

City of Appleton, Wisconsin



2011 ADOPTED BUDGET AND SERVICE PLAN

Developed by:
Mayor Timothy M. Hanna

Produced by:
John Hoft-March, CMA
Budget Manager
Lisa A. Remiker, CPA, CPFO
Finance Director
Anthony D. Saucerman, CPA
Deputy Finance Director
Kelli K. Rindt, CPA
Enterprise Accounting Manager
Stephanie R. Woodworth, CPA
Accounting Supervisor

**In the heart of the Fox Cities,
north of Lake Winnebago.**



CITY OF APPLETON 2011 BUDGET TABLE OF CONTENTS

INTRODUCTORY SECTION	Page No.
Table of Contents	ii
Organizational/Fund Structure Matrix	iv
Mayor's Budget Message	v
Summary of Changes from Department Requested to Executive Budget	xii
Listing of Items Not Included in Executive Budget	xvi
Total 2011 Budget	1
City Mission Statement	2
Directory of Officials	7
Chart of Organization	8
City Committees, Boards, and Commissions	10
Apportionment of Taxes	14
Tax Rates	
Assessed	15
Equalized	18
Summary of Property Tax Levies	21
Combined Summary of Revenues & Expenditures (All Funds)	22
Combined Summary of Changes in Fund Balance (All Funds)	24
Budget Development Process	25
Financial & Budget Policies	26
Background/General Information	35
GENERAL GOVERNMENT	
Budget	37
Revenues	40
Expenditures	
Mayor	45
Facilities Management	55
Facilities Capital Projects Fund	67
Common Council	71
Finance	75
Unclassified	85
Housing, Homeless, and Block Grants	95
Room Tax Administration	112
Other Post Employment Benefits	114-A
City Clerk	115
City Assessor	129
Technology Services	137
Technology Capital Projects Fund	147
City Attorney	151
Tuchscherer Disability	161
Human Resources	163
Risk Management	175
COMMUNITY DEVELOPMENT	
Community Development	185
Housing and Community Development Grants	203
Industrial Park Land	215
Community Development Capital Projects	220
Tax Increment Districts	
Tax Increment District No. 2	223
Tax Increment District No. 3	228
Tax Increment District No. 5	233
Tax Increment District No. 6	238
Tax Increment District No. 7	242
Tax Increment District No. 8	246
Northeast Business Park Escrow Fund	250

CITY OF APPLETON 2011 BUDGET TABLE OF CONTENTS

	Page No
RECREATION/LIBRARY/TRANSPORTATION	
Public Library	253
Library Capital Projects	271
Frank P. Young Memorial	275
Parks and Recreation	277
Parks & Recreation Projects	295
Forestry Special Revenue Fund	298-A
Union Spring Park Trust	299
Peabody Estate Trust	300
Balliet Locomotive	301
Lutz Park Recreational Trust	302
Park Purpose Open Space	303
Project City Park	304
Universal Playground Trust	305
Miracle League Field	306
Reid Municipal Golf Course	307
Valley Transit	321
PUBLIC WORKS	
Public Works	339
Sanitation and Recycling	367
Subdivision Development	381
Public Works Projects	385
Parking Utility	389
Central Equipment Agency	401
CEA Replacement Fund	413
PUBLIC SAFETY & HEALTH	
Health Services	417
Health Services Grants	429
Police	445
Police Grants	471
Public Safety Capital Projects	475
Fire	479
Hazardous Materials	499
DEBT SERVICE FUNDS	
Debt Service	503
UTILITIES	
All Utilities	515
Water Utility	523
Wastewater Utility	547
Stormwater Utility	573
SUPPLEMENTAL INFORMATION	
Resolution	589
Population	590
FTE Personnel	591
Personnel Changes	592
Property Values	
Assessed	594
Equalized	595
Glossary	596
CAPITAL IMPROVEMENTS PROGRAM	
Policy	603
Five Year Plan	607
Debt Limit Analysis	613
Projects	615

