

TO: Town Board of Supervisors
FROM: James V. March, Town Administrator
DATE: October 5, 2015
RE: 2016 Proposed Budget

.....

Transmitted for your consideration is the first draft of the Town of Grand Chute's proposed 2016 budget. The budget includes the General Fund, Capital Improvements, and other special funds of the Town. Separate budgets are also presented for Sanitary Districts 1 and 2, East Side Utility, and Sanitary District # 3. Finance Director Wahlen and I have worked with each of the Department Heads in reviewing their submittals and fine tuning their sections prior to the insertion in the overall draft budget.

General Fund Expenditures

The increases in the 2016 budget are very minor reflecting a status quo budget due to continued levy limits. Any new items of a significant nature are called out separately in requested budget enhancements. Any new personnel requests must be fully documented and justified. Capital equipment purchases were reviewed on an individual basis and were extremely limited in order to hold the line on expenses.

Establishing Expectations and Prioritizing Expenditures

We have very limited opportunities to allocate additional resources in order to maintain service levels in a growing community such as Grand Chute, particularly under State imposed levy limits. With limited funding options, staff has discussed what information may be provided to the Board so that they may understand what level of service can be expected within our resources, be it staffing or otherwise.

General Fund Revenues

The levy limit for Wisconsin municipalities in 2011 was 3%. As each of you is aware, for the previous four years and for 2016 the levy limit is 0% + net new construction. I am pleased to report the general levy in the draft 2016 budget takes advantage of the minimal allowed levy increase but does not exceed the imposed levy limit. I asked each Department Head to spend extra time and attention on reviewing charges for service and to maximize other revenue sources other than the general tax levy for supporting the operations of individual departments where possible.

Assumptions Used in Creating the 2016 Budget

- No Town owned property would be sold in the next year, although we currently have some property posted for sale and we would propose listing for sale several other parcels.
- Health insurance premiums would be at an 88%-12% employer/employee split of the lowest cost of the P04 deductible plan for Outagamie County with the State Group Insurance Program for non-represented employees effective January 1, 2016.
- The overall salary matrix for all non-represented employee categories will increase by a maximum of 2%.
- Patrol vehicles will be replaced according to our vehicle replacement plan for the Police Department.
- Utility funds would be budgeted under previously approved rate structures.
- The CIP would be adopted, we would borrow money next year and the 2016 projects would be authorized.
- Wholesale cost for fuel would be \$2.45/gallon for gas and \$2.50/gallon for diesel.
- Election expenses will increase next year due to four elections.
- Construction activity would be similar to or slightly ahead of this year.
- WRS – Contribution figures were updated to show the slight decrease (0.2%) for employer required contributions.
- The 5% General Admin Fees for street projects would be credited to the General Fund.
- Sanitary District Rent from the space that is occupied at Town Hall would be allocated to the General Fund now that the Town Hall bonds have been retired.

Fund Balance – General Fund

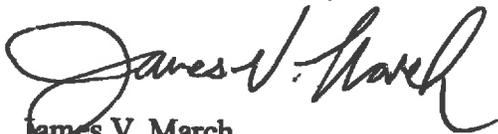
The 2015 ending fund balance is projected to be nearly \$5 million. In 1999, the Town Board adopted a resolution establishing a policy that the General Fund Reserve must be at least 15% of operating revenues. Based on that definition, the proposed budget projects a General Fund Reserve of 32% for year-end 2015. We propose to allocate a portion of the excess general fund balance towards the land costs of Tax Increment District #1 and will strive to maintain our excellent bond rating.

Closing Remarks

My budget message is intended to serve as a point from which the Board may begin its budget deliberations. As always, staff will be available to expand upon any issue that the Board may wish to address during our discussions. I will have each Department Head make a brief presentation on what they have included in their proposed departmental budget at our special budget meeting.

I want to thank the departments for their cooperation in presenting a fiscally responsible budget to the Town Board. Their efforts will assist the Board in making informed decisions during this budget process.

Respectfully Submitted,



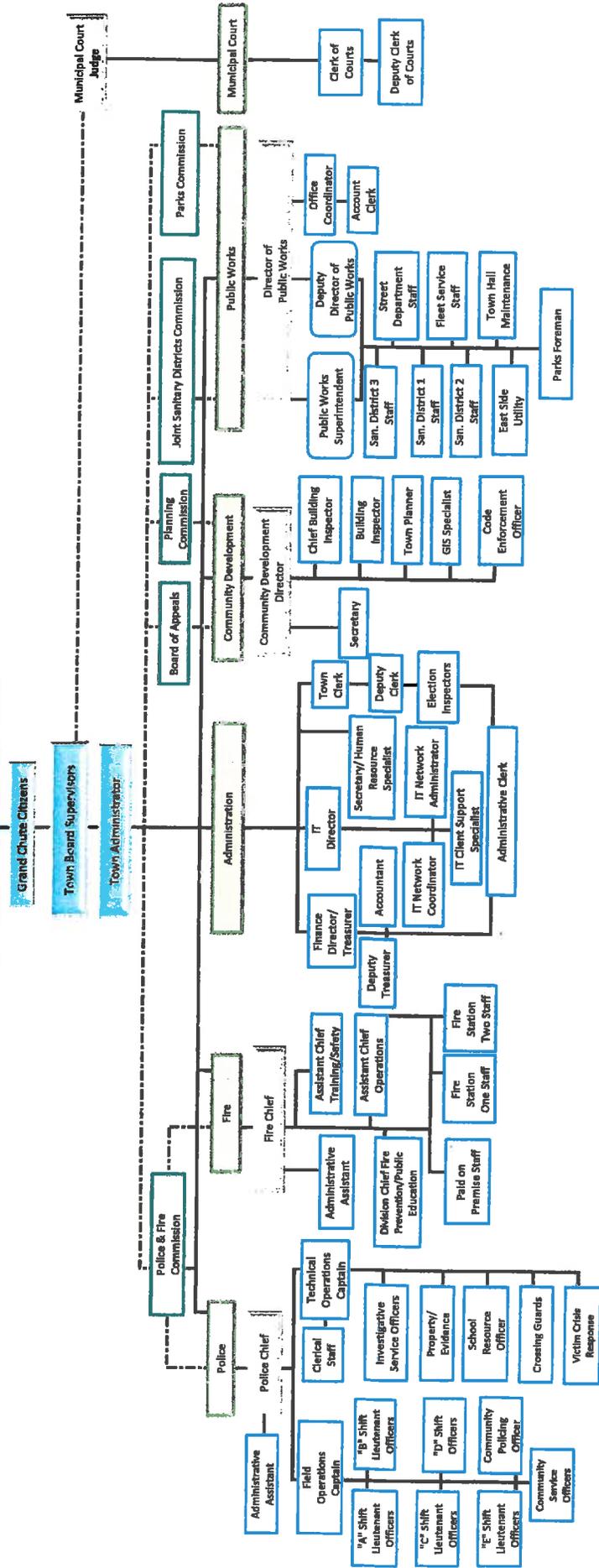
James V. March
Town Administrator

**Town of Grand Chute
2016 Budget
Table of Contents**

| | |
|--|------------|
| General Fund Summaries | 1 |
| Organizational Chart..... | 1 |
| Expenditure Summary | 2 |
| Revenue Summary | 5 |
| Fund Balance Summary | 10 |
| | |
| General Government | 14 |
| Town Board | 16 |
| Municipal Court..... | 18 |
| General Administration | 21 |
| Legal..... | 26 |
| Insurance | 28 |
| Town Clerk | 30 |
| Budget Enhancement – Staff | 36 |
| Town Treasurer/Finance..... | 37 |
| Erroneous Taxes | 41 |
| Town Hall Municipal Complex | 43 |
| | |
| Police | 47 |
| Field Operations | 51 |
| Administration..... | 57 |
| Technical Operations..... | 61 |
| Animal Control | 65 |
| Budget Enhancement – Vehicle | 66 |
| Budget Enhancement – Staff | 69 |
| | |
| Fire | 87 |
| Budget Enhancement – Rescue Pumper | 95 |
| Budget Enhancement – Alternate Response Vehicle and Staffing | 101 |
| Budget Enhancement – EMS Operations | 111 |
| Budget Enhancement – Community EMT Pilot | 119 |
| Budget Enhancement – Accreditation | 122 |
| Budget Enhancement – Active Shooter Equipment | 126 |
| | |
| Public Works | 130 |
| Highway..... | 135 |
| Winter Maintenance..... | 140 |
| Fleet Services..... | 142 |
| Street Lights | 144 |
| Mass Transit..... | 146 |
| Refuse and Landfill..... | 148 |
| Recycling | 150 |

| | |
|---|------------|
| Weed Control..... | 152 |
| Cemetery | 154 |
| Budget Enhancement – Staff | 156 |
| Budget Enhancement – Staff | 157 |
| Parks and Recreation | 159 |
| Parks | 162 |
| Recreation | 165 |
| Trail Maintenance | 167 |
| Community Development..... | 169 |
| Assessor..... | 174 |
| Building Inspection/Code Enforcement..... | 176 |
| Planning and Zoning..... | 178 |
| Other Accounts | 180 |
| Equipment Replacement | 180 |
| Room Tax | 181 |
| Park Development | 182 |
| Fire Impact Fee | 183 |
| Special Assessments..... | 184 |
| Debt Service | 185 |
| Tax Increment District No 1 | 186 |
| Sanitary Districts | 187 |
| Sanitary District #1 – Water | 190 |
| Sanitary District #2 – Sewer | 194 |
| Sanitary District #3 – Storm Water | 198 |
| East Side Utility | 201 |
| Budget Enhancement – Staff | 204 |
| Capital Improvement Plan (CIP) | 205 |
| Capital Projects | 205 |
| Capital Improvement Plan | 206 |

Town of Grand Chute
Organizational Chart
Proposed 2016



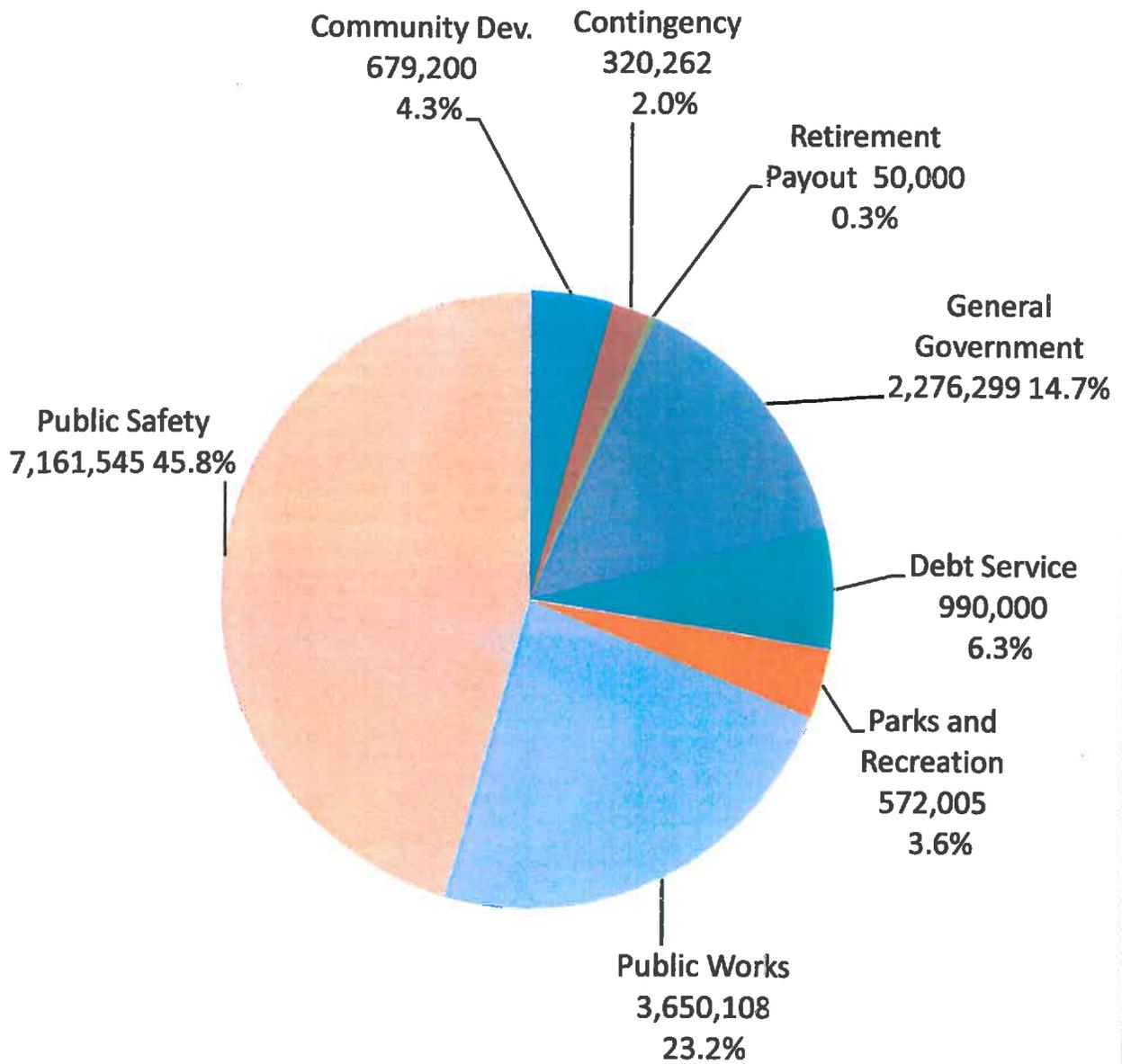
**TOWN OF GRAND CHUTE
SUMMARY OF ESTIMATED AND PROPOSED EXPENDITURES
GENERAL FUNDED DEPARTMENTS
FISCAL YEAR 2016**

| DEPARTMENT | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR END ESTIMATE 2015 | PROPOSED BUDGET 2016 | UNDER (OVER) BUDGET 2015 | (INCREASE) DECREASE BUDGET 2015 TO 2016 |
|--|------------------|-----------------------|------------------------------|----------------------------|-----------------------------------|---|
| General Government | | | | | | |
| 51100 Town Board | 90,230 | 40,900 | 89,892 | 93,290 | 338 | (3,060) |
| 51200 Municipal Court | 186,500 | 60,133 | 174,500 | 191,520 | 12,000 | (5,020) |
| 51300 Legal | 70,000 | 5,577 | 45,000 | 60,000 | 25,000 | 10,000 |
| 51400 General Administration | 760,543 | 394,447 | 787,898 | 834,355 | (27,355) | (73,812) |
| 51420 Town Clerk | 137,390 | 53,691 | 135,190 | 139,730 | 2,200 | (2,340) |
| 51440 Elections | 32,320 | 18,954 | 23,300 | 77,846 | 9,020 | (45,526) |
| 51501 Finance | 200,480 | 94,756 | 220,250 | 270,365 | (19,770) | (69,885) |
| 51600 Municipal Complex | 269,145 | 106,719 | 269,446 | 333,305 | (301) | (64,160) |
| 51910 Erroneous Taxes and Refunds | 60,000 | 22,708 | 35,000 | 30,000 | 25,000 | 30,000 |
| 51938 Property and Liability Insurance | 241,615 | 106,094 | 225,042 | 245,888 | 16,573 | (4,273) |
| Subtotal - General Government | 2,048,223 | 903,979 | 2,005,518 | 2,276,299 | 42,705 | (228,076) |
| Public Safety | | | | | | |
| 52100 Police - Patrol | 2,885,876 | 1,297,967 | 2,888,484 | 3,000,240 | (2,608) | (114,364) |
| 52110 Police - Administration | 485,845 | 233,644 | 481,805 | 529,183 | 4,040 | (43,338) |
| 52120 Police - Investigations | 678,421 | 296,768 | 661,805 | 698,600 | 16,616 | (20,179) |
| 54100 Animal Control | 6,200 | 1,096 | 2,500 | 5,000 | 3,700 | 1,200 |
| 52200 Fire Department | 2,809,435 | 1,215,577 | 2,752,104 | 2,928,522 | 57,331 | (119,087) |
| Subtotal - Public Safety | 6,865,777 | 3,045,052 | 6,786,698 | 7,161,545 | 79,079 | (295,768) |
| Public Works | | | | | | |
| 53311 Highways | 798,225 | 347,118 | 865,279 | 919,990 | (67,054) | (121,765) |
| 53312 Winter Maintenance | 227,634 | 142,477 | 218,234 | 221,490 | 9,400 | 6,144 |
| 53313 Fleet Service | 331,150 | 197,287 | 331,902 | 301,590 | (752) | 29,560 |
| 53420 Street Lights | 317,700 | 99,009 | 307,000 | 319,000 | 10,700 | (1,300) |
| 53520 Mass Transit | 560,700 | 271,878 | 560,700 | 554,418 | - | 6,282 |
| 53620 Refuse and Landfill | 755,400 | 174,382 | 701,400 | 745,500 | 54,000 | 9,900 |
| 53635 Recycling Charges | 518,215 | 123,644 | 430,000 | 581,850 | 88,215 | (63,635) |
| 53640 Weed and Nuisance Control | 4,610 | 89 | 2,570 | 4,130 | 2,040 | 480 |
| 54910 Cemetery | 1,720 | 839 | 1,780 | 2,140 | (60) | (420) |
| Subtotal - Public Works | 3,515,354 | 1,356,723 | 3,418,865 | 3,650,108 | 96,489 | (134,754) |

**TOWN OF GRAND CHUTE
SUMMARY OF ESTIMATED AND PROPOSED EXPENDITURES
GENERAL FUNDED DEPARTMENTS
FISCAL YEAR 2016**

| DEPARTMENT | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR END ESTIMATE 2015 | PROPOSED BUDGET 2016 | UNDER (OVER) BUDGET 2015 | (INCREASE) DECREASE BUDGET 2015 TO 2016 |
|---|-------------------|-----------------------|------------------------------|----------------------------|-----------------------------------|---|
| Parks and Recreation | | | | | | |
| 55200 Parks Maintenance | 204,070 | 211,857 | 333,694 | 465,465 | (129,624) | (261,395) |
| 55300 Recreation | 16,690 | 2,531 | 15,577 | 22,150 | 1,113 | (5,460) |
| 55400 Trails Maintenance | 13,965 | 4,033 | 11,415 | 84,390 | 2,550 | (70,425) |
| Subtotal - Parks and Recreation | 234,725 | 218,421 | 360,686 | 572,005 | (125,961) | (337,280) |
| Community Development | | | | | | |
| 51502 Assessment of Property | 242,260 | 81,097 | 240,760 | 127,390 | 1,500 | 114,870 |
| 52400 Building Inspection - Code Enforcement | 309,870 | 115,488 | 310,660 | 316,720 | (790) | (6,850) |
| 56900 Planning and Zoning | 276,270 | 59,835 | 281,710 | 235,090 | (5,440) | 41,180 |
| Subtotal - Community Development | 828,400 | 256,420 | 833,130 | 679,200 | (4,730) | 149,200 |
| Other Financing Uses | | | | | | |
| 59900 Reserve for Retirement Payouts | - | - | - | 50,000 | - | (50,000) |
| 59900 Contingency | 150,790 | - | - | 320,262 | 150,790 | (169,472) |
| Total - General Fund Operating | 13,643,269 | 5,780,595 | 13,404,897 | 14,709,419 | 238,372 | (1,066,150) |
| Capital Projects Fund | | | | | | |
| GF Contribution to Capital Projects | 30,000 | 30,000 | 30,000 | - | - | 30,000 |
| Transfer to TIF #1 | - | - | 2,000,000 | - | - | - |
| Debt Service Fund | | | | | | |
| 58100 Debt Service | 2,125,948 | 2,125,948 | 2,125,948 | 990,000 | - | 1,135,948 |
| Total - Gen'l Fund Operating, Capital and Debt | 15,799,217 | 7,936,543 | 17,560,845 | 15,699,419 | 238,372 | 99,798 |

**Town of Grand Chute - General Fund
2016 Proposed Expenditures
Total: \$15,699,419**



ACCOUNT:
GENERAL FUND REVENUES

FUND:
GENERAL FUND (10)

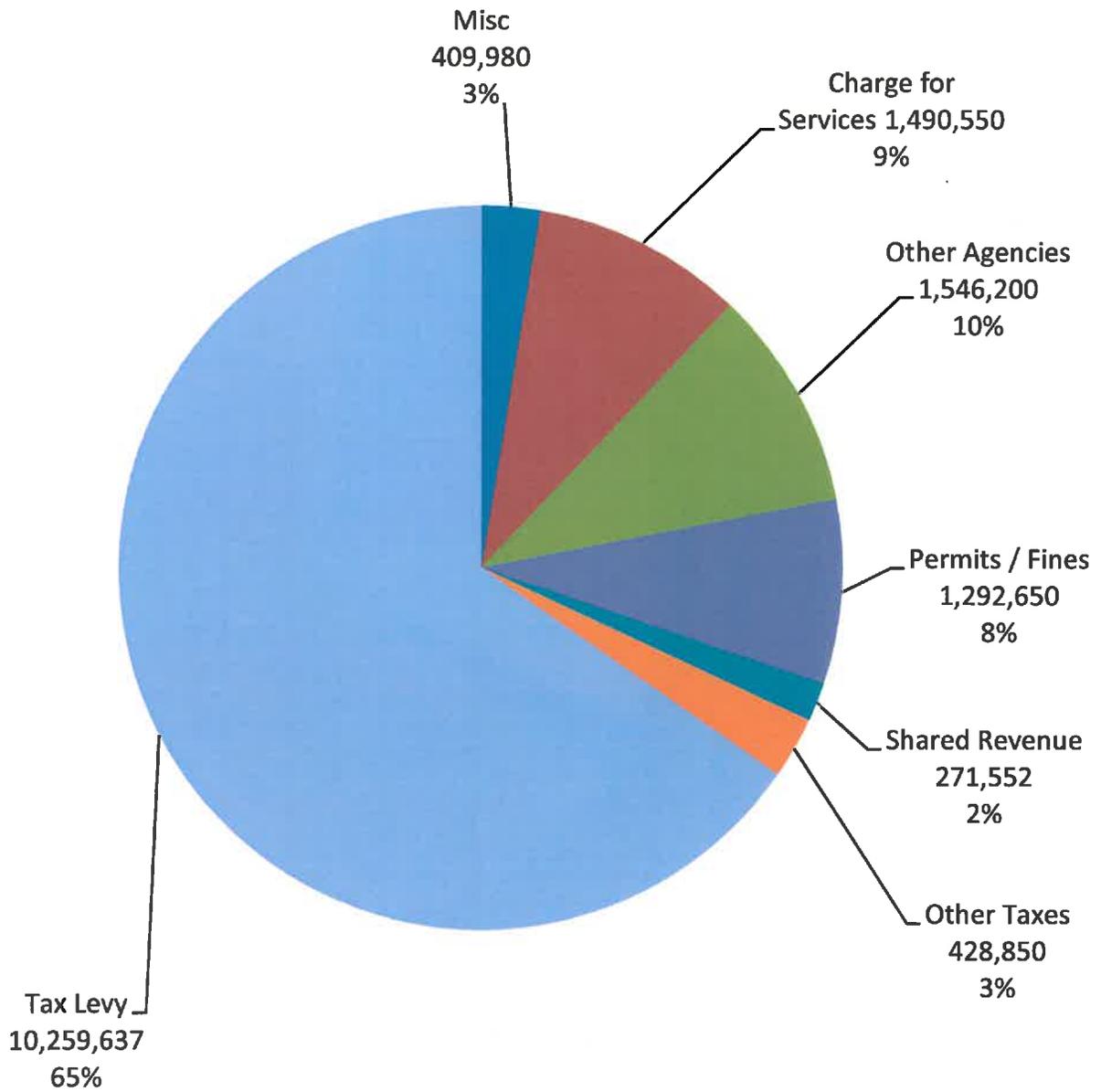
| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|------------------|------------------|-------------------|-----------------------|------------------------------|----------------------------|
| 41110 General Operations Tax Levy | 7,876,782 | 7,863,147 | 7,997,663 | 4,984,116 | 7,997,663 | 9,269,637 |
| 41110 Debt Service Tax Levy | 1,996,300 | 2,090,000 | 2,125,948 | 2,125,948 | 2,125,948 | 990,000 |
| Subtotal - Property Tax Levy | 9,873,082 | 9,953,147 | 10,123,611 | 7,110,064 | 10,123,611 | 10,259,637 |
| Other Taxes | | | | | | |
| 41900 Rescinded Taxes | 74,998 | 50,095 | 25,000 | 15,749 | 22,500 | 12,500 |
| 43430 Hold Harmless-Computer Exemption | 65,935 | 67,544 | 75,060 | - | 75,620 | 79,500 |
| 41150 Woodland/Managed Forest | 42 | 469 | 50 | 262 | 250 | 40 |
| 49221 Hotel/Motel Tax | 319,776 | 339,214 | 316,900 | 68,999 | 352,580 | 333,310 |
| 41320 Lieu of Taxes | 4,521 | 11,333 | 4,500 | 2,353 | 2,352 | 3,000 |
| 41800 Interest - Delinquent P.P. Taxes | 1,730 | 2,628 | 1,750 | 848 | 950 | 500 |
| Subtotal - Taxes | 467,002 | 471,282 | 423,260 | 88,211 | 454,252 | 428,850 |
| Special Assessments | | | | | | |
| 42000 Special Assessments Street Lighting | 120,598 | 60,364 | 60,000 | 55,316 | 59,910 | 60,000 |
| Subtotal - Special Assessments | 120,598 | 60,364 | 60,000 | 55,316 | 59,910 | 60,000 |
| Intergovernmental Revenues | | | | | | |
| 43211 Federal Grant - Police | 3,758 | 8,444 | 47,169 | 14,082 | 47,169 | 56,118 |
| 43212 Federal Grant - Fire | 3,760 | (57) | - | - | - | - |
| 43410 Shared Revenue from State | 271,347 | 270,845 | 269,458 | - | 273,025 | 271,552 |
| 43420 Fire Insurance from State | 79,811 | 91,393 | 82,850 | 87,544 | 87,544 | 85,000 |
| 43521 State Aid - Police | 41,248 | 11,947 | 4,300 | 3,200 | 3,200 | 3,840 |
| 43571 State Grant Park and Recreation | - | - | - | - | - | 20,000 |
| 47321 School Liaison Reimbursement | 18,825 | 9,787 | 20,361 | 10,180 | 20,361 | 21,175 |
| 43531 State Transportation Aids | 760,605 | 755,893 | 785,984 | 392,231 | 784,465 | 785,000 |
| 43534 Highway LRIP Grant | - | - | - | - | - | 68,930 |
| 43710 Highway and Bridge Aids | - | 41,713 | - | - | - | 6,000 |
| 43790 Recycling-County Reimbursement | 238,413 | 134,274 | 125,600 | 39,873 | 139,000 | 69,200 |
| 43537 Mass Transit | 354,767 | 344,468 | 439,182 | 92,911 | 350,000 | 430,937 |
| Subtotal - Intergovernmental Revenues | 1,772,533 | 1,668,706 | 1,774,904 | 640,022 | 1,751,933 | 1,817,752 |
| Licenses and Permits | | | | | | |
| 44100 Business or Occupation License | 54,805 | 40,712 | 29,000 | 29,985 | 32,000 | 30,000 |
| 44101 Business License - Liquor | 65,628 | 54,507 | 40,000 | 54,628 | 55,200 | 40,000 |
| 44102 Business License - Franchise Fees | 290,209 | 287,289 | 290,000 | 72,826 | 285,000 | 285,000 |
| 44103 Miscellaneous Licenses, Pawn etc. | 600 | 560 | - | 940 | 940 | 600 |
| 44104 Hotel License | - | 629 | - | 525 | 525 | 500 |
| 44201 Non-business License Special Event | 1,275 | 1,725 | 3,500 | 1,050 | 2,000 | 2,000 |
| 44202 Non-business License/Permit | 260 | 1,046 | - | 321 | 321 | 200 |
| 44900 Burning Permits | 500 | 525 | 500 | 550 | 550 | 550 |
| 44301 Occupancy Inspections | 4,800 | 675 | 1,500 | 1,350 | 1,500 | 1,500 |
| 44300 Building Permits | 298,206 | 248,576 | 250,000 | 167,217 | 250,000 | 275,000 |
| 44300 Building Permits - Lot Access | 4,980 | 3,660 | 5,000 | 3,190 | 3,700 | 5,000 |
| 44301 Utility/Open Cut Permits | 32,407 | 29,806 | 20,000 | 11,602 | 20,000 | 20,000 |
| 44400 Zoning Permits | 42,415 | 30,014 | 40,000 | 29,280 | 45,000 | 45,000 |
| 44401 Erosion Control Plan Review Fee | 7,300 | 6,500 | 7,000 | 4,000 | 7,000 | 7,000 |
| 44402 Drainage Inspection Fee | 38,070 | 36,668 | 40,000 | 22,950 | 42,000 | 45,000 |
| 44403 Wetland Delineations | 14,084 | 23,491 | 14,000 | 11,090 | 20,000 | 18,000 |
| 44404 Building Plan Review Fee | 53,060 | 41,670 | 47,000 | 3,877 | 47,000 | 50,000 |
| 44405 Erosion Control Inspection Fee | 18,750 | 16,635 | 17,000 | 10,485 | 18,000 | 20,000 |
| 44406 Drainage Plan Review Fee | 1,850 | 1,500 | 1,500 | 1,000 | 2,000 | 2,000 |
| 44410 Maps and Plans | - | - | 500 | - | 300 | 300 |
| Subtotal - Licenses and Permits | 929,200 | 826,188 | 806,500 | 426,865 | 833,036 | 847,650 |
| Fines, Forfeitures and Penalties | | | | | | |
| 45100 Court Penalties and Costs | 397,205 | 383,790 | 390,000 | 270,004 | 400,000 | 420,000 |
| 45101 Parking Tickets | 19,885 | 18,854 | 20,000 | 11,881 | 20,000 | 22,500 |
| 45221 Judgement and Damages | 4,429 | 3,951 | 2,500 | 2,595 | 2,700 | 2,500 |
| Subtotal - Fines, Forfeitures and Penalties | 421,519 | 406,595 | 412,500 | 284,480 | 422,700 | 445,000 |

**ACCOUNT:
GENERAL FUND REVENUES**

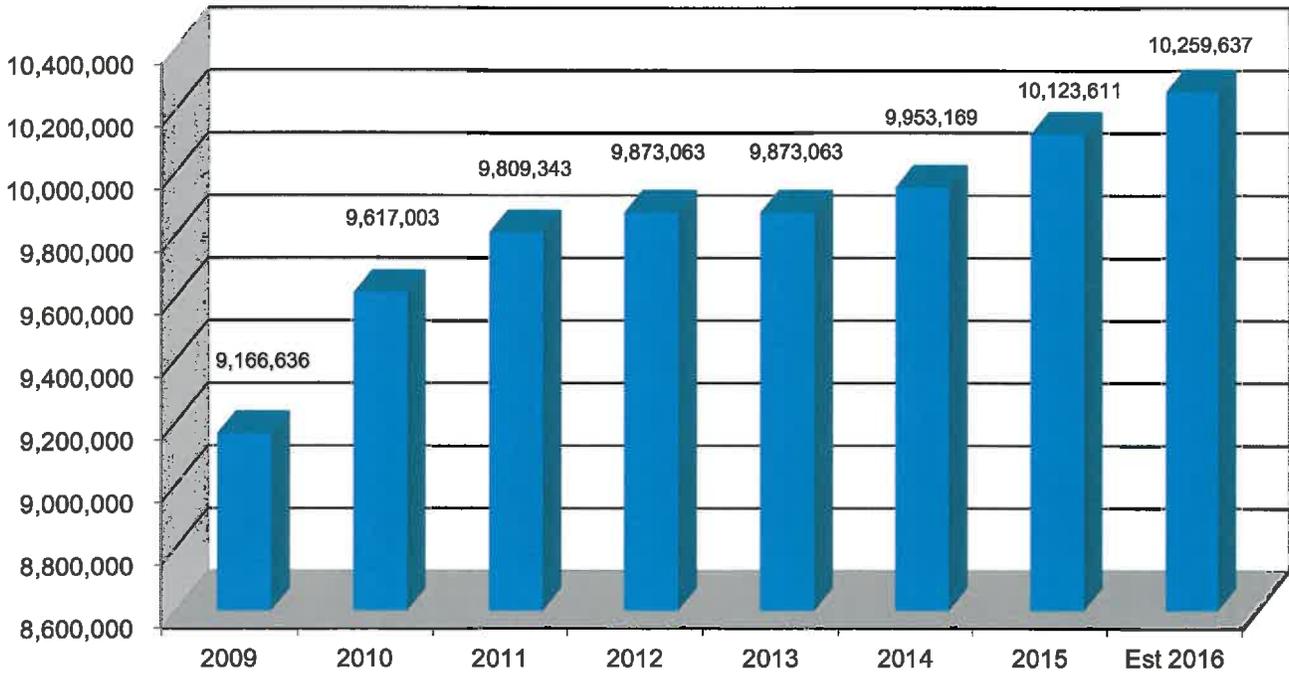
**FUND:
GENERAL FUND (10)**

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|---|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| Public Charges for Services | | | | | | |
| 46100 General Government | 18,655 | 22,608 | 18,000 | 12,407 | 20,000 | 20,000 |
| 46101 Gen Government Fees Taxable | 639 | 642 | - | 193 | 700 | 500 |
| 46210 Police Department Fees | 9,861 | 6,934 | 8,000 | 1,925 | 5,500 | 6,500 |
| 46211 Police Department Fees/Fingerprinting | 6,829 | 5,020 | 5,000 | 2,680 | 5,500 | 5,500 |
| 46212 Contract Police Services | 13,115 | 15,353 | 13,000 | 15,416 | 18,000 | 14,000 |
| 46214 False Alarms | 19,876 | 20,183 | 27,000 | 16,571 | 27,000 | 27,000 |
| 46221 Fire Protection Systems Fee | 2,925 | 1,250 | 2,500 | 1,775 | 2,500 | 2,500 |
| 46222 Tank Installation Standby Fee | 220 | 2,095 | 700 | 235 | 700 | 700 |
| 46223 Tent Inspection Fee | 1,175 | 950 | 1,000 | 525 | 1,000 | 1,000 |
| 46224 Firework Permits | 150 | 200 | 350 | 250 | 250 | 350 |
| 46225 Fire Department Fees | 21,676 | 20,455 | 18,200 | 11,226 | 18,272 | 18,200 |
| 46310 Highway Material/Maintenance | 11,387 | 7,134 | 12,000 | 9,574 | 12,000 | 10,000 |
| 46421 Special Charge - Refuse Collection | 721,327 | 949,158 | 747,415 | 1,034,911 | 747,415 | 702,630 |
| 46422 Special Charge - Recycle Collection | 188,900 | 39 | 315,500 | 100 | 315,500 | 360,420 |
| 46440 Weed Control | 1,201 | 770 | 1,000 | 236 | 500 | 1,000 |
| 46540 Cemetery | 73 | - | 50 | - | - | - |
| 46720 Parks Rental | 8,571 | 11,104 | 11,000 | 6,095 | 9,300 | 11,000 |
| 46721 Recreation Fees | 3,641 | 4,594 | 5,000 | 3,030 | 3,100 | 5,000 |
| 44901 Property Record Management Fee | 23,350 | 18,250 | 35,000 | 12,500 | 22,000 | 25,000 |
| Subtotal - Public Charges for Services | 1,053,571 | 1,086,740 | 1,220,715 | 1,129,649 | 1,209,237 | 1,211,300 |
| Miscellaneous Revenue | | | | | | |
| 47222 Fire Inspection Tanks (State) | 5,020 | 4,638 | 4,000 | 3,150 | 4,590 | 4,000 |
| 46213 Abandon Vehicles | 4,555 | 2,394 | 4,000 | 2,514 | 4,000 | 4,000 |
| 48110 Interest Earnings | 72,868 | 247,426 | 225,000 | 99,795 | 135,450 | 110,000 |
| 46100 General Admin Fees | 2,773 | 2,284 | 2,000 | 2,439 | 3,000 | 2,500 |
| 48130 Interest on Special Assessments | 730 | 13 | - | - | - | - |
| 48200 Rent - Town Hall | 1,643 | 1,193 | 300 | 1,204 | 1,400 | 1,000 |
| 48201 Rent - San Districts | 134,280 | 134,280 | 134,280 | 67,140 | 134,280 | 134,280 |
| 48301 Sale of Police Equipment | 21,542 | 58,436 | 24,000 | 25,786 | 25,786 | 28,000 |
| 48302 Sale of Fire Equipment | - | 5,566 | - | - | - | - |
| 48303 Sale of Highway Equipment | 61,429 | 62,059 | 25,000 | 57 | 14,300 | 17,900 |
| 48420 Insurance Recoveries - Police | 18,331 | 7,006 | 5,000 | 15,332 | 15,332 | 5,000 |
| 48430 Insurance Recoveries - Highway | 175,053 | 5,629 | 3,000 | 1,633 | 1,633 | - |
| 48441 Insurance Recoveries - Parks | 3,651 | - | - | - | - | - |
| 48440 Insurance Recoveries - Administration | 27,732 | - | - | - | - | - |
| 48440 Insurance Recoveries - Fire | 3,960 | 6,214 | - | 14,356 | 14,356 | - |
| 48500 Donations - Park | 1,000 | 1,000 | 1,500 | 3,286 | 3,300 | 22,000 |
| 48501 Donations - Recreation | 1,187 | 1,290 | 1,200 | 1,225 | 1,225 | 2,000 |
| 48501 Donations - Crime Prevention | 1,880 | 260 | 1,000 | - | 1,000 | 1,000 |
| 48500 Donations - Fire Department | - | 90 | 200 | - | 100 | 200 |
| 48900 Police Reimbursements | 10,042 | 3,365 | 500 | - | - | - |
| 46722 Commission - Soda Machines | 564 | 511 | 250 | - | 250 | 300 |
| 48800 Police Unclaimed Property | - | - | - | 2,113 | 2,113 | 500 |
| 48900 Miscellaneous Revenues | 85,473 | 19,889 | 10,000 | 5,875 | 17,000 | 10,000 |
| 48900 Summer Ticket Program | - | 2,647 | - | 490 | 3,970 | 5,000 |
| 48901 Credit Card Rebate | - | 13,589 | 30,000 | 36,650 | 36,650 | 35,000 |
| 48902 Insurance Dividends | 54,501 | 36,607 | 40,596 | - | 38,274 | 27,300 |
| Subtotal - Miscellaneous Revenue | 688,213 | 616,385 | 511,826 | 283,045 | 458,009 | 409,980 |
| Other Financing Sources | | | | | | |
| 47400 Allocated Hwy Labor and Maintenance | 227,550 | 230,963 | 225,000 | 113,567 | 211,605 | 219,250 |
| 49200 Transfer from Special Assessment | 848,909 | 100,321 | - | - | - | - |
| 49263 Transfer from Sanitary District #3 | 22,126 | 5,144 | 5,000 | - | - | - |
| Fund Balance Applied to Budget | - | 83,490 | 125,000 | 125,000 | 125,000 | - |
| Fund Balance Equip Replacement | 185,000 | 195,000 | 110,900 | 110,900 | 110,900 | - |
| Subtotal - Other Financing Sources | 1,283,585 | 614,918 | 465,900 | 349,467 | 447,505 | 219,250 |
| Total Revenues w/o Property Tax | 6,736,221 | 5,751,178 | 5,675,605 | 3,257,054 | 5,636,582 | 5,439,782 |
| TOTAL REVENUES | 16,609,303 | 15,704,325 | 15,799,216 | 10,367,118 | 15,760,193 | 15,699,419 |

