ 800,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 1,150,000	\$ 250,000	
Other Income	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ (10,000)	-100.00%
Total Revenues	\$ 16,115,439	\$ 13,645,844	\$ 14,290,000	\$ 13,698,400	\$ 14,495,000	\$ 205,000	1.43%
EXPENDITURES							
Health Insurance Charges:							
Health Care Reform Fees	\$ 103,491	\$ 62,575	\$ 105,000	\$ 105,000	\$ 70,000	\$ (35,000)	
Over-65 Fully Insured Plan			\$ -		\$ -	\$ -	100.00%
H.S.A. contributions		\$ 13,000	\$ 15,000	\$ 13,000	\$ 15,000	\$ -	
Medical Claims	\$ 9,530,470	\$ 8,921,269	\$ 8,000,000	\$ 7,900,000	\$ 8,500,000	\$ 500,000	6.25%
IBNR	\$ (198,673)	\$ (1,154,282)	\$ -	\$ -	\$ -	\$ -	
Pharmacy Costs	\$ 4,991,500	\$ 4,946,168	\$ 4,900,000	\$ 4,800,000	\$ 5,000,000	\$ 100,000	2.04%
Insurance Payments	\$ 14,426,787	\$ 12,788,730	\$ 13,020,000	\$ 12,818,000	\$ 13,585,000	\$ 565,000	4.34%
Administration Charges:						\$ -	
Wellness Labor/Benefits	\$ 53,427	\$ 36,011	\$ 123,250	\$ 103,250	\$ 123,250	\$ -	0.00%
Health Risk Assessments	\$ 32,820	\$ 50,938	\$ 50,000	\$ 45,000	\$ 50,000	\$ -	
Medical Supplies	\$ 495	\$ 495	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	
Stop Loss - Both Plans	\$ 602,410	\$ 524,802	\$ 615,000	\$ 600,000	\$ 615,000	\$ -	0.00%
Other Expenses	\$ 44,640	\$ 22,340	\$ 29,150	\$ 80,000	\$ 29,150	\$ -	0.00%
Outside Consultant	\$ 65,953	\$ 76,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	0.00%
PPO/Standard - Admin Fee	\$ 534,605	\$ 441,555	\$ 470,000	\$ 470,000	\$ 470,000	\$ -	0.00%
Total Admin. Charges	\$ 1,334,350	\$ 1,152,140	\$ 1,394,400	\$ 1,405,250	\$ 1,394,400	\$ -	0.00%
TOTAL EXPENDITURES	\$ 15,761,138	\$ 13,940,869	\$ 14,414,400	\$ 14,223,250	\$ 14,979,400	\$ 565,000	3.92%
Net Operating Gain(Loss)	\$ 354,301	\$ (295,025)	\$ (124,400)	\$ (524,850)	\$ (484,400)	\$ (360,000)	
Fund Balance							
Fund Balance -Beginning of Year	\$ 7,658,749	\$ 8,013,050	\$ 7,718,025	\$ 7,718,025	\$ 7,193,175		
Fund Balance -Ending of Year	\$ 8,013,050	\$ 7,718,025	\$ 7,593,625	\$ 7,193,175	\$ 6,708,775		
Reservation - General Fund	\$ 3,160,262	\$ 3,160,262	\$ 3,160,262	\$ 3,160,000	\$ 3,160,001		
Unreserved Fund Balance	\$ 4,852,788	\$ 4,557,763	\$ 4,433,363	\$ 4,033,175	\$ 3,548,774		
	\$ 8,013,050	\$ 7,718,025	\$ 7,593,625	\$ 7,193,175	\$ 6,708,775		

CITY OF WEST ALLIS
2018 BUDGET
INTERNAL SERVICE FUND-LIABILITY INSURANCE

	2015 Actual	2016 Actual	2017 Budget	2017 Estimated	2018 Budget	\$ Change	% Change
REVENUES							
Interest Income	\$105,736	\$89,919	\$90,000	\$92,030	\$90,000	\$0	0.00%
Total Revenues	\$105,736	\$89,919	\$90,000	\$92,030	\$90,000	\$0	0.00%
EXPENDITURES							
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Transfer to General Fund	\$105,736	\$89,919	\$90,000	\$92,030	\$90,000	\$0	0.00%
Total Expenditures	\$105,736	\$89,919	\$90,000	\$92,030	\$90,000	\$0	0.00%
Net Operating Gain(Loss)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Fund Balance							
Fund Balance -Beginning of Year	\$3,339,465	\$3,339,465	\$3,339,465	\$3,339,465	\$3,339,465	\$0	0.00%
Fund Balance -Ending of Year	\$3,339,465	\$3,339,465	\$3,339,465	\$3,339,465	\$3,339,465	\$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.