City of Appleton 2011 Budget Operational/Fund Structure Matrix

Operational Responsibility	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Fiduciary Funds	Debt Service Funds
Mayor	x						
Facilities Management					x		
Facilities Capital Projects			x				
Common Council	x						
Finance	x						
Unclassified	x						
Housing, Homeless, & Block Grants		x					
Room Tax Administration		x					
Other Post Employment Benefits					x		
Debt Service							x
City Clerk	x						
City Assessor	x						
Technology Services	x						
Technology Capital Projects			x				
City Attorney	x						
Tuchscherer Disability		x					
Human Resources	x						
Risk Management					x		
Community Development	x						
Housing and Community Development		x					
Tax Increment District No. 2		x					
Tax Increment District No. 3		x					
Tax Increment District No. 5			x				
Tax Increment District No. 6			x				
Tax Increment District No. 7			x				
Tax Increment District No. 8			x				
Northeast Industrial Park Escrow			x				
Industrial Park Land			x				
Community Development Projects			x				
Public Library	x						
Frank P. Young Memorial							
Library Capital Projects			x			x	
Parks and Recreation	x						
Parks & Recreation Projects			x				
Union Spring Park Trust		x					
Peabody Estate Trust		x					
Balliet Locomotive		x					
Lutz Park Recreational Trust		x					
Park Purpose Open Space		x					
Project City Park		x					
Universal Playground		x					
Miracle League Field		x					
Reid Municipal Golf Course							
Valley Transit				x			
Public Works	x						
Sanitation and Recycling		x					
Subdivision Development			x				
Public Works Projects			x				
Parking Utility				x			
Central Equipment Agency					x		
CEA Replacement			x				
Stormwater Utility				x			
Water Utility ¹				x			
Wastewater Utility ¹				x			
Health Services	x						
Health Services Grants		x					
Police	x						
Police Grants		x					
Public Safety Capital Projects ²			x				
Fire	x						
Hazardous Materials		x					
Water Utility ¹				x			
Wastewater Utility ¹				x			

1. Shared responsibility between Public Works and Utilities - The Public Works Director is responsible for water distribution and wastewater collection while the Utility Director is responsible for water filtration and wastewater treatment.

2. The Public Safety Capital Projects Fund is used to fund both Police and Fire capital projects.



“...meeting community needs...enhancing quality of life.”

OFFICE OF THE MAYOR
Timothy M. Hanna
100 North Appleton Street
Appleton, Wisconsin 54911-4799
(920) 832-6400 FAX (920) 832-5962
e-mail: mayor@appleton.org

January 1, 2011

Members of the Common Council and Community
City of Appleton
Appleton, Wisconsin

Dear Appletonians:

I present to you the 2011 Budget and Service Plan, including the five-year Capital Improvement Plan. Total expenditures for the 2011 Budget are \$146,717,035. This budget concentrates on providing core everyday operations and services by implementing continuing improvement efforts to serve our community effectively during challenging local, state and national economic conditions.

The goal again this year for the budget was for our property taxpayers to see little change in the taxes needed to support City services. With this as the goal, factors having a major impact on the development of the 2011 Budget include:

- Department of Revenue (DOR) modified the valuation process for Tax Incremental Districts, having detrimental impacts on Tax District Three (reduction of \$7,709,170) and Tax District Six (reduction of \$3,728,769). Specifically, greater reliance is now being placed upon locally assessed values to ensure the increment captures tax base changes in the local area, such as market appreciation or depreciation, new construction or demolition, versus the global city/area economic adjustment the State made to these values in the past. The City is experiencing an adjustment in one year for valuation inefficiencies the State determined over the lives of these districts. These changes will have far reaching implications into the future for the City.
- Wisconsin Retirement Rates increased 0.6% for general employees and police and 0.8% for fire.
- The number of citizens electing five-year payment options to pay special assessments has increased, thereby reducing cash flow in the Subdivision Fund. This budget includes \$900,000 of tax levy funds placed into this fund in order to comply with the Fund Balance Policy established.
- The sluggish economy has halted land sales in our industrial parks. Tax Incremental District Six cannot meet cash flow requirements for existing debt service, therefore, \$781,707 has been levied to the general public to meet those requirements. Marketing efforts are a focus for 2011.
- State aids overall remain flat from 2010.

Development of the 2011 Budget began in February of this year when all departments again engaged in developing a budget matrix that detailed the tasks and functions within each department. This exercise was designed to help us focus on our priorities as a city and as an organization. The process also helped focus our discussions around viewing our resources as City resources and not just departmental resources. This is a continuation of the process we began to use last year.

When analyzing the budget matrices this year, staff identified functions that were the same or similar across two or more departments. Two major areas of discussion emerged from this analysis. The first was the daily operations in Public Works, Facilities and Parks and Recreation. Our analysis concluded that these departments have similar areas of responsibility. For instance, both Facilities and Parks and Recreation have responsibilities to maintain buildings as well as grounds. In addition, all three departments have some degree of responsibility for snow removal. There are now varying degrees of skills, equipment, management and other resources in each department dedicated to these responsibilities.

This budget proposes the realignment of personnel and other resources to accomplish the same tasks in a more efficient manner. Major changes include the transfer of the Forestry division of Parks and Recreation to Public Works to take full advantage of the collaboration that has existed in this area for several years. This budget also includes the transfer of the maintenance and care of our parks and park facilities to the renamed Department of Facilities, Grounds and Construction Management.