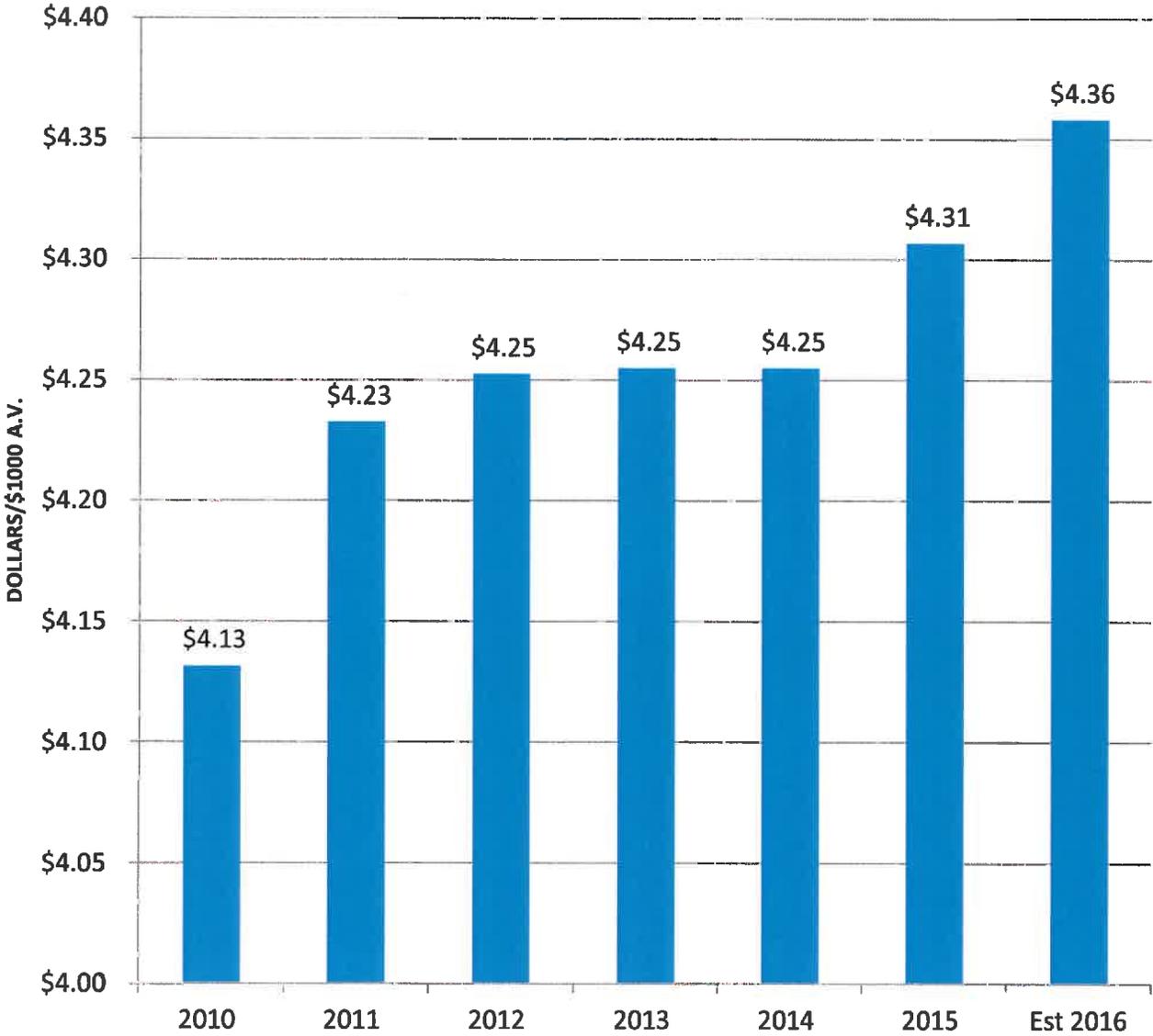
**Town of Grand Chute - General Fund
2016 Proposed Revenues
\$15,699,419**



**Town of Grand Chute - General Fund
Tax Levy
2009-2016**



**Town of Grand Chute - General Fund
Rate per \$1000 A.V.
2010-2016**



**TOWN OF GRAND CHUTE
FUND BALANCE PROJECTION
GENERAL FUND
FISCAL YEAR 2016**

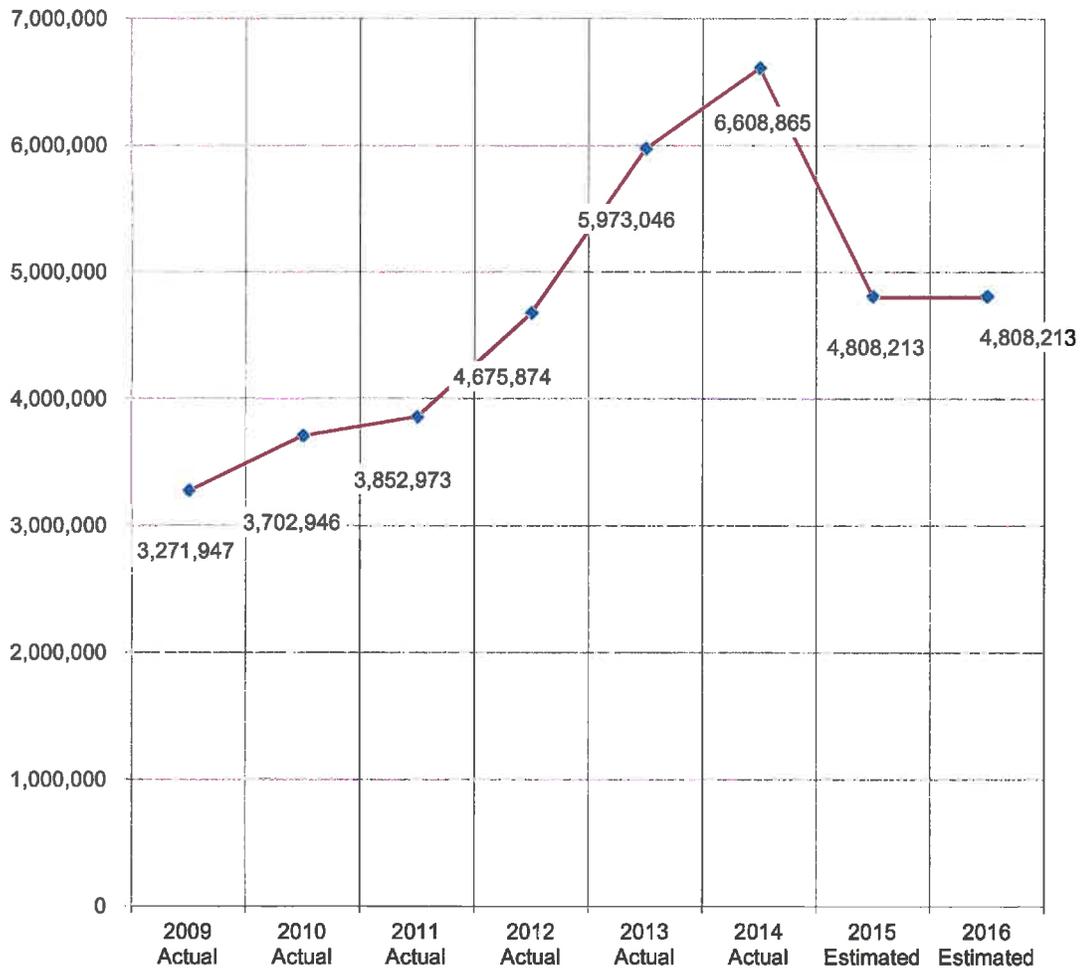
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|---|-------------------|
| BEGINNING FUND BALANCE PER AUDIT, JAN 1, 2015 | 6,608,865 |
| | |
| PLUS: ESTIMATED REVENUES - FY 2015 | 5,636,582 |
| ESTIMATED TAX LEVY - FY 2015 | <u>10,123,611</u> |
| TOTAL REVENUES - FY 2015 | 15,760,193 |
| | |
| LESS: ESTIMATED EXPENDITURES - FY 2015 | 17,560,845 |
| | |
| OPERATING SURPLUS (DEFICIT) - 2015 | (1,800,652) |

| | |
|--|------------------|
| ESTIMATED BEGINNING FUND BALANCE, JAN 1, 2016 | 4,808,213 |
|--|------------------|

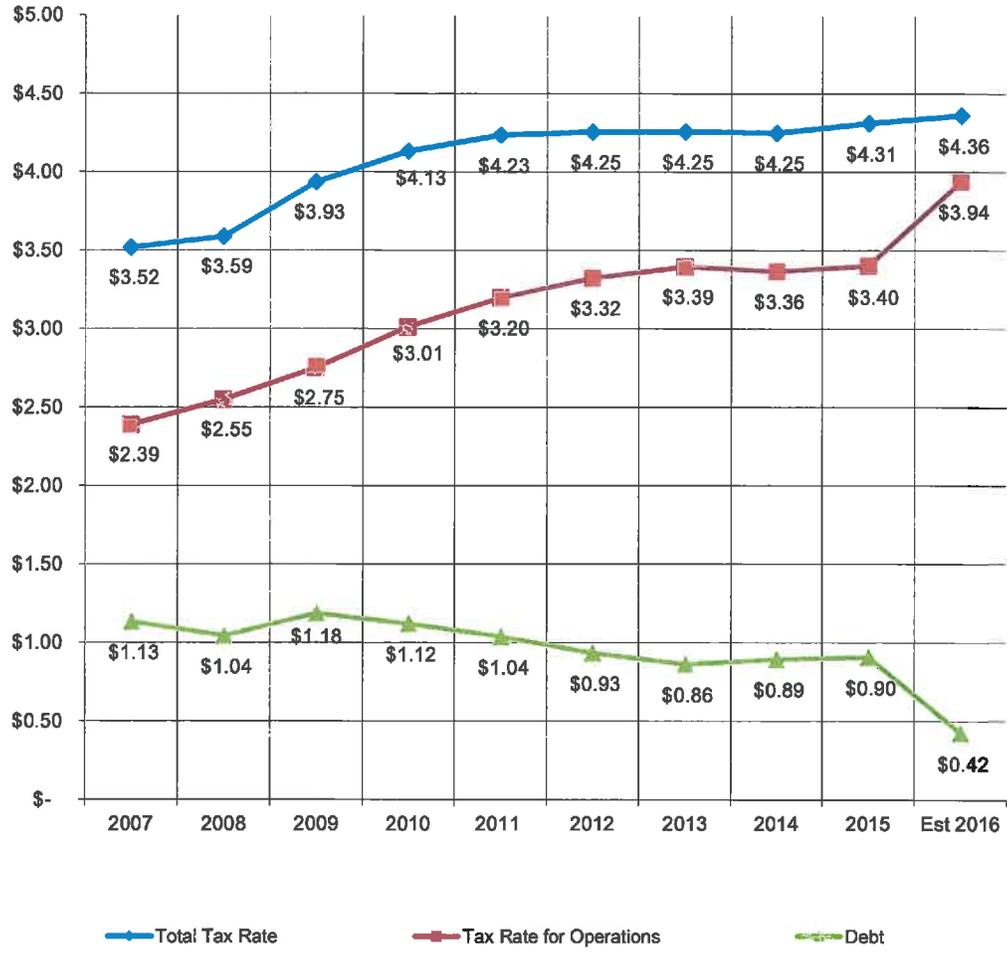
| | |
|--|-------------------|
| PLUS: ESTIMATED REVENUES - FY 2016 | 5,439,782 |
| ESTIMATED TAX LEVY - FY 2016 | <u>10,259,637</u> |
| TOTAL ESTIMATED REVENUES - FY 2016 | 15,699,419 |
| | |
| LESS: ESTIMATED EXPENDITURES - FY 2016 | 15,699,419 |
| | |
| OPERATING SURPLUS (DEFICIT) - 2016 | 0 |

| | |
|---|------------------|
| ESTIMATED ENDING BALANCE, DEC 31, 2016 | 4,808,213 |
|---|------------------|

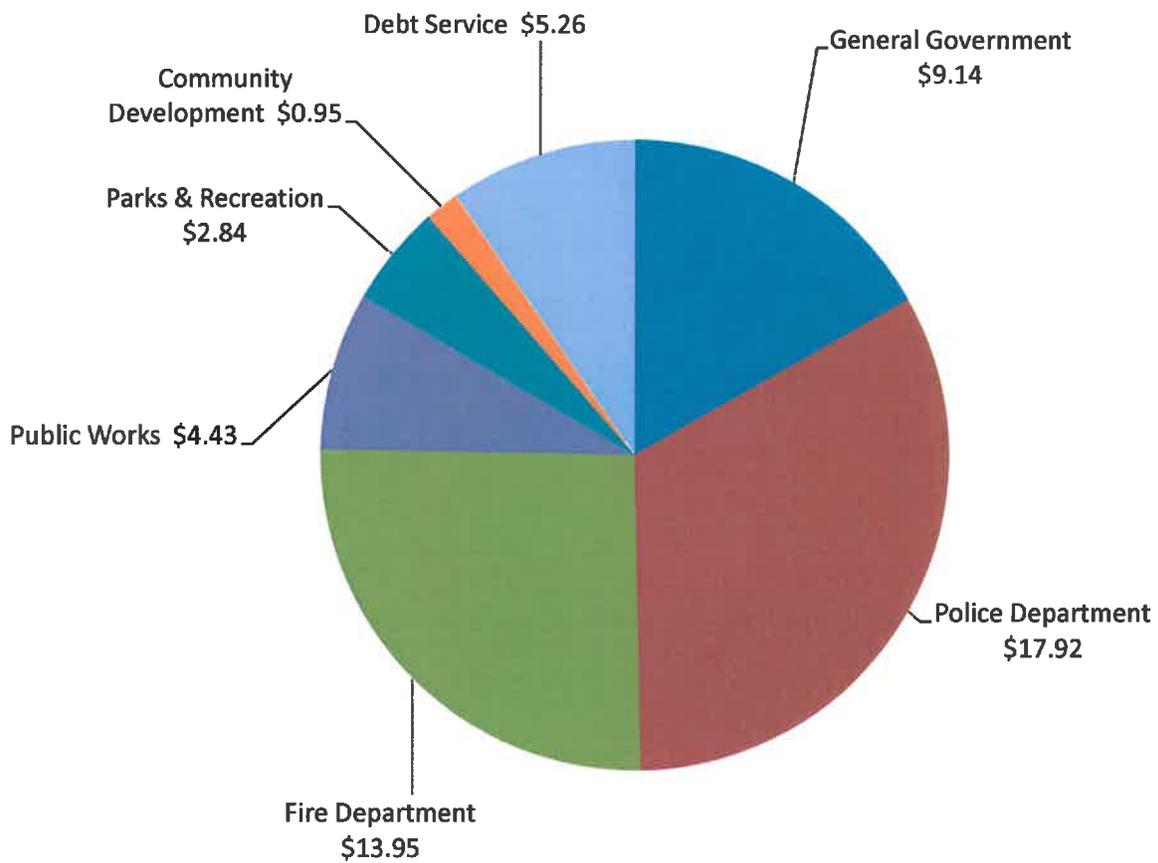
**Town of Grand Chute - General Fund
Fund Balance
As of December 31
2009-2016**



Town of Grand Chute Rate Per \$1000 A.V. 2007 - 2016



**Monthly Cost For
Town Services - \$54.49
Based on a \$150,000 Home
And 2016 Town Tax of \$653.88**



DEPARTMENT/ACCOUNT:
GENERAL GOVERNMENT SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-------------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| TOWN BOARD (51100) | | | | | | |
| PERSONNEL | 68,835 | 68,949 | 68,630 | 30,919 | 68,630 | 68,630 |
| OPERATIONS AND MAINTENANCE | 33,759 | 22,129 | 21,600 | 9,981 | 21,262 | 24,660 |
| TOTAL ACCOUNT | 102,594 | 91,078 | 90,230 | 40,900 | 89,892 | 93,290 |
| MUNICIPAL COURT (51200) | | | | | | |
| PERSONNEL | 90,881 | 93,897 | 91,000 | 41,085 | 91,000 | 101,420 |
| OPERATIONS AND MAINTENANCE | 93,480 | 69,657 | 95,500 | 19,048 | 83,500 | 90,100 |
| TOTAL ACCOUNT | 184,361 | 163,554 | 186,500 | 60,133 | 174,500 | 191,520 |
| GENERAL ADMIN (51400) | | | | | | |
| PERSONNEL | 435,576 | 411,820 | 352,500 | 171,635 | 352,500 | 463,360 |
| OPERATIONS AND MAINTENANCE | 132,879 | 113,416 | 159,429 | 74,941 | 165,398 | 239,460 |
| CAPITAL OUTLAY | 74,192 | 58,452 | 248,614 | 147,871 | 270,000 | 131,535 |
| TOTAL ACCOUNT | 642,647 | 583,688 | 760,543 | 394,447 | 787,898 | 834,355 |
| CLERK (51420) | | | | | | |
| PERSONNEL | 122,819 | 123,856 | 111,190 | 48,820 | 111,190 | 117,830 |
| OPERATIONS AND MAINTENANCE | 22,432 | 11,821 | 26,200 | 4,871 | 24,000 | 21,900 |
| TOTAL ACCOUNT | 145,251 | 135,677 | 137,390 | 53,691 | 135,190 | 139,730 |
| ELECTION (51440) | | | | | | |
| PERSONNEL | 12,845 | 52,402 | 19,200 | 11,819 | 12,890 | 60,420 |
| OPERATIONS AND MAINTENANCE | 6,600 | 11,569 | 13,120 | 7,135 | 10,410 | 17,426 |
| TOTAL ACCOUNT | 19,445 | 63,971 | 32,320 | 18,954 | 23,300 | 77,846 |
| FINANCE (51501) | | | | | | |
| PERSONNEL | 5,857 | 8,550 | 182,330 | 80,812 | 201,000 | 249,590 |
| OPERATIONS AND MAINTENANCE | 12,077 | 8,524 | 18,150 | 13,944 | 19,250 | 20,775 |
| TOTAL ACCOUNT | 17,934 | 17,074 | 200,480 | 94,756 | 220,250 | 270,365 |
| MUNICIPAL COMPLEX (51600) | | | | | | |
| PERSONNEL | 40,021 | 48,949 | 24,670 | 13,783 | 25,670 | 51,510 |
| OPERATIONS AND MAINTENANCE | 213,222 | 273,218 | 244,475 | 92,936 | 243,776 | 281,795 |
| TOTAL ACCOUNT | 253,243 | 322,167 | 269,145 | 106,719 | 269,446 | 333,305 |
| OTHER MISCELLANEOUS ACCOUNTS | | | | | | |
| 51300 LEGAL | 91,232 | 73,606 | 70,000 | 5,577 | 45,000 | 60,000 |
| 51910 ERRONEOUS TAXES AND REFUNDS | 77,543 | 67,246 | 60,000 | 22,708 | 35,000 | 30,000 |
| 51938 PROPERTY, LIABILITY INSURANCE | 247,004 | 238,563 | 241,615 | 106,094 | 225,042 | 245,888 |
| TOTAL - MISC. ACCOUNTS | 415,779 | 379,415 | 371,615 | 134,379 | 305,042 | 335,888 |
| ALL ACCOUNTS - TOTAL | | | | | | |
| PERSONNEL | 776,834 | 808,423 | 849,520 | 398,873 | 862,880 | 1,112,760 |
| OPERATIONS AND MAINTENANCE | 514,449 | 510,334 | 578,474 | 222,856 | 567,596 | 696,116 |
| CAPITAL OUTLAY | 74,192 | 58,452 | 248,614 | 147,871 | 270,000 | 131,535 |
| MISCELLANEOUS ACCOUNTS | 415,779 | 379,415 | 371,615 | 134,379 | 305,042 | 335,888 |
| TOTAL - GEN'L GOV'T ACCOUNTS | 1,781,254 | 1,756,624 | 2,048,223 | 903,979 | 2,005,518 | 2,276,299 |

DEPARTMENT/ACCOUNT:
GENERAL GOVERNMENT SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| REVENUES | | | | | | |
| 41900 Rescinded or Refunded Taxes | 74,998 | 50,095 | 25,000 | 15,749 | 22,500 | 12,500 |
| 41150 Woodland/Managed Forest | 42 | 469 | 50 | 262 | 250 | 40 |
| 41800 Interest on Delinquent P.P. Taxes | 1,730 | 2,628 | 1,750 | 848 | 950 | 500 |
| 44100 Business/Occupational License | 54,805 | 40,712 | 29,000 | 29,985 | 32,000 | 30,000 |
| 44101 Business - Liquor License | 65,628 | 54,507 | 40,000 | 54,628 | 55,200 | 40,000 |
| 44102 Business - Franchise Fees | 290,209 | 287,289 | 290,000 | 72,826 | 285,000 | 285,000 |
| 44103 Miscellaneous Licenses, Pawn etc. | 600 | 560 | - | 940 | 940 | 600 |
| 44104 Hotel License | - | 629 | - | 525 | 525 | 500 |
| 44201 Non-Business License Special Event | 1,275 | 1,725 | 3,500 | 1,050 | 2,000 | 2,000 |
| 44202 Non-Business License/Permits | 260 | 1,046 | - | 321 | 321 | 200 |
| 46100 General Government | 18,655 | 22,608 | 18,000 | 12,407 | 20,000 | 20,000 |
| 46101 General Government - Taxable | 639 | 642 | - | 193 | 700 | 500 |
| 46100 General Admin Fees | 2,773 | 2,284 | 2,000 | 2,439 | 3,000 | 2,500 |
| 48200 Rent - Town Hall | 1,643 | 1,193 | 300 | 1,204 | 1,400 | 1,000 |
| 48440 Insurance Recoveries | 27,732 | - | - | - | - | - |
| 48900 Miscellaneous Revenue | 85,473 | 19,889 | 10,000 | 5,875 | 17,000 | 10,000 |
| 48902 Insurance Dividends | 54,501 | 36,607 | 40,596 | - | 38,274 | 27,300 |
| TOTAL REVENUES | 680,963 | 522,883 | 460,196 | 199,251 | 480,060 | 432,640 |

DEPARTMENT/ACCOUNT:
TOWN BOARD (51100)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 64,274 | 63,923 | 63,750 | 28,722 | 63,750 | 63,750 |
| 130 Fringe Benefits | 4,561 | 5,026 | 4,880 | 2,197 | 4,880 | 4,880 |
| TOTAL PERSONNEL | 68,835 | 68,949 | 68,630 | 30,919 | 68,630 | 68,630 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 221 Phone and Communications | 1,036 | 785 | - | - | - | 710 |
| 290 Other Contractual Services | - | 893 | 1,000 | - | 893 | 1,000 |
| 320 Publication/Printing Fees | 10,336 | 17,464 | 16,000 | 4,081 | 14,000 | 16,000 |
| 321 Dues and Subscriptions | 21,268 | 2,154 | 3,000 | 4,769 | 4,769 | 5,350 |
| 330 Conferences and Training | 369 | 554 | 600 | 372 | 600 | 600 |
| 390 Miscellaneous Expense | 750 | 279 | 1,000 | 759 | 1,000 | 1,000 |
| TOTAL OPERATIONS AND MAINT | 33,759 | 22,129 | 21,600 | 9,981 | 21,262 | 24,660 |
| DEPARTMENT TOTAL | 102,594 | 91,078 | 90,230 | 40,900 | 89,892 | 93,290 |

Department/Account: TOWN BOARD (51100)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 110 | Salaries and Wages Annual Salaries for Town Chairman (20,500) and Town Supervisors (10,812) | 63,750 | 63,750 |
| 290 | Contractual Services Court Reporter - Board of Review | 1,000 | 1,000 |
| 320 | Publication and Printing Fees Cost for mailing three Town newsletters and mandated publications (budget, public hearings, annual meeting, resolutions, ordinances, public bids, register of deeds, open book, board of review) | 16,000 | 16,000 |
| 321 | Dues and Subscriptions Urban Towns, Fox Cities Chamber of Commerce, Volume Acquisition and Large Uniform Expenditures (V.A.L.U.E), Wisconsin Association for Public Procurement (WAPP) | 3,000 | 5,350 |
| 330 | Conferences and Training Wisconsin Towns Association (WTA), Fox Cities Convention and Visitors Bureau (FCCVB), Appleton Northside Business Association (ANBA), Fox Cities Chamber of Commerce | 600 | 600 |
| 390 | Miscellaneous Expense Meeting Expense, Plaques, Engraving | 1,000 | 1,000 |

Municipal Court

Mission Statement

To provide quality, efficient, courteous, and professional service to the public, court system, and related agencies. Constantly striving for improvement is a key element to our success.

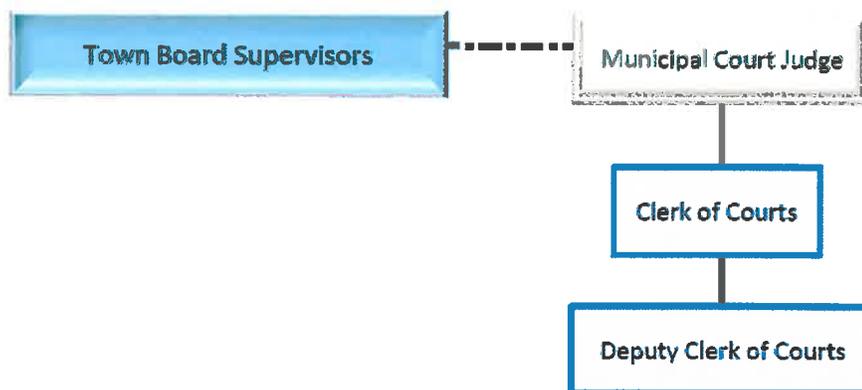
Operational Overview

The Town of Grand Chute Municipal Court handles approximately 4,000 cases per year. The Court has jurisdiction over traffic and non-traffic ordinances in the Town. You have the right to be represented by an attorney, or you may proceed without one. If you want an attorney, you must retain one at your own expense.

2016 Department Goals and Objectives

- Oversee the courtroom and increase efficiency.
- Continue to seek out more ways of collecting unpaid forfeitures.
- Maintain education requirements for Municipal Court Clerk certification.
- Keep updated and educated on TIPSS Program.

Organizational Chart



Full Time Equivalent

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|------------------------|-------------|---------------|-----------------|---------------|-----------------|
| Municipal Judge | N/A | N/A | N/A | N/A | \$ 15,700 |
| Clerk of Courts | 0.62 | 0.62 | - | 0.62 | \$ 30,230 |
| Deputy Clerk of Courts | 0.60 | 0.60 | - | 0.60 | \$ 26,170 |
| Court Officer | 0.03 | 0.03 | - | 0.03 | \$ 1,240 |
| Total | 1.25 | 1.25 | - | 1.25 | |

Performance Measures

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|-----------------|-------------|-------------|----------------|---------------|
| Number of Cases | 3,989 | 3,550 | 3,600 | 4,000 |

DEPARTMENT/ACCOUNT:
MUNICIPAL COURT (51200)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 73,774 | 76,241 | 72,480 | 34,305 | 72,480 | 74,580 |
| 130 Fringe Benefits | 17,107 | 17,656 | 18,520 | 6,780 | 18,520 | 26,840 |
| TOTAL PERSONNEL | 90,881 | 93,897 | 91,000 | 41,085 | 91,000 | 101,420 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services - Legal | 82,949 | 58,967 | 69,000 | 15,944 | 65,000 | 69,000 |
| 215 Warrants | 100 | 900 | 10,000 | - | 2,000 | 5,000 |
| 221 Phone and Communications | 726 | 763 | 1,100 | 112 | 900 | 200 |
| 290 Other Contractual Services | 1,153 | 4,621 | 5,600 | - | 5,600 | 5,800 |
| 310 Office Supplies | 1,191 | 361 | 1,000 | 1,118 | 1,200 | 1,000 |
| 311 Postage | 1,786 | 1,638 | 1,800 | 776 | 1,800 | 1,800 |
| 320 Publication/Printing Fees | 1,272 | 829 | 1,300 | 80 | 1,550 | 1,600 |
| 321 Dues and Subscriptions | 100 | 49 | 400 | - | 400 | 400 |
| 330 Conferences and Training | 2,301 | 955 | 2,700 | 700 | 2,700 | 2,700 |
| 340 Operating Supplies | 1,299 | 492 | 1,200 | 241 | 1,200 | 1,200 |
| 347 Office Equipment | 435 | 82 | 1,200 | 77 | 1,000 | 1,200 |
| 390 Miscellaneous Expense | 168 | - | 200 | - | 150 | 200 |
| TOTAL OPERATIONS AND MAINT | 93,480 | 69,657 | 95,500 | 19,048 | 83,500 | 90,100 |
| DEPARTMENT TOTAL | 184,361 | 163,554 | 186,500 | 60,133 | 174,500 | 191,520 |

Department/Account: MUNICIPAL COURT (51200)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 210 | Professional Services - Legal This is the costs for prosecution services by the Town's legal counsel. | 69,000 | 69,000 |
| 290 | Contractual Services This is for TIPSS products and support fees. (\$4,800) Substitute judge. (\$1,000) | 5,600 | 5,800 |
| 320 | Publication/Printing Forms and new Town logo letterhead and envelopes. | 1,300 | 1,600 |
| 330 | Conferences and Training State statutes mandate that Judges attend at least one conference per year to keep current on new laws. State statute mandates Clerks to attend one conference per year to keep current with new procedures/laws. | 2,700 | 2,700 |

General Administration

Mission Statement

To provide leadership, oversight, and direction for the Town in accordance with policy decisions set forth by the Town Board, while creating a culture that allows Town residents to “experience better”.

Operational Overview

The Town Board appoints a Town Administrator to manage the daily affairs of the Town. The Administrator implements the legislative actions of the Board and also provides policy recommendations to the Board.

The following are services provided by General Administration:

General Administration:

The Town Administrator provides management and oversight to all operations, which includes supervising department heads, developing the annual budget, recommending organizational changes, and assuring Town Board policies are carried out.

Executive Secretary and Human Resources:

The Secretary to the Administrator and Chairman, maintains employee personnel folders and personal data, provides new employee orientations, employee benefit enrollments as the benefits administrator, personnel policy monitoring, ensure compliance with State and Federal regulations as they pertain to employee benefits and family leave requirements, and manages town liability insurance coverages.

Information Technology:

The Information Technology Department is responsible to provide overall technology management to Grand Chute. By providing strategic technology insight to the Town Board, Town Administrator, departments, and committees we can ensure the proper blending of Grand Chute resources and technology solutions to create high impact solutions.

2016 Department Goals and Objectives

General Administration

- Complete and submit a balanced budget.
- Evaluate areas for cost-savings and departmental efficiencies.
- Continue to seek alternatives to address limited financial resources due to levy limits.

- Provide general administrative direction and coordination of all policies adopted by the Town Board.
- Provide assistance to all departments in the area of technology and personnel.
- Oversee the Town’s financial, personnel, and operational systems.
- Update Town Board on status of outstanding issues on an ongoing basis.

Executive Secretary and Human Resources

- Assist Administrator, Department Heads, and employees with organizational and policy decisions affecting the workforce.
- Develop easy access to benefit information so employees can take an informed role in their health and benefit decisions.
- Develop an on-going wellness culture to enable employees to ‘experience better’ and remain healthier.

Information Technology

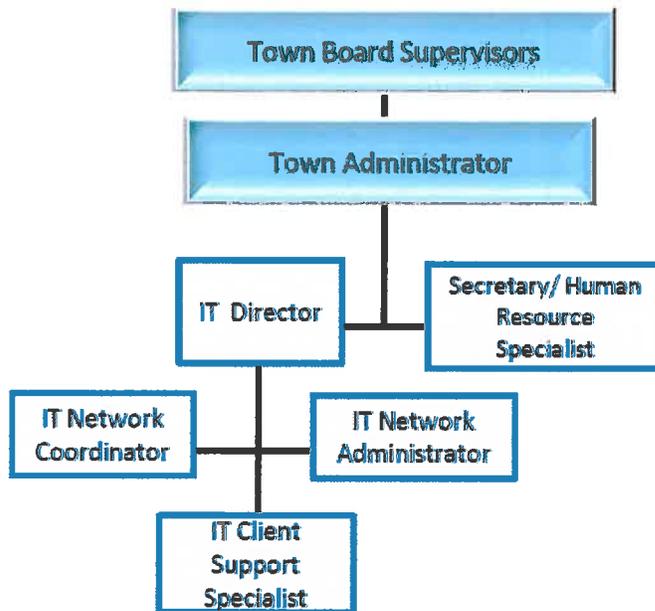
- Create and implement new policies in the utilization and security of technology.
- Design, acquire, and implement a solution dealing with the rapid increase of video from Police and security cameras.
- Eliminate inefficiencies in technology systems.
- Expand on the new Grand Chute Website implemented in late 2015.
- Implement a new email solution.
- Work with Public Works Department in the selection and implementation of a new software solution to improve public and employee communication.
- Work on Information Technology Disaster Recovery Planning.
- Conduct an external security audit.
- Enhance the Information Technology Staff training.

2016 Budget Highlights

- Implement a new Microsoft software agreement.
- Modify Town Board Room and Community Room to utilize modern audio and video solutions.
- Rebuilding of the Town virtual server environment.
- Improve employee efficiencies with new email system.

General Administration

Organizational Chart



Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---|-------------|---------------|-----------------|---------------|-----------------|
| Town Administrator | 1.00 | 1.00 | - | 1.00 | \$ 123,210 |
| IT Director | 0.50 | 0.50 | 0.50 | 1.00 | \$ 108,015 |
| IT Network Coordinator | 1.00 | 1.00 | - | 1.00 | \$ 66,990 |
| IT Network Administrator | 0.00 | 0.00 | 1.00 | 1.00 | \$ 53,790 |
| IT Intern | - | 1.00 | (1.00) | - | \$ - |
| IT Client Support Specialist | - | 1.00 | - | 1.00 | \$ 40,310 |
| Executive Secretary/Human Resource Specialist | 1.00 | 1.00 | - | 1.00 | \$ 58,240 |
| Total | 3.50 | 5.50 | 0.50 | 6.00 | |

DEPARTMENT/ACCOUNT:
GENERAL ADMINISTRATION (51400)
TOWN ADMINISTRATOR

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 326,316 | 299,805 | 258,260 | 124,115 | 258,260 | 337,060 |
| 111 Overtime | 15 | 478 | 130 | - | 130 | 2,810 |
| 130 Fringe Benefits | 109,245 | 111,537 | 94,110 | 47,520 | 94,110 | 123,490 |
| TOTAL PERSONNEL | 435,576 | 411,820 | 352,500 | 171,635 | 352,500 | 463,360 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 2,057 | 11,915 | - | 1,920 | 1,920 | 4,500 |
| 221 Phone and Communications | 5,215 | 8,519 | 6,000 | 2,284 | 10,000 | 10,080 |
| 290 Other Contractual Services | 60,759 | 62,701 | 123,479 | 57,993 | 123,478 | 188,430 |
| 310 Office Supplies | 14,434 | 18,892 | 15,000 | 9,521 | 17,500 | 17,000 |
| 311 Postage | 3,686 | 3,144 | 2,000 | 689 | 1,400 | 1,500 |
| 320 Publication/Printing Fees | - | 975 | - | 100 | 300 | - |
| 321 Dues and Subscriptions | 3,801 | 2,366 | 3,250 | 595 | 2,750 | 2,900 |
| 330 Conferences and Training | 1,603 | 2,719 | 3,500 | 1,067 | 6,000 | 9,350 |
| 344 Gas, Oil and Other Supplies | 228 | 151 | 300 | 49 | 150 | 250 |
| 351 Allocated Vehicle Maintenance | 1,319 | 363 | 400 | 341 | 400 | 450 |
| 360 Repairs and Maintenance | - | 179 | 3,000 | 203 | 750 | 2,000 |
| 390 Miscellaneous Expenses | 1,121 | 1,492 | 2,500 | 179 | 750 | 3,000 |
| 600 Storm Expenses | 38,656 | - | - | - | - | - |
| TOTAL OPERATIONS AND MAINT | 132,879 | 113,416 | 159,429 | 74,941 | 165,398 | 239,460 |
| CAPITAL OUTLAY | | | | | | |
| 810 Capital Equipment | 74,192 | 58,452 | 248,614 | 147,871 | 270,000 | 131,535 |
| TOTAL CAPITAL OUTLAY | 74,192 | 58,452 | 248,614 | 147,871 | 270,000 | 131,535 |
| DEPARTMENT TOTAL | 642,647 | 583,688 | 760,543 | 394,447 | 787,898 | 834,355 |

Department/Account: GENERAL ADMINISTRATION (51400)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 210 | <p>Professional Services The majority of the cost from 2014 was related to part-time help during the Finance Director's maternity leave. The 2016 amount is for Thedacare at Work Employee Assistance program, this used to be allocated out in each department's fringe benefits.</p> | - | 4,500 |
| 221 | <p>Phone and Communications TDS, cell, air card usage, Unitel, wiring/miscellaneous,etc</p> | 6,000 | 10,080 |
| 290 | <p>Contractual Services Town portion of software agreements and programs that the Town uses.</p> | 123,479 | 188,430 |
| 310 | <p>Office Supplies No decrease caused by the departments budgeting for their own letterhead, envelopes and business cards because the mailroom needs a new laminator in 2016. This amount includes \$2,000 for computer supplies.</p> | 15,000 | 17,000 |
| 311 | <p>Postage</p> | 2,000 | 1,500 |
| 321 | <p>Dues and Subscriptions General Admin: International City/County Management Association, Appleton Northside Business Association, Wisconsin City/County Manager Association, Society for Human Resource Management, and Fox Cities Society for Human Resource Management (\$2,250) Information Technology (\$150) Gannett Newspaper (\$500)</p> | 3,250 | 2,900 |
| 330 | <p>Conferences and Training General Admin: WCMA Spring Conference and Hotel, National Conference (flight and hotel), State SHRM Fall Conference (\$4,200) Miscellaneous local workshops (\$500)</p> <p>IT Training: Only going to attend 50% of trainings listed below. (\$4,650) AITP (\$700) GIPAW Spring/Fall (\$900) TraCS (\$200) Fire House (\$2,000) Genetec/Security (\$1,000)</p> | 3,500 | 9,350 |

Department/Account: GENERAL ADMINISTRATION (51400)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| | Palo Alto Fire Wall (\$1,000) Cisco/Nimble/VMWare/Network/NetMotion/Unitrend/ Baracuda (\$2,500) CIB (\$1,000) | | |
| 360 | Municipal Building Repair and Maintenance Miscellaneous expenditures for copiers, computers etc. | 3,000 | 2,000 |
| 390 | Miscellaneous Expenses Employee wellness, employee required trainings, and recognition events (\$2,500) IT (\$500) | 2,500 | 3,000 |
| 810 | Capital Outlay Total cost for Capital Outlay items is \$192,655, but 70% is allocated to General Administration and 30% is allocated to the Sanitary Districts. Per recommendations from IT Director/Coordinator: Third VMWare Server, part of D/R locate at Fire 2 (\$10,500) Redundent Core Switches – Rotation plan (\$14,000) Board Room A/V Replacement (\$33,600) Community Room A/V Replacement (\$7,000) Synology Storage - Evidence Backup (\$8,400) Webinar Hardware and Software for training/education (\$15,400) UPS batteries - new/replacements (\$4,200) Monitors (\$1,225) Portables (\$12,285) Desktops (\$9,100) Ipads (1 PD, 2 PW, 3 Spare, 4 FD) (\$4,900) Printers (Evidence, Spares) (\$2,800) Building Access and Surveillance (\$11,449) | 248,614 | 131,535 |

DEPARTMENT/ACCOUNT:
LEGAL (51300)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 91,232 | 73,606 | 70,000 | 5,577 | 45,000 | 60,000 |
| TOTAL OPERATIONS AND MAINT | 91,232 | 73,606 | 70,000 | 5,577 | 45,000 | 60,000 |
| DEPARTMENT TOTAL | 91,232 | 73,606 | 70,000 | 5,577 | 45,000 | 60,000 |

Department/Account: LEGAL (51300)

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|--|-------------|-------------|
| 210 | <p>Professional Services</p> <p>This is the cost for legal services other than prosecution. This amount does not include costs for large lawsuits that could result in this account exceeding its budget. All legal fees related to tax increment district matters are budgeted for in the tax increment budget. This includes costs to update the Town Handbook. (\$3,000)</p> | 70,000 | 60,000 |

DEPARTMENT/ACCOUNT:
INSURANCE (51938)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 002 Workers Compensation | 125,568 | 129,195 | 137,568 | 53,821 | 121,300 | 139,453 |
| 003 General Liability | 88,679 | 88,186 | 74,896 | 41,357 | 82,431 | 85,124 |
| 004 Property Insurance | 31,650 | 21,182 | 22,112 | 10,916 | 21,311 | 21,311 |
| 005 Employee Bond | 1,107 | - | 7,039 | - | - | - |
| TOTAL OPERATIONS AND MAINT | 247,004 | 238,563 | 241,615 | 106,094 | 225,042 | 245,888 |
| DEPARTMENT TOTAL | 247,004 | 238,563 | 241,615 | 106,094 | 225,042 | 245,888 |
| REVENUES | | | | | | |
| Miscellaneous Revenue | | | | | | |
| 48902 Insurance Dividends | 54,501 | 36,607 | 40,596 | - | 38,274 | 27,300 |
| TOTAL REVENUE | 54,501 | 36,607 | 40,596 | - | 38,274 | 27,300 |

Department/Account: INSURANCE (51938)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 002-005 | Insurance Premiums | 241,615 | 245,888 |
| | Cyber Liability 6/1/15 to 6/1/2016 (\$3,109) | | |
| | Buildings and Property (Local Government Property) (\$30,411) | | |
| | General Liability (\$30,532) | | |
| | Public Officials Liability (\$8,650) | | |
| | Law Enforcement Liability (\$13,174) | | |
| | Automobile (\$46,679) | | |
| | Umbrella (\$18,018) | | |
| | Workers Compensation (\$199,253) | | |
| | Crime (\$1,428) | | |
| | Equipment Breakdown (\$2,449) | | |
| | Dividend Program - Workers Compensation 17% (\$33,873) | | |
| | The total insurance costs are shown above, these costs get allocated between the Town and the Sanitary Districts. | | |

Town Clerk

Mission Statement

To assist residents and businesses with accurate, timely communications along with exemplary customer service to enhance their municipal experience.