For many years the labor resources in the Department of Public Works, as well as the supervision of that labor, have been dedicated to areas of specific responsibility such as streets, sanitation, water and sewer. To achieve greater efficiency and flexibility in staffing, this budget proposes the creation of operations pools within the Department of Public Works based on the skill levels of the employees in each labor pool. This budget also proposes the creation of a Foreman Pool to manage and allocate labor based upon the highest priority needs of the City on any given day, week or other period of time.

The second major area of discussion coming out of the analysis of the budget matrices was the area of clerical support within City Hall. The current organizational structure of the City has ten departments located in City Hall, with each department having some level of dedicated clerical support. The current structure of City Hall assumes that our citizens and visitors know exactly which department is responsible for which service within City Hall. An additional current concern at City Hall in recent years has been the security, or lack thereof, for both employees and visitors.

Taking all of this into consideration, staff discussed opportunities to become more efficient with our clerical support, while enhancing customer service and security within City Hall. This budget proposes the creation of clerical pools on each floor of City Hall to provide a central customer service point of contact as well as clerical support to departments on those floors. Doing so also allows us to keep minimum staffing while still addressing the “peak” work times for each department.

The changes to City Hall also include the relocation of the Parks and Recreation programming functions from their current location in Memorial Park. While this relocation may be a change

for our citizens, it will provide a “one-stop” way for customers to register and pay for Parks & Recreation programs while conducting other business in City Hall. This change also allows Parks & Recreation staff to contribute to and take advantage of the collaborative clerical support in City Hall to meet their peak customer times as well.

In an effort to better market the City as a whole, this budget also proposes to transfer the GIS function and staff from Technology Services to Community Development. GIS has become a valuable tool used by almost every City department to more efficiently organize and utilize data to help us provide services. This transfer represents a change of focus for our GIS resources to recognize the role they can play in providing helpful information to not only our internal departments but also important external customers that can help the City retain and attract businesses.

In recognition of the challenges our citizens are facing in these tough economic times, this budget contains no wage, salary or performance adjustment increases for non-represented staff. Also, all call time and standby pay has been eliminated for non-represented staff in DPW, Facilities, Parks & Recreation, Technology Services and Valley Transit. Additionally, this budget includes increased contributions from non-represented employees for both the City-provided Health and Dental insurance plans. Although all union contracts expire at the end of 2010 and have yet to be negotiated, this budget contains no provision for cost of living increases for represented staff.

In analyzing all of these changes, it is important to keep in mind that our goal is to find ways to be more efficient with the resources that our citizens entrust to us while staying true to our mission of meeting the needs of the community and enhancing the quality of life. This means that we will continue to look for ways to permanently reduce our overhead while minimizing the impact on the services that our citizens have come to expect from the City. This is a trend that I believe needs to continue into the future whether we are in good times or not so good. But it is even more important today as we face a challenging and uncertain economic future.

FISCAL

- Taxes – Overall, this budget includes a decrease in levy-related expenditures of 0.45%; however, that is offset by a decrease of 3.39% in revenues, resulting in a tax levy increase of 1.79%. The increase in the levy, coupled with the growth of the City’s tax base of only 0.64% (minimal new construction of 1.48%), results in an average increase of \$0.11 in the mill rate. City and State imposed levy restrictions are met by this budget.
- Debt and Fund Balances – Despite the difficulties in the economy, the Debt and Fund Balance policies that we have put in place will be met by this budget to ensure the City’s outstanding bond ratings and financial stability. During 2010, Moody’s Investor Services recalibrated all municipal ratings to align with the public sector. The City is now one of five municipalities in the state to attain the Aaa rating stature. This rating enables the City to borrow for various construction projects at very low interest rates, which in turn saves our taxpayers and ratepayers significant dollars (range of 0.25% to 1% lower interest rates). We have also maintained up to 1% of the 2011 General Fund Budget in the reserve for contingencies (\$573,000) and retained the reserve for state aid changes (\$600,000) and fuel

contingency (\$137,315) to counter the volatility of fuel prices we have seen over the past several years for added security in future year budgets.

- Personnel – The 2011 Executive Budget contains reductions in part-time help, temporary help and budgeted overtime, as well as the elimination of a number of full-time positions (equating to 14.45 full time equivalent [FTE] positions). As noted above, call time has been eliminated for multiple departments, and all pay rates have been held at 2010 levels, with no cost of living increases and no performance adjustments for non-represented staff. While union contracts have not yet been negotiated, there are no funds included in this budget for a cost of living increase for represented staff either. In analyzing the personnel reductions, the goal was to find ways to reduce the City’s overhead and maximize our remaining resources while limiting the impact on our ability to provide services to our citizens.

COMMUNITY AND ECONOMIC DEVELOPMENT

Development related projects in this budget include:

- Industrial and Business Park Development – The 2011 budget includes funds for maintenance and marketing of the remaining 15 acres of land in the City's Northeast Business Park (\$21,400) and non-TIF infrastructure construction related to the further development of Southpoint Commerce Park (\$99,135) and to repurchase lots in the Northeast Business Park that are not in compliance with the protective covenants for construction (\$200,000).
- Community Development Capital Projects – The 2011 budget also includes funds for land acquisition and redevelopment in support of the City’s Comprehensive Plan (\$500,000) and the start of redevelopment of the Houdini Plaza/Soldiers Square area (\$250,000).

UTILITIES

- Water – The budget continues to focus on replacing aged distribution and transmission mains (\$2,721,702). The Water Utility completed a water rate study earlier in the year that is under consideration by the Wisconsin Public Service Commission (PSC). The Public Service Commission has completed the revenue requirement which reflects a rate increase of 9.5%. The PSC is now completing the cost of service allocation that will determine how the increase will be spread across the various classes of customers and rate types.
- Wastewater – The wastewater collection system capital improvements continue to focus on major interceptor rehabilitation to maintain the system at a level that will accommodate growth and increased wastewater needs for our community, as well as other typical reconstruction projects prior to paving (\$4,499,888). A rate increase of 5% will be effective July 1, 2011 for the service area that was delayed in 2010 to assist consumers during the downturn in the economy.
- Stormwater – This budget reflects a relatively lower level of stormwater facilities construction (\$2,248,691) in anticipation of a significant project planned for 2012 (Theodore St. Phase 1 flood storage) and in order to complete 2010 projects already underway, that will

carry over into 2011. A 14.8% rate increase, to \$125 per ERU per year, went into effect July 1, 2010 and we anticipate these rates to be in effect until late 2013.

PERSONNEL

The 2011 Budget includes the following personnel changes:

- Reduction of .5 FTE Library Assistant – Includes workflow restructuring and reassignment of various duties among the Reference and Information Services staff.
- Conversion of one Captain position at Police to an Officer position in mid-2011, with the expected retirement of a Captain in the Support Services program. This change will provide more patrol staff in the Field Operations program.
- Creation of Customer Service Clerical Pools – This budget includes the formation of clerical pools to enhance customer service, improve security and gain efficiencies by pooling standard customer service functions in City Center. A 2.5 FTE reduction in clerical is reflected across the Assessor, Community Development, Finance, Health and Public Works departments' budgets with this change.
- Transfer of Forestry staff from Parks and Recreation to Public Works – Parks and Recreation and Public Works staff have assisted one another at various times throughout the last several years. This transfer formalizes that mutual assistance and affords greater flexibility in meeting both the City's urban forest management needs and various other street maintenance needs. The City Forester, seven Arborists, one .5 FTE Administrative Clerk II and the Horticulturist will move to Public Works. 20% of the Horticulturist's time will be charged to the Stormwater utility, allowing a significant reduction in consulting fees for plant management in detention ponds. A 1 FTE Equipment Operator position in Sanitation will be eliminated by efficiencies gained with this reorganization.
- Transfer of Parks and Recreation maintenance staff to the Facilities, Grounds and Construction Management Department (FGCMD) – Since creation of the Facilities and Construction Department in 2007, the two departments have worked together to maintain parks structures and the grounds at various City facilities. This change places all of the maintenance of City structures and of City property under the auspices of the FGCMD. This move includes the transfer of an Operations Foreman position, 3.3 FTE Parks Technician positions, .95 FTE Administrative Clerk V, and 6.67 FTE Groundskeeper positions. It also deletes two Parks Leadman positions, one Operations Supervisor, and the Deputy Director of Parks and Recreation position (allocated 95% General Fund / 5% Reid Golf Course). A Parks Caretaker position (vacant) was also eliminated.
- Transfer of the GIS function and staff from Technology Services to Community Development and conversion of the GIS Supervisor position to GIS Specialist – This change recognizes that Community Development is the largest user of GIS services and represents a change in focus of GIS efforts from primarily internal customers to external as well as internal.

- Transfer of the Diversity Coordinator position from the Mayor’s Office to the Community Development department – This change recognizes the external nature of many of the impacts of this position.
- Elimination of the Public Education Specialist, split between Police and Fire – The 2010 Budget eliminated the position of Community Engagement Coordinator at Police and reallocated the Public Education Specialist’s duties between Police and Fire. Public safety education and community outreach services will be coordinated through the allocation of duties among multiple staff members at Police and Fire.
- Elimination of 1 FTE Fire Inspector position – During 2010 a reorganization of the Fire Department went into effect that, among other changes, eliminates one protective Fire Inspector position and creates a Fire Inspector/Investigator wage premium. This change recognizes that fire inspection duties are carried out by all Fire Fighters and that fire investigations can be effectively conducted by those involved in fighting the fire.
- Elimination of 1 FTE Building Inspector position – An Inspector position that has been held vacant since a former Inspector’s retirement is being eliminated. With the Inspector’s retirement, DPW began a pilot program of using several members of the Sanitation Laborer Pool to deal with nuisance complaints. The success of the pilot program has led to this reduction along with allocation of other duties among remaining inspectors.
- Elimination of 1 FTE Water Meter Technician position – A Water Meter Technician position that has been held vacant since the former technician’s retirement is being eliminated. Cross-training of second shift Water Construction employees to address residential cross-connection investigations and lengthening the investigation schedule is the main efficiency that allowed this change.
- Elimination of 1 FTE Utilities Secretary – Technological advances have enabled staff at either the Water or Wastewater Treatment Plants to respond to telephones and control security gates at both facilities, allowing for reallocation of duties and the elimination of one position.