Operational Overview

The Town Board appoints a Town Clerk as the custodian of official records and proceedings of the Town Board and Sanitary Districts. The Town Clerk administers oaths of office, maintains municipal code book of ordinances, oversees external communications, and accounts payable. The Department coordinates all elections, and also issues a variety of permits and licenses (hotel/motel, liquor, operator/bartender, pawn, secondhand jewelry/article, taxi).

The department is broken up into the following operations:

Clerk Administration: Town Clerk, Deputy Town Clerk, Administrative Clerk

Elections: Town Clerk, Deputy Town Clerk, Administrative Clerk, Office Assistant, Election Inspectors

2016 Department Goals and Objectives

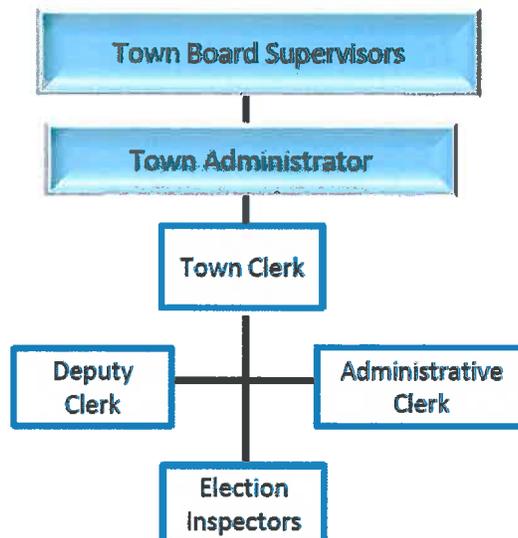
- Conduct and supervise four (4) elections. Provide mandatory training for election inspectors and staff.

- Implement new election management software provided by the Government Accountability Board.
- Oversee the development of the Town newsletter to meet the deadlines for timely production and ensure the residents receive pertinent and relevant information regarding Town news.
- Administer the new Town website and use tools to ensure the content is clear and meets the visitors' needs.
- Seek additional vendors with regard to our procurement program to increase rebate potential.
- Continue implementation of the Civic licensing program.
- Continue employee cross training for efficient departmental operations.
- Oversee tax roll preparation and newly created special assessment program.
- Explore a records management program to insure proper record keeping of permanent Town documents in accordance with State Statutes.

2016 Budget Highlights

- Increased election wages, postage, and publications due to four elections and additional nursing home visits.
- Reduction in background checks due to police department adding operator license background checks to their budget (two-year licenses now). Clerk's office will conduct other licensing background checks.

Organizational Chart



Town Clerk

Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---------------------------|--------------|---------------|-----------------|---------------|-----------------|
| Town Clerk | 1.00 | 1.00 | - | 1.00 | \$ 72,180 |
| Deputy Clerk | 1.00 | 1.00 | - | 1.00 | \$ 50,710 |
| Administrative Clerk | 0.25 | 0.25 | - | 0.25 | \$ 8,950 |
| Poll Workers (Pool of 66) | 82.00 | 66.00 | 8.00 | 74.00 | \$ 56,020 |
| Election Set Up/Take Down | 0.00 | 0.10 | - | 0.10 | \$21.82/hour |
| Total | 84.25 | 68.35 | 8.00 | 76.35 | |

Performance Measures

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|------------------------------------|-------------|-------------|----------------|---------------|
| Licenses/Permits | 874 | 501 | 575 | 575 |
| New/Updated Voter Registration | 123 | 2,016 | 150 | 4,000 |
| Absentee Ballots Issued | 972 | 5,733 | 978 | 8,000 |
| Available Poll Workers | 85 | 90 | 90 | 90 |
| Trained Available Chief Inspectors | 10 | 11 | 10 | 11 |

DEPARTMENT/ACCOUNT:
TOWN CLERK (51420)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 86,209 | 87,757 | 77,490 | 36,795 | 77,490 | 84,140 |
| 111 Overtime | - | - | - | - | - | 1,980 |
| 130 Fringe Benefits | 36,610 | 36,099 | 33,700 | 12,025 | 33,700 | 31,710 |
| TOTAL PERSONNEL | 122,819 | 123,856 | 111,190 | 48,820 | 111,190 | 117,830 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 221 Phones and Communications | 495 | 799 | 1,000 | 129 | 700 | 900 |
| 270 Background Checks | 5,264 | 3,465 | 6,000 | 182 | 4,200 | 1,400 |
| 290 Other Contractual Services | 7,123 | 2,895 | 9,400 | 2,269 | 9,400 | 9,400 |
| 310 Office Supplies | 1,186 | 724 | 4,000 | 1,053 | 4,000 | 3,000 |
| 320 Publication/Printing Fees | 1,257 | 918 | 1,500 | 183 | 1,500 | 2,000 |
| 321 Dues and Subscriptions | 490 | 535 | 800 | 515 | 700 | 1,400 |
| 330 Conferences and Training | 911 | 2,227 | 3,200 | 494 | 3,200 | 3,500 |
| 346 Small Equipment | 5,706 | - | - | - | - | - |
| 390 Miscellaneous Expense | - | 258 | 300 | 46 | 300 | 300 |
| TOTAL OPERATIONS AND MAINT | 22,432 | 11,821 | 26,200 | 4,871 | 24,000 | 21,900 |
| DEPARTMENT TOTAL | 145,251 | 135,677 | 137,390 | 53,691 | 135,190 | 139,730 |

Department/Account: CLERK (51420)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 110 | Salaries and Wages Salaries to include Deputy Clerk and Administrative Clerk. | 77,490 | 84,140 |
| 270 | Background Checks Department of Justice charges. | 6,000 | 1,400 |
| 290 | Contractual Services Annual maintenance fees for code recodification through General Code Corporation. | 9,400 | 9,400 |
| 310 | Office Supplies | 4,000 | 3,000 |
| 320 | Publication Liquor license and miscellaneous. | 1,500 | 2,000 |
| 321 | Dues and Subscriptions Annual dues for Wisconsin Municipal Clerks Association (WMCA) and International Institute of Municipal Clerks (IIMC) to include Deputy Clerk and Administrative Clerk. Includes certification fees. | 800 | 1,400 |
| 330 | Conference and Training Municipal Clerk's conference; Wis-Line training; District meetings (3); certification classes. | 3,200 | 3,500 |

DEPARTMENT/ACCOUNT:
ELECTIONS (51440)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 12,364 | 49,101 | 17,680 | 10,968 | 11,370 | 56,020 |
| 111 Overtime | 249 | 1,005 | 370 | 237 | 370 | 1,440 |
| 130 Fringe Benefits | 232 | 2,296 | 1,150 | 614 | 1,150 | 2,960 |
| TOTAL PERSONNEL | 12,845 | 52,402 | 19,200 | 11,819 | 12,890 | 60,420 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Other Contractual Services | 1,437 | 3,750 | 4,920 | 3,820 | 4,370 | 4,920 |
| 310 Office Supplies | 937 | 1,174 | 1,000 | 25 | 1,000 | 1,000 |
| 311 Postage | 1,192 | 2,063 | 3,000 | 1,576 | 2,000 | 5,000 |
| 320 Publication/Printing Fees | 2,826 | 3,098 | 3,000 | 1,676 | 2,000 | 5,000 |
| 346 Hand Tools/Small Equipment | - | - | 700 | - | 700 | 700 |
| 351 Allocated Vehicle Maintenance | 25 | 221 | - | 38 | 40 | 306 |
| 390 Miscellaneous Expense | 183 | 1,263 | 500 | - | 300 | 500 |
| TOTAL OPERATIONS AND MAINT | 6,600 | 11,569 | 13,120 | 7,135 | 10,410 | 17,426 |
| DEPARTMENT TOTAL | 19,445 | 63,971 | 32,320 | 18,954 | 23,300 | 77,846 |

Department/Account: ELECTION (51440)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 110 | Salaries and Wages Includes the following anticipated salaries: Mandatory training for Poll Workers; Chief Inspector recertification; Poll Workers for four elections in 2016; Special Voting Deputies for shut-ins; in office absentee voting assistance. | 17,680 | 56,020 |
| 290 | Contractual Services Election machine maintenance agreements/battery replacement. | 4,920 | 4,920 |
| 310 | Office Supplies Supplies used at polling locations. | 1,000 | 1,000 |
| 311 | Postage Mailing of absentee ballots and voter notices. | 3,000 | 5,000 |
| 320 | Printing and Publication Publications, ballots, machine coding. | 3,000 | 5,000 |
| 390 | Miscellaneous | 500 | 500 |

Finance/Treasurer

Mission Statement

To effectively and efficiently account for the Town's financial resources, and to provide financial support to all Town Departments.

Operational Overview

Finance/Treasurer Department is responsible for the accounting and financial operations for the Town, which include: accounts receivable, cash receipting, payroll, general ledger account reconciliation, working with Town auditors, investments, tax collection, dog licenses and financial forecasting. Finance plays a key role in assisting the Administrator and Town Board with the annual budget preparation.

2016 Department Goals and Objectives

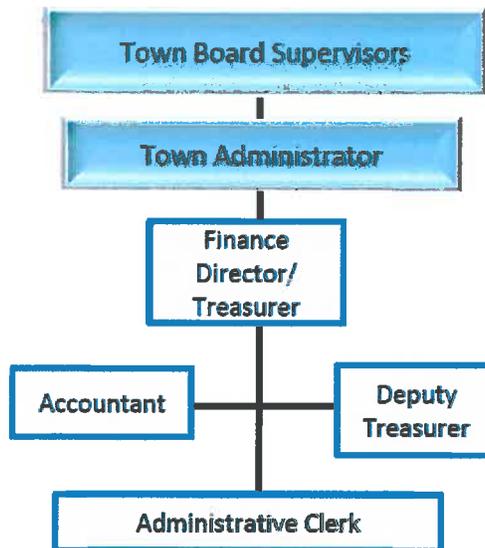
- Develop the annual budget with oversight from the Town Administrator and Town Board to ensure the delivery of a balanced budget.
- Supervise the collection of the tax roll, and perform all duties relating to taxation required of the Town Treasurer.
- Continue working on implementation of the new Clarity financial software, including additional modules.

- Continue implementation of Civic special assessment program.
- Review the investments of Town funds, and meet with the investment committee on how to maximize the interest earnings.
- Invest Town funds in accordance with the Town's investment policy.
- Deposit the funds of the Town in the public depositories designated by the Town Board.
- Work with Town personnel to find ways to improve current procedures - find procedural changes to help with proficiency and proper segregation of duties.
- Receive and take charge of all money belonging to the Town, and disburse appropriately.
- Continue employee cross training for efficient departmental operations.

2016 Budget Highlights

- In 2015 the Town added the Accountant position to the department which causes the increase in salary expense.

Organizational Chart



Finance/Treasurer

Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|-----------------------------------|-------------|---------------|-----------------|---------------|-----------------|
| Finance Director/Treasurer | 1.00 | 1.00 | - | 1.00 | \$ 84,090 |
| Accountant | 0.00 | 1.00 | - | 1.00 | \$ 51,871 |
| Account Clerk II/Deputy Treasurer | 1.00 | 1.00 | - | 1.00 | \$ 52,064 |
| Administrative Clerk | 0.75 | 0.75 | - | 0.75 | \$ 23,260 |
| Total | 2.75 | 3.75 | - | 3.75 | |

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 4,839 | 7,148 | 126,440 | 57,768 | 140,000 | 181,790 |
| 111 Overtime | 143 | - | 1,860 | - | 1,000 | 930 |
| 130 Fringe Benefits | 875 | 1,402 | 54,030 | 23,044 | 60,000 | 66,870 |
| TOTAL PERSONNEL | 5,857 | 8,550 | 182,330 | 80,812 | 201,000 | 249,590 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 9,718 | 6,974 | 10,000 | 10,181 | 12,000 | 10,900 |
| 221 Phones and Communication | - | - | - | - | - | 875 |
| 290 Other Contractual Services | 650 | - | 500 | 600 | 600 | 600 |
| 310 Office Supplies | - | - | 500 | 29 | 1,000 | 2,000 |
| 311 Postage | - | 40 | 5,000 | 1,119 | 2,500 | 2,500 |
| 320 Publication/Printing Fees | - | 207 | - | - | - | - |
| 321 Dues and Subscriptions | 200 | 165 | 450 | 180 | 400 | 650 |
| 330 Conferences and Training | 1,031 | 767 | 1,500 | 1,491 | 2,400 | 3,000 |
| 390 Miscellaneous Expense | 478 | 371 | 200 | 344 | 350 | 250 |
| TOTAL OPERATIONS AND MAINT | 12,077 | 8,524 | 18,150 | 13,944 | 19,250 | 20,775 |
| DEPARTMENT TOTAL | 17,934 | 17,074 | 200,480 | 94,756 | 220,250 | 270,365 |

Department/Account: FINANCE/TREASURER (51501)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 110 | Salaries and Wages This line item increased for 2016 due to the addition of an Accountant during 2015. | 126,440 | 181,790 |
| 210 | Professional Services This is based on the average cost of the audit for the past three years. (\$10,000) Contract with Schenck for Affordable Care Act reporting compliance. (\$900) | 10,000 | 10,900 |
| 290 | Contractual Services Tax software update. | 500 | 600 |
| 310 | Office Supplies Increase due to each department purchasing their own letterhead, envelopes and business cards. | 500 | 2,000 |
| 311 | Postage In 2015 postage cost was moved from General Admin to coincide with the finance salaries being moved. | 5,000 | 2,500 |
| 321 | Dues and Subscriptions Dues for Wisconsin Government Finance Officers Association (WGFOA), Wisconsin Institute of Certified Public Accountants (WICPA), and Municipal Treasurers Association of Wisconsin (MTAW). | 450 | 650 |
| 330 | Conferences and Training Clerk and Treasurers Institute (\$500) MTAW – Spring and Fall workshops (\$900) WGFOA Conference and workshops (\$500) Civic Symposium (\$600) Human Resources and/or Payroll Training (\$500) | 1,500 | 3,000 |

DEPARTMENT/ACCOUNT:
ERRONEOUS TAXES AND REFUNDS (51910)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 390 Erroneous Taxes | 77,543 | 67,246 | 60,000 | 22,708 | 35,000 | 30,000 |
| TOTAL OPERATIONS AND MAINT | 77,543 | 67,246 | 60,000 | 22,708 | 35,000 | 30,000 |
| DEPARTMENT TOTAL | 77,543 | 67,246 | 60,000 | 22,708 | 35,000 | 30,000 |

Department/Account: ERRONEOUS TAXES AND REFUNDS (51910)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 390 | Taxes - Refunds and Uncollectables Uncollectable personal property taxes that are written off, whether it is from an assessor error, or sending them to collection agency for inability to collect. This account is partially offset by 41900 Rescinded or Refunded Taxes. | 60,000 | 30,000 |

Municipal Complex

Mission Statement

Provide care and upkeep, renovation and replacement, and operation and maintenance services in accordance to industry standards for the buildings and structures it maintains. This division manages the capital projects related to the Town Hall campus, and any facility renovation and replacement on the campus.

Operational Overview

The Municipal Complex Division is responsible for the maintenance and improvement of the Town Hall complex and grounds. This Division also reviews potential upgrades to mechanical and electrical systems to improve the energy efficiency of the buildings and parking lots and spatial modifications for more efficient employee work spaces and public areas.

2016 Department Goals and Objectives

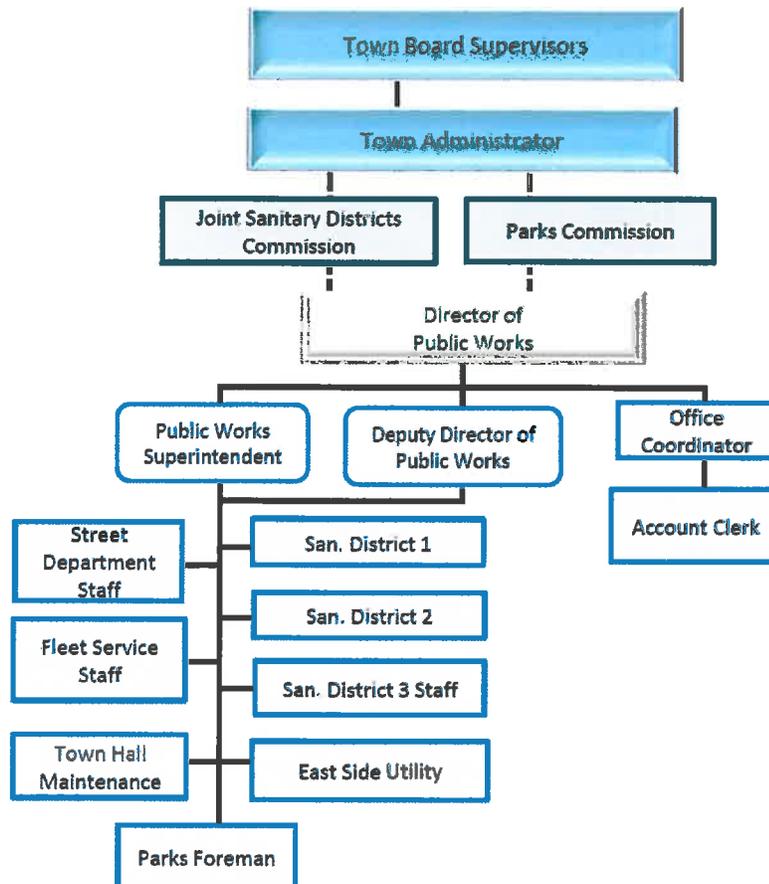
- Develop and implement on-going maintenance and upkeep plan for the interior spaces of the Town Hall building.
- Provide additional cold storage for seasonal Public Works, Parks and Utility equipment and vehicles.

- Review existing Town Hall campus landscaping, trees and turf areas to maintain and augment existing plantings to provide a pleasant and inviting area for public use.

2016 Budget Highlights

- Repair existing retaining walls on the north and south sides of the Town Hall building.
- Replace the roof on the salt storage facility.
- Construct a new cold storage building to store Public Works, parks and utility vehicles and equipment.
- Continue the interior painting program started in 2015. The Public Works, Community Development, Courts, and Administration areas are proposed to be painted in 2016.
- Upgrade audio and video presentation equipment in the Town Board Room and Community Room.
- Expand the current building security and surveillance system with several additional cameras.
- Add building mounted and post mounted exterior signage to the Town Hall, Police Department, and entrance road system.

Organizational Chart



Municipal Complex

Full Time Equivalent

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---------------------------------|-------------|---------------|-----------------|---------------|----------------------|
| Deputy Director of Public Works | 0.00 | 0.00 | 0.12 | 0.12 | \$ 9,150 |
| Public Works Superintendent | 0.00 | 0.00 | 0.03 | 0.03 | \$ 3,094 |
| Parks Foreman | 0.00 | 0.00 | 0.07 | 0.07 | \$ 3,672 |
| Equipment Operator | 0.00 | 0.00 | 0.29 | 0.29 | \$ 12,485 |
| Laborer | 0.00 | 0.00 | 0.10 | 0.10 | \$ 3,413 |
| Operator - Part-time | 0.00 | 0.00 | 0.10 | 0.10 | \$ 18.48/hour |
| Laborer - Part-time | 0.00 | 0.00 | 0.03 | 0.03 | \$14.75-\$15.31/hour |
| Total | 0.00 | 0.00 | 0.52 | 0.52 | |

DEPARTMENT/ACCOUNT:
MUNICIPAL COMPLEX (51600)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 34,127 | 41,902 | 18,500 | 8,919 | 18,500 | 35,910 |
| 111 Overtime | - | 36 | - | 533 | 1,000 | 1,140 |
| 130 Fringe Benefits | 5,894 | 7,011 | 6,170 | 4,331 | 6,170 | 14,460 |
| TOTAL PERSONNEL | 40,021 | 48,949 | 24,670 | 13,783 | 25,670 | 51,510 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 220 Utilities | 134,764 | 180,273 | 152,450 | 49,720 | 151,600 | 158,250 |
| 290 Other Contractual Services | 30,224 | 33,922 | 50,925 | 35,471 | 50,925 | 58,595 |
| 360 Building Maintenance | 47,697 | 58,981 | 41,100 | 7,594 | 41,100 | 64,050 |
| 390 Miscellaneous | 537 | 42 | - | 151 | 151 | 900 |
| TOTAL OPERATIONS AND MAINT | 213,222 | 273,218 | 244,475 | 92,936 | 243,776 | 281,795 |
| DEPARTMENT TOTAL | 253,243 | 322,167 | 269,145 | 106,719 | 269,446 | 333,305 |

Department/Account: MUNICIPAL COMPLEX (51600)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 220 | <p>Utilities Amount shown reflects a 0.92% increase in electric cost and a 3.2% increase in natural gas cost for 2016. We Energies Electric and Gas. (\$147,250) Water, Sewer and Storm. (\$11,000)</p> | 152,450 | 158,250 |
| 290 | <p>Contractual Services Janitorial services, floor maintenance and carpet cleaning at the Town Hall. (\$25,000) Floor mat. (\$3,600) Fire alarm monitoring and testing. (\$700) Annual Fire Sprinkler Inspection. (\$525) Fire extinguishers maintenance and testing. (\$220) Lawn fertilizer and herbicide for Town Hall and Grand Chute Boulevard. (\$1,860) Landscape maintenance at Town Hall. (\$6,520) Window cleaning Town Hall (semi-annually). (\$1,150) Garage door preventative maintenance and repairs. (\$2,720) Generator preventative maintenance. (\$500) Elevator maintenance. (\$2,000) Elevator inspections and permits. (\$300) HVAC system maintenance. (\$13,500)</p> | 50,925 | 58,595 |
| 360 | <p>Building Repair and Maintenance Interior painting and wall repair. (\$14,000) Plumbing and electrical repairs. (\$5,000) Tree replacement. (\$2,500) Paper. (\$1,950) Cleaning Supplies. (\$600) New roof on the Salt Shed. (\$8,000) Retaining wall reconstruction. (\$32,000)</p> | 41,100 | 64,050 |

Mission Statement

To enhance the overall quality of life, reduce the fear of crime, and ensure a peaceful, safe environment for all members of our community.

We will fulfill this mission by collaborating with community members to identify and creatively solve problems, seeking voluntary compliance with the law through education and enforcement efforts, and thoroughly investigating criminal acts to hold perpetrators accountable and provide relief for victims.

Operational Overview

The Police Department provides full 24-hour police services to the 21,909 residents of the Town. It also services the "daytime population" of our community, estimated to be over 70,000. This includes about 20,000 people who work within the Town (of which 10,000 are residents), over 40,000 daily visitors to a regional commercial shopping and entertainment district, students of a regional technical college, and patrons of our hotels and motels.

Administration: The administrative function of the organization encompasses directing, coordinating, and staffing all department activities in an efficient and effective manner; managing the fiscal affairs of the department; and maintaining the integrity of the organization through the promulgation and enforcement of policies, rules, and regulations.

Field Operations Division: The Field Operations Division of the department is responsible for delivering front line police services and represents the highly visible, uniformed presence in the community.

Technical Operations Division: Technical Operations Division of the department is responsible for providing specialized investigative and administrative support to the organization.

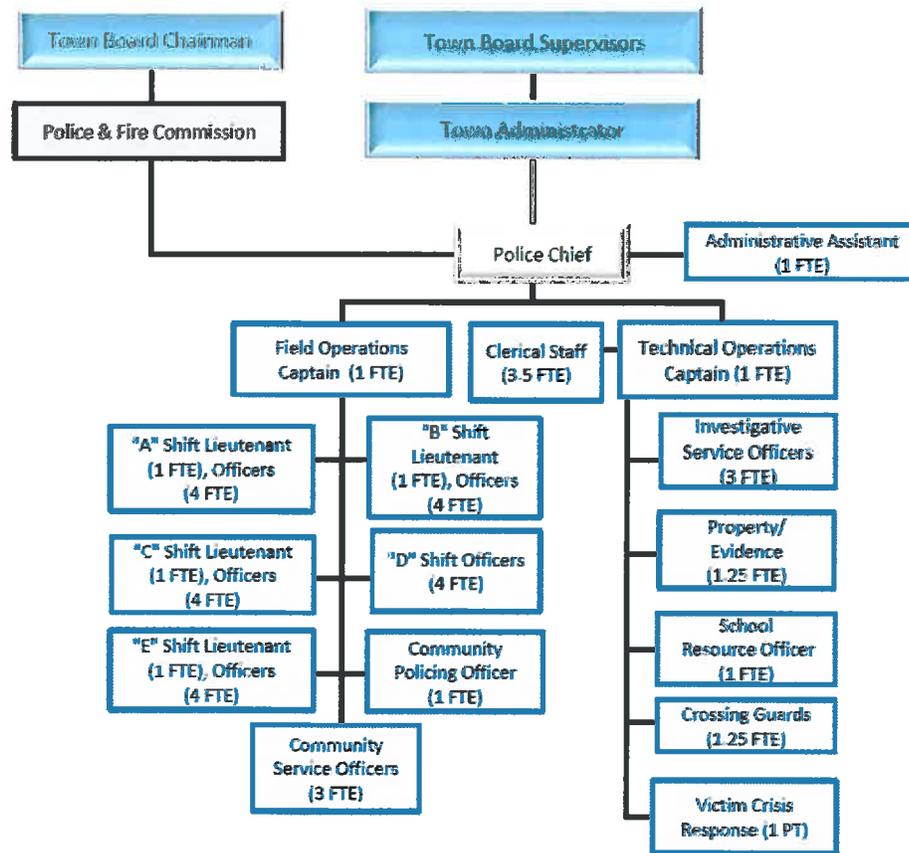
Animal Control: The animal control function of the organization is a subset of the Field Operations Division responsible for the investigation of animal related incidents and resolution of lost, stray, and nuisance animal issues.

2016 Department Goals and Objectives

- Fully implement the code enforcement program developed in 2015. This program is designed to increase officer awareness of various code enforcement opportunities that can be acted upon while performing patrol functions.
- Accomplish reaccreditation with the Wisconsin Law Enforcement Accreditation Group.
- Fully develop, and maximize the potential of, the police department section of the new Town website.
- Implement organizational changes brought about by the conclusion of labor negotiations between the Town and the GCPA for 2016.
- Expand the Dragon dictation software program from eight trial users to full department implementation and conduct a workload assessment to quantify the efficiencies realized as a result of full implementation.
- Reconfigure the patrol schedule to accommodate five different shift start times to better distribute patrol resources across a 24-hour period.
- Appoint a community police officer to direct our community problem solving efforts. This has been a goal since 2014 that we have been unable to achieve with existing staff.

Police

Organizational Chart



Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---|--------------|---------------|-----------------|---------------|-----------------|
| Police Chief | 1.00 | 1.00 | - | 1.00 | \$ 104,100 |
| Captain | 2.00 | 2.00 | - | 2.00 | \$ 82,840 |
| Lieutenant | 4.00 | 4.00 | - | 4.00 | \$ 80,130 |
| Corporal | 1.00 | 1.00 | (1.00) | 0.00 | \$ - |
| Police Officer | 22.00 | 23.00 | 1.00 | 24.00 | \$ 61,320 |
| Community Policing Officer | 0.00 | 0.00 | 1.00 | 1.00 | \$ 54,843 |
| Community Service Officer | 3.00 | 3.00 | - | 3.00 | \$ 11.79/hour |
| Crossing Guard | 1.25 | 1.25 | - | 1.25 | \$ 11.98/hour |
| Administrative Assistant | 1.00 | 1.00 | - | 1.00 | \$ 48,040 |
| Police Secretary | 3.50 | 3.50 | - | 3.50 | \$ 40,510 |
| Evidence Technician | 1.25 | 1.25 | - | 1.25 | \$ 44,100 |
| Victim Crisis Response Coordinator (Grant Funded) | 1.00 | 1.00 | - | 1.00 | \$ 33,120 |
| Total | 41.00 | 42.00 | 1.00 | 43.00 | |

Police

Performance Measures

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|--|-------------|-------------|----------------|---------------|
| Monthly Reports of Department Activity to Board and Commission | 12 | 12 | 12 | 12 |
| Part I Crime Clearance Rate by Arrests | 62% | 55% | 56% | 60% |
| Number of Officer Initiated Activity (citations, summonses, citizen contacts, parking citations, warrants) | 7,848 | 7,090 | 7,546 | 7,800 |
| Ordinance Compliance Checks (underage alcohol, escort, licensed premises inspections, etc) | 6 | 6 | 6 | 6 |
| Community Outreach Activities (neighborhood watch, school talks, safety days, career fairs, etc) | 30 | 21 | 27 | 25 |

DEPARTMENT/ACCOUNT:
POLICE SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| POLICE-FIELD OPERATIONS (52100) | | | | | | |
| PERSONNEL | 2,529,828 | 2,396,292 | 2,568,721 | 1,090,272 | 2,596,850 | 2,621,051 |
| OPERATIONS AND MAINTENANCE | 218,645 | 194,714 | 192,786 | 86,221 | 170,160 | 203,235 |
| CAPITAL OUTLAY | 121,943 | 150,291 | 124,369 | 121,474 | 121,474 | 175,954 |
| TOTAL ACCOUNT | 2,870,416 | 2,741,297 | 2,885,876 | 1,297,967 | 2,888,484 | 3,000,240 |
| POLICE-ADMINISTRATION (52110) | | | | | | |
| PERSONNEL | 388,186 | 385,232 | 403,870 | 192,504 | 403,790 | 424,800 |
| OPERATIONS AND MAINTENANCE | 62,617 | 62,612 | 81,975 | 41,140 | 78,015 | 104,383 |
| TOTAL ACCOUNT | 450,803 | 447,844 | 485,845 | 233,644 | 481,805 | 529,183 |
| POLICE-TECHNICAL OPERATIONS (52120) | | | | | | |
| PERSONNEL | 534,483 | 572,754 | 609,020 | 260,149 | 597,560 | 647,936 |
| OPERATIONS AND MAINTENANCE | 55,373 | 56,906 | 50,701 | 17,894 | 45,520 | 50,664 |
| CAPITAL OUTLAY | 18,725 | - | 18,700 | 18,725 | 18,725 | - |
| TOTAL ACCOUNT | 608,581 | 629,660 | 678,421 | 296,768 | 661,805 | 698,600 |
| OTHER ACCOUNTS (54100) | | | | | | |
| ANIMAL CONTROL | 6,205 | 4,743 | 6,200 | 1,096 | 2,500 | 5,000 |
| TOTAL ACCOUNT | 6,205 | 4,743 | 6,200 | 1,096 | 2,500 | 5,000 |
| ALL ACCOUNTS - TOTAL | | | | | | |
| PERSONNEL | 3,452,497 | 3,354,278 | 3,581,611 | 1,542,925 | 3,598,200 | 3,693,787 |
| OPERATIONS AND MAINTENANCE | 336,635 | 314,232 | 325,462 | 145,255 | 293,695 | 358,282 |
| CAPITAL OUTLAY | 140,668 | 150,291 | 143,069 | 140,199 | 140,199 | 175,954 |
| OTHER ACCOUNTS | 6,205 | 4,743 | 6,200 | 1,096 | 2,500 | 5,000 |
| TOTAL DEPARTMENT | 3,936,005 | 3,823,544 | 4,056,342 | 1,829,475 | 4,034,594 | 4,233,023 |

REVENUES

| | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| INTERGOVERNMENTAL REVENUE | | | | | | |
| 43211 Federal Grant | 3,758 | 8,444 | 47,169 | 14,082 | 47,169 | 56,118 |
| 43521 State Aid - Police | 41,248 | 11,947 | 4,300 | 3,200 | 3,200 | 3,840 |
| 47321 School Liason Reimbursement | 18,825 | 9,787 | 20,361 | 10,180 | 20,361 | 21,175 |
| FINES, FORFEITURES, AND PENALTIES | | | | | | |
| 45100 Court Penalties and Costs | 397,205 | 383,790 | 390,000 | 270,004 | 400,000 | 420,000 |
| 45101 Parking Tickets | 19,885 | 18,854 | 20,000 | 11,881 | 20,000 | 22,500 |
| 45221 Judgement and Damages | 4,429 | 3,951 | 2,500 | 2,595 | 2,700 | 2,500 |
| PUBLIC CHARGES FOR SERVICES | | | | | | |
| 46210 Fees - Copies | 9,861 | 6,934 | 8,000 | 1,925 | 5,500 | 6,500 |
| 46211 Fees - Fingerprinting | 6,829 | 5,020 | 5,000 | 2,680 | 5,500 | 5,500 |
| 46212 Contracted Services | 13,115 | 15,353 | 13,000 | 15,416 | 18,000 | 14,000 |
| 46213 Abandon Vehicles | 4,555 | 2,394 | 4,000 | 2,514 | 4,000 | 4,000 |
| 46214 False Alarms | 19,876 | 20,183 | 27,000 | 16,571 | 27,000 | 27,000 |
| MISCELLANEOUS REVENUE | | | | | | |
| 48301 Sale of Police Equipment | 21,542 | 58,436 | 24,000 | 25,786 | 25,768 | 28,000 |
| 48420 Police - Insurance Recovery | 18,331 | 7,006 | 5,000 | 15,332 | 15,332 | 5,000 |
| 48501 Donations-Crime Prevention | 1,880 | 260 | 1,000 | - | 1,000 | 1,000 |
| 48800 Police Unclaimed Property | - | - | - | 2,113 | 2,113 | 500 |
| 48900 Police Reimbursements | 10,042 | 3,365 | 500 | - | - | - |
| TOTAL REVENUES | 591,381 | 555,724 | 571,830 | 394,279 | 597,643 | 617,633 |

DEPARTMENT/ACCOUNT:
POLICE-FIELD OPERATIONS (52100)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 1,499,240 | 1,535,675 | 1,691,580 | 710,344 | 1,691,580 | 1,764,650 |
| 111 Overtime/Call In | 220,417 | 166,644 | 140,330 | 90,658 | 176,000 | 169,800 |
| 120 Career Development | - | 8,500 | 7,841 | - | 2,300 | 6,167 |
| 130 Fringe Benefits | 790,624 | 679,313 | 709,220 | 285,325 | 709,220 | 659,210 |
| 150 Education Premium | 7,500 | - | 6,000 | - | 4,000 | 8,000 |
| 195 Clothing Allowance | 12,047 | 6,160 | 13,750 | 3,945 | 13,750 | 13,224 |
| TOTAL PERSONNEL | 2,529,828 | 2,396,292 | 2,568,721 | 1,090,272 | 2,596,850 | 2,621,051 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 778 | 3,265 | - | - | - | 2,700 |
| 290 Contractual Services | 877 | 1,687 | 1,650 | 588 | 1,650 | 1,682 |
| 291 Uniforms | 12,829 | 15,167 | 7,972 | 9,869 | 10,500 | 13,127 |
| 320 Publication/Printing Fees | 335 | 500 | 650 | - | 650 | 1,810 |
| 321 Dues and Subscriptions | 45 | - | 285 | 65 | 210 | 220 |
| 325 Crime Prevention Fund | 5,001 | 2,436 | 2,100 | 148 | 2,000 | 2,100 |
| 330 Conference and Training | 9,663 | 9,023 | 9,550 | 6,123 | 9,550 | 10,680 |
| 340 Operating Supplies | 11,531 | 10,467 | 10,212 | 8,648 | 10,000 | 9,952 |
| 341 Drug and Alcohol Testing | 6,656 | 6,499 | 6,000 | 841 | 5,500 | 6,000 |
| 344 Gas, Oil and Other Supplies | 93,180 | 71,731 | 93,600 | 28,383 | 70,000 | 64,415 |
| 346 Operating Equipment | 11,104 | 13,214 | 14,517 | 8,398 | 14,500 | 44,799 |
| 350 Vehicle Maintenance | 17,060 | 6,318 | 2,500 | 1,695 | 2,500 | 2,500 |
| 351 Allocated Vehicle Maintenance | 43,896 | 49,073 | 39,500 | 19,614 | 39,500 | 39,500 |
| 380 Equipment Maintenance | 5,259 | 4,821 | 3,500 | 1,612 | 3,000 | 3,000 |
| 390 Miscellaneous Expenses | 431 | 513 | 750 | 237 | 600 | 750 |
| TOTAL OPERATIONS AND MAINT | 218,645 | 194,714 | 192,786 | 86,221 | 170,160 | 203,235 |
| CAPITAL OUTLAY | | | | | | |
| 810 Capital Equipment | 3,610 | 30,461 | 16,610 | 16,592 | 16,592 | - |
| 811 Capital Equipment - Vehicles | 118,333 | 119,829 | 107,759 | 104,882 | 104,882 | 175,954 |
| TOTAL CAPITAL OUTLAY | 121,943 | 150,291 | 124,369 | 121,474 | 121,474 | 175,954 |
| DEPARTMENT TOTAL | 2,870,416 | 2,741,297 | 2,885,876 | 1,297,967 | 2,888,484 | 3,000,240 |

Department/Account: POLICE - FIELD OPERATIONS (52100)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 210 | <p>Professional Services 2016 will be the first year costs associated with maintenance, recertification, and veterinary services for the K-9 are included in the operating budget, as funds raised during the K-9 startup have been exhausted.</p> | - | 2,700 |
| 290 | <p>Contractual Services This account covers the maintenance agreement for our patrol scheduling software and a monthly fee for a smart phone app designed to alert the K-9 officer when the temperature in the K-9 vehicle reaches dangerous levels.</p> | 1,650 | 1,682 |
| 291 | <p>Uniforms The Collective Bargaining Agreement requires the town provide each officer with body armor. Based on the current replacement schedule, five vests are due for replacement in 2016 and one additional vest will be needed to equip a newly hired officer. Additionally, this account covers CSO uniforms and uniforms for newly hired officers. The account increased over 2015 for the purpose of buying three additional sets of tactical body armor for supervisory personnel, as they were not included in our initial purchase last year.</p> | 7,972 | 13,127 |
| 320 | <p>Publication and Printing This account covers printing costs associated with new business cards. It has been increased to cover officer business cards, which have previously been covered in assorted accounts.</p> | 650 | 1,810 |
| 321 | <p>Dues and Subscriptions This fund covers membership in various professional organizations for the Field Operations Commander and various other memberships for other members of the unit. Examples include the Wisconsin Chiefs of Police Association, the Wisconsin Association for Identification, and the North American Police Work Dog Association.</p> | 285 | 220 |
| 325 | <p>Crime Prevention This account funds various items/programs, such as baseball/football cards to distribute to youth, traffic safety and public education materials, Neighborhood Watch materials, and items for our volunteer program. We also purchase child identification DNA kits to utilize during safety events.</p> | 2,100 | 2,100 |

Department/Account: POLICE - FIELD OPERATIONS (52100)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 330 | <p>Conference and Training Each officer is required to attend 24 hours of in-service training annually. GCPD conducts a significant amount of this training internally, but a portion of the budgeted amount is to compensate outside/independent instructors who have an expertise in a certain area that internal instructors do not. The account is also used for recertification training for our Unified Tactics Instructors, specialized training needs of individual officers, continuing training for supervisors or other specialized training identified by the department as necessary to meet operational needs. This account has increased for 2016, due largely to our decision to begin utilizing the training facilities at the new FVTC Public Training Center, as well as the need to begin developing the skill level of our large cadre of new officers.</p> | 9,550 | 10,680 |
| 340 | <p>Operating Supplies This account is primarily used to replace supplies we use throughout the year. The account covers the cost of ammunition, firearms training supplies and miscellaneous items used by officers to effectively operate in the field.</p> | 10,212 | 9,952 |
| 341 | <p>Drug, Alcohol, and Other Testing This account is used for hospital blood draws to show evidence of persons operating a motor vehicle with a prohibited alcohol concentration.</p> | 6,000 | 6,000 |
| 344 | <p>Gas, Oil, and Other Supplies This account funds vehicle fuel and related supplies. The 2016 figure has been reduced, as the fuel cost projection for 2016 has decreased by \$1.11 per gallon (from \$3.56 to \$2.45).</p> | 93,600 | 64,415 |