Further details can be found under the major changes program narratives about each of these.

CAPITAL IMPROVEMENT PROGRAM

Highlights of the remainder of the 2011 CIP are as follows:

- Facilities improvements include:
 - The second phase (\$408,800) of a project to convert material handling at the Library to Radio Frequency Identification as a cost savings and productivity enhancement. Initially conceived of as a four-year project, experience in the first year has led to a decision to accelerate the conversion. The realization of cost savings and productivity improvements will lag behind one year as we continue to educate patrons of use.

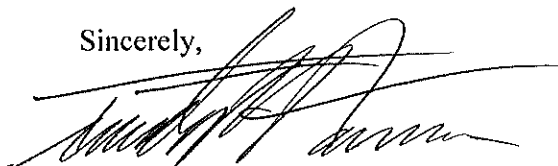
- Continued focus on roof replacement as roofs are considered a critical component of each facility and require ongoing repair and maintenance. The City has 113 roof areas totaling over 536,000 sq. ft. In 2011, we moved up our plans for the Municipal Services Building replacing about 25% of the 140,000 sq. ft. area (\$300,000). Also included is replacement of the Pierce Park pavilion roof (\$145,000).
- Further improvements to hard surface areas at the Municipal Service Building site concentrating this year on improvements to stormsewer to correct drainage problems (\$100,000).
- Public Works traffic enhancements include street lighting, traffic grid and traffic camera program expansion (\$167,879).
- Technology improvements include replacement of the Police Department's existing call recording system with a system-wide application, usable by all departments as needed (\$70,000).
- Quality of Life improvements focus on the completion of the Vulcan to Lutz Riverfront Trail and Vulcan to South Island Trail railroad trestle project (\$1,050,000) and maintaining playground equipment at our existing City parks (\$80,000).
- Public Safety investments include funding to replace all the Police and Fire departments' wideband analog portable radios with P25 compatible narrowband digital radios (\$587,500) and an estimate of first phase of the City's participation in a Fox Comm-wide 700 MHz radio system in accordance with Federal Communication Commission (FCC) mandate (\$1,000,000).

CONCLUSION

I'd like to take this opportunity to thank all of our department heads and their staff for their work on this budget. I thank the staff for working hard to keep the best interests of the City in mind, sometimes in spite of their own department's wants and desires. I would also like to thank Kelli Rindt, John Hoft-March, Stephanie Woodworth, Tony Saucerman and Director Lisa Remiker of the Finance Department for their tireless efforts in preparing this document. The financial condition of our city remains excellent in large part due to the work of this outstanding staff. They deserve a great deal of credit for the jobs they do on a daily basis on behalf of our community.

The City of Appleton continues to balance sound financial conditions with providing the basic essential needs of our City despite challenges faced in the local and national economy. Together we will continue our dedication to meet the needs of our community and enhance the quality of life. Appleton is a viable, strong community that can weather these stressful times.

Sincerely,



TIMOTHY M. HANNA
Mayor of Appleton

CITY OF APPLETON 2011 BUDGET
Summary of Changes from Department Requested to Executive Budget *