Department/Account: POLICE - FIELD OPERATIONS (52100)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 346 | <p>Operating Equipment This account is primarily used to replace equipment utilized for day to day patrol operations; e.g., Tasers and AEDs. This account reflects a substantial increase for 2016, for three main reasons. First, we are entering into a lease agreement for body cameras that will ensure officers always have the most current camera technology and that defective cameras are always replaced with new equipment. Next, we are replacing all of our outdated Tasers with sufficient units to ensure each officer is issued a Taser. Finally, we are including a second portable speed board. This board is capable of being mounted to a sign post, enabling it to be used in areas that can't accommodate our speed trailer.</p> | 14,517 | 44,799 |
| 350 | <p>Vehicle Maintenance (External) This account is primarily utilized for outsourced vehicle maintenance not covered under warranty.</p> | 2,500 | 2,500 |
| 351 | <p>Allocated Vehicle Maintenance (Internal) This account is primarily utilized for maintenance and service provided by Grand Chute mechanics. This account covers oil changes, tire replacement and any other service not covered under a vehicle warranty agreement.</p> | 39,500 | 39,500 |
| 380 | <p>Equipment Maintenance This account is utilized for costs associated with routine maintenance of our patrol equipment. Because service issues are difficult to predict, an average is calculated over the last several years to identify our budget numbers.</p> | 3,500 | 3,000 |
| 390 | <p>Miscellaneous Expense This account is used for unanticipated operational expenses that arise during the year.</p> | 750 | 750 |
| 810 | <p>Capital Outlay</p> | 16,610 | - |
| 811 | <p>Capital Outlay - Vehicles This request includes the replacement of two marked Dodge Charger police vehicles and one marked Chevy Tahoe supervisor vehicle, consistent with our vehicle replacement schedule. This also includes the increasing the size of the marked police fleet by one vehicle.</p> | 107,759 | 175,954 |

Department/Account: POLICE - FIELD OPERATIONS (52100)

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|-------------|-------------|-------------|
|------|-------------|-------------|-------------|

The overall cost of a regular patrol vehicle is broken down as follows:
(\$37,193)

- Squad (w/ up-fitting) - state bid adjusted for inflation (\$26,040)
- Light bar (\$2,000)
- Rifle/shotgun rack with locks (Transfer)
- Siren/switch box (Transfer)
- Radio console (Transfer)
- MDC mount (Transfer)
- Partition (Transfer)
- Transport seat (Transfer)
- Interior lights (\$400)
- Traffic advisor lights (\$600)
- Graphics (\$500)
- In-car camera system (Panasonic Arbitrator) (\$5,653)
- Window bars (Transfer)
- Vehicle setup (\$2,000)

The overall cost of the supervisor patrol vehicle is broken down as follows: (\$47,813)

- Squad (w/ up-fitting) - state bid adjusted for inflation (\$38,810)
- Light bar (Transfer)
- Rifle/shotgun rack with locks (Transfer)
- Siren/switch box (Transfer)
- Radio console (Transfer)
- MDC mount (Transfer)
- Partition (Transfer)
- Transport seat (Transfer)
- Interior lights (\$400)
- Traffic advisor lights (Transfer)
- Graphics (\$500)
- In-car camera system (Panasonic Arbitrator) (\$5,653)
- Window bars (Transfer)
- Trailer hitch (\$50)
- Preemption (\$400)
- Vehicle setup (\$2,000)

Department/Account: POLICE - FIELD OPERATIONS (52100)

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|---|-------------|-------------|
| | <p>The overall cost of the new patrol vehicle is broken down as follows: (\$53,755)</p> | | |
| | <ul style="list-style-type: none"> • Squad (w/ up-fitting) - state bid adjusted for inflation (\$26,040) • Arbitrator in-squad video recorder (\$5,653) • Light bar (\$2,000) • Rifle/shotgun rack with locks (\$250) • Siren/switch box (\$700) • Radio console (\$400) • MDC mount (\$675) • Directional arrow light stick (\$600) • Radar (\$2,300) • Radar mount (\$150) • Partition (\$800) • Transport seat (\$600) • Interior lights (\$500) • Graphics (\$500) • Window bars (\$250) • Automatic external defibrillator (\$1,400) • Preliminary breath tester (\$460) • Patrol rifle (\$1,400) • Dictaphone (\$500) • Road spikes (\$500) • Traffic cones (\$210) • Patrol evidence camera (\$280) • Miscellaneous equipment (\$150) • Vehicle setup (\$2,150) • Mobile data computer and licenses (\$5,287) | | |

DEPARTMENT/ACCOUNT:
POLICE-ADMINISTRATION (52110)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 276,483 | 280,277 | 286,070 | 139,915 | 286,070 | 290,160 |
| 111 Overtime | 250 | 441 | 730 | 210 | 1,750 | 1,340 |
| 121 Commissioners | 2,666 | 3,384 | 3,600 | 990 | 2,500 | 3,600 |
| 130 Fringe Benefits | 108,787 | 101,130 | 113,470 | 51,389 | 113,470 | 129,700 |
| TOTAL PERSONNEL | 388,186 | 385,232 | 403,870 | 192,504 | 403,790 | 424,800 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 8,952 | 10,226 | 6,750 | 940 | 4,900 | 5,700 |
| 221 Phone and Communications | 28,367 | 26,360 | 30,000 | 19,571 | 32,000 | 31,500 |
| 290 Other Contractual Services | 8,533 | 6,623 | 22,300 | 13,145 | 22,300 | 44,308 |
| 310 Office Supplies | 8,437 | 7,296 | 7,500 | 3,000 | 7,000 | 7,500 |
| 311 Postage | 3,571 | 3,228 | 3,300 | 1,469 | 2,700 | 3,000 |
| 320 Publication/Printing Fees | 1,061 | 2,040 | 2,000 | - | 2,000 | 2,000 |
| 321 Dues and Subscriptions | 1,063 | 1,585 | 1,200 | 700 | 700 | 900 |
| 330 Conferences and Training | 905 | 1,625 | 4,500 | 308 | 3,400 | 4,000 |
| 340 Operating Supplies | 119 | 152 | 225 | - | 100 | 225 |
| 341 Drug and Alcohol Testing | 308 | 1,387 | 500 | 43 | 100 | 250 |
| 344 Gas, Oil, and Other Supplies | 684 | 1,163 | 1,350 | 414 | 800 | 900 |
| 347 Office Equipment | 589 | 26 | 750 | - | - | 2,200 |
| 350 Vehicle Maintenance | - | 13 | - | - | - | - |
| 351 Allocated Vehicle Maintenance | 363 | 349 | 450 | 1,065 | 1,065 | 750 |
| 380 Equipment Maintenance | (1,158) | - | 400 | - | 200 | 400 |
| 390 Miscellaneous Expense | 823 | 539 | 750 | 485 | 750 | 750 |
| TOTAL OPERATIONS AND MAINT | 62,617 | 62,612 | 81,975 | 41,140 | 78,015 | 104,383 |
| DEPARTMENT TOTAL | 450,803 | 447,844 | 485,845 | 233,644 | 481,805 | 529,183 |

Department/Account: POLICE - ADMINISTRATION (52110)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 210 | <p>Professional Services This account has largely been used to fund various elements of hiring and promotional processes, such as entry level testing, psychological evaluations, polygraph examinations, leadership profiles for supervisory candidates, and medical and drug screens. This account would also fund any fitness for duty examinations or consultation regarding any personnel matters. In addition this account funds translation services required when officers encounter language barriers.</p> | 6,750 | 5,700 |
| 221 | <p>Phone and Communication This account funds all department communication charges. Anticipated expenses include Teletype (TTY) equipment charges, Crime Information Bureau (CIB) record checks, telephone expenses, cellular phone expenses, the user authentication system required by the FBI to access crime data via the mobile data computers, and other communication related expenses.</p> | 30,000 | 31,500 |
| 290 | <p>Contractual Services This account covers the annual service fee for various internet based subscriptions, such as our policy distribution and employee early warning programs, and numerous software maintenance agreements. It also includes our contract for confidential document shredding. This account increases substantially due to the addition of maintenance agreements for our police radios and computer aided dispatch software, as well as the addition of 20 user licenses necessary to take our Dragon dictation program trial to full implementation.</p> <p>Items covered by this account include:</p> <ul style="list-style-type: none"> • Confidential document shredding (\$850) • AV ESET Security for Microsoft Windows Server (\$94) • Deer Creek Policy Distribution and Employee Early Warning System subscription (\$1,200) • Tip 411 (crime tip software – 2-year agreement paid in 2015) • Arbitrator (in-car video system) maintenance agreement (\$3,000) • “Beast” electronic property and evidence database program maintenance agreement (\$1,550) • NetMotion (\$1,182) • Cellebrite cell phone forensic software maintenance agreement (one-half of the full amount is funded by the Fox Valley Metro PD) (\$1,550) | 22,300 | 44,308 |

Department/Account: POLICE - ADMINISTRATION (52110)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| | <ul style="list-style-type: none"> • Speech Exec dictation software and Dragon dictation software maintenance agreement (\$3,550) • dTective (by OceanSystems) forensic video analysis software maintenance agreement (\$1,300) • Leads Online national stolen property recovery database (\$2,150) • 20 user licenses for Dragon dictation software (\$9,800) • RSA Token Software (\$3,282) • Radio maintenance agreement (\$3,600) • P1 computer aided dispatch software maintenance agreement (\$7,600) • Software license for VieVu redaction tool and file transfer protocol (\$3,600) | | |
| 320 | <p>Publication and Printing This account is used for the professional printing of department forms and documents. It would also cover any professionally created advertising, such as recruitment brochures or event announcements.</p> | 2,000 | 2,000 |
| 321 | <p>Dues and Subscriptions This account is largely used to fund membership dues in various professional organizations. These include the Wisconsin Chiefs of Police Association, the International Association of Chiefs of Police, the Police Executive Research Forum, the Wisconsin Police Executive Group, and the FBI National Academy Associates.</p> | 1,200 | 900 |
| 330 | <p>Conference and Training This account funds specialized training for members of the administrative team, as well as professional training and conferences for the Chief of Police, to include the Wisconsin Chiefs of Police Association Conferences, the Police Executive Group meetings, and either the International Association of Chiefs of Police Conference or the Police Executive Research Forum Conference.</p> | 4,500 | 4,000 |
| 344 | <p>Gas, Oil, and Other Supplies This account funds vehicle fuel and related supplies. The 2016 figure has been reduced, as the fuel cost projection for 2016 has decreased by \$1.11 per gallon (from \$3.56 to \$2.45).</p> | 1,350 | 900 |

Department/Account: POLICE - ADMINISTRATION (52110)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 347 | <p>Office Equipment</p> <p>In 2016 we plan to purchase four upright workstations for the clerical staff. We piloted one in 2015 and it was extremely well received by the employee using it. This account is also intended to cover unanticipated equipment needs that may arise.</p> | 750 | 2,200 |
| 351 | <p>Allocate Vehicle Maintenance (Internal)</p> <p>This account funds the maintenance performed on the chief's vehicle. This vehicle was purchased in 2012 and will no longer be under warranty in 2016. As such, the budgeted amount has been increased.</p> | 450 | 750 |

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 334,438 | 369,326 | 388,870 | 173,302 | 388,870 | 433,160 |
| 111 Overtime/Call In | 31,343 | 24,679 | 36,800 | 7,379 | 25,000 | 24,300 |
| 120 Career Development | - | 8,500 | 4,070 | - | 4,070 | 4,316 |
| 130 Fringe Benefits | 163,072 | 167,619 | 172,620 | 78,153 | 172,620 | 179,000 |
| 150 Education Premium | 3,000 | - | 3,500 | - | 4,000 | 4,000 |
| 195 Clothing Allowance | 2,630 | 2,630 | 3,160 | 1,315 | 3,000 | 3,160 |
| TOTAL PERSONNEL | 534,483 | 572,754 | 609,020 | 260,149 | 597,560 | 647,936 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | - | - | 1,060 | 308 | 1,050 | 2,450 |
| 290 Other Contractual Services | 11,010 | 21,673 | 1,800 | 1,390 | 3,000 | 3,000 |
| 291 Uniforms | - | 30 | 100 | - | - | 100 |
| 321 Dues and Subscriptions | 255 | 275 | 1,170 | 1,140 | 1,170 | 1,170 |
| 327 Evidence | 12,909 | 8,463 | 9,700 | 3,036 | 8,850 | 6,900 |
| 330 Conferences and Training | 4,118 | 10,052 | 11,286 | 4,187 | 10,900 | 15,956 |
| 340 Operating Supplies | 3,786 | 1,850 | 4,250 | 934 | 4,050 | 4,250 |
| 344 Gas, Oil, and Other Supplies | 4,905 | 3,754 | 8,010 | 1,713 | 3,800 | 5,513 |
| 346 Operating Equipment | 12,039 | 3,755 | 5,775 | 1,226 | 5,700 | 3,775 |
| 350 Vehicle Maintenance | 139 | 10 | 1,000 | - | 500 | 1,000 |
| 351 Allocated Vehicle Maintenance | 4,617 | 5,875 | 3,900 | 3,613 | 4,000 | 3,900 |
| 380 Equipment Maintenance | 90 | 46 | 150 | - | - | 150 |
| 390 Miscellaneous Expense | 1,505 | 1,123 | 2,500 | 347 | 2,500 | 2,500 |
| TOTAL OPERATIONS AND MAINT | 55,373 | 56,906 | 50,701 | 17,894 | 45,520 | 50,664 |
| CAPITAL OUTLAY | | | | | | |
| 811 Capital Equipment - Vehicles | 18,725 | - | 18,700 | 18,725 | 18,725 | - |
| TOTAL CAPITAL OUTLAY | 18,725 | - | 18,700 | 18,725 | 18,725 | - |
| DEPARTMENT TOTAL | 608,581 | 629,660 | 678,421 | 296,768 | 661,805 | 698,600 |

Department/Account: POLICE - TECHNICAL OPERATIONS (52120)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 210 | <p>Professional Services This account funds services used for conducting personnel background investigations, criminal investigations, and intelligence collection. The increase in this account is attributed to the costs associated with a planned 2016 WILEAG on-site assessment, our first since our original accreditation in 2013.</p> | 1,060 | 2,450 |
| 290 | <p>Contractual Services This account funds towing expenses for abandoned and seized vehicles, and towing expenses have been increasing. Revenue from the sale of abandoned vehicles and reimbursement from restitution offset this account to some extent.</p> | 1,800 | 3,000 |
| 291 | <p>Uniforms This account covers incidental uniform items and uniform maintenance for members of the unit.</p> | 100 | 100 |
| 321 | <p>Dues and Subscriptions This account funds memberships in various organizations, such as the Wisconsin Law Enforcement Accreditation Group, Midwest Organized Crime Information Center, The Wisconsin Association on Identification, Wisconsin Chiefs of Police Association, Wisconsin Association of Women Police, and the Law Enforcement Video Association.</p> | 1,170 | 1,170 |
| 327 | <p>Evidence This account includes equipment and supplies for collecting, packaging, processing, photographing, and storage of evidence, as well as a replacement schedule for camera equipment. This account also covers fees associated with subpoenaing of records in criminal investigations. The reduction in this budgeted amount is due to completion of our storage area remodeling projects and modification of our camera replacement schedule.</p> | 9,700 | 6,900 |

Department/Account: POLICE - TECHNICAL OPERATIONS (52120)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 330 | <p>Conference and Training This account covers specialized training that ensures investigators remain at the technical level necessary to handle complex investigations and remain current on instructor certifications. Training/Conferences are included for clerical staff (CIB conference) and the full-time Property and Evidence Technician/Clerk. The increase in this account is attributed to our desire to have Captain Jaeger attend an executive level training academy, likely the Northwestern University Center for Public Safety - School of Staff and Command.</p> | 11,286 | 15,956 |
| 340 | <p>Operating Supplies This account includes such items as recordable media, replacement hard drives for computer forensic investigations, digital camera memory cards, cell phones/minutes for escort compliance checks, and batteries. This account also covers operating expenses for the Victim Crisis Response Program, which are offset by grant funds.</p> | 4,250 | 4,250 |
| 344 | <p>Gas, Oil, and Other Supplies This account funds vehicle fuel and related supplies. The 2016 figure has been reduced, as the fuel cost projection for 2016 has decreased by \$1.11 per gallon (from \$3.56 to \$2.45).</p> | 8,010 | 5,513 |
| 346 | <p>Operating Equipment This account funds basic equipment necessary for conducting criminal investigations.</p> | 5,775 | 3,775 |
| 350 | <p>Vehicle Maintenance (External) This account is primarily utilized for outsourced vehicle maintenance not covered under warranty.</p> | 1,000 | 1,000 |
| 351 | <p>Allocated Vehicle Maintenance (Internal) This account is primarily utilized for maintenance and service provided by Grand Chute mechanics. This account covers oil changes, tire replacement and any other service not covered under a vehicle warranty agreement.</p> | 3,900 | 3,900 |

Department/Account: POLICE - TECHNICAL OPERATIONS (52120)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 380 | <p>Equipment Maintenance This account is utilized for costs associated with routine maintenance of investigative equipment. Because service issues are difficult to predict, an average is calculated over the last several years to identify our budget numbers. Maintenance agreements cover a majority of costs, so the budgeted amount remains minimal.</p> | 150 | 150 |
| 390 | <p>Miscellaneous Expense This account is used for unanticipated investigative expenses that arise during the year. It also covers recognition/appreciation for VCR volunteers; an expense that will be offset by grant revenue.</p> | 2,500 | 2,500 |
| 811 | <p>Capital Outlay - Vehicles</p> | 18,700 | - |

DEPARTMENT/ACCOUNT:
ANIMAL CONTROL (54100)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 390 Animal Control Expense | 6,205 | 4,743 | 6,200 | 1,096 | 2,500 | 5,000 |
| TOTAL OPERATIONS AND MAINT | 6,205 | 4,743 | 6,200 | 1,096 | 2,500 | 5,000 |
| DEPARTMENT TOTAL | 6,205 | 4,743 | 6,200 | 1,096 | 2,500 | 5,000 |

2016 BUDGET ENHANCEMENT DECISION PACKAGE

DEPARTMENT/ACCOUNT:
POLICE PATROL 52100

FUND:
GENERAL FUND (10)

DESCRIPTION: Increase the size of the marked police fleet.

For reasons explained below, we are seeking to expand the size of our marked patrol fleet by one vehicle.

As part of the 2015 Budget process, authorized staffing within the police department increased by one officer. This position was added to the Field Operations Division, increasing the size of the uniformed patrol staff from 19 to 20 officers. Selection processes have been underway throughout 2015 for the purpose of reaching this new staffing level.

The increased size of the patrol staff will enable us to reconfigure our alternate patrol schedule and add a new shift start time to the day. Doing so will then allow for increased staffing during our busiest period of the day, 10:00 a.m. to 4:00 p.m., once we achieve full strength. We expect to be at full strength in the first quarter of 2016. When this change takes place, our daily staffing between the hours of 10:00 a.m. and 4:00 p.m. will range from a desired minimum of six officers to a potential of nine officers.

Currently, our patrol fleet consists of eight marked police vehicles dedicated to officer use. Since our current staffing configuration allows for a staffing level of five to seven officers from 10:00 a.m. to 4:00 p.m., our fleet of eight marked patrol vehicles has been sufficient to meet our needs, though when vehicles are down for service there are times when there is no surplus. To accommodate the increase in daily staffing in 2016, however, it has become necessary to request a corresponding increase in the size of our marked patrol fleet. As such, we are asking to expand the marked police fleet by one vehicle.

As depicted below in the section entitled Other Expenses/Offsets, the cost of this vehicle is offset, in part, by the elimination of an anticipated 2016 expense, the scheduled replacement of a CSO vehicle. That vehicle was involved in a crash in 2015 and was deemed a total loss. It was replaced in 2015 with funds derived from an insurance settlement and the Town contingency account. Additionally, to further mitigate the cost of this addition in subsequent budget years, we have adjusted the replacement cycle for our unmarked vehicles from seven years to eight years. This change in the replacement schedule will ensure that future budget processes will not reflect an increase in the number of vehicles needed on an annual basis.

PERSONNEL SUMMARY

| Position Title | Type (FT/PT) | # FTEs | Salary | Fringe Benefits 61.86% | OT Hours w/ Fringes 17.96% | Total Cost |
|------------------------|-----------------|--------|--------|------------------------------|----------------------------------|------------|
| | | | | | | |
| TOTAL PERSONNEL | | | | | | |

OTHER EXPENSES / OFFSETS

| Description | Cost |
|---|--------------------|
| Dodge Charger Police Vehicle: | \$26,040.00 |
| Installed equipment: -Light bar -Arbitrator in-squad video recorder -Siren and switch box -Radio console -Radio (No additional cost, as we have an extra radio) -Mobile data computer mount -Prisoner partition -Prisoner transport seat -Interior lighting -Window bars -Graphics -Directional arrow light stick -Radar -Radar mount -Rifle mount | \$15,378.00 |
| Vehicle accessories: -Automatic external defibrillator (AED) -Preliminary breath tester (PBT) -Patrol rifle -Dictaphone -Road spikes -Traffic cones -Patrol evidence camera -Miscellaneous equipment | \$4,900.00 |
| Mobile data computer and licenses: | \$5,287.00 |
| Squad setup: | \$2,150.00 |
| Offset associated with elimination of the Community Service Officer van from the 2016 replacement schedule: (approximate figure based on 2014 purchase price) | (\$29,016.00) |
| TOTAL OTHER | \$24,739.00 |
| TOTAL AMOUNT OF DECISION PACKAGE | \$24,739.00 |

2016 BUDGET ENHANCEMENT DECISION PACKAGE

DEPARTMENT/ACCOUNT:
POLICE PATROL 52100

FUND:
GENERAL FUND (10)

REVENUE SUMMARY

| Description of Revenue | # of Months Revenue to be realized | Projected Revenue |
|-------------------------------|---|------------------------------|
| | | |
| TOTAL REVENUE | | N/A |

| | |
|---|--------------------|
| NET COST (LEVY IMPACT) OF DECISION PACKAGE | \$24,739.00 |
| ESTIMATED NET COST (IN MILLS) | |

2016 BUDGET ENHANCEMENT DECISION PACKAGE

DEPARTMENT/ACCOUNT:
POLICE PATROL 52100

FUND:
GENERAL FUND (10)

DESCRIPTION: Add one sworn officer

See the attached report, *Grand Chute Police Department, 2014 Staffing Analysis*

In 2015, we conducted a comprehensive staffing analysis that culminated with a conclusion the department was not adequately staffed to consistently deliver the high quality service we aspire to provide and have become known for. A copy of that study is attached. It revealed an increase of three sworn positions would provide the staffing level necessary for us to maintain our level of service quality in the face of existing service demands. We entered the 2015 budget process knowing the fiscal limitations facing the Town and the challenges associated with making such a request. As such, we committed to a gradual increase in staffing as a means of achieving our goal in a fiscally responsible manner. In 2015 we requested and received one additional officer. In 2016, we are seeking to add the second of the three officers recommended by the 2014 staffing analysis.

The Police Allocation Manual (P.A.M.) analysis performed last year is not the type of study that is typically done on an annual basis because the activity it analyzes does not change dramatically from year to year. Rather, it is the type of data that changes over a longer period of time as demand for police service increases or diminishes in a community. For example, steady community growth will invariably lead to an increase in demand for police services, but rarely will such growth be at a pace that causes an immediate and significant increase in service demand. An exception might involve an event such as the opening of business large enough to result in a significant number of calls for service or that substantially shifts traffic patterns or increases the transient population in the community. This is not the type of growth that has driven our need to reevaluate staffing. As such, a new P.A.M. study is not necessary to reaffirm our need for additional staff.

Having said an additional staffing study is not necessary at this time, we have, nevertheless, refreshed certain metrics from our 2014 report. In the August 2014 staffing analysis, we alluded to a decline in the number of officer initiated activities being performed. We're pleased to report those numbers have increased. As of August 2015, general officer initiated activity is up 16%, including a 10% increase in traffic citations and a 20% increase in citizen contacts (warnings). Unfortunately, other important data reveal our staffing plan is still a work in progress. For example, citizen initiated calls for service, up 9% in 2014; continue to climb, though more slowly, and are up 1%. Also, the number of assists by other agencies remains high. From April 2014 through April 2015, we required assistance from the Outagamie County Sheriff's Department 300 times and from the Appleton Police Department 160 times. In 2014, we reported assist totals of 309 from Outagamie County and 109 from the Appleton Police Department.

We also refreshed our staffing and workload comparison with 18 other similarly sized communities. In this analysis, we compared ourselves against these other agencies in three categories; per capita staffing, ranking by overall crime activity, and crime activity per officer. The first category merely compares staffing per 1000 population with the other communities, but says nothing about the service demand placed upon the organization or its officers. The second two categories examine overall agency workload in the form of reported crime activity in the community and individual officer workload in the form of average number of crimes per officer.

In 2014, Grand Chute was 18 of 19 in per capita staffing, at 1.32 officers per 1000 population. Only Caledonia had a lower per capita staffing figure, at 1.17 officers per 1000 population. In our most recent analysis, we remain at number 18, but are tied in that position with the Town of Menasha with 1.41

officers per 1000 population. The average per capita staffing level of all 19 comparison agencies is 1.64 per 1000 population.

While our per capita staffing level is near the bottom of the list of our 18 comparable agencies, it isn't an immediate cause for concern. We have long held that per capita staffing alone is an inadequate tool for determining staffing needs because it says nothing about the workload the department is expected to manage. That is the purpose of the two workload comparisons. Since every police department is required to report crime activity occurring within their jurisdiction, crime activity represents a benchmark by which we can compare the service demands placed upon the comparison agencies and their employees. In 2014, the Grand Chute Police Department had the second highest volume of crime activity, second only to Mount Pleasant, and, because of our low per capita staffing level, our officers handled more crimes, on average, than the officers in any of the other comparison agencies. In 2015, we have moved to the top of both lists, having a greater volume of crime activity than any of the comparison agencies, with our officers handling significantly more crimes than their peers in the comparison agencies. To put this in further perspective, we have a per capita staffing level of 1.41 officers per 1000 population, identical to the Town of Menasha, however, in 2014, we handled 359% more crime activity than the Town of Menasha; 927 total crimes to 202 total crimes. Those numbers equate to 29.90 crimes per Grand Chute officer compared to 7.77 crimes per Town of Menasha officer. In other words, we continue to be an extremely busy agency.

Part of the P.A.M. analysis that identified the need for additional officers involves determining a staffing level that provides for an acceptable balance between the ability to react to calls for service (reactive policing) and the ability to engage in community problem solving (proactive policing). Reactive policing is an expectation every community has of its police department. When a crime or traffic crash occurs, the community expects an officer to respond and investigate. Reactive policing, however, does relatively little to enhance the quality of life in a community. To achieve an enhanced quality of life, officers must engage in community problem solving. Our community problem solving activities can be seen in our efforts to find remedies to neighborhood problems; improve blighted areas, such as unsightly budget motels, and reduce the crime and disorder associated with them; and improve the sense of safety in neighborhoods through activities such as traffic studies, Neighborhood Watch, and community education. While our 2014 staffing request focused largely on strengthening our reactive capabilities, this request will focus on our proactive response.

We propose adding an officer to direct our community problem solving efforts. The appointment of this officer would satisfy a goal that has appeared in our in our past two budgets, but remains unfulfilled due to our inability to achieve it with our existing staff. While the focus of this position would be community problem solving, the benefits would be twofold, impacting our proactive, as well as reactive, efforts. By centralizing these duties in a single position, many of the more time consuming activities associated with community problem solving; e.g., planning, research, education, establishing and maintaining community liaison, etc., could be removed from the responsibilities of street officers. These officers would still take a very active role operational problem solving efforts, but would gain valuable time by relinquishing some of the more time consuming administrative elements that could then be devoted to the demanding reactive workload we must contend with in Grand Chute.

We are attempting to mitigate the cost of this staffing enhancement by pursuing funding through the U.S. Department of Justice, Office of Community Oriented Police Services. The focus of our grant submission revolves around our community problem solving efforts related to human trafficking and maintaining a strong working relationship with our local hoteliers, however, the full range of duties would be much broader. At the time of this writing, funding decisions from the COPS office have not been released, but regardless of the outcome of the grant process, we feel this position is sufficiently critical to our operation that it should be approved.

PERSONNEL SUMMARY

| Position Title | Type (FT/PT) | # FTEs | Salary | Fringe Benefits 61.86% | OT Hours w/ Fringes | Total Cost |
|------------------------|-------------------------|---------------|---------------|---------------------------------------|--------------------------------|--------------------|
| Sworn Police Officer | FT | 1 FTE | \$51,792.00 | \$32,038.00 | \$9,068.00 | \$92,898.00 |
| TOTAL PERSONNEL | | | | | | \$92,898.00 |

OTHER EXPENSES / OFFSETS

| Description | Cost |
|---|----------------------|
| Costs associated with hiring and equipping one full-time officer: | \$10,377.75 |
| Savings associated with the salary/fringe benefit differential, including projected overtime, between officers separating in 2015 (Bartlein, Renkas, and Reiter) and three new hires: | (\$61,970.00) |
| First year reimbursement from COPS office (if grant is awarded) | (\$44,314.28) |
| TOTAL OTHER | (\$51,592.25) |
| TOTAL OTHER w/ COPS FUNDING | (\$95,906.53) |
| TOTAL AMOUNT OF DECISION PACKAGE | \$41,305.75 |
| TOTAL AMOUNT OF DECISION PACKAGE w/ COPS FUNDING | (\$3,008.53) |

2016 BUDGET ENHANCEMENT DECISION PACKAGE

DEPARTMENT/ACCOUNT:
POLICE PATROL 52100

FUND:
GENERAL FUND (10)

REVENUE SUMMARY

| Description of Revenue | # of Months Revenue to be realized | Projected Revenue |
|------------------------|---------------------------------------|----------------------|
| | | |
| TOTAL REVENUE | | N/A |

| | |
|---|--------------------|
| NET COST (LEVY IMPACT) OF DECISION PACKAGE | \$41,305.75 |
| NET COST (LEVY IMPACT) OF DECISION PACKAGE w/ COPS FUNDING | (\$3008.53) |
| ESTIMATED NET COST (IN MILLS) | |

2016 BUDGET ENHANCEMENT - STAFFING
COMPARISON OF POLICE STAFFING IN 19 SIMILARLY SIZED MUNICIPALITIES
Ranked by Per Capita Staffing

| <u>Municipality</u> | <u>2014</u> <u>Population</u> | <u>2014 Violent</u> <u>Crime</u> | <u>Violent Crime</u> <u>(weighted x 3)</u> | <u>2014 Property</u> <u>Crimes</u> | <u>Total Crime</u> <u>(weighted</u> <u>violent crime)</u> | <u>2014 Staffing</u> | <u>Police Staffing</u> <u>per 1000 Pop.</u> |
|---------------------|----------------------------------|-------------------------------------|---|---------------------------------------|---|----------------------|--|
| Marshfield | 19118 | 8 | 24 | 344 | 368 | 40 | 2.09 |
| Middleton | 17442 | 12 | 36 | 285 | 321 | 36 | 2.06 |
| Wisconsin Rapids | 18367 | 12 | 36 | 758 | 794 | 36 | 1.96 |
| Fitchburg | 25260 | 74 | 222 | 412 | 634 | 47 | 1.86 |
| Menasha (City) | 17253 | 37 | 111 | 382 | 493 | 31 | 1.80 |
| Cudahy | 18267 | 35 | 105 | 498 | 603 | 31 | 1.70 |
| Mount Pleasant | 26197 | 16 | 48 | 796 | 844 | 43 | 1.64 |
| Mequon | 23132 | 8 | 24 | 146 | 170 | 38 | 1.64 |
| Watertown | 23861 | 50 | 150 | 435 | 585 | 38 | 1.59 |
| Germanatown | 19749 | 7 | 21 | 386 | 407 | 31 | 1.57 |
| Neenah | 25501 | 37 | 111 | 480 | 591 | 40 | 1.57 |
| Pleasant Prairie | 19719 | 17 | 51 | 388 | 439 | 31 | 1.57 |
| South Milwaukee | 21156 | 52 | 156 | 467 | 623 | 33 | 1.56 |
| Muskego | 24135 | 5 | 15 | 211 | 226 | 37 | 1.53 |
| Onalaska | 17736 | 6 | 18 | 406 | 424 | 27 | 1.52 |
| De Pere | 23800 | 12 | 36 | 249 | 285 | 35 | 1.47 |
| Menasha (Town) | 18500 | 20 | 60 | 182 | 242 | 26 | 1.41 |
| Grand Chute | 21909 | 20 | 60 | 907 | 967 | 31 | 1.41 |
| Caledonia | 24705 | 40 | 120 | 277 | 397 | 31 | 1.21 |
| Average | | | | | | | 1.64 |

2016 BUDGET ENHANCEMENT - STAFFING
COMPARISON OF POLICE STAFFING IN 19 SIMILARLY SIZED MUNICIPALITIES
Ranked by Crime Activity

| <u>Municipality</u> | <u>2014</u> <u>Population</u> | <u>2014 Violent</u> <u>Crime</u> | <u>Violent Crime</u> <u>(weighted x 3)</u> | <u>2014 Property</u> <u>Crimes</u> | <u>Total Crime</u> <u>(weighted</u> <u>violent crime)</u> | <u>2014 Staffing</u> | <u>Police Staffing</u> <u>per 1000 Pop.</u> |
|---------------------|----------------------------------|-------------------------------------|---|---------------------------------------|---|----------------------|--|
| Grand Chute | 21909 | 20 | 60 | 907 | 967 | 31 | 1.41 |
| Mount Pleasant | 26197 | 16 | 48 | 796 | 844 | 43 | 1.64 |
| Fitchburg | 25260 | 74 | 412 | 412 | 824 | 47 | 1.86 |
| Wisconsin Rapids | 18367 | 12 | 36 | 758 | 794 | 36 | 1.96 |
| South Milwaukee | 21103 | 52 | 156 | 467 | 623 | 33 | 1.56 |
| Cudahy | 18267 | 35 | 105 | 498 | 603 | 31 | 1.70 |
| Neenah | 25501 | 37 | 111 | 480 | 591 | 40 | 1.57 |
| Watertown | 23861 | 50 | 150 | 435 | 585 | 38 | 1.59 |
| Menasha (City) | 17253 | 37 | 111 | 382 | 493 | 31 | 1.80 |
| Pleasant Prairie | 19719 | 17 | 51 | 388 | 439 | 31 | 1.57 |
| Onalaska | 17736 | 6 | 18 | 406 | 424 | 27 | 1.52 |
| Germanatown | 19749 | 7 | 21 | 386 | 407 | 31 | 1.57 |
| Caledonia | 24705 | 40 | 120 | 277 | 397 | 30 | 1.21 |
| Marshfield | 19118 | 8 | 24 | 344 | 368 | 40 | 2.09 |
| Middleton | 17442 | 12 | 36 | 285 | 321 | 36 | 2.06 |
| De Pere | 23800 | 12 | 36 | 249 | 285 | 35 | 1.47 |
| Menasha (Town) | 18500 | 20 | 60 | 182 | 242 | 26 | 1.41 |
| Muskego | 24135 | 5 | 15 | 211 | 226 | 37 | 1.53 |
| Mequon | 23132 | 8 | 24 | 146 | 170 | 38 | 1.64 |
| Average | | | | | | | 1.64 |

2016 BUDGET ENHANCEMENT - STAFFING

COMPARISON OF POLICE STAFFING IN 19 SIMILARLY SIZED MUNICIPALITIES

Ranked by Crimes Per Officer

| <u>Municipality</u> | <u>2014</u> <u>Population</u> | <u>2014 Violent</u> <u>Crime</u> | <u>2014 Property</u> <u>Crimes</u> | <u>Total Crimes</u> | <u>2014 Staffing</u> | <u>Police Staffing</u> <u>per 1000 Pop.</u> | <u>Crime Calls per</u> <u>Officer</u> |
|---------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------|----------------------|--|--|
| Grand Chute | 21909 | 20 | 907 | 927 | 31 | 1.41 | 29.90 |
| Wisconsin Rapids | 18367 | 12 | 758 | 770 | 36 | 1.96 | 21.39 |
| Mount Pleasant | 26197 | 16 | 796 | 812 | 43 | 1.64 | 18.88 |
| Cudahy | 18267 | 35 | 498 | 533 | 31 | 1.70 | 17.19 |
| South Milwaukee | 21156 | 52 | 467 | 519 | 33 | 1.56 | 15.73 |
| Onalaska | 17736 | 6 | 406 | 412 | 27 | 1.52 | 15.26 |
| Watertown | 23861 | 50 | 435 | 485 | 35 | 1.59 | 13.86 |
| Menasha (City) | 17253 | 37 | 382 | 419 | 31 | 1.80 | 13.52 |
| Pleasant Prairie | 19719 | 17 | 388 | 405 | 31 | 1.57 | 13.06 |
| Neenah | 25501 | 37 | 480 | 517 | 40 | 1.57 | 12.93 |
| Germantown | 19749 | 7 | 386 | 393 | 31 | 1.57 | 12.68 |
| Caledonia | 24705 | 40 | 277 | 317 | 31 | 1.21 | 10.23 |
| Fitchburg | 25260 | 74 | 412 | 486 | 47 | 1.86 | 10.34 |
| Marshfield | 19118 | 8 | 344 | 352 | 40 | 2.09 | 8.80 |
| Middleton | 17442 | 12 | 285 | 297 | 36 | 2.06 | 8.25 |
| De Pere | 23800 | 12 | 249 | 261 | 35 | 1.47 | 7.46 |
| Menasha (Town) | 18500 | 20 | 182 | 202 | 26 | 1.41 | 7.77 |
| Muskego | 24135 | 5 | 211 | 216 | 37 | 1.53 | 5.84 |
| Mequon | 23132 | 8 | 146 | 154 | 38 | 1.64 | 4.05 |
| Average | | | | | | 1.64 | 13.06 |

**Grand Chute Police Department
2014 Staffing Analysis
August 27, 2014**

Introduction:

Since 2008, the police department has been committed to a proactive style of policing that embraces the concepts of community policing. This commitment required a significant philosophical shift in the organization. Rather than merely reacting to radio calls, we began employing creative problem solving techniques, formed policing partnerships, enlisted community support for our initiatives, and increased our self-initiated policing activity. As a result, instead of limiting our response to resolving immediate problems, we began exploring the underlying causes of problems and sought solutions that reduced the likelihood problems would recur. Some of the results of these efforts include the dramatic reduction in underage alcohol sales, the reduction in calls for service to budget motels, and increased awareness of, and attention to, the crimes of prostitution and human trafficking.

In order to successfully implement such a policing strategy, officers require time during their workday to invest in problem solving activities. This is time, free from radio calls, when an officer can conduct research, analyze data, participate in community meetings, make phone calls, write reports, or perform other tasks requiring uninterrupted time. Without dedicated time to complete these tasks, accomplishments like those I've alluded to become very difficult to achieve. As such, any staffing plan adopted by the organization must accommodate these activities.

Prior Staffing Analysis:

In 2009, we conducted a comprehensive staffing analysis to determine the appropriate staffing level for the department. The study utilized 2006-2008 data, drawn from our electronic records management and computer aided dispatch systems. We based the analysis on formulas developed by the Traffic Institute of Northwestern University. These formulas have been compiled in the Police Personnel Allocation Manual, now distributed by the National Highway Traffic Safety Administration and widely used by municipal police departments to assess staffing levels, primarily in units whose mission includes patrol and traffic services.

The 2009 study concluded that a staffing level of 20 (19.27) officers would permit an average of one hour of proactive policing time per officer, per shift. Were 1.5 hours of proactive policing time desired, the required staffing level would increase to 22 (21.72) officers. At that time, our patrol staffing level was 17 officers, a staffing level that afforded us only 30 minutes of proactive policing time per officer, per shift.

These study results served as the impetus for our 2011 budget request to convert funds for 1.5 part-time officers to an additional fulltime officer. Since the department had not been successful maintaining a stable cadre of part-time officers, the proposal was designed to move us one officer closer to the target staffing level of 20 officers. This proposal was approved by the Board, and in 2011 our fulltime patrol staff increased to 18, still two officers below the staffing level recommended by the 2009 study.

Current Staffing Concerns:

Though we've undoubtedly achieved successes at this staffing level, a variety of factors have led us to conclude it is time to reevaluate our staffing situation. The first factor we considered is the impact vacancies have had on our staffing over the past three years.

Vacancies

Turnover is normal in a police agency and it's not uncommon to be working around vacancies. The formulas contained in the Police Personnel Allocation Manual acknowledge the impact on staffing caused by absences, as they incorporate standard loss factors impacting staffing; such as vacations, family medical leave, workers compensation, military leave, training time, compensatory time, etc. They don't, however, take into account absences created by the separation of an employee. We have examined this closely and determined that our effective staffing in patrol over the past three years has been 16.6 officers in 2011, 16.5 officers in 2012, and 15.4 officers in 2013. While the goal is to achieve and maintain our authorized strength to maximize our policing capabilities, the reality is vacancies have negatively impacted our ability to engage in proactive policing. With an authorized strength of 18, two below the targeted staffing level recommended by the 2009 staffing study, contending with vacancies makes the delivery of this type of service much more challenging.