<u>Department</u>	<u>Revision</u>	<u>Reconciliation</u>
Mayor	<i>Requested Budget</i>	\$ 326,224
	Reduce payroll for LTD & health changes	(2,309)
	Increase APPLESource printing to correct netting of advertising income	10,000
	Net change	<u>7,691</u>
	<i>Executive Budget</i>	\$ 333,915
Facilities	<i>Requested Budget</i>	\$ 2,225,931
	Reduce payroll for LTD & health changes	(3,545)
	Reduced costs for overhead doors, painting, flooring	(52,441)
	Reduced grounds maintenance costs	(4,500)
	Add Admin Clerk IV from P&R	60,560
	Deduct .25 FTE Admin Secretary allocation from Wastewater	(17,407)
	Add P&R Building Expenses	56,894
	Add P&R Building Maint Staff and Expenses	428,386
	Add P&R Grounds Maint Staff and Expenses	1,273,448
	Eliminate interfund charge from P&R for grounds maintenance	(38,000)
	Add cost of 6th floor City Hall security improvements	40,535
	Net change	<u>1,743,930</u>
	<i>Executive Budget</i>	\$ 3,969,861
City Council	<i>Requested Budget</i>	\$ 106,285
	Net change	<u>-</u>
	<i>Executive Budget</i>	\$ 106,285
Finance	<i>Requested Budget</i>	\$ 1,013,119
	Reduce overtime (incl. fringe impact)	(3,537)
	Reduce training & conferences	(1,000)
	Delete food & provisions	(250)
	Reduce misc. equipment replacement (calculators, etc.)	(500)
	Reduce equipment repairs & maintenance	(860)
	Reduce payroll for LTD & health changes	(6,154)
	Eliminate 1 FTE Account Clerk II position	(66,330)
	Net change	<u>(78,631)</u>
	<i>Executive Budget</i>	\$ 934,488
Unclassified	<i>Requested Budget</i>	\$ 2,057,816
	Increase estimate of retiree payments	317,120
	Reduce transfer to Valley Transit based on final budget	(2,944)
	Increase facilities charges for customer service ctr renovations	40,535
	Net change	<u>354,711</u>
	<i>Executive Budget</i>	\$ 2,412,527
City Clerk	<i>Requested Budget</i>	\$ 621,170
	Reduce postage & freight	(20,000)
	Reduce payroll for LTD & health changes	(3,245)
	Net change	<u>(23,245)</u>
	<i>Executive Budget</i>	\$ 597,925
Assessor	<i>Requested Budget</i>	\$ 574,550
	Reduce payroll for LTD & health changes	(4,163)
	.5 FTE clerical reduction for 5th floor pooled customer svc	(29,596)
	Net change	<u>(33,759)</u>
	<i>Executive Budget</i>	\$ 540,791
Technology Services	<i>Requested Budget</i>	\$ 2,028,632
	Delete Non-Rep call time	(10,997)
	Reduce payroll for LTD & health changes	(14,463)
	Reduce PC replacement expense; use of "thin client" devices	(50,000)
	Move GIS program to Community Development	(320,898)
	Net change	<u>(396,358)</u>
	<i>Executive Budget</i>	\$ 1,632,274
Attorney	<i>Requested Budget</i>	\$ 463,729
	Reduce payroll for LTD & health changes	(3,190)
	Net change	<u>(3,190)</u>
	<i>Executive Budget</i>	\$ 460,539

CITY OF APPLETON 2011 BUDGET
Summary of Changes from Department Requested to Executive Budget *

<u>Department</u>	<u>Revision</u>	<u>Reconciliation</u>
HR	<i>Requested Budget</i>	\$ 705,649
	Reduce advertising exp. based on history	(4,000)
	Reduce payroll for LTD & health changes	(5,055)
	Net change	<u>(9,055)</u>
	<i>Executive Budget</i>	\$ 696,594
Risk Management	<i>Requested Budget</i>	\$ 1,082,479
	Reduce training & conferences based on history	(2,900)
	Reduce payroll for LTD & health changes	(1,545)
	Increase uninsured loss for Fox River	50,000
	Net change	<u>45,555</u>
	<i>Executive Budget</i>	\$ 1,128,034
Community Devel.	<i>Requested Budget</i>	\$ 853,776
	Reduce payroll for LTD & health changes	(5,562)
	Move GIS program from Technology Services	320,898
	Reduce ADI contribution	(7,500)
	Eliminate vacant Administrative Clerk III position	(60,100)
	Add .75 FTE clerical support from pooled clerical	45,335
	Add SQL software	3,700
	Delete ESRI product support	(8,900)
	Add Strategic Market Plan	10,000
	Net change	<u>297,871</u>
	<i>Executive Budget</i>	\$ 1,151,647
Library	<i>Requested Budget</i>	\$ 4,410,614
	Reduce payroll for LTD & health changes	(26,278)
	Net change	<u>(26,278)</u>
	<i>Executive Budget</i>	\$ 4,384,336
Park & Recreation	<i>Requested Budget</i>	\$ 4,390,734
	Reduce utilities gas	(14,000)
	Reduce chemicals	(1,500)
	Reduce payroll for LTD & health changes	(11,621)
	Increase parking permits for staff move to City Center	900
	Move Forestry program to DPW	(775,274)
	Delete Deputy Director position	(119,441)
	Delete Operations Supervisor position	(115,681)
	Delete vacant Groundskeeper position	(69,456)
	Delete 2 Parks Leadman positions	(146,258)
	Move Clerk V to Facilities	(60,560)
	Move balance of grounds maintenance programs to Facilities	(1,727,250)
	Add charge-back from Facilities for grounds maintenance	1,701,834
	Net change	<u>(1,338,307)</u>
	<i>Executive Budget</i>	\$ 3,052,427
Reid Golf Course	<i>Requested Budget</i>	\$ 563,888
	Add unemployment compensation based on history	6,500
	Reduce gasoline purchases	(2,300)
	Delete Deputy Director position	(6,448)
	Delete Arborist allocation; all Arborists in DPW/Forestry	(6,794)
	Add charge-back from DPW for Forestry services	6,794
	Net change	<u>(2,248)</u>
	<i>Executive Budget</i>	\$ 561,640
Valley Transit	<i>Requested budget</i>	\$ 8,785,350
	Reduce payroll for LTD & health changes	(21,015)
	Move vehicle maintenance expense to CEA	(398,997)
	Add charge-back from CEA for vehicle maintenance	398,997
	Add special assessment for Washington St paving	12,775
	Adjust CEA equipment charge	(1,639)
	Add for participation in GIS upgrade capital project	2,500
	Net change	<u>(7,379)</u>
	<i>Executive Budget</i>	\$ 8,777,971

CITY OF APPLETON 2011 BUDGET
Summary of Changes from Department Requested to Executive Budget *

<u>Department</u>	<u>Revision</u>	<u>Reconciliation</u>
Public Works	<i>Requested Budget</i>	\$ 12,637,522
	Reduce payroll for LTD & health changes	(32,396)
	Delay Soldiers' Square concrete paving	(215,775)
	Delay Soldiers' Square sidewalk	(10,000)
	Record two alleys s/o College, Walnut to Memorial, as alternate bid; no funding	(87,193)
	Increase electricity for street lights - expiration of Pt. Beach credit	50,000
	Add signage & contractor fees for bike lane program	38,800
	Eliminate non-rep staff call time	(5,500)
	Increase snow removal services expense based on history	20,000
	Move Forestry program from Parks & Recreation	775,274
	Add .8 FTE Horticulturist position from Parks & Recreation	58,526
	Allocate Records Technician to .15 FTE per utility based on project workload	(37,917)
	Eliminate .5 FTE clerical staff	(22,160)
	Add materials to pave USA Youth parking lots	130,560
	Move Forestry special revenue fund to General Fund	15,500
	Deduct shared cost of Arclnfo software	(2,500)
	Net change	<u>675,219</u>
	<i>Executive Budget</i>	\$ 13,312,741
Sanitation	<i>Requested Budget</i>	\$ 3,507,511
	Reduce payroll for LTD & health changes	(8,593)
	Eliminate vacant Equipment Operator position	(71,624)
	Increase County tipping fees for rate increases	75,710
	Reduce County tipping fees for elimination of concrete disposal	(3,750)
	Net change	<u>(8,257)</u>
	<i>Executive Budget</i>	\$ 3,499,254
Parking	<i>Requested budget</i>	\$ 2,948,681
	Reduce payroll for LTD & health changes	(4,284)
	Reduce electricity expense based on usage & projection	(39,619)
	Defer Library parking lot maintenance project 1 year	(35,000)
	Defer additional security cameras 1 year	(20,000)
	Sweeper replacement / upgrade	52,148
	Net change	<u>(46,755)</u>
	<i>Executive Budget</i>	\$ 2,901,926
CEA	<i>Requested Budget</i>	\$ 4,895,981
	Reduce shop supplies & tools based on history	(2,500)
	Reduce gas purchase expense based on history	(7,023)
	Reduce payroll for LTD & health changes	(5,028)
	Add vehicle maintenance staff from Valley Transit	344,736
	Net change	<u>330,185</u>
	<i>Executive Budget</i>	\$ 5,226,166
Health	<i>Requested Budget</i>	\$ 1,245,608
	Delete .5 PH Nurse position	(36,036)
	Reduce payroll for LTD & health changes	(7,210)
	.25 FTE clerical reduction for 5th floor pooled customer svc	(15,739)
	Net change	<u>(58,985)</u>
	<i>Executive Budget</i>	\$ 1,186,623
Police	<i>Requested Budget</i>	\$ 15,629,954
	Eliminate Public Education Specialist position	(41,894)
	Convert Captain position to Officer	(19,639)
	Eliminate part time hours in Field Operations	(18,170)
	Reduce payroll for LTD & health changes	(73,725)
	Reduce payments to FVHA & animal services	(2,500)
	Delete crossing guard @ Oneida & Northland (St. Joe's)	(8,532)
	Net change	<u>(164,460)</u>
	<i>Executive Budget</i>	\$ 15,465,494
Fire	<i>Requested Budget</i>	\$ 10,447,620
	Reduce payroll for LTD & health changes	(53,536)
	Eliminate Public Education Specialist position	(41,894)
	Reduce miscellaneous equipment replacement	(5,000)
	Reduce overtime expense	(9,999)
	Net change	<u>(110,429)</u>
	<i>Executive Budget</i>	\$ 10,337,191