When faced with a significant number of vacant shifts, we are often forced to turn to overtime to ensure adequate shift staffing. When we do so, we generally staff to meet minimum call for service needs, rather than to engage in proactive policing. The obvious reason is the increased cost of that discretionary service when conducted at an overtime rate of pay. In 2011, we were forced to cover 798 shifts with overtime. In 2012 that number was 693, and in 2013, 713 shifts were covered with overtime, as a result of vacancies and absences resulting from other causes. These figures represent a dramatic increase over the overtime shifts required to maintain staffing in 2008, when only 197 overtime shifts were needed to maintain adequate patrol coverage. If we convert these overtime shifts to a straight rate of pay, we find they represent the equivalent of 4.93 officers in 2011, 4.28 officers in 2012, and 4.4 officers in 2013. In other words, while authorized 18 sworn officers, and effectively staffed at 16.6, 16.5, and 15.4 officers respectively in 2011, 2012, and 2013, we paid for the equivalent of 21.53, 20.78, and 19.8 officers over the same period, due to the increased cost of covering shifts with overtime.

Reliance on Mutual Aid

We have also begun tracking emergency calls for service we are unable to respond to, necessitating response by another agency; generally either the Appleton Police Department or the

Outagamie County Sheriff's Department. The shift supervisors have been tracking these circumstances anecdotally since the end of 2013 and have reported several incidents, including fights, injury accidents, armed suicidal subjects, violent domestics, and weapons calls, where no Grand Chute officers were available. A search of our computer aided dispatch system (CAD) for 2013 revealed 109 assists provided by the Appleton Police Department and 305 assists provided by the Outagamie County Sheriff's Department for situations where we were unavailable to react to a call for service of a sufficiently critical nature that it couldn't be held for the next available Grand Chute officer.

This reliance on other agencies caused us to look for reasons that explain our lack of availability for such a large number of calls for service. Specifically, we examined our reactive time data. Reactive time is that time spent in handling on-demand services. This workload variable is largely beyond the control of officers and is dictated by citizen demand for immediate service, often of an emergency nature. Reactive time is also a key component of the staffing formula found in the Police Personnel Allocation Manual and, as such, it was thoroughly researched in 2009. In examining our reactive time over the past few years, we discovered that our reactive time commitment had increased by 13.94% over the data used in the 2009 PAM staffing analysis. We also noted a corresponding increase in citizen initiated calls for service over the first six months of 2014 of 9%. These data suggest one of the reasons we have been experiencing such a high incidence of other agency responses to Grand Chute calls for service is we have seen a significant increase in officer workload, but have made no commensurate adjustments to our staffing configuration to accommodate the increase.

Comparison with Other Departments

Part of the evaluation of our current staffing situation also included an examination of staffing conditions in other police departments. A typical component of most staffing studies is to draw a comparison between the agency evaluating its staffing situation and other similarly sized departments. We have done so, choosing to compare ourselves with 18 other communities in the state. These communities were selected for their size, having population figures within 5,000 residents, plus or minus, of our population. The list of comparison communities is attached to this document. The comparison includes two variables, population and crime data. Since 2012 was the most recent crime data available, we chose that year for our comparison.

The first staffing comparison examines officers per capita, or officers per 1000 population. In this comparison, Grand Chute ranks near the bottom, at 18 out of 19 communities, with a per capita staffing level of 1.32 officers per 1000 population. Only Caledonia is lower, at 1.17 officers per 1000 population. Marshfield has the highest per capita staffing level at 2.05 per 1000 population. The average of the 19 communities is 1.6 officers per 1000 population. A copy of the chart depicting this comparison, entitled *Comparison of Police Staffing in 19 Similarly Sized Municipalities, Ranked by Per Capita Staffing*, is attached to this document.

One of the problems of comparing per capita staffing is it says nothing about the volume of work the department is required to handle. For example, the 2012 State of Wisconsin average per capita staffing figure of 2.03 officers per 1000 population, as reported in the January 2014 edition of *The Wisconsin Taxpayer*, includes such agencies as Milwaukee (3.2 officers per capita), Madison (1.9 officers per capita), Green Bay (1.76 officers per capita), Kenosha (2.00

officers per capita), and Racine (2.51 officers per capita). Each of these is a large community with significantly more crime per capita (workload) than our comparison communities. As such, it would be inappropriate to draw conclusions about staffing needs from a comparison that includes these communities. Our comparison sought to address this issue by factoring crime as a measure of workload into our comparison of 19 similarly sized communities.

We examined 2012 crime figures for each of our comparison communities. Since violent crime results in a greater workload, we weighted violent crime more heavily than property crime. In other words, a community with fewer total crimes than another, but a disproportionately higher number of violent crimes, could be viewed as having a more demanding workload. The comparison of our communities by workload, as determined by crime activity, is depicted in a chart entitled, *Comparison of Police Staffing in 19 Similarly Sized Municipalities, Ranked by Crime Activity*, is attached to this document. It reveals that only one community has a more demanding workload than Grand Chute, that being Mount Pleasant, a community staffed at 1.64 officers per 1000 population.

Our next workload comparison factored in per capita staffing by examining the workload carried by each officer. This comparison sought to determine which agency's officers carried the heaviest individual workload based on an equal distribution of crime activity amongst the officers. This comparison, depicted in the chart entitled, *Comparison of Police Staffing in 19 Similarly Sized Municipalities, Ranked by Crimes per Officer*, revealed that Grand Chute officers carry a higher individual workload than those in any of the other comparison departments at 31.27 crime calls per officer, a byproduct of the second highest total of crime activity, coupled with the second lowest per capita staffing level. The two agencies with the closest individual officer workload figures were Wisconsin Rapids, at 23.89 crimes per officer, and Mount Pleasant, at 21.16 crimes per officer. Though Mount Pleasant had experienced more crime activity than Grand Chute, its greater per capita staffing distributed that workload among a larger staff, resulting in an individual workload that was 32.33% lower than an average Grand Chute officer.

PAM Analysis:

Our numerous staffing concerns led us to the conclusion that another comprehensive staffing analysis was necessary. As we did in 2009, we elected to use the staffing formulas in the Police Personnel Allocation Manual (PAM) for this purpose.

One of the fundamental purposes of the PAM staffing methodology is to determine the number of officers needed on a daily basis to meet the basic policing needs of the community, while still delivering a prescribed level of proactive policing. Basic policing services are largely accounted for in the data sets of reactive time, uncommitted patrol time, and administrative time, as defined below. Proactive time, on the other hand, is a determination to be made by decision makers in the community. For the purposes of this study, we have analyzed the staffing levels necessary to afford uniformed patrol officers the time to engage in one hour and one and one-half hours of proactive policing per 10-hour patrol shift.

The PAM methodology is a time-based model that divides all officer time, both on and off-duty, into two categories; patrol and non-patrol. Non-patrol time includes all off-duty time and on-duty non-patrol assignments, such as training. On-duty patrol time is divided into four categories:

1. **Reactive time** – refers to an activity described in the PAM methodology as “service on demand.” This may be a citizen call for service or a field activity initiated by an officer. In all cases, the time associated with this activity is tracked in the Computer Aided Dispatch (CAD) system on a service screen created by a police telecommunicator.
2. **Uncommitted patrol time** – refers to time devoted to moving patrol intended to provide visibility for general deterrence of criminal activity, as well as the detection of criminal behavior and traffic violations. Uncommitted patrol time is often referred to as preventive patrol. While performing this task, officers remain ready to respond to a citizen call for service or initiate a field activity.
3. **Administrative time** – refers to time devoted to tasks such as daily shift briefing; patrol car maintenance; report writing; reviewing/responding to e-mail/voicemail; supervisor conferences; personal time; e.g., meal breaks; etc.
4. **Proactive time** – refers to time devoted to officer initiated or assigned patrol duties that are not directly related to on-demand service needs. Proactive policing generally involves focused efforts intended to reduce crime and behaviors that constitute violations of municipal ordinances or state traffic statutes. Attention is given to addressing community conditions known to foster criminal conduct.

Once the aforementioned time variables have been calculated, the PAM methodology uses the following formula to determine the average number of on-duty officers that will be required during a 24-hour period.

$$\text{Average Number of Officers Needed per Day} = \frac{\text{RT} + \text{UT}}{1 - \text{AT}/60 - \text{PT}/60}$$

RT – (reactive time) the average number of on-duty officers required per day to handle all on-demand service requirements that comprise the reactive time category.

UT – (uncommitted time) the average number of on-duty officers required per day to provide a specified level of uncommitted or preventive patrol in the service area.

AT – (administrative time) the average number of minutes per hour spent on administrative activities by each on-duty officer.

PT – (proactive time) the average number of minutes per hour spent on proactive policing activities.

Upon determining the daily staffing requirement for an agency, the PAM methodology allows for a calculation of the total number of patrol officers necessary to ensure daily staffing levels can be routinely met. This is achieved by multiplying the average number of officers required per day by the “shift relief factor.” The Police Personnel Allocation Manual defines the shift relief factor as, “the average number of personnel needed to provide one on-duty officer for one shift every day.” It is calculated by dividing the total number of hours an officer is available per year by the actual number of available hours after deducting all of the various loss factors that reduce an officer’s available time. The shift relief factor is the number by which the daily number of required personnel is multiplied to arrive at a total patrol staff size.

Data Collection:

Data for this PAM analysis was collected from a variety of sources. These include computer programs designed to track officer time, officer work schedules, personnel records that track officer time and benefits, and state and municipal databases that contain information on the type of roadways and the number of roadway miles in the community.

Reactive Time

Reactive time was exclusively drawn from the computer aided dispatch (CAD) software program operated by the Outagamie County Communication Center. The CAD software captures all time spent in delivering on-demand police services. A report entitled “Officer Time on Incident by Incident Type” was run for the years 2011-2013. The research yielded a three year total of 42,681.07 hours of reactive time, or an average of 14,227.02 hours per year.

To utilize reactive time in the PAM methodology, it must be converted to the average number of on-duty officers required per day to handle all on-demand service requirements. That number is determined by dividing the number of reactive time hours in a year (14,227.02) by the number of days in a year (365), then dividing the result by the length of a patrol shift (10 hours). That formula yielded an average reactive time staffing requirement per day of 3.9 officers.

Uncommitted Patrol Time

Establishing a figure for uncommitted patrol time requires data on the number and type of roadway miles in the community. Once that data is obtained, it is used to calculate the number of officers needed to provide preventive patrol over a 24-hour period by applying an estimated patrol speed for each type of roadway and an average interval between trips down each roadway in a 24-hour period.

Roadway data for the Town of Grand Chute was obtained from the Wisconsin Department of Transportation and the Department of Public Works. The estimated patrol speed for each roadway type is based on average values from the Police Allocation Manual User's Guide. The patrol intervals chosen for the study have an officer traveling each arterial roadway once every two hours, each collector roadway once every four hours, and each residential roadway once in a 24-hour period.

The results of the uncommitted patrol time analysis are depicted in the charts below. The results suggest 2.71 officers are needed in a 24-hour period to provide the stated level of preventive patrol.

| Analysis of Uncommitted Patrol Time | | | | |
|--|--------------|-------------------------------|--------------------------------|---|
| Road Category | Miles | Estimated Patrol Speed | Average Patrol Interval | Average Staffing Requirement per Day |
| Arterial | 28.00 | 24 mph | 2.00 | 1.40 |
| Collector | 25.00 | 18 mph | 5.00 | 0.67 |
| Residential | 96.00 | 15 mph | 24.00 | 0.64 |
| Totals | | | | 2.71 |

Notes regarding uncommitted patrol time:

1. Formula for determining staffing need is:

$$\frac{24 \text{ Hours} \times \text{Number of Roadway Miles}}{\text{Average Patrol Speed} \times \text{Patrol Shift Length} \times \text{Patrol Interval}}$$
2. Arterial Roadway - A major through roadway that is typically used to travel longer distances within a community.
3. Collector Roadway - An intermediate roadway used by motorists as a bridge between residential and arterial roadways.
4. Residential Roadway - A roadway not generally used by through traffic, usually located in areas of low-density, residential housing.
5. Estimated Patrol Speed is based on average values from the Police Allocation Manual User's Guide.
6. Average Staffing Required per Day is the number of officers needed to drive the total number of miles at the average speed and patrol interval.

Administrative Time

Administrative Time was calculated by identifying the typical administrative tasks an officer generally performs on a daily basis and assigning a time estimate for each task. The various tasks and their associated times include:

1. Daily shift briefing – 15 minutes
2. Review of e-mails, voicemails, or electronic policy documents – 15 minutes
3. Supervisor consultation – 10 minutes
4. Vehicle maintenance – 5 minutes
5. Meal breaks – 30 minutes (it isn't uncommon for call volume to preclude meal breaks, but the staffing plan must allow for this)

6. Fatigue break – 10 minutes
7. Report writing – 60 minutes (research on police report writing has suggested officers spend approximately 20% of their time engaged in report writing. We chose to use a figure of 10%.)

The tasks we've used to create an administrative time model for the PAM analysis consume, on average, approximately 145 minutes per 10-hour shift, or 14.5 minutes per hour. This figure fits within administrative time parameters established during field testing of the PAM methodology, which identified a range of administrative times from 6.79 minutes per hour to 19.5 minutes per hour.

Proactive Time

Proactive policing time is essentially the time remaining for officers to engage in self-initiated policing activities after they have satisfied all on-demand service requests, fulfilled all administrative duties, and provided a prescribed amount of preventive patrol. Proactive time is critical for such tasks as hotel/motel compliance, alcohol education, prostitution/human trafficking investigations, community outreach efforts, and addressing neighborhood problems, such as deer management and traffic/speed studies.

For the purpose of projecting staffing needs, the PAM methodology requires decision makers to consider the amount of time they desire officers to be engaged in this style of policing. As such, there is no data collection, per se. Once the desired amount of proactive time is agreed upon, a formula is used to determine the number of staff necessary to achieve the proactive policing goal. In our 2009 PAM analysis, our recommendations were based on delivering, on average, one hour of proactive policing per shift. For the purpose of this study, we have chosen to examine the staffing level required for both one hour and one and one-half hours of proactive time per shift.

Daily Patrol Staffing Requirements:

Having collected all of the necessary data, we can calculate a numerical result for each of the four patrol time components required for the PAM methodology formula to be applied. Those results are as follows:

| Proactive Time per Patrol Shift | Administrative Time (minutes per hour) | Reactive Time (officers required per day) | Uncommitted Time (officers required per day) |
|--|---|--|---|
| 1 hour (6 min./hr.) | 14.50 | 3.90 | 2.71 |
| 1.5 hours (9 min./hr.) | 14.50 | 3.90 | 2.71 |

The numerical results for each of the four patrol time components can then be applied to the formula to determine the average number of officers required per day. The formula and results appear below. The results reveal a need of 10.05 officers per day, on average, to ensure one hour

of proactive patrol time and 10.87 officers per day to ensure one and one-half hours of proactive patrol time.

$$\text{Average Number of Officers Needed per Day} = \frac{\text{RT} + \text{UT}}{1 - \text{AT}/60 - \text{PT}/60}$$

Estimated Patrol Staffing

(Daily staff required to accomplish proactive policing)

| Proactive Time per Patrol Shift | Administrative Time (minutes per hour) | Reactive Time (officers required per day) | Uncommitted Time (officers required per day) | Average Staffing Requirement per Day |
|---------------------------------|--|---|--|--------------------------------------|
| 1 hour (6 min./hr.) | 14.50 | 3.90 | 2.71 | 10.05 |
| 1.5 hours (9 min./hr.) | 14.50 | 3.90 | 2.71 | 10.87 |

Shift Relief Factor:

Before the PAM analysis can be completed, the shift relief factor must be calculated. The shift relief factor, again, is the average number of personnel needed to ensure one on-duty officer is available for every shift that must be filled. It is calculated by dividing the total number of hours an officer is available per year by the actual number of available hours after deducting all of the various loss factors, such as vacation and sick leave, which reduce an officer's available time.

As depicted in the following chart, the shift relief factor for the Grand Chute Police Department is 2.09.

| Shift Relief Factor | |
|--|----------------------|
| Total Officer Hour per Year for a Single officer (10-hour patrol shift x 365 days) | 3650.00 hours |
| Loss Factors: | |
| Regular days off (157 x 10) | 1570.00 hours |
| Vacation (average eligibility per officer in 2014) | 88.89 hours |
| Sick Leave (average per officer in 2013) | 34.20 hours |
| Training (average per officer in 2012/2013 fiscal year) | 92.08 hours |
| Compensatory Time (average per officer in 2013) | 58.44 hours |
| Floating Holiday | 16.00 hours |
| Military Leave | 17.77 hours |
| Family Medical Leave | 29.93 hours |
| Total officer hours lost per year | 1907.31 |

| | |
|---|----------------|
| Actual Officer Availability (Total officer hours per year - Total officer hours lost) | 1742.69 |
| Shift Relief Factor (Total officer hours per year / Actual officer availability) | 2.09 |

Overall Patrol Staffing Requirement:

The final step in the PAM analysis involves multiplying the shift relief factor by the average number of officers needed per day. This calculation provides a result that represents the total number of officers necessary to ensure the department can achieve the required daily staffing level. We have previously concluded that the average number of officers needed per day to deliver all basic police services, as well as one hour of proactive policing, is 10.05. The average number of officers needed per day to deliver all basic police services and one and one-half hours of proactive policing is 10.87. Multiplying these figures by the shift relief factor gives us a total patrol staffing requirement of 21 officers, if the desire is to achieve one hour of proactive patrol time per shift, and 23 (22.72) officers, if the desire is to achieve one and one-half hours of proactive patrol time per shift. Today, however, we are staffed at only 18 officers. The results are further depicted in the following charts.

| Total Patrol Staffing Required to Deliver One Hour of Proactive Policing per Shift | |
|--|-----------------------|
| Number of officers needed per day. | 10.05 officers |
| Shift Relief Factor | 2.09 |
| Total patrol staffing necessary to meet daily staffing need (daily staffing need x shift relief factor) | 21 officers |
| Current patrol staffing level | 18 officers |

| Total Patrol Staffing Required to Deliver One and One-Half Hours of Proactive Policing per Shift | |
|--|-----------------------|
| Number of officers needed per day. | 10.87 officers |
| Shift Relief Factor | 2.09 |
| Total patrol staffing necessary to meet daily staffing need (daily staffing need x shift relief factor) | 23 officers |
| Current patrol staffing level | 18 officers |

Conclusions:

For some time, we have been evaluating our staffing situation for the purpose of determining whether our current staffing level is adequate to deliver the proactive, problem-oriented style of policing that serves as the foundation of our policing philosophy. We examined the issue from a variety of angles, including department workload, comparison with other agencies, reliance on mutual aid, and overtime costs associated with covering vacancies. We also utilized a proven industry formula for calculating a recommended staffing level. As a result of these efforts, we have concluded the department is inadequately staffed to consistently deliver high quality, proactive policing services in a cost effective manner.

Additionally, various indicators suggest we are struggling to fulfill our fundamental reactive policing obligations, as evidenced by our heavy reliance on mutual aid for emergency response when Grand Chute officers are unavailable. Furthermore, our monthly statistical reports reveal self-initiated policing activities; i.e., traffic and ordinance warnings and citations, are in decline, as citizen initiated calls for service are increasing. Our fragile staffing situation does not afford us the option of simultaneously engaging in high quality, proactive policing and aggressive, self-initiated law enforcement practices.

Agencies we have compared ourselves to, are doing less with more, while we have maximized our potential to do more with less. I believe, however, that we have reached the point at which service degradation is inevitable. To ensure that we continue to deliver the same quality service and achieve the same success as we have in the past, we must begin the process of increasing our staffing levels commensurate with the demand for service in the Town. We propose to begin that process in 2015 with the addition of one police officer dedicated to uniform patrol duties. While this addition will leave us short of the staffing level recommendation resulting from the PAM analysis, it is a request that will move us in the right direction in a fiscally responsible manner, while affording us an opportunity to evaluate the impact of this modest increase before considering further growth in subsequent budget years.

Fire

Mission Statement

To protect the lives, property, and environment for the community we serve through efficient, effective emergency response activities, and proactive risk reduction services.

We Value:

People: We appreciate the talents of each person and encourage responsible decision-making at the most appropriate level. We recognize the importance of personal and professional development. We value the citizens and people who live, work, and visit our community.

Compassion: The members of this department value the importance of compassionate care and treatment of all citizens who call for our services.

Integrity: We are honest, accountable, and trustworthy.

Valor: Courageously encountering adversity, accepting responsibility for our actions, and providing respectful and professional conduct to the public, coworkers, and peers.

Vision/Creativity: We encourage imaginative problem solving, innovation, resourcefulness, and thought out risk-taking.

Quality: We provide superior services and are committed to continuous improvement. We are attentive to the changing needs of the community we serve.

Respect: We welcome individual and professional differences and treat everyone with dignity, courtesy, and sensitivity.

Operational Overview

The Grand Chute Fire Department provides all-hazards emergency response and risk reduction services to a population of 21,909 Fox Valley residents occupying a twenty-three square mile area. In addition to a diverse distribution of single and multi-family dwellings, business, and industry Grand Chute is home to the Fox River Mall and retail corridor, as well as the Fox Valley Technical College bringing the estimated daytime population to approximately 75,000. This robust response area is served by two stations staffed 24 hours a day by

a total combination of over 60 career, part-time, and paid on premise fire personnel answering over 1,800 emergency calls for service in 2014.

The following are services provided by the Fire Department:

- Fire Suppression
- Emergency Medical Technician - First Response
- Technical Rescue - Confined Space, Extrication
- Hazardous Materials Response
- Service Calls and Agency Assists
- Public Education
- Community Risk Reduction
- Fire Prevention
- Fire Investigation
- Non-Emergency Public Assistance

2016 Department Goals and Objectives

To provide, through the efficient utilization and management of the resources and programs that are entrusted to us:

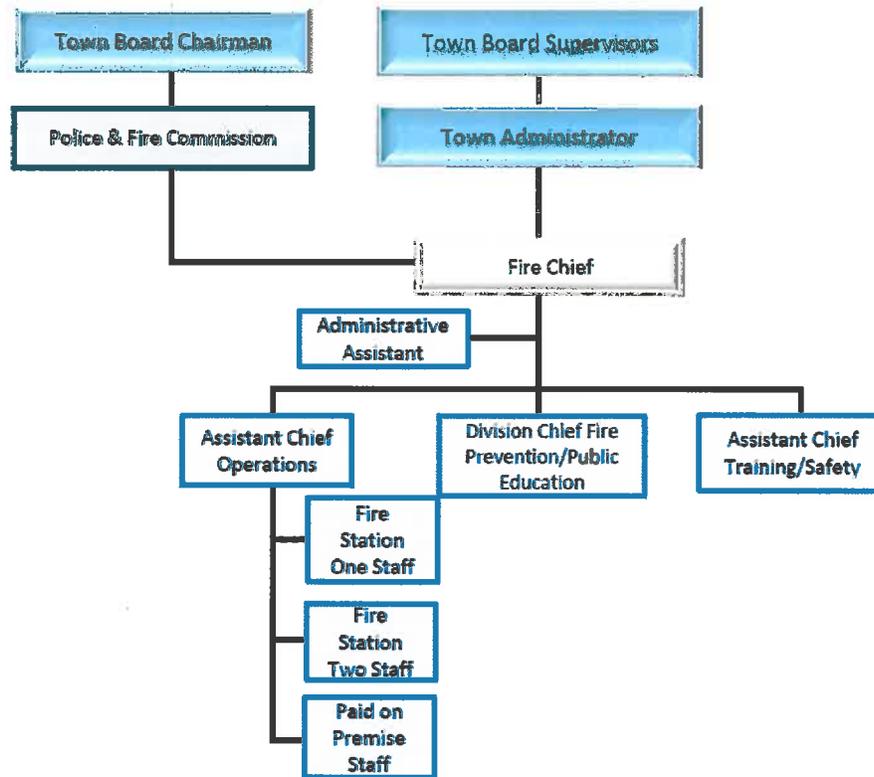
- Fiscally responsible budgeting and planning that addresses the unique needs of our community.
- Emergency response services which universally exceed our customer's expectations.
- Proactive risk reduction efforts that improve the quality of life for our residents and visitors.
- Recruitment and retention of professionals, who through shared values, dedicate themselves to the fulfillment of our organizational mission and vision.

2016 Budget Highlights and Requested Enhancements

- Rescue Pumper Apparatus
- CPSE Agency Accreditation
- Active Shooter Personal Protective Equipment
- Alternate Response Vehicle Program

Fire

Organizational Chart



Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---------------------------------------|--------------|---------------|-----------------|---------------|-----------------|
| Fire Chief | 1.00 | 1.00 | - | 1.00 | \$ 99,880 |
| Assistant Chief - Operations | 1.00 | 1.00 | - | 1.00 | \$ 89,980 |
| Assistant Chief - Training/ Safety | 1.00 | 1.00 | - | 1.00 | \$ 79,420 |
| Division Chief Prevention | 1.00 | 1.00 | - | 1.00 | \$ 69,600 |
| Captain | 1.00 | 1.00 | - | 1.00 | \$ 72,710 |
| Lieutenant | 4.00 | 4.00 | - | 4.00 | \$ 68,270 |
| Driver/Operators | 5.00 | 5.00 | - | 5.00 | \$ 65,400 |
| Firefighter/Inspector* | 5.00 | 5.00 | 2.00 | 7.00 | \$ 59,220 |
| Administrative Assistant | 1.00 | 1.00 | - | 1.00 | \$ 45,260 |
| Part Time Firefighter (5) | 1.50 | 1.50 | - | 1.50 | \$ 48,450 |
| POP Lieutenant (7) | 2.50 | 2.50 | 0.02 | 2.52 | \$ 12.43/hour |
| POP Engineer/Operator (7) | 2.69 | 2.69 | - | 2.69 | \$ 11.82/hour |
| POP Firefighter Duty Shift | 4.81 | 4.81 | - | 4.81 | \$ 11.08/hour |
| POP Firefighter Incident Pay | 0.71 | 0.71 | - | 0.71 | \$ 11.08/hour |
| POP Training Pay | 1.00 | 1.09 | (0.18) | 0.91 | \$ 11.08/hour |
| Total | 33.21 | 33.30 | 1.84 | 35.14 | |

* Two new positions approved starting 6/1/2016

Fire

Performance Measures

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|---------------------------------------|-------------|-------------|-------------------|------------------|
| Fire Inspections Completed | 3,505 | 3,176 | 3,388 | 3,000 |
| Public Education Events | 220* | 100 | 100 | 100 |
| Fire Calls | 530 | 568 | 717 | 735 |
| EMS Calls | 1,266 | 1,267 | 1,312 | 1,350 |
| Training Hours | 6,579 | 5,389 | 6,750 | 6,750 |
| *Smoke detector grant install program | | | | |

DEPARTMENT/ACCOUNT:
FIRE SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|----------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| FIRE (52200) | | | | | | |
| PERSONNEL | 2,370,140 | 2,301,482 | 2,417,580 | 1,077,756 | 2,387,985 | 2,556,210 |
| OPERATIONS AND MAINTENANCE | 305,664 | 285,218 | 316,455 | 103,207 | 294,219 | 327,812 |
| CAPITAL OUTLAY | 91,262 | 79,787 | 75,400 | 34,614 | 69,900 | 44,500 |
| TOTAL ACCOUNT | 2,767,066 | 2,666,487 | 2,809,435 | 1,215,577 | 2,752,104 | 2,928,522 |

REVENUES

| | | | | | | |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| INTERGOVERNMENTAL REVENUES | | | | | | |
| 43420 Fire Insurance from State | 79,811 | 91,393 | 82,850 | 87,544 | 87,544 | 85,000 |
| PUBLIC CHARGES FOR SERVICES | | | | | | |
| 44301 Occupancy Inspection Fees | 4,800 | 675 | 1,500 | 1,350 | 1,500 | 1,500 |
| 44900 Burning Permit | 500 | 525 | 500 | 550 | 550 | 550 |
| 46221 Fire Protection Systems Fee | 2,925 | 1,250 | 2,500 | 1,775 | 2,500 | 2,500 |
| 46222 Tank Install Standby Fee | 220 | 2,095 | 700 | 235 | 700 | 700 |
| 46223 Tent Inspection Fees | 1,175 | 950 | 1,000 | 525 | 1,000 | 1,000 |
| 46224 Fireworks Permits | 150 | 200 | 350 | 250 | 250 | 350 |
| 46225 Fire Department Fees | 21,676 | 20,455 | 18,200 | 11,226 | 18,272 | 18,200 |
| MISCELLANEOUS REVENUE | | | | | | |
| 47222 Fire Insp Tanks - State | 5,020 | 4,638 | 4,000 | 3,150 | 4,590 | 4,000 |
| 48302 Sale of Fire Equipment | - | 5,566 | - | - | - | - |
| 48440 Insurance Recovery | 3,960 | 6,214 | - | 14,356 | 14,356 | - |
| 48500 Donations | - | 90 | 200 | - | 100 | 200 |
| TOTAL REVENUES | 120,236 | 134,051 | 111,800 | 120,961 | 131,362 | 114,000 |

DEPARTMENT/ACCOUNT:
FIRE (52200)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-------------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 1,286,011 | 1,351,015 | 1,389,650 | 605,786 | 1,389,650 | 1,471,160 |
| 111 Overtime | 66,947 | 50,305 | 68,650 | 27,700 | 68,650 | 65,260 |
| 130 Fringe Benefits | 712,620 | 638,629 | 632,420 | 311,245 | 630,000 | 691,630 |
| 133 Length of Service Program | 15,560 | 16,317 | 16,500 | 17,317 | 17,317 | 16,500 |
| 190 POP Incident Pay | 2,885 | 2,407 | 16,030 | 1,377 | 3,000 | 16,250 |
| 191 POP Training | 21,107 | 11,808 | 24,850 | 1,910 | 12,000 | 21,050 |
| 192 Duty Crew Salary | 226,636 | 195,523 | 238,170 | 97,465 | 236,058 | 242,250 |
| 193 Officer Stipends Pay | 6,461 | - | - | - | - | - |
| 194 Duty Chief Salary | 21,463 | 22,203 | 23,060 | 10,081 | 23,060 | 23,410 |
| 195 Clothing Allowance | 10,450 | 13,275 | 8,250 | 4,875 | 8,250 | 8,700 |
| TOTAL PERSONNEL | 2,370,140 | 2,301,482 | 2,417,580 | 1,077,756 | 2,387,985 | 2,556,210 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 14,834 | 15,083 | 16,500 | 4,037 | 16,500 | 16,500 |
| 220 Municipal Building Utilities | 76,782 | 66,587 | 73,500 | 27,977 | 73,500 | 67,500 |
| 221 Phone and Communications | 9,818 | 13,316 | 11,400 | 1,611 | 9,900 | 26,200 |
| 290 Other Contractual Services | 22,442 | 13,809 | 18,575 | 2,912 | 15,500 | 34,800 |
| 301 Hazardous Waste | 2,913 | 3,617 | 3,000 | 1,054 | 1,800 | 3,000 |
| 310 Office Supplies | 2,182 | 2,157 | 3,500 | 499 | 2,100 | 3,500 |
| 311 Postage | 778 | 864 | 900 | 427 | 900 | 900 |
| 320 Publication/Printing Fees | 1,643 | 919 | 1,500 | 544 | 1,600 | 2,000 |
| 321 Dues and Subscriptions | 3,069 | 3,015 | 3,100 | 2,236 | 3,000 | 3,100 |
| 322 Meeting Expense | 2,977 | 2,765 | 3,000 | 871 | 2,800 | 3,000 |
| 323 Fire Prevention | 5,240 | 5,328 | 5,000 | 250 | 5,000 | 5,000 |
| 330 Conferences and Training | 22,692 | 19,458 | 23,500 | 11,245 | 23,500 | 23,500 |
| 340 Operating Supplies | 8,494 | 8,868 | 8,800 | 2,916 | 8,800 | 9,000 |
| 344 Gas, Oil, and Other Supplies | 28,430 | 21,023 | 28,680 | 9,104 | 22,269 | 22,568 |
| 346 Hand Tools and Small Equipment | 842 | 3,384 | 3,000 | 925 | 2,900 | 3,000 |
| 347 Office Equipment | - | - | 1,000 | 155 | 900 | 1,000 |
| 350 Vehicle Maintenance | 14,132 | 17,954 | 21,000 | 2,563 | 16,800 | 19,400 |
| 351 Allocated Vehicle Maintenance | 20,455 | 23,725 | 22,000 | 8,901 | 18,500 | 20,344 |
| 360 Mun Bldg Repair and Maintenance | 33,118 | 25,876 | 24,000 | 8,732 | 24,000 | 18,000 |
| 380 Equipment Maintenance | 6,995 | 8,886 | 12,500 | 5,660 | 12,500 | 12,500 |
| 390 Miscellaneous Expenses | 300 | 882 | 1,000 | 279 | 950 | 1,000 |
| 391 Uniforms | 23,990 | 22,637 | 29,000 | 10,209 | 28,500 | 29,000 |
| 393 Hose Replacement | 3,538 | 5,065 | 2,000 | 100 | 2,000 | 3,000 |
| TOTAL OPERATIONS AND MAINT | 305,664 | 285,218 | 316,455 | 103,207 | 294,219 | 327,812 |
| CAPITAL OUTLAY | | | | | | |
| 810 Capital Equipment | 91,262 | 79,787 | 75,400 | 34,614 | 69,900 | 44,500 |
| TOTAL CAPITAL OUTLAY | 91,262 | 79,787 | 75,400 | 34,614 | 69,900 | 44,500 |
| DEPARTMENT TOTAL | 2,767,066 | 2,666,487 | 2,809,435 | 1,215,577 | 2,752,104 | 2,928,522 |

Department/Account: FIRE (52200)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 210 | Professional Services This line item reflects no change from 2015. | 16,500 | 16,500 |
| 220 | Utilities Decrease due to utility shut off at the old Fire station #2. | 73,500 | 67,500 |
| 221 | Phone and Communications This line item reflects an increase of \$5,500 to cover expenses related to radio maintenance agreement due to warranty expiration, \$3,300 for TDS, and \$6,000 moved from IT's budget to FD's budget to cover MDC air card cost. | 11,400 | 26,200 |
| 290 | Contractual Services This line item reflects an increase of \$10,925 to cover IT related software license fees ,an additional FH analytics license, and \$3,400 P1 MDC license fees from Outagamie County. This also includes the Accreditation course. | 18,575 | 34,800 |
| 301 | Hazardous Waste This line item reflects no change from 2015. | 3,000 | 3,000 |
| 310 | Office Supplies This line item reflects no change from 2015. | 3,500 | 3,500 |
| 311 | Postage This line item reflects no change from 2015. | 900 | 900 |
| 320 | Publications/Printing Fees This line item reflects an increase of \$500 to cover new Town logo change. | 1,500 | 2,000 |
| 321 | Dues and Subscriptions This line item reflects no change from 2015. | 3,100 | 3,100 |
| 322 | Meeting Expense This line item reflects no change from 2015. | 3,000 | 3,000 |
| 323 | Fire Prevention This line item reflects no change from 2015. | 5,000 | 5,000 |

Department/Account: FIRE (52200)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 330 | Conferences and Training This line item reflects no change from 2015. | 23,500 | 23,500 |
| 340 | Operating Supplies This line item reflects an increase of \$200 to cover increase in supply pricing. | 8,800 | 9,000 |
| 344 | Gas, Oil, and Other Supplies This line item reflects a decrease of \$3,880 due to decreased diesel fuel cost. There is also a reduction caused by partial year use of the alternate response vehicle. | 28,680 | 22,568 |
| 346 | Hand Tools and Small Equipment This line item reflects no change from 2015. | 3,000 | 3,000 |
| 347 | Office Equipment This line item reflects no change from 2015. | 1,000 | 1,000 |
| 350 | Vehicle Maintenance This line item reflects a small reduction caused by partial year use of the alternate response vehicle. | 21,000 | 19,400 |
| 351 | Allocated Vehicle Maintenance This line item reflects a small reduction caused by partial year use of the alternate response vehicle. | 22,000 | 20,344 |
| 360 | Municipal Building Repair and Maintenance This line item reflects a decrease of \$4,000 due to the impact of the new Fire Substation. | 24,000 | 18,000 |
| 380 | Equipment Maintenance This line item reflects no change from 2015. | 12,500 | 12,500 |
| 390 | Miscellaneous Expenses This line item reflects no change from 2015. | 1,000 | 1,000 |
| 391 | Uniforms/Personnel Protective Equipment This line item reflects no change from 2015. | 29,000 | 29,000 |

Department/Account: FIRE (52200)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 393 | Hose Replacement This line item reflects an increase of \$1,000 from 2015 due to increase in hose cost and the need to replace some large diameter hose. | 2,000 | 3,000 |
| 810 | Capital Equipment Personal protective equipment specifically designed for emergency responders in active shooter/hostile environment events and alternate response vehicle. | 69,900 | 44,500 |

GRAND CHUTE FIRE DEPARTMENT

2016 CIP Budget Request Rescue Pumper



*2250 Grand Chute Boulevard
Grand Chute, Wisconsin 54913
(920) 832-6050*

"Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services."



2016 CIP Request-Rescue Pumper

Introduction

The department has a scheduled CIP budget replacement of Engine 2651 in 2016 and Squad 2671 in 2017. Both pieces of apparatus serve a distinct mission in terms of equipment carried and what the apparatus is used for.

This request will outline the need of a "Rescue Pumper", which will perform the duties of **both** apparatus resulting in improved operations, improved response times and an overall direct savings in purchasing and maintenance.

Needs Analysis

Engine 2651 (Reserve Pumper):

- 1995 Pierce Saber
 - 62,707.7 Miles
 - Average of 3,135 miles annually
 - 1,699 Operating Hours
 - Average of 85 hours of operation annually
 - Average annual maintenance costs: \$4,482
 - Outstanding issues:
 - Pump (Pressure Governor, Foam System, Valve Leaks, Defective Gauges, Aged Electrical Wiring)
 - Limited compartment space
 - Emergency lighting upgrades needed
 - Estimated resale value: \$69,000
 - Estimated depreciation per year: \$9,750



Squad 2671 (Heavy Rescue):

- 1995 Marion/Spartan
 - 28,646 Miles
 - Average of 1,432 miles annually
 - 2,704 Operating Hours
 - Average of 135 hours of operation annually
 - Average annual maintenance costs: \$2,982
 - Outstanding issues:
 - No hearing protection (headsets)
 - Not utilized when needed (not staffed)
 - Winch system needs to be replaced
 - Emergency lighting upgrades needed
 - Estimated resale value: \$79,000
 - Estimated depreciation per year: \$8,000

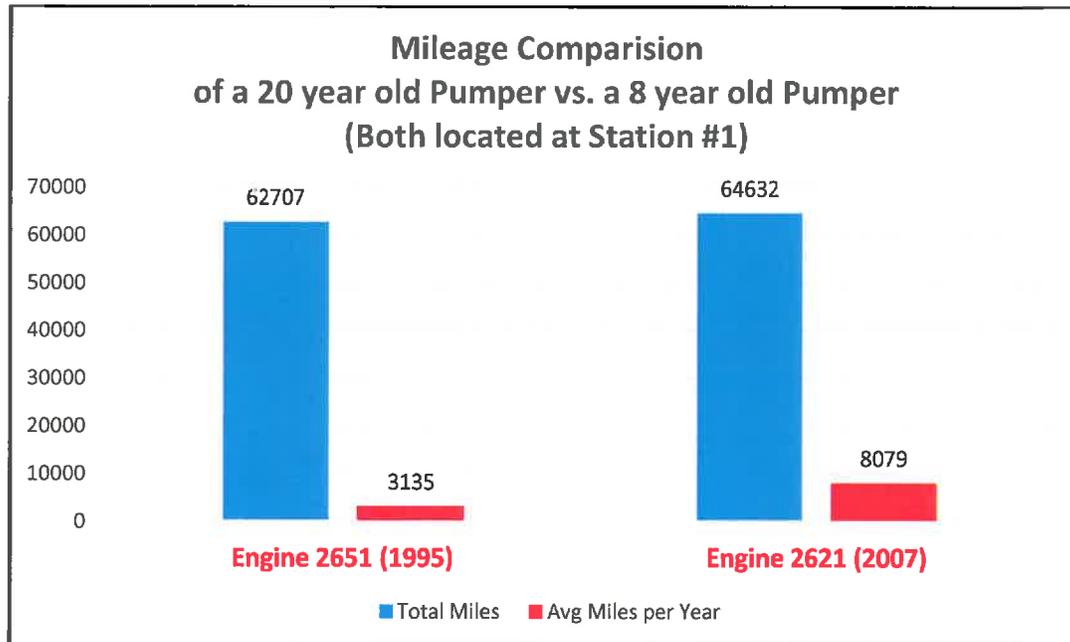




2016 CIP Request-Rescue Pumper

Mileage Comparison:

In recent years, the department's call volume has increased. When you look at the mileage on the E2621 purchased in 2007 and compare that with the mileage on E2651, there is an increase of almost 5,000 more miles per year!



NFPA Recommendation:

The National Fire Protection Association (NFPA) has published standards regarding heavy duty automotive fire apparatus that are accepted widely throughout the fire service. According to 2009 edition of NFPA 1901, *Standard for Automotive Fire Apparatus*, under Annex "D", a replacement schedule is provided that outlines when fire apparatus should be placed in "reserve" status factors to consider for replacement. According to NFPA 1901, Annex D, frontline Engines should be placed in reserve status at fifteen (15) years. Replacement should be considered any time after fifteen (15) years but no later than twenty five years (25). Other factors that must be considered according to Annex D:

- Number of operating hours
- Maintenance history
- Role (purpose of the apparatus).

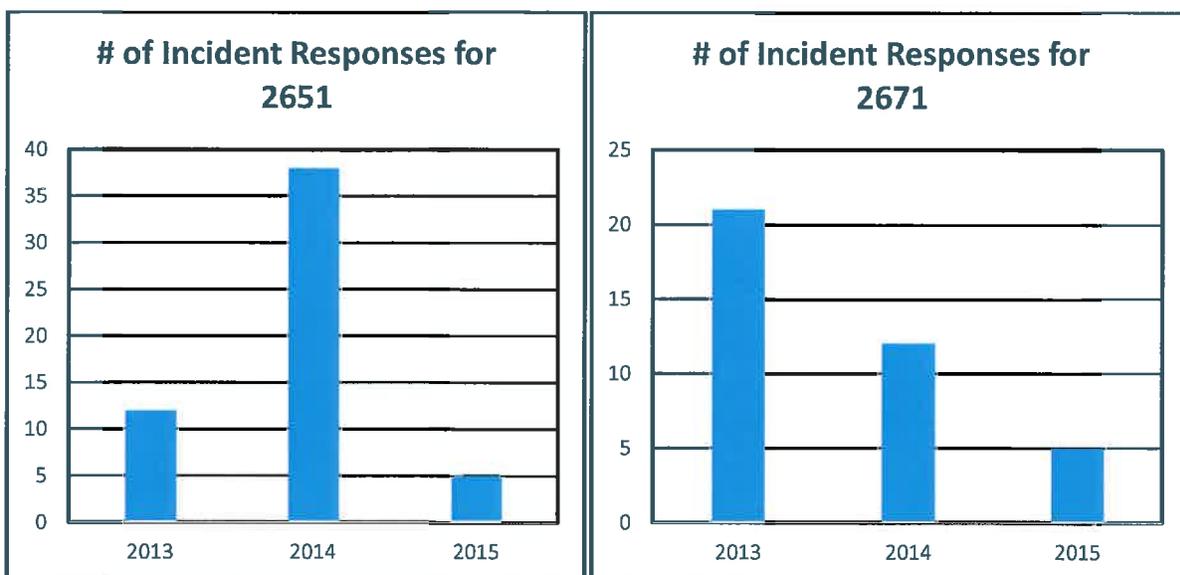


2016 CIP Request-Rescue Pumper

Incident Response:

Both apparatus are currently not staffed 24/7. However, 2671 is "cross-staffed" by the on duty crew. Depending on the nature of the call, the on duty crew will select the apparatus to respond. Currently, the on duty crew cross staffs four (4) pieces of equipment. Cross staffing does have an impact on response times as the crew must transfer both people and equipment (PPE) to the selected piece of apparatus. If the crew is out with the primary piece of apparatus, which is an Engine, no other apparatus at station #1 can respond unless off-duty staff are called to respond to the station and staff up the apparatus.

Incident response for both 2651 and 2671 are as follows:



*Incident response for 2651 in 2014 is higher than normal due to 2651 was the primary Engine for approx. one month due to 2621 being out of service to be re-painted.



2016 CIP Request-Rescue Pumper

Recommendation

The department recommends the purchase of one (1) Rescue Pumper in the 2016 CIP budget which will serve both as an Engine and a Heavy Rescue. This purchase will:

- Improve operational efficiency (One truck doing the job of two)
- Reduce maintenance
- Comply with NFPA 1901, Annex D
- Improve response time of critical equipment
- Reduce the number of apparatus cross-staffed

An example of a "Rescue Pumper":





2016 CIP Request-Rescue Pumper

Recommendation Details:

1. Increase the 2016 CIP Budget for apparatus replacement from \$550,000 to \$700,000.
2. Purchase a Rescue Pumper to replace 2651 as scheduled in 2016.
3. Do not replace 2671 and remove \$500,000 from the 2017 CIP Budget.
4. Remove 2651 from service and sell for best possible price.
5. Remove 2671 from service and sell for best possible price.

| 2016 CIP COST SUMMARY | |
|------------------------------|------------------|
| Current 2016 CIP | \$550,000 |
| Additional 2016 CIP Required | \$150,000 |
| TOTAL | \$700,000 |

| IMPACT OF DEFERRED PURCHASE | |
|--|---|
| Pierce Manufacturing Annual Increase in Costs (Based on \$700,000) | 3% or \$21,000 per year |
| Reduction in Resale Value Annually: | E2651: Approx. 5% or \$9,750 R2671: Approx. 10% or \$8,000 |
| Repair Outstanding Issues on E2651: | \$36,500 (52% of current value) |
| Repair Outstanding Issues on R2671: | \$15,500 (20% of current value) |

| COST RECOVERY | | | |
|-----------------------------------|------------------|------------------|------------------|
| If Rescue Pumper is Purchased in: | 2016 | 2017 | 2018 |
| Est. Value of 2651 | \$69,000 | \$59,250 | \$49,500 |
| Est. Value of 2671 | \$79,000 | \$71,000 | \$63,000 |
| Annual Maintenance of 2671 | \$2,982 | \$3,132 | \$3,282 |
| Total Est. Cost Recovered: | \$150,982 | \$133,382 | \$115,782 |

GRAND CHUTE FIRE DEPARTMENT

2016 BUDGET ENHANCEMENT ALTERNATE RESPONSE VEHICLE AND STAFFING PROPOSAL



*2250 Grand Chute Boulevard
Grand Chute, Wisconsin 54913
(920) 832-6050*

"Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services."

Introduction

The purpose of this document is to provide a review of the current staffing and resource deployment model utilized by the Grand Chute Fire Department, an analysis of incident response data and trends since the adoption of this staffing model (2009), identification of issues and service gaps under the current model, and the establishment of realistic, effective goals and objectives to address the issues identified. It shall serve as an objective assessment of organizational capabilities, and seeks only to ensure that customer satisfaction, public safety, and the effective, efficient delivery of emergency and risk reduction services are maintained.

This report has been developed based on the current emergency service provision needs presented within Grand Chute, supporting the existing mission of our department affirming our sworn obligation of ***“Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services.”*** Recognizing that all financial distributions and budgetary decisions rest in the hands of the governing body, we hope that this document will serve to assist the Board in their decision-making process as we collectively strive to ensure the appropriate balance between the high service-level expectations of our customers, and aggressive fiscal responsibility efforts are maintained.

Description of Current Deployment Model

The Grand Chute Fire Department has utilized the current model for the staffing and deployment of emergency response resources since 2009. Under this model, two fire stations are staffed 24 hours a day by a total of seven personnel (six minimum). These personnel are comprised of a combination of career, part-time, and paid-on premise personnel working both 12 and 24 hour shifts. Additionally, a Chief Officer is on-call and available to respond to large-scale or complex incidents 24 hours a day.

Fire Station #1 is staffed from 6:00 AM to 6:00 PM by a crew of three career personnel consisting of a lieutenant, engineer, and firefighter. From 6:00 PM to 6:00 AM Station #1 is staffed by a crew of three paid-on-premise personnel of the same ranks previously listed. The three person crew at Station #1 provides “cross-staffing” for four pieces of front-line apparatus including an engine, ladder truck, water tender, and heavy rescue company. Under this cross-staffing system, personnel respond in the appropriate type of apparatus based on the type of incident and information provided during the initial dispatch.

Fire Station #2 is staffed 24 hours a day by a crew consisting of three career personnel (lieutenant or captain, engineer, firefighter) and one part-time firefighter. This crew is permitted to drop down to a minimum of three personnel in the event of personnel leave due to vacation or illness. The crew at Station #2 provides staffing for a front-line engine company.

The Grand Chute Fire Department maintains automatic aid agreements with the City of Appleton as well as the Town of Menasha, enabling the automatic and reciprocal deployment of resources between municipalities in the event of a structure fire. It should be noted that these automatic aid agreements do not pertain to incidents other than structure fires. Additionally, off duty personnel can be requested to staff the stations or assist during major incidents via an “all-call” notification, however these requests produce unreliable results due to a variety of factors including paid-on-premise personnel obligations to their primary employers, family obligations, and conflicting class schedules.



Station #1: Daily Staffing of Three (Cross-Staffing Four Apparatus)



Station #2: Daily Staffing of Four (One Apparatus)



2009 to 2014 Incident Data Analysis

We have experienced a steady increase in service demand over the past five years as illustrated by the graphical representation in Figure 1.1. In 2014 we responded to 1835 emergency calls for service, representing an increase of 536 incidents, or more that 40 percent when compared to the 2009 figures. Over this same time period we have observed minor fluctuations in a generally stable number of fire-related incident responses, a trend that we attribute to our diligent fire prevention, public education, and general risk reduction efforts within our community.

In contrast to our fire-related responses, we have experienced exponential growth in the number of emergency medical related calls for service since 2009. In 2014 we responded to 1267 EMS incidents compared to 821 in 2009. This represents an increase of 446 calls, or 54 percent of the total 2009 EMS figures.

Based on year-to-date totals and historical data corresponding to the remaining months of the year, we project the total number of incidents in 2015 to exceed 2000, an increase of approximately 10 percent when compared to 2014, and 56 percent in comparison to 2009 numbers. It should be noted that the same methodology was utilized in the 2015 projections depicted in all subsequent figures.

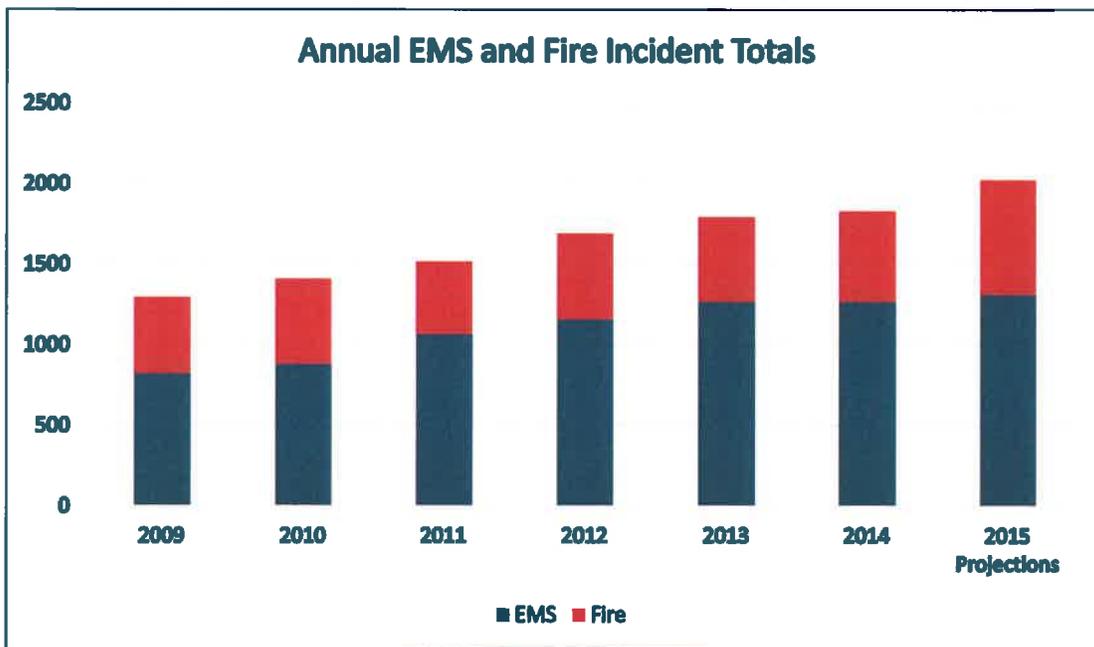


Figure 1.1: 2009 -2014 Incident Totals With 2015 Projections

Incident responses by station remain consistent with overall data trending and comparisons over the same time period as illustrated below in Figure 1.2. Fire Station #2's proximity to the Fox River Mall and Retail Corridor has historically lent itself to a higher number of responses due to the high-volume population surge associated with employees and patrons of the shopping district. While the relocation of Station #2 to the new facility on Spencer Street is expected to have some impact on the distribution of incidents between stations, it is too early to accurately forecast that change due to an insufficient quantity of response data reflective of this relocation of resources.



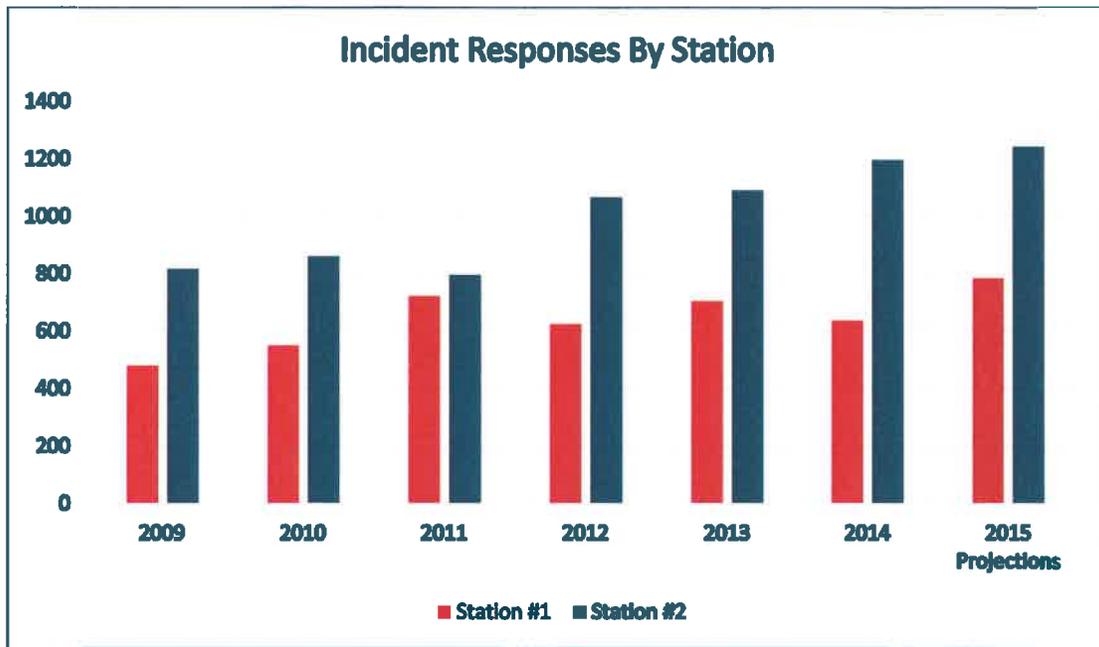


Figure 1.1: 2009 -2014 Incident Responses By Station With 2015 Projections

Further analysis of the incident data presents additional information of relevance. While the increased demand for service, particularly in the area of EMS response is evident, examination of the time of day associated with incident occurrence demonstrates a significantly increased utilization of emergency service resources during the “day shift” hours of 6:00 AM to 6:00 PM, as illustrated in Figure 1.3. In 2014 we responded to 1195 “daytime” incidents which represented 65 percent of our total calls for service, a percentage which has remained relatively stable over the time period displayed.

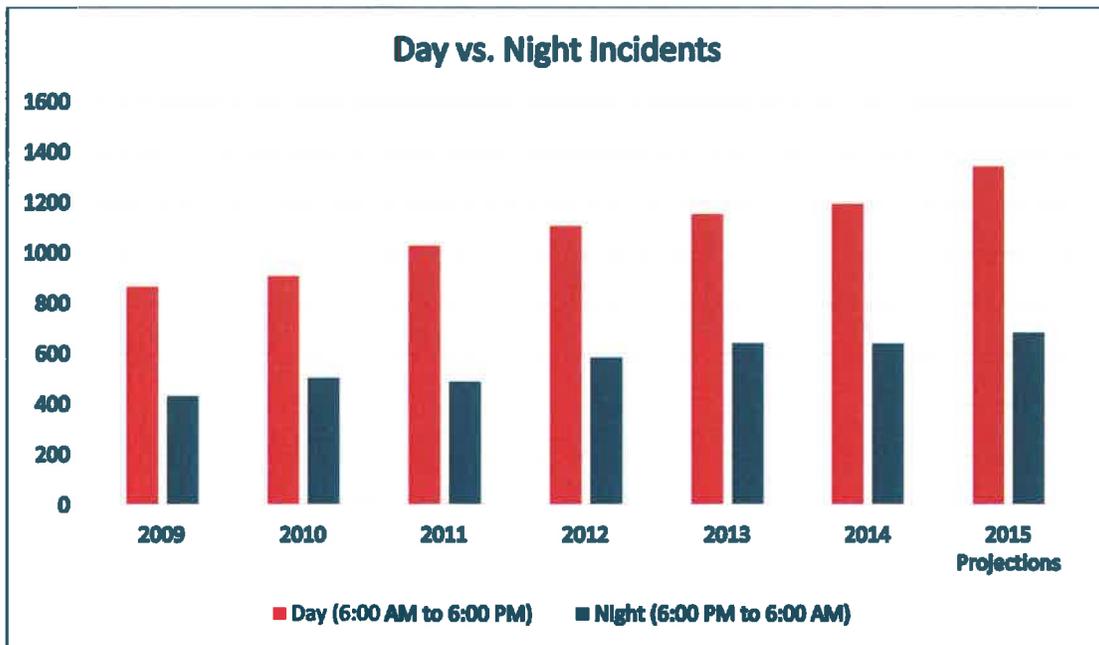


Figure 1.3: 2009 -2014 Day vs. Night Incidents With 2015 Projections



As previously mentioned, the population surge associated with the Fox River Mall has, and continues to tax emergency response resources in a disproportionate manner than what could be expected for a community of our size. Figure 1.4 illustrates calls for service to the Fox River Mall and surrounding retail area over the same analysis timeframe. In 2014 this geographic area represented 750, or 40 percent of our total calls for service, a percentage which has remained relatively stable since 2009. Figure 1.6 further illustrates the daytime service demand generated from the Mall District.

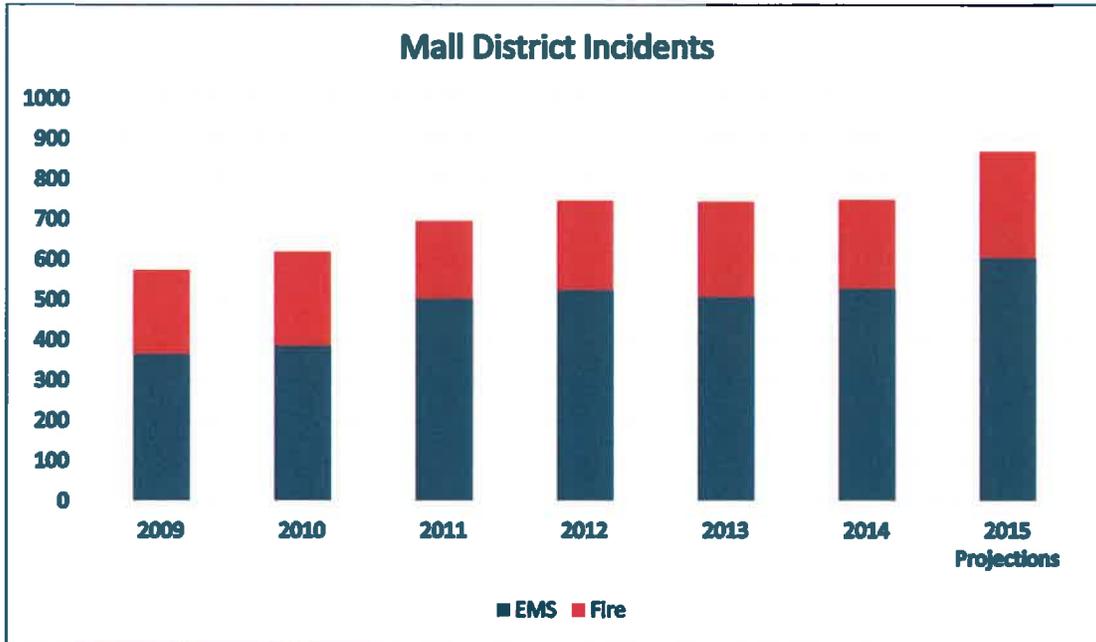


Figure 1.5: 2009 -2014 Mall District Incidents With 2015 Projections

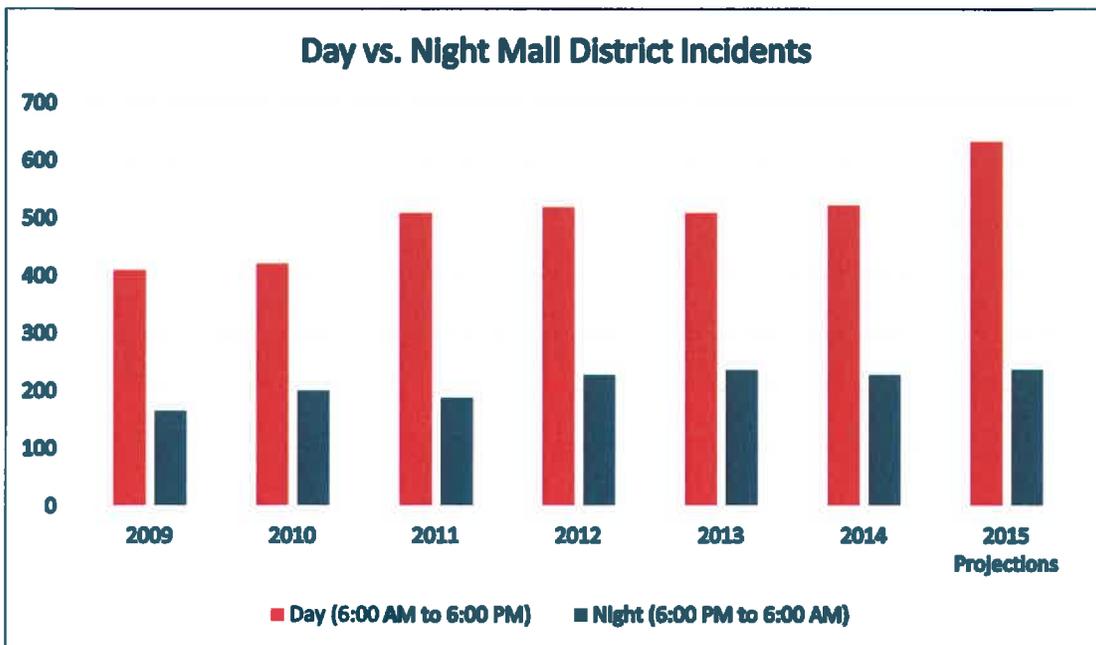


Figure 1.6: 2009 -2014 Day vs. Night Mall District Incidents With 2015 Projections



An additional upward trend has been observed in the number of incidents occurring simultaneously. Multiple incidents which take place during the same time period have the potential to overload the capabilities of available resources, leaving the town unprotected should additional emergencies occur. Figure 1.7 illustrates the increasing number of instances which require the commitment of all of our available resources during simultaneous calls for service, inhibiting our ability to respond to additional incidents in the expeditious manner our customers have come to expect. In 2014 we responded to 167 simultaneous incidents, representing an increase of 82 incidents, or 96 percent when compared to the 2009 totals. Simultaneous incidents typically result in “all-call” notifications and additional overtime and personnel expenditures. (See Addendum #1 “EMS Operations Summary”)

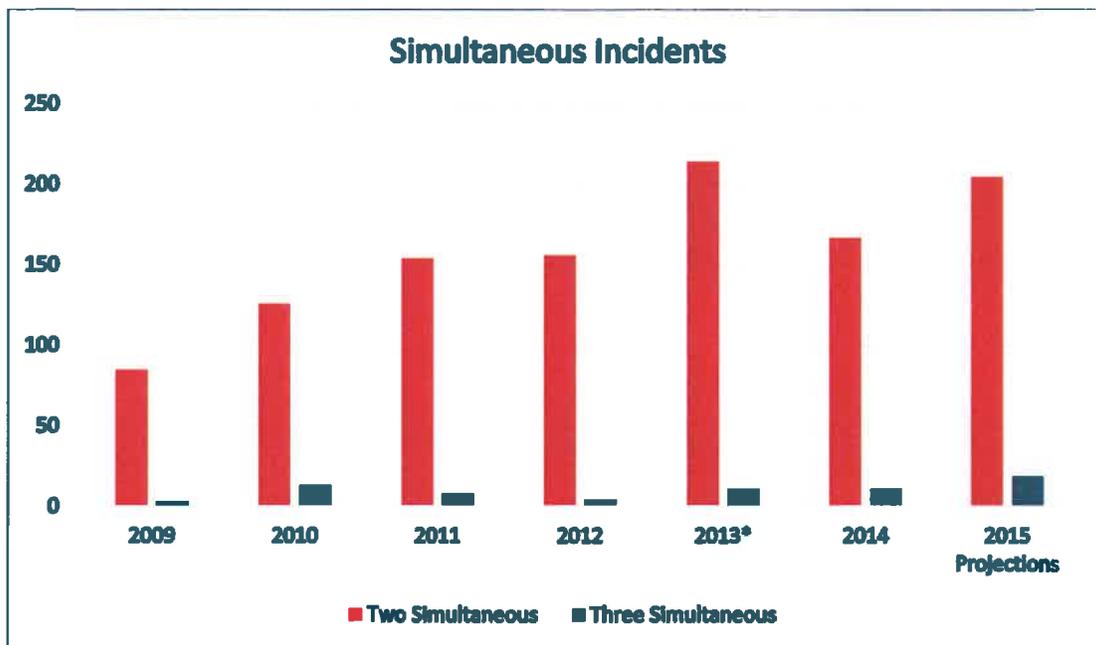


Figure 1.7: 2009 -2014 Simultaneous Incidents With 2015 Projections
 *2013 Outlier Data Representative of Storm Response

Critical Issues and Service Gaps

Based on the previous analysis of incident data, it is clear that the immediate issues and service gaps facing our organization include the following:

- The increasing number of EMS related-incidents.
- The disproportionate amount of calls for service received during the hours of 6:00 AM to 6:00 PM.
- Simultaneously occurring incidents which consume all available resources.

Examination of these issues requires the formulation of goals and objectives that provide solutions to the challenges presented. Based on the historical data trends and projected service demand increases, we believe the implementation of an “alternate response vehicle” program staffed by two personnel during the hours of 6:00 AM to 6:00 PM can effectively address the identified issues. This plan addresses these topics through increased EMS response efficiency during high demand time periods, while also seeking to employ a progressive and proactive community based pilot program which aims to reduce EMS call volume.



Increase Response Efficiency During “Peak Demand” Hours By:

- Handling daytime EMS responses in identified high volume areas
- Utilizing a smaller, fuel-efficient, and generally more cost-effective vehicle staffed by two personnel
- Reducing wear and subsequent maintenance costs on engine company apparatus
- Increasing availability of apparatus and personnel to handle fire-related and subsequently received simultaneous incidents

Proactively Reduce EMS Call Volume By:

- Utilizing alternate response vehicle and staff for “Community EMT” Pilot Program
- Conducting voluntary home visits with identified high-volume system utilizers
- Performing home safety inspections and fall prevention assessments
- Monitoring vital signs and medication compliance
- Assisting with referrals to appropriate services and agencies
- “Fire Prevention” for EMS calls

EMS Response Efficiency

The manner in which we currently respond to EMS incidents is born out of necessity. Under our current model crews of three to four personnel respond from their assigned station on engine company apparatus in order to provide a quick travel time to the scene of the emergency, while maintaining the ability to respond to subsequently received calls regardless of nature of the incident. The increasing number of simultaneously occurring calls for service requires personnel to frequently clear the scene of one incident and immediately respond to another. Responding to all incidents in fire apparatus enables personnel to quickly shift gears from an EMS to fire response without having to return to the station to exchange vehicles, which would result in an unacceptable lag in response times.

While staffing the alternate response vehicle during the daytime hours would not completely eliminate fire apparatus responses to EMS incidents, the previously presented data analysis supports the idea that it would be instrumental in reducing them. This reduction will result in decreased maintenance costs associated with wear sustained by fire apparatus subject to high-volume EMS response. Additionally, fire apparatus and personnel will remain available to respond to more resource-rich fire and rescue related incidents, as well as any subsequent calls received while the alternate response vehicle is committed. This model will allow for the system to absorb the demand generated by a multi-unit incident, or two simultaneous single-unit incidents, thus maintaining the ability to provide timely response coverage for any additional calls. (See Addendum #1 “EMS Operations Summary”)

Community EMT Program

In addition to EMS incident response, the alternate response vehicle would be utilized to proactively reduce the EMS call volume within our community. Initially, this program would be implemented on a trial basis, working with the residents of Ridgeview Highlands who have been identified as frequent users of emergency services as illustrated in Figure 2.1. Participation in this program would be voluntary for residents, and would involve scheduled visits from fire personnel in order to address common factors associated with calls for service originating from the area including falls, medication compliance, as well as fire alarms and other preventable issues which often result in emergency responses. By engaging in this type of proactive effort, we believe the same results achieved by our fire prevention and public education programs could be accomplished in the areas of injury and accident prevention for this at-risk demographic. (See Addendum #2 “Community EMT Pilot Program”)



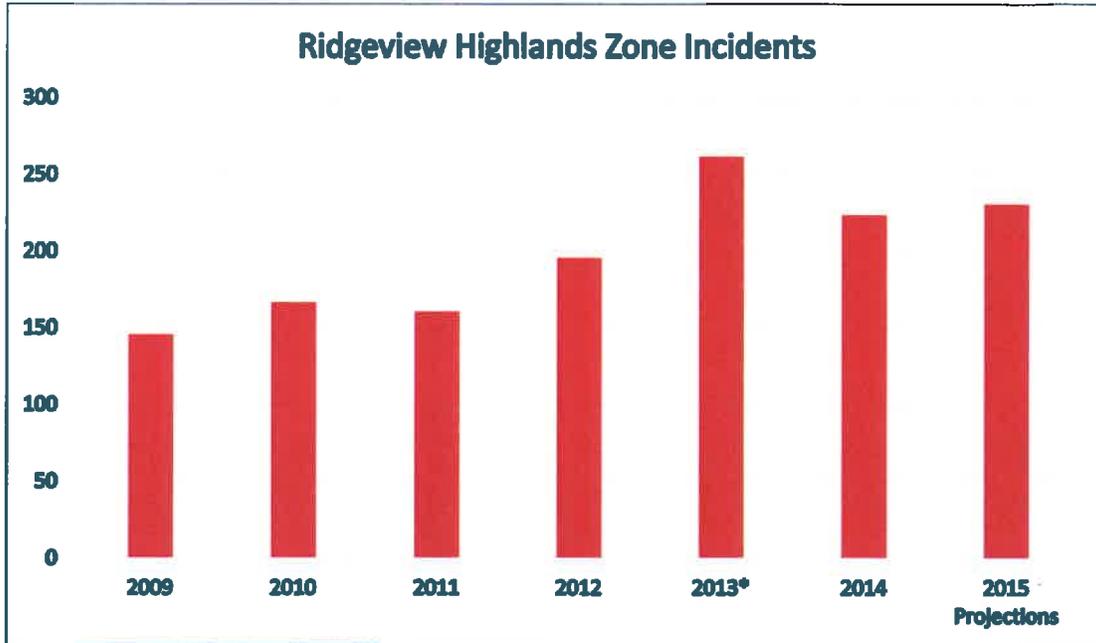


Figure 2.1: 2009 -2014 Ridgeview Highlands Zone Incidents With 2015 Projections
*2013 Outlier Data Representative of Storm Response

Staffing Model

We recommend that the alternate response vehicle be staffed by one career firefighter and one part-time firefighter seven days a week from the hours of 6:00 AM to 6:00 PM. The part-time firefighter position is already funded and currently in place. We are requesting additional funding for the two aforementioned career firefighter positions, to be placed on the 12-hour day-shift schedule (6:00 AM to 6:00 PM).

Vehicle and Equipment Proposal

Under this proposal, it is our recommendation that the existing staff vehicle designated as 2602 (Figure 3.1) be utilized as the alternate response vehicle, and that a replacement staff vehicle of similar specification to the Chevrolet Tahoe recently assigned to 2601 (Figure 3.2) be procured to serve as a replacement. Assigning a new vehicle to 2602 ensures that the existing pickup truck, which also serves as the only vehicle capable of snow plowing operations remains immediately available at the station during inclement winter weather conditions. The alternate response vehicle would be equipped with EMS and basic firefighting equipment already in inventory, resulting in no additional equipment related costs.



2016 Budget Enhancement – ARV And Staffing



Figure 3.1: Proposed Alternate Response Vehicle



Figure 3.2: Proposed Replacement Staff Vehicle

Budget Implications

The equipment expense associated with the implementation of this program totals \$38,500 to procure the replacement staff vehicle. The personnel expenses to provide staffing for the program total \$76,282 representing the adjusted costs for two additional career firefighters (\$38,141 respectively). The addition of these two firefighter positions is expected to have an impact on reducing overtime expenses by allowing flexibility to redistributing personnel to absorb staffing shortages resulting from vacation and sick leave usage. Additional savings is anticipated as a result of reduced vehicle maintenance costs on engine company apparatus.

| PROJECTED REDUCTIONS – 2016 | |
|------------------------------------|-------------------|
| Allocated Maintenance | \$1,656.00 |
| Maintenance | \$1,600.00 |
| Fuel | \$2,232.00 |
| Overtime | \$4,160.00 |
| TOTAL | \$9,648.00 |

| COST SUMMARY | |
|---------------------|---------------------|
| Equipment | \$38,500.00 |
| Staffing | \$76,282.00 |
| TOTAL | \$114,782.00 |



GRAND CHUTE FIRE DEPARTMENT

ADDENDUM #1 **EMS OPERATIONS SUMMARY**



*2250 Grand Chute Boulevard
Grand Chute, Wisconsin 54913
(920) 832-6050*

"Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services."

Introduction

The purpose of this document is to provide a comprehensive overview of the Grand Chute Fire Department's Emergency Medical Services program including the history and evolution of our services, a review of our current "tiered response" dispatch and deployment model, data trends pertaining to EMS responses and patients, and an explanation of the value of this program as well as its impact on the quality of life for the citizens and visitors of our community.

History of Services

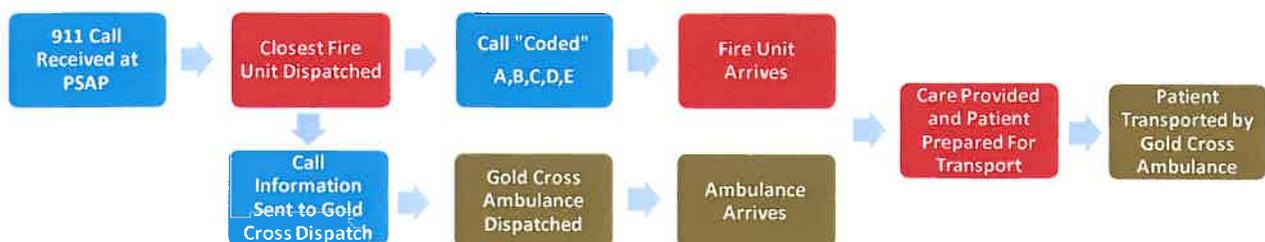
In 1998 the Grand Chute Fire Department began delivering emergency medical services at the first responder level in a tiered response system with Gold Cross Ambulance, the primary ambulance transport provider for the Fox Valley. Under this tiered system, fire personnel provided EMS first response patient care prior to the arrival of Gold Cross Ambulance, or in conjunction with their personnel already on scene. Recognizing the value of these services and seeking to have an even greater impact on the care for those in our community, our organization upgraded to the Emergency Medical Technician Non-Transport service level in 2014. With this increase in service, firefighters received additional training which enhanced their ability to assess and treat patients utilizing advanced level skills and interventions not available at the first responder level. Additionally, we sought independent medical direction from Dr. Ryan Murphy, an Emergency Room Physician who provides focused oversight to our EMS program and personnel. Dr. Murphy continues to demonstrate his value as an integral member of our team, assisting us in ensuring high quality care is delivered at this increased level, benefiting those we serve and enhancing the effectiveness of the tiered response system in collaboration with Gold Cross.



Dr. Ryan Murphy

Tiered Response Dispatch and Deployment Model

In order to understand how services are delivered under the current model, a more detailed explanation of the tiered response deployment system currently utilized must be provided. Under our system, basic life support or BLS resources (Grand Chute Fire Units), and advanced life support or ALS resources (Gold Cross Ambulance) are systematically deployed by 911 dispatchers operating under the guidelines of a program known as the "Medical Priority Dispatch System". This best-practice dispatching protocol utilizes a standardized format and set of interview questions to rapidly yet methodically collect critical information pertaining to the emergency, which is then utilized to generate a determinant code for the incident. A flow chart depicting the dispatch and deployment of resources, as well as a more detailed explanation of the process is provided below.



EMS Operations Summary

Upon receipt of a 911 call reporting a medical emergency, Outagamie County 911 dispatchers rapidly collect the minimal information necessary (location, nature of call, etc.) to provide a “pre-alert” dispatch for the closest available fire unit recommended by a GPS based vehicle locating system. The purpose of

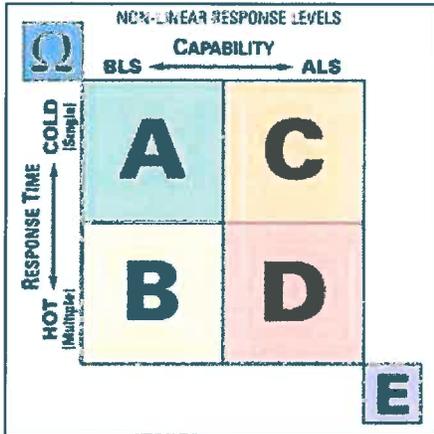


Figure 1.2

this pre-alert notification is to facilitate a rapid initial response (which can be downgraded after priority coding) while information is still being gathered by dispatchers. Simultaneously, call information is transferred by the Outagamie County 911 Center to Gold Cross who independently determines the most appropriate ambulance to send to the call. Based on additional information provided to the dispatcher by the caller, an alphabetical call determinant level of E-Edward, D-David, C-Charles, B-Boy, or A-Adam is assigned to the call and forwarded to responding crews. E-Edward calls represent those with the most severe and immediate life threat, while A-Adam calls represent the most minimal threat. The matrix in Figure 1.1 illustrates the relationship between these determinant levels, resource assignments, as well as the appropriate response mode (lights and sirens / no lights and sirens) for emergency vehicles.

To lend additional insight into the nature and urgency of our EMS responses, Figure 1.3 provides a graphical breakdown of our annual response data by determinant level. While this data shows the general trend of increasing demand for EMS service, it also illustrates the true emergent nature of the majority of our calls for service.