CITY OF APPLETON 2011 BUDGET
Summary of Changes from Department Requested to Executive Budget *

<u>Department</u>	<u>Revision</u>	<u>Reconciliation</u>
Water	<i>Requested budget</i>	\$ 20,947,236
	Reduce payroll for LTD & health changes	(23,665)
	Delete 1.0 FTE Secretary - Utilities	(58,944)
	Reallocate .5 FTE Administrative Secretary from WW	34,384
	Delete part time in Water Distribution	(2,000)
	Increase electricity expense due to Pt Beach credit expiration	10,000
	Eliminate non-represented staff call time	(3,000)
	Reduce hydrant repair parts based on history & inventory	(2,000)
	Reduce GAC purchases based on history & expected usage	(9,081)
	Net change	<u>(54,306)</u>
	<i>Executive Budget</i>	<u>\$ 20,892,930</u>
Wastewater	<i>Requested budget</i>	\$ 16,593,345
	Reduce payroll for LTD & health changes	(10,723)
	Reduce Call Time based on history	(2,500)
	Reduce chemicals based on history	(71,450)
	Increase electricity - VFD project not complete until 2011	75,000
	Increase electricity - expiration of Pt. Beach credit	102,000
	Add Transfer Out - Hoist addition to CEA vehicle	15,000
	Add additional CEA expense - Hoist addition	1,000
	Reduce Utilities Secretary position (.25 FTE)	(17,594)
	Net change	<u>90,733</u>
	<i>Executive Budget</i>	<u>\$ 16,684,078</u>
Stormwater	<i>Requested Budget</i>	\$ 8,370,055
	Add .2 FTE Horticulturist	14,632
	Reduce consulting for work to be done by Horticulturist	(21,780)
	Reduce payroll for LTD & health changes	(9,037)
	Reduce special assessment for Aurora Dr paving moved to 2012	(4,000)
	Reduce miscellaneous construction for Soldier's Square delay	(3,850)
	Net change	<u>(24,035)</u>
	<i>Executive Budget</i>	<u>\$ 8,346,020</u>

Options Considered for 2011 Budget

<u>Option</u>	<u>Approximate City Budgetary Impact *</u>
Expense Reductions:	
Close one or both yard waste sites (Glendale & Whitman) and consolidate with Outagamie County at the landfill	\$120,000 - \$150,000
Eliminate Crossing Guard program and let AASD or parents/volunteers provide	\$90,000 (City share)
Reduce Library hours of operation	\$30,000 - \$50,000
Reduce Valley Transit evening and/or weekend hours of operation	\$15,000 - \$30,000
Combine Building and Fire inspections	\$45,000 - \$90,000
Only offer statutorily required two property tax payments (Jan. & July) vs. four payments	\$25,000 - \$45,000
Eliminate 5-year payment option for special assessments	Improve cash flow
Eliminate Cultural Diversity program	\$70,000
Contract out lab services at Wastewater	\$5,000 - \$15,000
Contract out small engine repair vs. CEA	\$0 - \$10,000
Only provide statutorily mandated minutes (Common Council, City Plan Commission, Board of Public Works)	\$5,000 (overtime)
Reduce or eliminate monthly overflow garbage pickup	\$100,000 - \$150,000
Eliminate downtown flower program	\$2,000 - \$2,500
Charge for or eliminate installation of holiday decorations and banners	\$2,500 - \$5,000
Centralize purchasing and inventory control functions	\$35,000 - \$55,000
Offer modified work schedules or flexible work hours to reduce the total number of hours worked (less than 40)	\$20,000 - \$200,000
Expense Increases:	
Consolidate marketing positions to enhance Citywide marketing	\$15,000
Revenue Increases:	
Increase fee/charges for Special Events	\$10,000 - \$30,000
Share City Attorney services with another City	\$40,000 - \$60,000

Estimates of budgetary impact are very high level and are included only for comparison of the relative impacts of the various options. Continued analysis would have to be completed to determine service ramifications, funding source breakdowns and costs that may result in other areas.

CITY OF APPLETON
2011 BUDGET
Priority Listing of Expense Increases
Not Included in Executive Budget

<u>Department</u>	<u>Title</u>	<u>Amount</u>
Golf Course	200 Gallon Sprayer	\$ 14,000
Golf Course	Replace string trimmer & turf utility vehicle	7,000
Golf Course	Fuel station upgrade	3,000
Golf Course	Increase Superintendent position to .77 FTE	6,677
Golf Course	USGA turf advisory service consultation	3,100
Golf Course	Clubhouse furniture	12,000
Golf Course	In-house mechanic services	3,420
Golf Course	Internet marketing	8,000
Golf Course	Registration software	13,500
Golf Course	CCTV upgrade	8,000