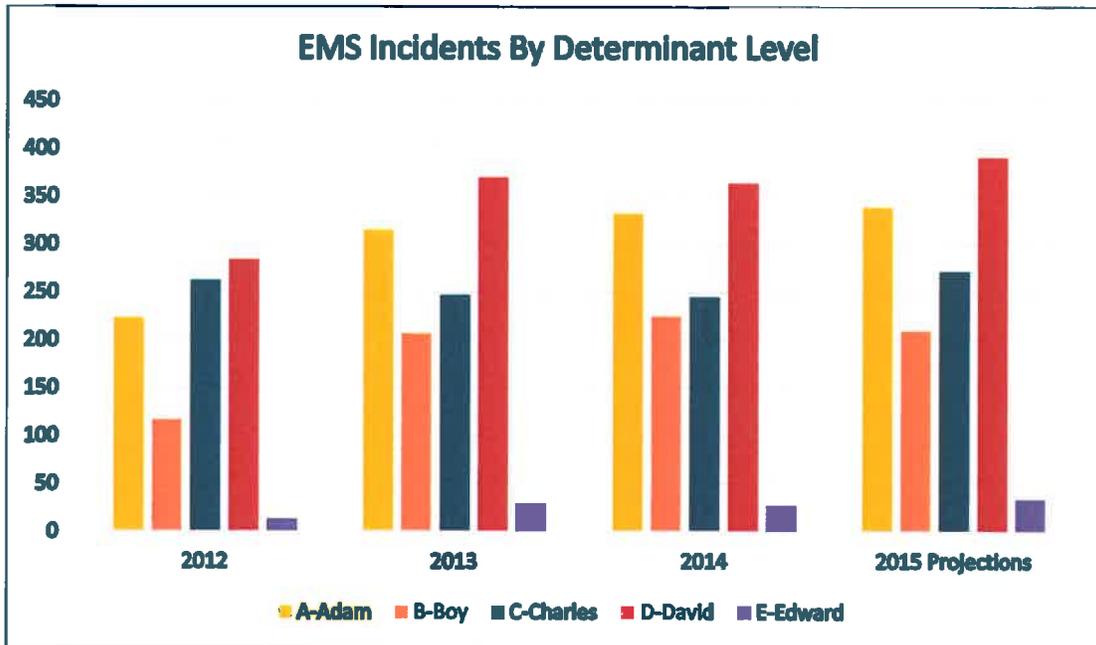


Figure 1.3



Adding Value and Enhancing Quality of Life

The value of the previously described tiered response system lies in its ability to quickly deploy fire department resources on the scene of a medical emergency, enabling the provision of patient care prior to the arrival of the ambulance and Gold Cross personnel, a situation which occurs quite frequently as illustrated in Figure 1.4. Gold Cross acknowledges the valuable service that agencies like us provide, boasting their support of 26 such groups representing every community in which they serve.

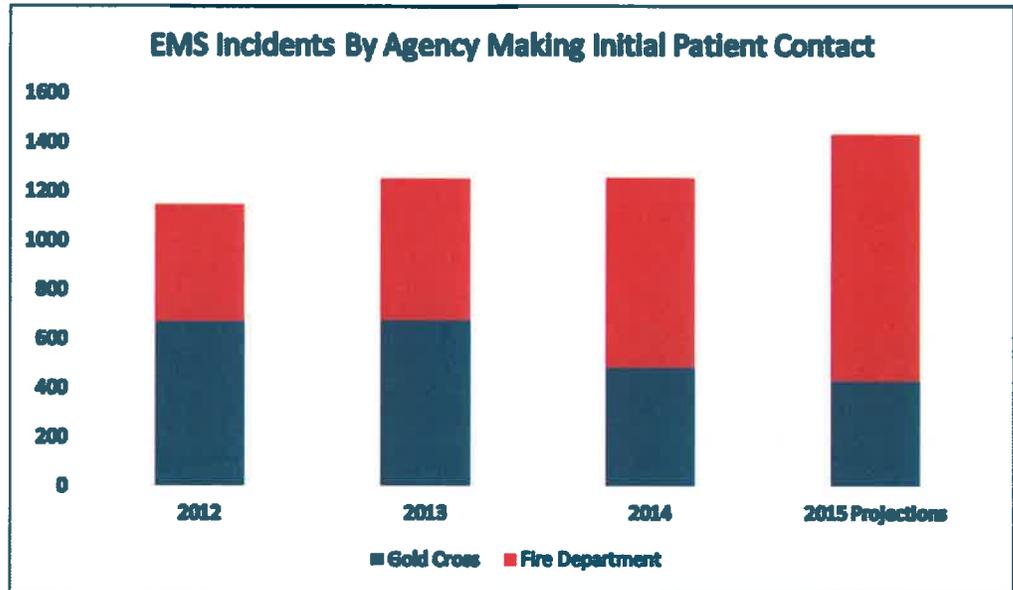


Figure 1.4

While the data above provides compelling insight into the number of instances in which fire personnel arrived on the scene of medical emergencies and initiated patient care prior to the arrival of Gold Cross, it can be further analyzed to provide a more refined picture of the services provided. The graph in Figure 1.5 breaks these figures down into two-minute categories, illustrating the time elapsed between the fire department's arrival and initiation of care, and the subsequent arrival of Gold Cross Ambulance.

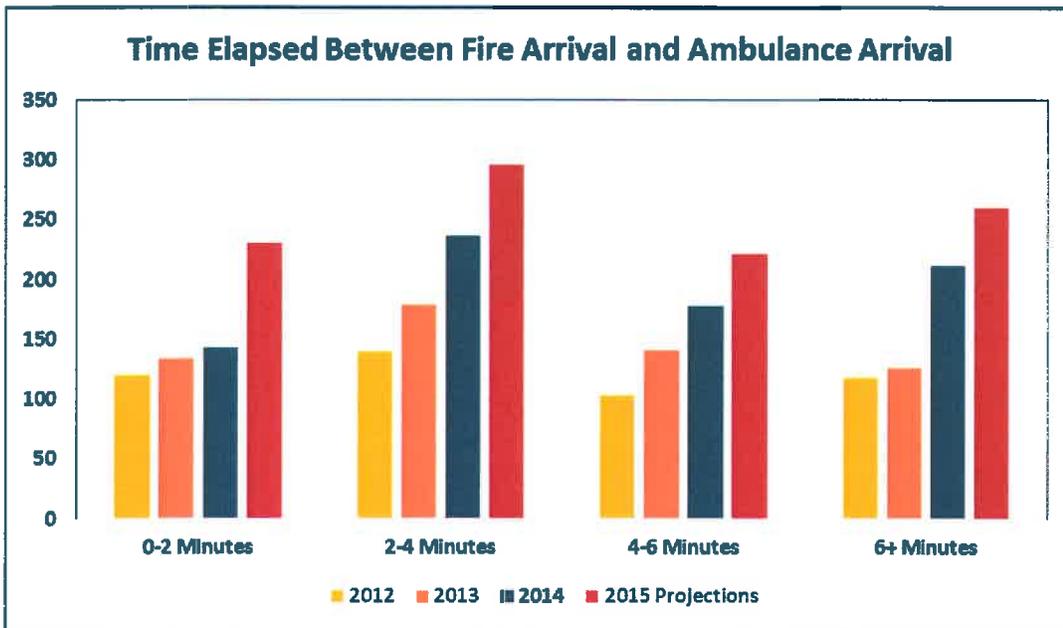


Figure 1.5

While the data above provides compelling insight into the number of instances in which fire personnel arrived on the scene of medical emergencies and initiated patient care prior to the arrival of Gold Cross, it can be further analyzed to provide a more refined picture of the services provided. The graph in Figure 1.5 breaks these figures down into two-minute categories, illustrating the time elapsed between the fire department's arrival and initiation of care, and the subsequent arrival of Gold Cross Ambulance.



EMS Operations Summary

Based on the data previously presented, two things are clear. The first being that the fire department is arriving on scene and initiating care prior to the arrival of the ambulance with substantial frequency. Looking at 2014 alone, the fire department arrived and began treatment for roughly 60 percent of all EMS incidents. The second item of significance is the time elapsed between fire department arrival and the arrival of Gold Cross. Looking again at 2014 data, the fire department was on scene providing care for more than two minutes prior to the arrival of the ambulance for approximately 50 percent of EMS calls for service.

As a final indicator of system value, let us examine the impact on EMS response and care that would be incurred if the fire department did not provide these services. Looking again at our most recent and complete data set from 2014, the fire department response times averaged 5 minutes and 22 seconds. With that response time in mind, apply it to the numbers in Figure 1.5. As a citizen or visitor of this community, *would you be satisfied with responders arriving on the scene of a medical emergency involving you or your loved one twelve or more minutes after your 911 call for help?* If the fire department had not provided EMS services in 2014, that exact scenario would have been true for one out of every six reported medical emergencies in Grand Chute. When seconds can have an impact on the outcomes of emergencies, it is clear that this response system is serving a critical purpose while adding value that enhances the safety and quality of life for our community.



Can This Wait 12 Minutes?

Rapid All Hazards Response

It is a universally accepted notion by both emergency responders and those stricken by emergencies that response time is of the utmost importance. The time-sensitive nature of EMS response is further supported by the “golden hour” for trauma patients, as well as numerous cardiac arrest studies indicating anywhere from a 7 to 10 percent decrease in survival rates for every minute in which

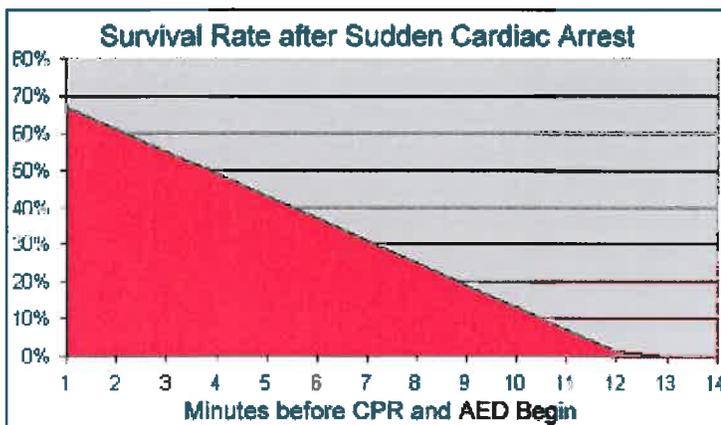


Figure 1.6

defibrillation is delayed as illustrated in Figure 1.6. Grand Chute Fire Department resources are strategically located at our two fire stations to facilitate the expedient deployment and arrival of emergency response equipment and personnel. In addition to the ideal geographical distribution of our resources, fire service personnel are unique in their ability to provide patient care in nearly any environment or situation. In other words, firefighters are able to bring treatment to the patient, initiating immediate care whether they are pinned in a rolled-over vehicles, overcome by carbon monoxide, entangled in industrial machinery, or in the comfort of their own homes. Our

community is not unique in capitalizing on these benefits, as more than 90 percent of career and combination fire departments nationwide are providing emergency medical services in some capacity.



On-Scene Time and Task Completion

In 2010 the National Institute of Standards and Technology (NIST) published their results after conducting a set of field experiments which systematically studied the deployment of fire department based EMS resources and the subsequent impact on their ability to provide efficient and effective response. These experiments recorded the “time-to-task completion” to measure the performance of various crew sizes and configurations for three unique EMS scenarios including packaging and removing a patient for transport, treatment of a multi-system trauma patient, and care for a witnessed cardiac arrest.

The first scenario involved gaining access to a patient in a garden style apartment, packaging and removing the patient down three flights of stairs utilizing a “stair chair” device, and loading the patient

into the ambulance for transport. Applying the data obtained by NIST to our service model, Figure 1.7 provides a comparison illustrating the difference in time-to-task completion for patient removal after gaining access using our current tiered response system (3-person GCFD engine company and a two-person Gold Cross Ambulance) versus an ambulance only response.

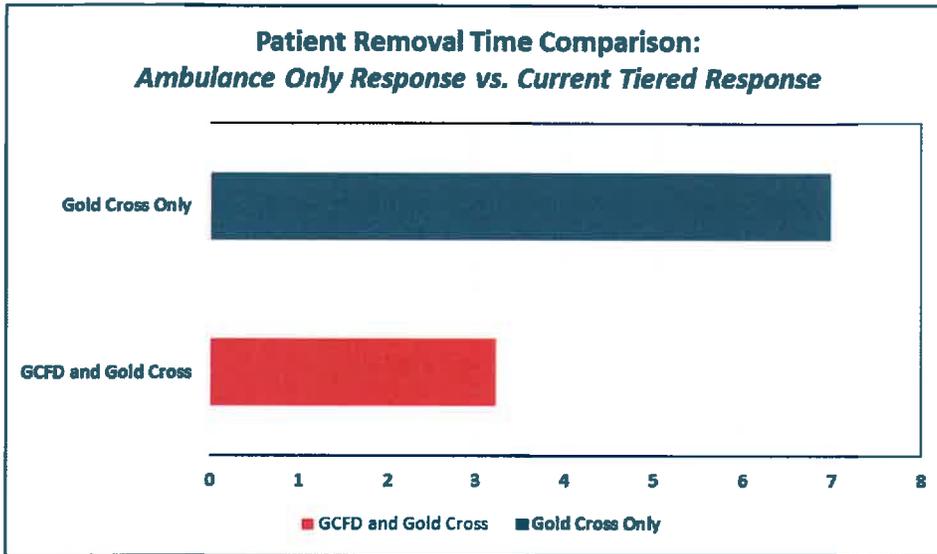


Figure 1.7

The second scenario involved the performance of several labor intensive patient care tasks associated with the treatment of a multi-system traumatic injury sustained as a result of a 25 foot fall. The tasks included the completion of a patient assessment, obtaining vital signs, bleeding control, fracture management, spinal immobilization, and airway management for the apneic patient. Figure 1.8 provides a graphical comparison of these results

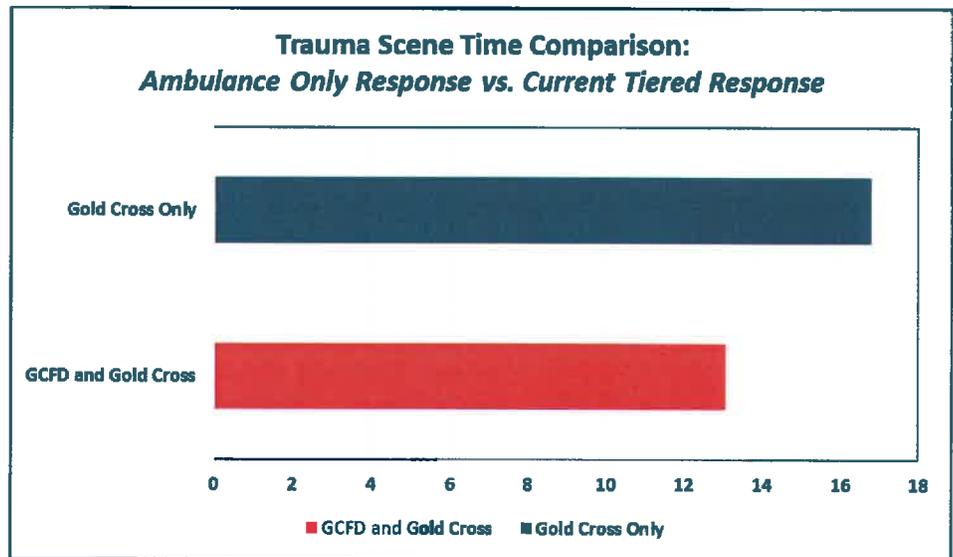


Figure 1.8



illustrating the difference in time-to-task completion using our current tiered-response system (3-person GCFD engine company and a two-person Gold Cross Ambulance) versus an ambulance only response.

The third and final scenario of the study involved the treatment of a patient experiencing chest pain who then suffers from a witnessed cardiac arrest event. The tasks associated with this scenario included the performance of a patient assessment, oxygen administration, obtaining vital signs including a 12-lead ECG, as well as the resuscitation tasks following the witnessed arrest which included the application and use of a cardiac defibrillator, performance of CPR, airway management, obtaining IV access, medication

administration, and packaging the patient for transport. The chart in Figure 1.9 provides a graphical comparison of these results illustrating the difference in time-to-task completion using our current tiered-response system (3-person GCFD engine company and a two-person Gold Cross Ambulance) versus an ambulance only response.

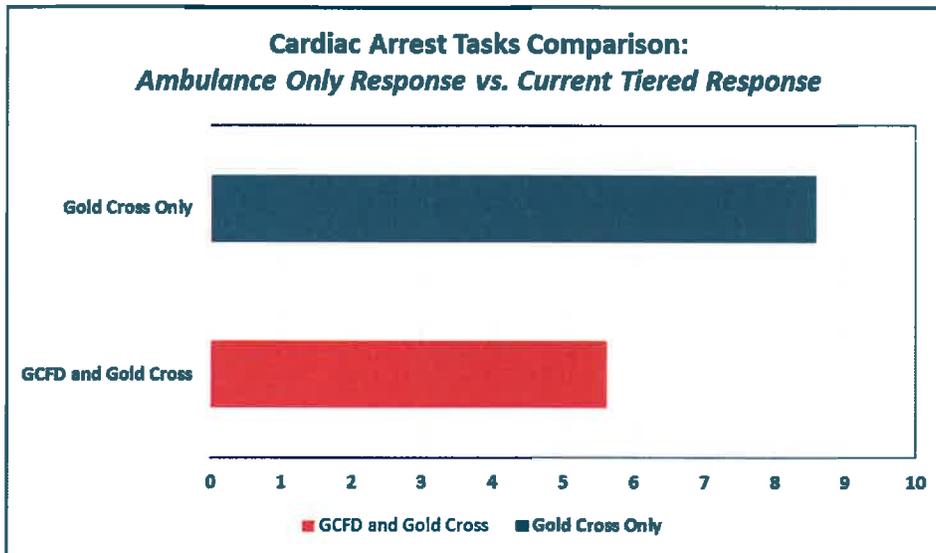


Figure 1.9

Community Feedback

While we publish the quantitative data collected from our Customer Service Survey Program in our Annual Report, we rarely have a chance to share the comments that are provided which we believe are indicative of the quality care we provide and our community’s appreciation of our services. The following are actual excerpts from the comments provided on EMS incident surveys in 2014 and 2015.

“Excellent service – be proud of your department.”

“Your team is amazing. I am so grateful! You even cleaned up the blood that was all over my kitchen floor.”

“Our FD is the best we’ve ever had. We’ve lived in 9 different cities.”

“Excellent services overall. A bit confused with fire department there first. Provided better contact services than ambulance.”



"I was very impressed with professionalism. They were so helpful with everything including clean up which I was so unaware."

"Firemen were outstanding – kind, proactive, compassionate and respectful. They were quite excellent. Thank you!"

"Absolutely outstanding! They were so kind and compassionate to my kids, husband, and myself during an extremely stressful time for my family and I. Thank You!"

"The Firefighters really helped me to feel taken care of after my accident. I had been injured but was in shock and didn't realize it, but the team helped me get thru that difficult experience. Thank You!"

"Thank You! Your kindness and professionalism was superior, very much appreciated."

"Personnel were great with grandchildren staying with us. Provided a good example of how emergency medical workers give need care."

"Thank you – great team – very helpful. Very kind to my husband who is disabled and worried – great care."

"They were all absolutely wonderful. They couldn't have been better."

"Very professional, very reassuring"

"Thank you for the timely service."

"Wonderful people, encouraging, offered helpful advice. Thank you!"

"We want to thank the personnel for being so helpful and courteous. They were great."

"Outstanding care! Thank You!"



GRAND CHUTE FIRE DEPARTMENT

ADDENDUM #2 COMMUNITY EMT PILOT PROGRAM



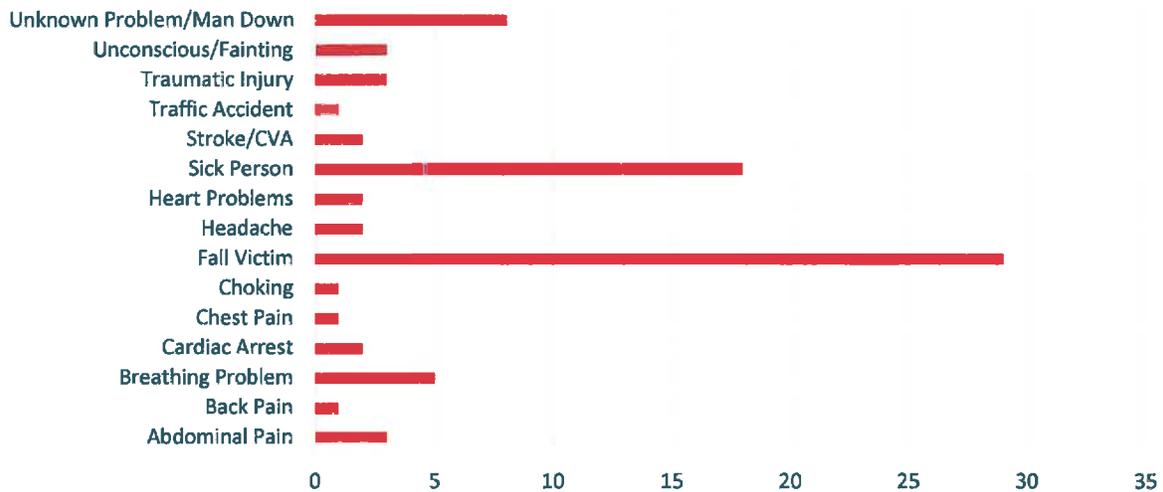
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"Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services."

Introduction and Overview

In early 2015 the Command Staff of the Grand Chute Fire Department began exploring innovative program ideas to address the increasing service demands being placed on our organization as a result of high volume utilizers of EMS response resources. Following an analysis of data captured from our internal incident reporting system, we were able to determine the Ridgeview Highlands area represented approximately 12% of our 2015 first-half calls for Emergency Medical Service delivery. Of those 81 total calls, 29 were for fall victims. An additional breakdown of chief complaints is visually represented below.

Ridgeview Highlands 2015 First-Half EMS Responses By Chief Complaint



Reflecting upon this data led us to believe that the formation of a program to proactively address the needs of these citizens in our response area could significantly reduce the numbers of call for service generated, while simultaneously improving the quality of life for these residents. Just as fire prevention programs have demonstrated their value in reducing risk and loss of life in our communities, we believe a program modeled after what has been coined “Community EMT” or “Mobile Integrated Healthcare” could help us fulfill this mission, and we hope to pilot a program of that nature with the residents in the Ridgeview Highlands Complex. Additionally, we feel the trust and relationships we have worked so hard to develop with these residents make us an ideal organization to deliver these services while maintaining the comfort and dignity of the patients who would benefit from them.

Youtube Video: <https://www.youtube.com/watch?v=hQiHgRPJW30>

An initial meeting to discuss the concept with the Outagamie County Public Health Department was well received, and provided us with additional guidance as we continued to determine the most effective way to implement this type of program. A key piece of information gleaned



from our discussion with Public Health revealed that an unrelated grant project seeking to reduce resident reliance on government services also identified and targeted the Ridgeview Highlands area.

Immediate Program Goals

We would like to begin utilizing our information collected during incident response to identify candidates for this pilot program, and subsequently conduct an interview with those identified to determine their interest in participating in the program. Interested candidates would be eligible to receive home visits from a Grand Chute Firefighter / EMT (selected by Command Staff) who would conduct and / or assist the participant with some or all of the following educational and preventative tasks and measures:

- Fall prevention / general safety
- Home fire safety
- Vital sign monitoring
- Medication checks / compliance
- Immunizations
- Referral and connection to other appropriate services



GRAND CHUTE FIRE DEPARTMENT

2016 BUDGET ENHANCEMENT CENTER FOR PUBLIC SAFETY EXCELLENCE ACCREDITATION



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"Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services."

Introduction

The purpose of this document is to provide an overview of the agency accreditation process governed by the Center For Public Safety Excellence, information on the organizational benefits associated with accreditation, as well as a proposal to allocate the necessary resources to allow the Grand Chute Fire Department to continue to strive for excellence in emergency service delivery by actively pursuing accredited agency status.

Accreditation Process and Model Overview

The accreditation process consists of three steps or agency “statuses” including registered, applicant, and candidate, with the majority of the time and workload commitment taking place during the “applicant” agency time period. During this time, the organization works within the “accreditation model” to develop a strategic plan, conducts an organizational self-assessment, performs a community risk analysis, and creates standards of coverage documents to address the unique characteristics of the service area.

The four previously mentioned documents serve to assist the organization in defining its path towards excellence, while taking the information gathered from internal and community assessment and analysis and applying it towards improvement measures aimed at increasing efficiency and effectiveness. A more detailed explanation of the steps and documents associated with the accreditation model are elaborated on below.

Community Driven Strategic Plan:

- Community members (external stakeholders) provide input on:
 - Program and service priorities
 - Expectations of the organization
 - Concerns about the organization and its services
 - Aspects of the organization and its services that are viewed as positive
- Department members (internal stakeholders) selected to participate in developing the strategic plan by:
 - Reviewing, and if necessary, revising the Organizational Mission and Values Statements
 - Defining core programs provided to the community, and the services that enable the agency to deliver those programs
 - Analyzing perceived internal strengths and weaknesses, as well as external opportunities and threats presented to the organization
- Information gathered from both groups is then evaluated and utilized for the purpose of:
 - Identifying critical issues and service gaps within the organization
 - Establishing realistic goals and objectives to address these issues
 - Creating timelines and implementation tasks for each objective
 - Developing a statement articulating the organization’s vision for the future

Self-Assessment:

- Utilizes ten broad categories to evaluate performance:

| | |
|---|--|
| <ul style="list-style-type: none">○ Government and Administration○ Assessment and Planning○ Goals and Objectives○ Financial Resources○ Programs | <ul style="list-style-type: none">○ Physical Resources○ Human Resources○ Training and Competency○ Essential Resources○ External Systems Relationship |
|---|--|



2016 Budget Enhancement – Agency Accreditation

- Within the ten categories there are a total of 43 specific criteria that serve as a measure or an index upon which a judgement of performance can be based
- The 43 criteria are further broken down into 253 performance indicators that define the desired level of achievement or performance for each specific behavior or task
- Of the 253 performance indicators, 82 are identified as **core competencies** which must be met to achieve accreditation

Community Risk Assessment:

- Environmental assessment of geographic boundaries, demographics, and development patterns
- Identification of community risk through historical experience, probability analysis, consequential risk assessment, and community risk profile
- Identification of service level objectives through critical task analysis, definition of effective response forces by risk, establishment of baseline response time benchmarks
- Distribution and concentration study measuring baseline capability, evaluating station distribution and company concentration, analyzing the efficiency of resource distribution / concentration
- Reliability study assessing response reliability by management zone, community response reliability, impact of call types, establishment of drawdown policies and resource exhaustion point
- Response time performance study analyzing historical data from the PSAP, call processing, turnout and travel times, first due and effective response force fractal compliance

Standards of Cover:

- Description of Current Deployment Model
- Risk Assessment Results
- Time and On-Scene Performance Objectives
- Effective Response Force Requirements
- Resource Distribution and Concentration
- Response Reliability
- Supporting Historical Response Data

Following the completion of these documents, their content and validity are vetted via a series of unbiased peer review and an exhaustive on-site assessment, culminating in a hearing before the Commission on Fire Accreditation International who is ultimately responsible for bestowing accredited agency status. Further explanation of these steps are explained below.

Candidate Agency Status:

- Agency documents are peer reviewed, and may require revisions to be accepted
- Upon document acceptance, a four person peer assessment team conducts a three day site visit
- Assessment team leader completes report and submits recommendations to the “commission”

Commission Hearing:

- The Commission on Fire Accreditation International (CFAI) is comprised of eleven members representing the fire service, municipal management, code councils, the International City Managers Association (ICMA), and the U.S. Department of Defense (DOD)
- Meets twice a year to consider agencies for accreditation
- Site visit findings and recommendations are reviewed, and commissioners have the opportunity to challenge the agency’s accreditation team
- Accreditation is granted, denied, or deferred by the commission



Accreditation Renewal

Accreditation is referred to as a process rather than a project because it is continuous. In order for an organization to provide excellent service to its customers, it must constantly analyze and evaluate its effectiveness based on measurable outcomes and quantifiable data. The accreditation process facilitates these ongoing efforts through the steps outlined below.

- After the five year accreditation status period the agency’s strategic plan, self-assessment, community risk analysis, and standards of cover documents must be evaluated and revised to reflect the next five year period
- The steps associated with agency candidacy including document review and a peer assessment team site visit are completed for the new accreditation period
- The agency goes before the commission to be considered for renewal

Wisconsin and Accreditation

Currently, there are approximately 200 accredited fire departments in the World (mostly in the US and Canada), with eight of those being in Wisconsin:

- 128th Air Refueling Wing Fire Emergency Services
- Fort McCoy Fire & Emergency Services
- La Crosse Fire Department
- Town of Menasha Fire Department
- West Allis Fire Department
- North Shore Fire Department
- Wauwatosa Fire Department
- Fond du Lac Fire/Rescue

There are currently seven agencies actively pursuing accreditation in Wisconsin:

- DeForest Area Fire and EMS
- Marshfield Fire & Rescue
- Oak Creek Fire Department
- Pewaukee Fire Department
- Wisconsin Rapids Fire Department
- Wausau Fire Department
- Oshkosh Fire Department

Budget Implications

The cost associated with accreditation is based on the population served, and is essentially spread out over a two year time period. Anticipated costs during 2016 total \$5,290.00 to register as an applicant agency. Projected costs for 2017 total \$8,000 to cover expenses associated with the peer assessment site visit and accreditation hearings. Following recognition as an accredited agency, a \$1,170 annual maintenance fee is assessed by CPSE.

| <i>COST SUMMARY</i> | |
|----------------------------|------------|
| 2016 | \$5,290.00 |
| 2017 | \$8,000.00 |
| Annual Maintenance Fee | \$1,170.00 |



GRAND CHUTE FIRE DEPARTMENT

2016 BUDGET ENHANCEMENT ACTIVE SHOOTER PERSONAL PROTECTIVE EQUIPMENT



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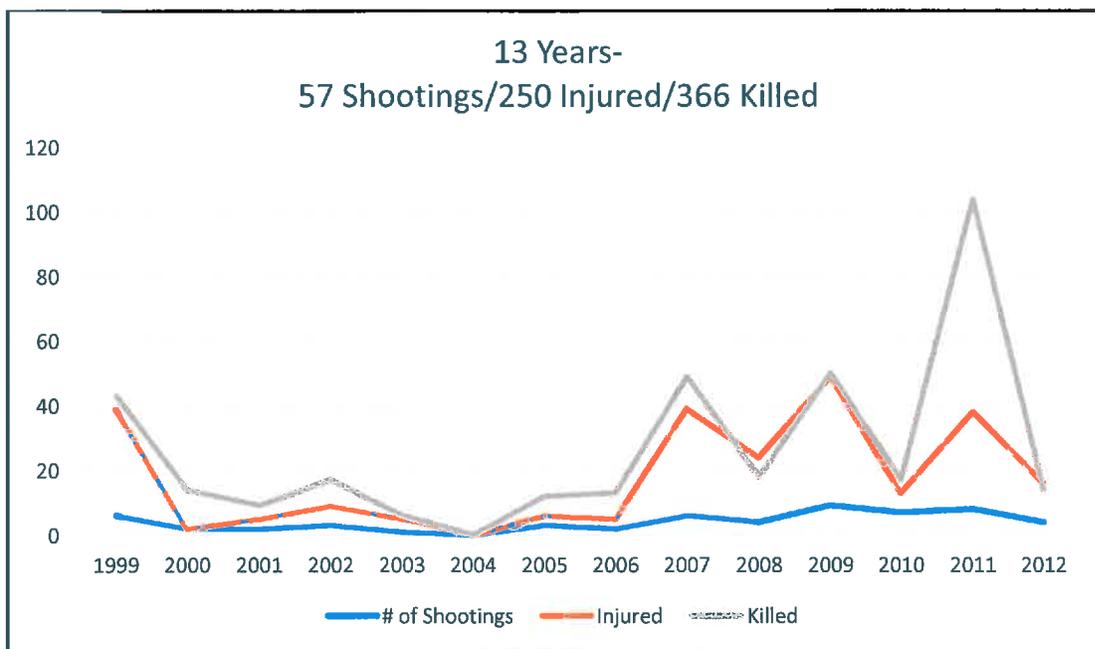
"Protecting the lives, property, and environment for the community we serve through efficient, effective emergency response activities and proactive risk reduction services."



Introduction

Active shooter events have occurred for decades, however, not until the Columbine High School event did public safety agencies throughout the country begin to assess the need for specialized tactics, equipment and training for Fire & EMS providers. One of the key issues identified was the delay in providing emergency care to the injured. Due to the lack of training, equipment and a prolonged delay in assessing patients, many patients expired. Since Columbine, many case studies of mass shootings have since provided information that early intervention would have reduced the death toll in every example examined.

“Active Shooter” Incidents 1999 to 2012:



The recent trail shooting in Menasha, Wisconsin that occurred on May 3, 2015 illustrates the need for protective equipment. The Rescue Task Force concept was implemented with first responders assessing & treating patients while under the protective watch of Law Enforcement. However, no personal protective equipment was provided to or worn by EMS first responders. Although the gunman was later to be identified as one of the deceased, this was not confirmed until late into the incident.



Needs Analysis

For the last three years, public safety agencies state-wide have undergone training to address the need to assess and treat patients as quickly as possible. This training addresses the concept of implementing three core principles:

- The creation of a “warm zone” after an initial sweep of the affected area by law enforcement.
- The implementation of a “Rescue Task Force (RTF)”. The RTF is a combined group of Fire/EMS/Law responders who will enter the warm zone to quickly assess and treat life threatening wounds of the injured.
- Setup a “Casualty Collection Point (CCP)”. The CCP is located in the cold zone and is the location where patients that are removed from the warm zone are triaged and transported.

The following links provide more in-depth information on the concepts of the RTF:

[https://iab.gov/Uploads/Integrating%20LE Fire EMS%20during%20HTV FINAL.pdf](https://iab.gov/Uploads/Integrating%20LE%20Fire%20EMS%20during%20HTV%20FINAL.pdf)

<http://www.firefighternation.com/article/strategy-and-tactics/fire-service-s-role-active-shooter-situations>

At the local level within Outagamie County, a joint Fire/EMS/Law Active Shooter workgroup has provided guidance on training, equipment and standardization of procedures. The workgroup provided initial awareness level training. The effort is now focused on Fire/EMS agencies acquiring the personal protective equipment (PPE) required to implement the RTF concept.

For Grand Chute, our risk assessment indicates that the community has several “prime” targets that are at risk for an “active shooter” event.

- **Fox River Mall**
- **Marcus Theaters (Hollywood Cinema)**
- **Fox Valley Technical College**
- **Two Elementary Schools**
- **Large Manufacturing Facilities (McCain Foods, Presto, Pacon, Pierce)**

The PPE is required for *all* responders who are entering a warm zone as the hazards are the same for fire/EMS as they are for law enforcement.

The department currently has no PPE for this initiative. Once the PPE is acquired, the department will be working closely with GCPD to develop a response policy and actively train together specifically on this high risk/high potential issue.

To date, the following fire departments have acquired the needed PPE for initial response:

- City of Appleton
- Shiocton
- Seymour
- Greenville



Recommendation

The department recommends that personal protective equipment specifically designed for emergency responders in active shooter/hostile environment events be purchased to equip two (2) Engine Companies.

The department request a capital budget for 2016 in the amount of \$6,000 to purchase the following equipment:

- 4 sets of ballistic plate carriers with Level III armor plates and Level IIIA side protection
- 4 sets of Kevlar helmets
- 4 sets of Mass Casualty Triage Kits
- 4 sets of IFAK EMS Pouches
- 2 Mega-Mover 1500 Patient Transport Tarps

| <i><u>COST SUMMARY</u></i> | |
|----------------------------|---------|
| Equipment | \$6,000 |
| <u>TOTAL</u> | \$6,000 |



An example of PPE required for the RTF



Mass Casualty Kit

Public Works

Mission Statement

- Effectively assist customers in a regulatory environment while preserving public safety and environmental quality for our community through the efficient administration of codes and standards.
- Effectively maintain the Town's fleet while balancing customer and community values.
- Provide for the mobility of persons and goods by developing and maintaining a safe, efficient, environmentally sound, and balanced transportation system with emphasis on providing travel mode choices including pedestrian, bicycle, transit and vehicular transportation facilities.
- Provide efficient and cost effective refuse and recycling collection to the residential properties of the Town.
- Effectively maintain the grass and grounds of the Town Cemetery while preserving the integrity of the grave sites and showing respect to the families of those buried in this facility.

Operational Overview

The Public Works Department provides, maintains and accounts for the infrastructure and associated services of the local government. These include: Street and Right of Way Maintenance, Fleet Services, Winter Street Maintenance, Street Lighting, Mass Transit, Refuse, Solid Waste, Recycling, Weed Control, and Cemetery.

The department is broken up into the following operations:

Streets: Maintenance, operations, and repairs to streets, bike paths, sidewalks, medians, and public parking areas. This operation also responds to emergencies where transportation systems are impeded or blocked due to weather events other than snow and ice.

Fleet Services: Maintains all vehicles and equipment in Grand Chute's fleet in accordance with industry standards. Fleet services also actively works with internal customers to replace vehicles and equipment based on the current equipment replacement matrix.

Winter Street Maintenance: Maintains the streets trails, sidewalks, and public parking areas in a passable condition to allow the free travel of motor vehicles, bicycles, and pedestrians.

Street Lighting: Coordinates the installation and general maintenance of We Energies street light installations and Town owned installations at the traffic signal locations.

Mass Transit: Grand Chute is a partner in the Valley Transit bus system.

Refuse: Grand Chute contracts with a refuse hauler for residential refuse pick-up.

Solid Waste: Grand Chute manages a closed landfill at the Lecker Park site on Gillett Street.

Recycling: Grand Chute contracts with a recycling hauler for the pick-up of residential recyclables.

Weed Control: Operations and contractor oversight for the notification and cutting of rank growth of weeds and grass and the removal of noxious weeds.

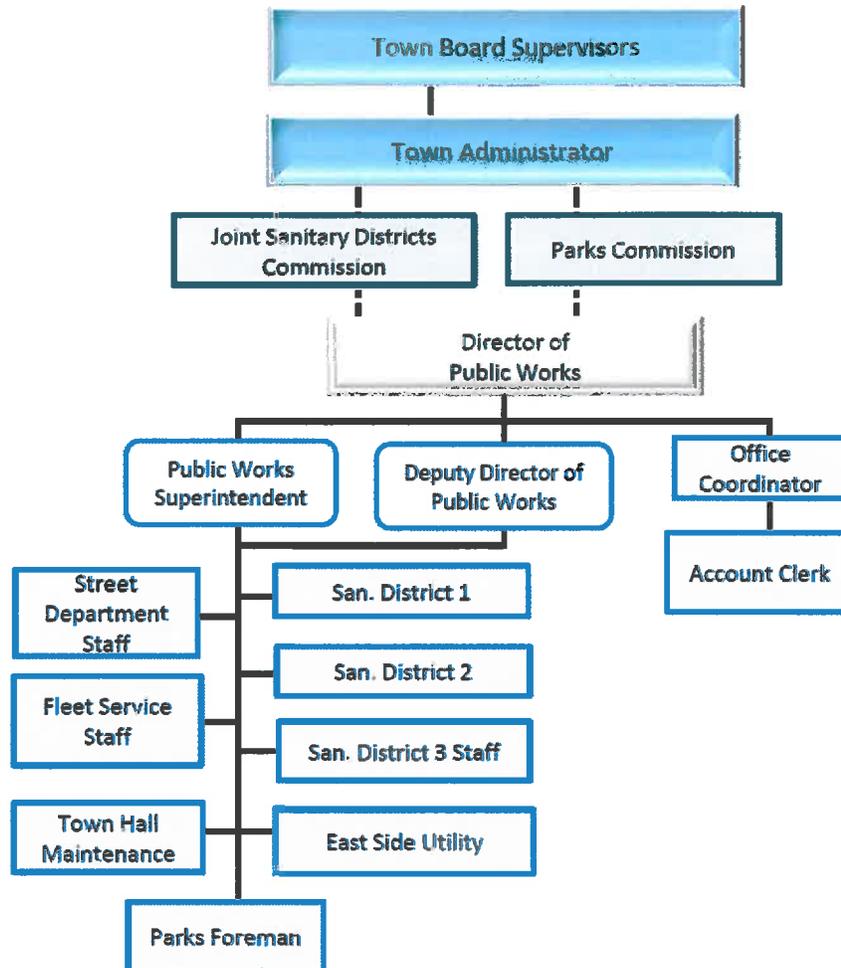
Cemetery: Maintenance, operations and repairs for the grass and grounds of the Grand Chute Pioneer Cemetery.

2016 Department Goals and Objectives

- Provide a proactive approach to the maintenance of the Town's roadways, trails, and sidewalks including a search for new maintenance techniques.
- Provide winter maintenance services on the roads, trails, and parking lots in a timely manner and in accordance with the Town's Winter Maintenance Policy.
- Provide contact and initial response to service requests within one working day.
- Update CIP for infrastructure expansion due to new development projects, street reconstructions, and urbanizations based on road condition ratings, storm water management needs, and water main replacement program
- Provide cutting and maintenance for the grass and weeds on the roadsides and medians of the Town roads from July 1 to approximately September 1 of each year.
- Continue cooperative efforts with Appleton, Outagamie County, and neighboring communities on expanding the availability of alternative modes of transportation.

Public Works

Organizational Chart



Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---------------------------------|--------------|---------------|-----------------|---------------|----------------------|
| Director of Public Works | 0.40 | 0.40 | (0.04) | 0.36 | \$ 37,540 |
| Deputy Director of Public Works | 0.00 | 0.00 | 0.37 | 0.37 | \$ 28,146 |
| Public Works Superintendent | 0.33 | 0.33 | (0.03) | 0.30 | \$ 25,534 |
| Office Coordinator | 0.50 | 0.50 | (0.03) | 0.47 | \$ 23,559 |
| Fleet Foreman | 1.00 | 1.00 | - | 1.00 | \$ 72,182 |
| Parks Foreman | 0.00 | 0.00 | 0.01 | 0.01 | \$ 525 |
| Mechanic | 1.00 | 1.00 | - | 1.00 | \$ 43,653 |
| Equipment Operator | 3.70 | 3.00 | (1.46) | 1.54 | \$ 46,068 |
| Laborer | 0.72 | 0.83 | 0.47 | 1.30 | \$ 36,935 |
| Operator - Part-time | 1.50 | 1.50 | (1.16) | 0.34 | \$ 18.48/hour |
| Laborer - Part-time | 0.50 | 1.00 | (0.25) | 0.75 | \$14.75-\$15.31/hour |
| Seasonal Help | 0.70 | 0.70 | (0.30) | 0.40 | \$9.00-\$12.50/hour |
| Total | 10.35 | 10.26 | (2.42) | 7.84 | |

Public Works

Performance Measures

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|--|-------------|-------------|----------------|---------------|
| Lane - Miles of Road to Maintain | 293 | 295 | 295 | 296 |
| Miles of Town Road to Maintain | 124.00 | 124.00 | 124.25 | 124.43 |
| Public Works Reports to Town Board | 12 | 12 | 12 | 12 |
| Right of Way/Utility Permits Processed | 130 | 168 | 175 | 180 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PUBLIC WORKS - HIGHWAY DEPT (53311) | | | | | | |
| PERSONNEL | 355,258 | 259,497 | 339,410 | 118,633 | 336,640 | 346,220 |
| OPERATIONS AND MAINTENANCE | 470,466 | 293,750 | 450,315 | 83,372 | 376,300 | 452,570 |
| CAPITAL OUTLAY | 278,823 | 339,842 | 8,500 | 145,113 | 152,339 | 121,200 |
| TOTAL ACCOUNT | 1,104,547 | 893,089 | 798,225 | 347,118 | 865,279 | 919,990 |
| PUBLIC WORKS - WINTER MAINT (53312) | | | | | | |
| PERSONNEL | 106,618 | 90,088 | 78,934 | 46,101 | 78,934 | 82,940 |
| OPERATIONS AND MAINTENANCE | 133,471 | 115,167 | 148,700 | 96,376 | 139,300 | 138,550 |
| TOTAL ACCOUNT | 240,089 | 205,255 | 227,634 | 142,477 | 218,234 | 221,490 |
| PUBLIC WORKS - FLEET SERVICES (53313) | | | | | | |
| PERSONNEL | 162,220 | 180,375 | 168,700 | 98,394 | 170,690 | 157,090 |
| OPERATIONS AND MAINTENANCE | 231,555 | 177,257 | 144,400 | 82,081 | 144,400 | 144,500 |
| CAPITAL OUTLAY | 15,798 | - | 18,050 | 16,812 | 16,812 | - |
| TOTAL ACCOUNT | 409,573 | 357,632 | 331,150 | 197,287 | 331,902 | 301,590 |
| PUBLIC WORKS - STREET LIGHTS (53420) | | | | | | |
| OPERATIONS AND MAINTENANCE | 296,911 | 337,646 | 317,700 | 99,009 | 307,000 | 319,000 |
| TOTAL ACCOUNT | 296,911 | 337,646 | 317,700 | 99,009 | 307,000 | 319,000 |
| PUBLIC WORKS - MASS TRANSIT (53520) | | | | | | |
| OPERATIONS AND MAINTENANCE | 503,556 | 524,541 | 560,700 | 271,878 | 560,700 | 554,418 |
| TOTAL ACCOUNT | 503,556 | 524,541 | 560,700 | 271,878 | 560,700 | 554,418 |
| PUBLIC WORKS - REFUSE (53620) | | | | | | |
| OPERATIONS AND MAINTENANCE | 713,758 | 731,751 | 755,400 | 174,382 | 701,400 | 745,500 |
| TOTAL ACCOUNT | 713,758 | 731,751 | 755,400 | 174,382 | 701,400 | 745,500 |
| PUBLIC WORKS - RECYCLING (53635) | | | | | | |
| OPERATIONS AND MAINTENANCE | 486,055 | 493,459 | 518,215 | 123,644 | 430,000 | 581,850 |
| TOTAL ACCOUNT | 486,055 | 493,459 | 518,215 | 123,644 | 430,000 | 581,850 |
| PUBLIC WORKS - WEED CONTROL (53640) | | | | | | |
| PERSONNEL | (13) | 234 | 510 | 18 | 920 | 530 |
| OPERATIONS AND MAINTENANCE | 1,158 | 2,318 | 4,100 | 71 | 1,650 | 3,600 |
| TOTAL ACCOUNT | 1,145 | 2,552 | 4,610 | 89 | 2,570 | 4,130 |
| PUBLIC WORKS - CEMETERY (54910) | | | | | | |
| PERSONNEL | 159 | 249 | 1,620 | 839 | 1,680 | 2,040 |
| OPERATIONS AND MAINTENANCE | - | - | 100 | - | 100 | 100 |
| TOTAL ACCOUNT | 159 | 249 | 1,720 | 839 | 1,780 | 2,140 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--------------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| ALL ACCOUNTS - TOTAL | | | | | | |
| PERSONNEL | 624,242 | 530,443 | 589,174 | 263,985 | 588,864 | 588,820 |
| OPERATIONS AND MAINTENANCE | 2,836,930 | 2,675,889 | 2,899,630 | 930,813 | 2,660,850 | 2,940,088 |
| CAPITAL OUTLAY | 294,621 | 339,842 | 26,550 | 161,925 | 169,151 | 121,200 |
| TOTAL DEPARTMENT | 3,755,793 | 3,546,174 | 3,515,354 | 1,356,723 | 3,418,865 | 3,650,108 |
| REVENUES | | | | | | |
| INTERGOVERNMENTAL REVENUES | | | | | | |
| 43531 State Transportation Aids | 760,605 | 755,893 | 785,984 | 392,231 | 784,465 | 785,000 |
| 43534 Highway LRIP Grant | - | - | - | - | - | 68,930 |
| 43537 Mass Transit | 354,767 | 344,468 | 439,182 | 92,911 | 350,000 | 430,937 |
| 43710 Highway and Bridge Aids | - | 41,713 | - | - | - | 6,000 |
| 43790 Recycling | 238,413 | 134,274 | 125,600 | 39,873 | 139,000 | 69,200 |
| LICENSES AND PERMITS | | | | | | |
| 44300 BP Access Permits | 4,980 | 3,660 | 5,000 | 3,190 | 3,700 | 5,000 |
| 44301 Utility/Open Cut Permits | 32,407 | 29,806 | 20,000 | 11,602 | 20,000 | 20,000 |
| PUBLIC CHARGES FOR SERVICES | | | | | | |
| 42000 Special Charges Street Lights | 120,598 | 60,364 | 60,000 | 55,316 | 59,910 | 60,000 |
| 46310 Highway Material/Maintenance | 11,387 | 7,134 | 12,000 | 9,574 | 12,000 | 10,000 |
| 46440 Weed Control | 1,201 | 770 | 1,000 | 236 | 500 | 1,000 |
| 46421 Special Charge - Refuse | 721,327 | 949,158 | 747,415 | 1,034,911 | 747,415 | 702,630 |
| 46422 Special Charge - Recycling | 188,900 | 39 | 315,500 | 100 | 315,500 | 360,420 |
| 46540 Cemetery | 73 | - | 50 | - | - | - |
| OTHER FINANCING SOURCES | | | | | | |
| 47400 Allocated Hwy Labor and Maint | 227,550 | 230,963 | 225,000 | 113,567 | 211,605 | 219,250 |
| 48130 Interest on Special Assessment | 730 | 13 | - | - | - | - |
| 48303 Sale of Equipment | 61,429 | 62,059 | 25,000 | 57 | 14,300 | 17,900 |
| 48430 Insurance Recoveries | 175,053 | 5,629 | 3,000 | 1,633 | 1,633 | - |
| 49263 Transfer From San Dist #3 | 22,126 | 5,144 | 5,000 | - | - | - |
| TOTAL REVENUES | 2,921,546 | 2,631,086 | 2,769,731 | 1,755,202 | 2,660,028 | 2,756,267 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS - HIGHWAYS (53311)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--------------------------------------|------------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 240,709 | 174,155 | 244,630 | 83,920 | 244,630 | 248,360 |
| 111 Overtime | 10,532 | 2,748 | 7,770 | 405 | 5,000 | 2,790 |
| 130 Fringe Benefits | 104,017 | 82,594 | 87,010 | 34,308 | 87,010 | 95,070 |
| TOTAL PERSONNEL | 355,258 | 259,497 | 339,410 | 118,633 | 336,640 | 346,220 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 3,564 | 5,975 | 3,500 | 847 | 3,500 | 5,000 |
| 220 Utilities | 5,253 | 5,806 | 5,700 | 2,522 | 5,100 | 5,800 |
| 221 Phone and Communications | 3,206 | 2,205 | 4,100 | 699 | 2,500 | 2,000 |
| 290 Other Contractual Services | 111,140 | 43,582 | 138,450 | 3,357 | 85,000 | 158,845 |
| 310 Office Supplies | 924 | 1,935 | 650 | 538 | 750 | 750 |
| 311 Postage | 3,139 | 509 | 2,175 | 418 | 1,000 | 2,000 |
| 320 Publication/Printing Fees | 4,509 | 817 | 1,200 | 3,525 | 3,750 | 3,000 |
| 321 Dues and Subscriptions | 1,090 | 1,012 | 1,100 | 194 | 1,100 | 1,100 |
| 330 Conferences and Training | 1,261 | 3,035 | 2,300 | 387 | 2,300 | 2,300 |
| 340 Operating Supplies | 25,417 | 38,885 | 54,900 | 6,596 | 50,000 | 59,900 |
| 341 Drug and Alcohol Testing | 1,501 | 670 | 1,200 | 1,008 | 1,200 | 1,200 |
| 344 Gas, Oil, and Other Supplies | 93,907 | 54,554 | 72,040 | 6,709 | 65,000 | 45,615 |
| 346 Hand Tools and Small Equipment | 599 | 447 | 600 | - | 600 | 600 |
| 348 Signal Maintenance | 24,439 | 35,732 | 41,900 | 1,139 | 40,000 | 39,460 |
| 350 Vehicle Maintenance | 9,784 | 3,733 | 5,000 | 84 | 500 | 5,000 |
| 351 Allocated Vehicle Maintenance | 107,594 | 86,066 | 106,000 | 52,280 | 104,500 | 106,000 |
| 360 Building Repairs and Maintenance | 21,600 | - | 4,000 | - | 4,000 | 8,000 |
| 390 Miscellaneous Expenses | 1,004 | 2,769 | 1,500 | 561 | 1,500 | 1,500 |
| 391 Uniforms | 4,828 | 4,950 | 4,000 | 2,508 | 4,000 | 4,500 |
| 600 Storm Expenses | 45,707 | 1,068 | - | - | - | - |
| TOTAL OPERATIONS AND MAINT | 470,466 | 293,750 | 450,315 | 83,372 | 376,300 | 452,570 |
| CAPITAL OUTLAY | | | | | | |
| 810 Capital Equipment | 86,820 | 149,552 | 8,500 | 115,839 | 34,625 | 80,700 |
| 811 Capital Equipment - Vehicles | 192,003 | 190,290 | - | 29,274 | 117,714 | 40,500 |
| TOTAL CAPITAL OUTLAY | 278,823 | 339,842 | 8,500 | 145,113 | 152,339 | 121,200 |
| DEPARTMENT TOTAL | 1,104,547 | 893,089 | 798,225 | 347,118 | 865,279 | 919,990 |

Department/Account: PUBLIC WORKS - HIGHWAY (53311)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 210 | Professional Services Engineering services not involving capital projects. | 3,500 | 5,000 |
| 220 | Utilities This represents the highway department's half of the water, sewer, electric and natural gas for the DPW storage garage. We are projecting the 2016 usage based on the actual usage of 2014 and 2015 plus a 0.92% increase in electric rates, a 3.2% increase in natural gas rates and a 3.0% increase in sewer rates. | 5,700 | 5,800 |
| 290 | Contractual Services Paver Patching. (\$20,000) Landfill disposal charges. (\$500) Seal coat and microsurface, sidewalk repair. (\$92,050) Signing and Pavement Marking Center Lining/Edge Striping Program. (\$25,000) (Based on 166,666 estimated ft. of striping x \$0.15 per foot.) Software. (\$20,775) Autogram screening (\$520) | 138,450 | 158,845 |
| 330 | Conference and Training Competent person operator training, supervisor training, winter maintenance seminars, general road maintenance seminars, safety training and commercial drivers license renewals. Includes the following anticipated conferences and meeting expenses for Director of Public Works: American Public Works Association (APWA) annual conference – Minneapolis, Minnesota (1,300); APWA-Wisconsin spring and fall conferences (200). All meetings/conferences consist of technical seminars relevant to current Town operations and State/Federal mandates. | 2,300 | 2,300 |
| 340 | Operating Supplies Road Patch Material (hot and cold mix). (\$6,500) Crack Seal Material. (\$5,000) General Highway Materials (paint, lath). (\$9,000) Aggregate base course. (\$6,000) Landscaping (topsoil, seed, mulch, matting). (\$2,500) Shoulder maintenance. (\$4,500) Signing and Pavement Marking Signs and posts. (\$6,000) | 54,900 | 59,900 |

Department/Account: PUBLIC WORKS - HIGHWAY (53311)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| | Replacement traffic control equipment. (\$1,900) | | |
| | Sign materials. (\$5,000) | | |
| | Intersection marking paint. (\$2,500) | | |
| | Intersection thermoplastic pavement markings. (\$6,000) | | |
| | Replace traffic counters. (\$5,000) | | |
| 344 | Gas, Oil, and Other Supplies | 72,040 | 45,615 |
| | Kerosene, oil and misc. fuel supplies. (\$1,550) | | |
| | Gasoline (est. \$2.45/gal.) 3,700 gal. (\$9,065) | | |
| | Diesel fuel (est. \$2.50/gal.) 14,000 gal. (\$35,000) | | |
| 346 | Hand Tools and Small Equipment | 600 | 600 |
| | Miscellaneous tools, shovels, rakes and other items necessary for roadway maintenance (\$600). | | |
| 348 | Signal Maintenance | 41,900 | 39,460 |
| | Repair and maintenance of traffic signals and We Energies costs. | | |
| | City of Appleton Electrical Department. (\$20,000) | | |
| | We Energies electricity. (\$9,100) | | |
| | Traffic Signal Maintenance/Upgrade. (\$5,180) | | |
| | Energy costs and signal maintenance for (9) signals. A 0.92% increase of electric costs have resulted in an increase over the 2014 electricity expenses. As a result of our signal maintenance agreement with Appleton, we are paying a premium for stand-by service. A five-year signal maintenance and upgrade schedule has been developed to change out fading LED signal faces, upgrade controllers and sensing systems. The upgrades scheduled for 2016 will include: | | |
| | PM on all signal cabinet equipment. (\$990) | | |
| | LED replacements – 3rd year of 5 year program. (\$2,790) | | |
| | Replace crosswalk signals at Casaloma/Federated. (\$1,400) | | |
| 350 | Vehicle Maintenance | 5,000 | 5,000 |
| | Vehicle maintenances and repairs that are outsourced. | | |
| 351 | Allocated Vehicle Maintenance | 106,000 | 106,000 |
| | Vehicle and equipment parts and labor charged back to Highway Expenses. | | |
| 810 | Capital Equipment | 8,500 | 80,700 |
| | 72-Inch Finish Cut Mower. (\$27,500) | | |

Department/Account: PUBLIC WORKS - HIGHWAY (53311)

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|--|-------------|-------------|
| | <p>This unit would be a replacement for our current 2008 John Deere Mower #722 (1,250 hours). The estimated replacement time schedule for this type of equipment is set at 8 years which will be 2016 for this mower. Although the mechanical/operational condition of the tractor portion of this machine remains fairly sound, the mower has and is experiencing several stress related cracks and fatigue that will require extensive repairs over the winter months should this unit not be replaced. It is staff recommendation that this unit be replaced on its time schedule of 8 years.</p> <p>(Estimated resale value if listed on Wisconsin Surplus Auction: \$3,500)</p> | | |
| | <p>Power Vee Snow Plow for Sidewalk Tractor #550. (\$6,200)</p> <p>This item would be a new attachment for our current sidewalk tractor #550. This unit is generally equipped with a snow blower for clearing sidewalks after snow events. While this method works well for clearing a majority of the accumulated snow, it does have its limitations and drawbacks for keeping those surfaces clear of snow and ice hard-pack or slush because of its inability to scrape those surfaces to the bare pavement of concrete. This past winter season we successfully tested the functionality of a snow plow on our sidewalks using our machine. It is staff's recommendation that a snow plow be added to the attachment list for our sidewalk tractor to help aid in keeping those surfaces as safe as possible for pedestrian and bike travel.</p> | | |
| | <p>Melter Applicator. (\$47,000)</p> <p>This unit would be a replacement for our current 2008 Cimline Matrix Melter Applicator. The estimated life span of this type of equipment is set at 10 years. Our current unit has experienced extremely high routine maintenance and repair costs along with an unacceptable amount of down time due to parts and service availability. Staff recommends that this unit be considered for early replacement with a new redesigned model that would be efficient to operate and maintain.</p> | | |

Department/Account: PUBLIC WORKS - HIGHWAY (53311)

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|--|-------------|-------------|
| 811 | <p>Capital Equipment - Vehicles Standard Cab 4x4 Pick-up Truck with Plow and Lift Gate. (\$40,500) This unit would replace our current 2007 Ford F-150 Truck #150. This vehicle was originally purchased for use as the Public Works Director's truck but then reassigned for use by the Street Superintendent. Since the retirement of the Street Superintendent, the vehicles use was again reassigned for general purpose use but with very limited success. The limitations of this vehicle equipped as a 1/2 ton with limited towing capacity, no four wheel drive, no snow plow and a box cargo area hard cover have made this vehicle very impractical as a DPW or Parks work vehicle. Staff recommends that this vehicle be replaced with a standard cab 4x4 pick-up truck with a snow plow and lift gate to make it as versatile as possible for all season use. (Estimated Auction Resale Price \$9,400)</p> | - | 40,500 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-WINTER MAINTENANCE (53312)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 52,639 | 45,935 | 28,164 | 23,830 | 28,164 | 35,830 |
| 111 Overtime | 32,836 | 21,634 | 29,360 | 8,305 | 29,360 | 23,830 |
| 130 Fringe Benefits | 21,143 | 22,519 | 21,410 | 13,966 | 21,410 | 23,280 |
| TOTAL PERSONNEL | 106,618 | 90,088 | 78,934 | 46,101 | 78,934 | 82,940 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 340 Operating Supplies | 109,553 | 93,117 | 128,700 | 87,772 | 121,800 | 118,550 |
| 351 Allocated Vehicle Maintenance | 23,838 | 22,037 | 20,000 | 8,604 | 17,500 | 20,000 |
| 390 Miscellaneous Expenses | 80 | 13 | - | - | - | - |
| TOTAL OPERATIONS AND MAINT | 133,471 | 115,167 | 148,700 | 96,376 | 139,300 | 138,550 |
| DEPARTMENT TOTAL | 240,089 | 205,255 | 227,634 | 142,477 | 218,234 | 221,490 |

Department/Account: PUBLIC WORKS - WINTER MAINTENANCE (53312)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 340 | <p>Operating Supplies</p> <p>Road Salt, an estimated 1,680 tons at \$63.41/ton. Salt is purchased under the State contract and quantities were committed to in March of 2014. Salt price is up 3.8% per ton from 2015. (\$106,550)</p> <p>Salt brine is purchased from Outagamie County at \$0.18/gal. and used to pre-wet the salt as it is applied to the roads. (\$2,100)</p> <p>Calcium Chloride is mixed with salt brine for lower temperature melting and with a direct application to the roads in the anti-icing operations. (\$800)</p> <p>Cold Mix Asphalt is used to repair winter pot holes. (\$800)</p> <p>Wear blade replacement for snowplows and wings. (\$5,300)</p> <p>Mailbox repairs/replacement per revised policy. (\$3,000)</p> | 128,700 | 118,550 |
| 351 | <p>Allocated Vehicle Maintenance</p> <p>This amount covers costs to repair snowplows and material spreaders that are used only for winter plowing or salting operations. Includes painting of plows, wings and spreaders to protect from the effects of weather and salt.</p> | 20,000 | 20,000 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-FLEET SERVICES (53313)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|---|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 115,833 | 131,626 | 121,450 | 71,893 | 121,450 | 115,130 |
| 111 Overtime | 2,461 | 634 | 510 | 861 | 2,500 | 840 |
| 130 Fringe Benefits | 43,926 | 48,115 | 46,740 | 25,640 | 46,740 | 41,120 |
| TOTAL PERSONNEL | 162,220 | 180,375 | 168,700 | 98,394 | 170,690 | 157,090 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Other Contractual Services | 3,193 | 6,030 | 5,900 | 3,146 | 5,900 | 6,000 |
| 310 Office Supplies | 322 | 22 | 200 | 161 | 200 | 200 |
| 340 Operating Supplies | 7,257 | 6,113 | 6,500 | 3,755 | 6,500 | 6,500 |
| 346 Hand Tools and Small Equipment | 1,875 | 2,198 | 1,800 | 993 | 1,800 | 1,800 |
| 350 Vehicle Maintenance | 131,817 | 151,939 | 130,000 | 74,026 | 130,000 | 130,000 |
| 600 Storm Expenses | 87,091 | 10,955 | - | - | - | - |
| TOTAL OPERATIONS AND MAINT | 231,555 | 177,257 | 144,400 | 82,081 | 144,400 | 144,500 |
| CAPITAL OUTLAY | | | | | | |
| 810 Capital Equipment | 15,798 | - | 18,050 | 16,812 | 16,812 | - |
| TOTAL CAPITAL OUTLAY | 15,798 | - | 18,050 | 16,812 | 16,812 | - |
| DEPARTMENT TOTAL | 409,573 | 357,632 | 331,150 | 197,287 | 331,902 | 301,590 |
| REVENUES | | | | | | |
| 47400 Interdepartment Revenues Allocated Hwy Maint/Labor | 227,550 | 230,963 | 225,000 | 113,567 | 211,605 | 219,250 |
| TOTAL REVENUES | 227,550 | 230,963 | 225,000 | 113,567 | 211,605 | 219,250 |

Department/Account: PUBLIC WORKS - FLEET SERVICES (53313)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 290 | Contractual Services License and support for vehicle and shop maintenance software. (\$4,800) Oxygen and Acetylene tank leases. (\$250) Used oil credit and oil filter disposal. (\$250) First Aid kit supplies. (\$100) Parts Washer Service. (\$600) | 5,900 | 6,000 |
| 310 | Office Supplies Replacement and new office supplies as needed. | 200 | 200 |
| 340 | Operating Supplies Miscellaneous shop operating supplies: Nuts, bolts and hardware Aerosol cleaners, degreasers and paint products Disposable rags, hand-soap and cleaning products Vehicle wash supplies Safety glasses and hearing protection Welding, cutting and grinding consumables, etc. | 6,500 | 6,500 |
| 346 | Hand Tools and Small Equipment Replacement and new office supplies as needed | 1,800 | 1,800 |
| 350 | Vehicle Maintenance Vehicle and equipment parts and material costs of the maintenance shop. (\$113,000) Oil, supplies and grease. (\$9,000) Sub labor to outside vendors. (\$8,000) These costs are charged back to the departments that receive equipment maintenance services. All parts and services are documented on the Town's fleet maintenance software for each vehicle in our fleet. | 130,000 | 130,000 |
| 810 | Capital Equipment | 18,050 | - |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-STREET LIGHTS (53420)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 220 Utilities | 295,419 | 337,646 | 315,700 | 99,009 | 307,000 | 315,000 |
| 340 Operating Supplies | 1,492 | - | 2,000 | - | - | 4,000 |
| TOTAL OPERATIONS AND MAINT | 296,911 | 337,646 | 317,700 | 99,009 | 307,000 | 319,000 |
| DEPARTMENT TOTAL | 296,911 | 337,646 | 317,700 | 99,009 | 307,000 | 319,000 |

Department/Account: PUBLIC WORKS - STREET LIGHTS (53420)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 220 | Utilities Charges from We Energies for lease and power costs associated with street lights. We are projecting the 2016 usage based on actual 2015 costs plus a 0.92% increase for 2016. Staff is working with We Energies to segregate accounts by lighting location to more accurately estimate future lighting costs. | 315,700 | 315,000 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-MASS TRANSIT (53520)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Other Contractual Services | 503,556 | 524,541 | 560,700 | 271,878 | 560,700 | 554,418 |
| TOTAL OPERATIONS AND MAINT | 503,556 | 524,541 | 560,700 | 271,878 | 560,700 | 554,418 |
| DEPARTMENT TOTAL | 503,556 | 524,541 | 560,700 | 271,878 | 560,700 | 554,418 |
| REVENUES | | | | | | |
| 43537 Intergovernmental Revenues Mass Transit | 354,767 | 344,468 | 439,182 | 92,911 | 350,000 | 430,937 |
| TOTAL REVENUES | 354,767 | 344,468 | 439,182 | 92,911 | 350,000 | 430,937 |

Department/Account: PUBLIC WORKS - MASS TRANSIT (53520)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 290 | Contractual Services The Town's share of costs for Valley Transit. This amount is offset by State and Federal Aid. | 560,700 | 554,418 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-REFUSE AND LANDFILL (53620) AND (53631)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Refuse Collection Expense | 709,852 | 667,188 | 751,000 | 172,417 | 697,000 | 741,100 |
| 290 Landfill Contractual Services | 3,906 | 64,563 | 4,400 | 1,965 | 4,400 | 4,400 |
| TOTAL OPERATIONS AND MAINT | 713,758 | 731,751 | 755,400 | 174,382 | 701,400 | 745,500 |
| DEPARTMENT TOTAL | 713,758 | 731,751 | 755,400 | 174,382 | 701,400 | 745,500 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 46421 Special Charge - Refuse Collection | 721,327 | 949,158 | 747,415 | 1,034,911 | 747,415 | 702,630 |
| TOTAL REVENUE | 721,327 | 949,158 | 747,415 | 1,034,911 | 747,415 | 702,630 |

Department/Account: PUBLIC WORKS - REFUSE AND LANDFILL (53620 & 53631)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 290 | <p>Refuse Collection Expense This amount includes the costs associated with the Town’s contracted refuse hauler (Advanced Disposal). The original five-year contract started with Veolia and transferred to Advanced Disposal will be in effect until July of 2016. A new refuse collection contract will be bid out in late 2015. The new contract will require that the Town purchase refuse carts for each residential unit. The Town is expecting the number of customers to continue to increase by an estimated 75 single-family residential units in 2016. The new refuse contract will not include any multi-family units above a 4-plex. Outagamie County has increased their tipping fees by \$2.00 for 2016. The fuel surcharge will add an estimated 0.00% to the costs.</p> | 751,000 | 741,100 |
| 290 | <p>Contractual Services This amount includes the costs associated with the Town’s contracted ground water testing of the Art Lecker Park landfill area. The testing will continue on a quarterly basis.</p> | 4,400 | 4,400 |

A special charge of \$81.69 will be added onto the property tax bills for refuse collection and landfill services.

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-RECYCLING (53635)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Other Contractual Services | 486,055 | 493,459 | 518,215 | 123,644 | 430,000 | 581,850 |
| TOTAL OPERATIONS AND MAINT | 486,055 | 493,459 | 518,215 | 123,644 | 430,000 | 581,850 |
| DEPARTMENT TOTAL | 486,055 | 493,459 | 518,215 | 123,644 | 430,000 | 581,850 |
| REVENUES | | | | | | |
| Intergovernmental Revenues | | | | | | |
| 43790 Recycling | 238,413 | 134,274 | 125,600 | 39,873 | 139,000 | 69,200 |
| 46422 Special Charge - Recycling | 188,900 | 39 | 315,500 | 100 | 315,500 | 360,420 |
| Other Financing Sources | | | | | | |
| Fund Balance Applied to Budget | - | 83,490 | - | - | - | - |
| TOTAL REVENUE | 427,313 | 217,803 | 441,100 | 39,973 | 454,500 | 429,620 |

Department/Account: PUBLIC WORKS - RECYCLING (53635)

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|---|-------------|-------------|
| 290 | <p>Contractual Services</p> <p>This amount includes the costs associated with the Town’s contracted recycling hauler (Advanced Disposal) and funds for the green waste recycling program. The original five-year contract that started with Veolia and transferred to Advanced Disposal will be in effect until July 2016. Starting in July of 2016, Outagamie County's recycling collection contractor will begin collecting recyclables from Grand Chute residential units of 4-plexes and less. Grand Chute will be required to purchase recycling carts for each residential unit as the County takes over the operation. We are expecting the number of customers to increase by an estimated 75 in 2016. Outagamie County will not have a recycling tipping fee increase in 2016. The County has informed the Town that from 2015 forward, they will only reimburse Town recycling expenses to an amount equal to their annual contract cost (\$1.71/HH in 2016) plus our 2% administration fee. This reimbursement will only be through July 2016 when they take over the collection operation. The fuel surcharge will add an estimated 0.00% to the recycling costs.</p> <p>\$50,000 is paid to the City of Appleton for our share of the operating costs of two green waste disposal facilities. Appleton operates both disposal facilities on Mondays, Fridays, Saturdays and Sundays.</p> <p>A special charge of \$41.91 will be added onto the property tax bills for recycling collection.</p> | 518,215 | 581,850 |

DEPARTMENT/ACCOUNT:
PUBLIC WORKS-WEED CONTROL (53640)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | - | 127 | 450 | 12 | 900 | 460 |
| 130 Fringe Benefits | (13) | 107 | 60 | 6 | 20 | 70 |
| TOTAL PERSONNEL | (13) | 234 | 510 | 18 | 920 | 530 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Contractual Services | 728 | 643 | 2,000 | - | 900 | 2,000 |
| 311 Postage | 46 | 36 | 100 | 3 | 50 | 100 |
| 340 Operating Supplies | - | 1,216 | 1,000 | - | 500 | 1,000 |
| 351 Allocated Vehicle Maintenance | 384 | 423 | 1,000 | 68 | 200 | 500 |
| TOTAL OPERATIONS AND MAINT | 1,158 | 2,318 | 4,100 | 71 | 1,650 | 3,600 |
| DEPARTMENT TOTAL | 1,145 | 2,552 | 4,610 | 89 | 2,570 | 4,130 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 46440 Weed Control | 1,201 | 770 | 1,000 | 236 | 500 | 1,000 |
| TOTAL REVENUES | 1,201 | 770 | 1,000 | 236 | 500 | 1,000 |

Department/Account: PUBLIC WORKS - WEED CONTROL (53640)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 290 | Contractual Services The Town contracts with several mowing services to address reported rank growth and noxious weed issues on private property. | 2,000 | 2,000 |
| 311 | Postage Mailing of rank growth and noxious weed notices. | 100 | 100 |
| 340 | Operating Supplies Safety glasses and hearing protection Mowing supplies and consumables Herbicides | 1,000 | 1,000 |

DEPARTMENT/ACCOUNT:
CEMETERY (54910)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | - | 43 | 1,340 | 695 | 1,400 | 1,700 |
| 130 Fringe Benefits | 159 | 206 | 280 | 144 | 280 | 340 |
| TOTAL PERSONNEL | 159 | 249 | 1,620 | 839 | 1,680 | 2,040 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 390 Miscellaneous Expense | - | - | 100 | - | 100 | 100 |
| TOTAL OPERATIONS AND MAINT | - | - | 100 | - | 100 | 100 |
| DEPARTMENT TOTAL | 159 | 249 | 1,720 | 839 | 1,780 | 2,140 |

Department/Account: PUBLIC WORKS - CEMETERY (54910)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 390 | Miscellaneous Expense The Town personnel provide mowing and property maintenance to the cemetery. This expense is for any lawn care or herbicide products required to maintain the turf. | 100 | 100 |

BUDGET ENHANCEMENT DECISION PACKAGE

DEPARTMENT/ACCOUNT: Park and Rec Streets FUND: GENERAL FUND (10)

DESCRIPTION

Park Maintenance and Repair - Park facility maintenance, turf mowing, snow removal of parking lots, walks and trails, application of herbicides and fertilizers. Event setup. Ice rink maintenance.
 Street and Right of Way Maintenance - crack filling, shouldering, sign maintenance, mowing, snow plowing, tree trimming and planting, brush chipping, building and grounds maintenance
 Total of 2080 hours = 40 hr./wk. FT

PERSONNEL SUMMARY

| Position Title | Type (FT/PT) | # FTEs | OT Hours | Total Cost incl. Fringes |
|------------------------|--------------|-------------|------------|--------------------------|
| Laborer I | FT | 0.267 | 35 | 15,185.00 |
| PARKS | | 0.210 | 0 | 11,945.00 |
| TRAILS | | 0.514 | 70 | 29,225.00 |
| STREETS | | 0.009 | | 508.00 |
| TOWN HALL | | | | |
| TOTAL PERSONNEL | | 1.00 | 105 | 56,863.00 |

OTHER EXPENSES

| Description | Cost |
|--------------------|---------------|
| Boot Allowance | 75.00 |
| Uniforms | 206.00 |
| Safety Equipment | 200.00 |
| Cell Phone | 10.00 |
| TOTAL OTHER | 491.00 |

TOTAL AMOUNT OF DECISION PACKAGE \$ 57,354.00

REVENUE SUMMARY

| Description of Revenue | # of Months Rev. to be realized | Projected Revenue |
|------------------------|---------------------------------|-------------------|
| | | |
| TOTAL REVENUE | | - |

BUDGET ENHANCEMENT DECISION PACKAGE

| | | |
|---------------------|---|--|
| DEPARTMENT/ACCOUNT: | Streets Park and Rec San 1, 2 & 3 | FUND: GENERAL FUND (10) SAN DIST 1 FUND (61) SAN DIST 2 FUND (62) SAN DIST 3 FUND (63) |
|---------------------|---|--|

DESCRIPTION

Under the general direction of the Director of Public Works and the Town Administrator, this position is responsible for supervising and coordinating the operations of the Public Works/Utilities/Parks Department, including street and sidewalk construction and maintenance, construction and maintenance of water and sanitary sewer utilities and maintenance of the municipal facilities. Additionally, this position will have primary responsibility for managing the planning, development and maintenance of the Town parks and trails; and coordinating urban forestry activities. The work involves assisting with: planning and coordinating the program and services of the department; training and supervising departmental employees; formulating departmental goals and short/long range plans; preparing and administering the departmental budget; and establishing standard operating policies and procedures for the department.

Total of 2080 hours = 40 hr./wk. FT

PERSONNEL SUMMARY

| Position Title | Type (FT/PT) | # FTEs | OT Hours | Total Cost incl. Fringes |
|------------------------|-----------------|-------------|-------------|-----------------------------|
| Deputy DPW | Streets | 0.490 | 0 | 51,938.00 |
| | San 1 | 0.060 | 0 | 6,371.00 |
| | San 2 | 0.060 | 0 | 6,371.00 |
| | San 3 | 0.060 | 0 | 6,371.00 |
| | Parks | 0.330 | 0 | 34,965.00 |
| TOTAL PERSONNEL | | 1.00 | - | 106,016.00 |

OTHER EXPENSES

| Description | Cost |
|--------------------|---------------|
| Safety Equipment | 200.00 |
| TOTAL OTHER | 200.00 |

TOTAL AMOUNT OF DECISION PACKAGE **\$ 106,216.00**

REVENUE SUMMARY

| Description of Revenue | # of Months Rev. to be realized | Projected Revenue |
|-------------------------------|--|------------------------------|
| | | |
| TOTAL REVENUE | | - |

| | |
|---|----------------------|
| NET COST (LEVY IMPACT) OF DECISION PACKAGE | \$ 106,216.00 |
| ESTIMATED NET COST (IN MILLS) | |

Parks and Recreation

Mission Statement

To promote the health and wellness of the entire Grand Chute community by providing high-quality parks and facilities and by offering recreational opportunities for residents of all ages. This mission will be accomplished through creative leadership, environmentally sustainable practices, and responsible use of our available resources.

Operational Overview

The Park and Recreation Department is responsible for maintaining and improving the public park and recreational infrastructure. This Department also coordinates the planning and development of new parks and recreational facilities, providing unique opportunities not offered elsewhere in the Fox Valley.

The department is broken up into the following operations:

Parks: Maintenance and operation of Grand Chute's seven active parks. Includes mowing, building repair and maintenance, sport field preparation, and trail maintenance.

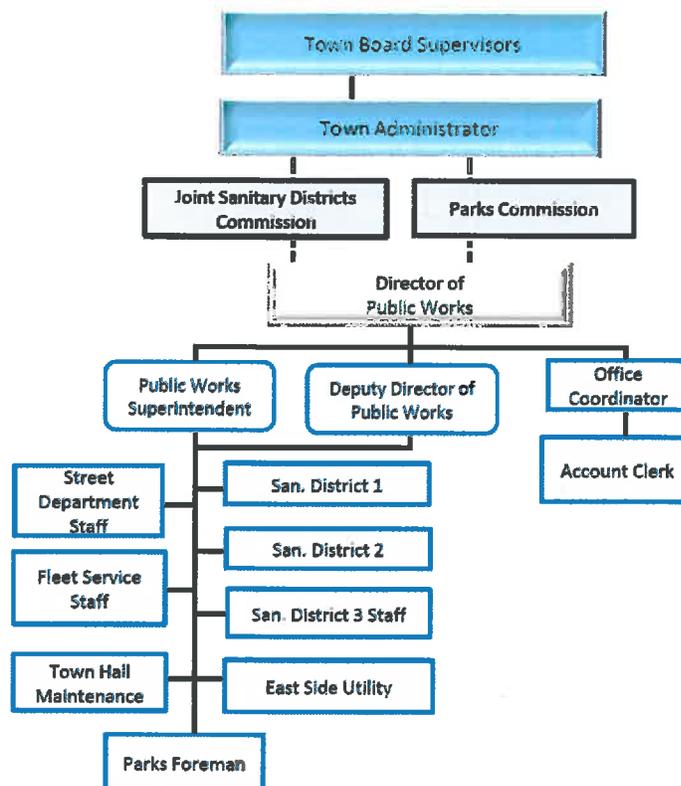
Recreation: Developments, implements, and manages Grand Chute's recreational programs for children and adults.

Trails Maintenance: Maintenance and operations of Grand Chute's bicycle and pedestrian trail network.

2016 Department Goals and Objectives

- Plan and develop the new park on Maple Edge Court to serve the adjacent neighborhoods.
- Prepare the master plan for the proposed park to the north of the Town Hall complex. Planning will include evaluation of concepts, public involvement, and final approval by the Town Board.
- Expand recreation programs to include group activities that would utilize the trail network.
- Continue development of the Prairie Hill Park single-track mountain bike trail in cooperation with the Fox Valley Mountain Bikers Club.
- Continue operation and improvements to the Trails at Lecker Park cross country ski trails. Cooperative efforts with the Fox Valley Technical College and local cross country ski groups.
- Maintain and operate the baseball diamonds for use by the local youth baseball leagues.
- Initiate major renovation of the tennis courts at Lions Park in accordance with the condition study that was completed in 2015.

Organizational Chart



Parks and Recreation

Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---------------------------------|-------------|---------------|-----------------|---------------|----------------------|
| Director of Public Works | 0.00 | 0.00 | 0.10 | 0.10 | \$ 10,260 |
| Deputy Director of Public Works | 0.00 | 0.00 | 0.33 | 0.33 | \$ 25,108 |
| Office Coordinator | 0.00 | 0.00 | 0.10 | 0.10 | \$ 4,953 |
| Parks Foreman | 0.30 | 1.00 | (0.08) | 0.92 | \$ 50,359 |
| Equipment Operator | 0.12 | 0.12 | - | 0.12 | \$ 3,121 |
| Laborer | 0.00 | 0.00 | 0.56 | 0.56 | \$ 19,820 |
| Operator - Part-time | 0.04 | 0.04 | - | 0.04 | \$ 18.48/hour |
| Laborer - Part-time | 0.61 | 0.61 | - | 0.61 | \$14.75-\$15.31/hour |
| Seasonal Help | 0.70 | 0.70 | 0.46 | 1.16 | \$9.00-\$12.50/hour |
| Total | 1.77 | 2.47 | 1.47 | 3.84 | |

Performance Measures

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|----------------------------------|-------------|-------------|----------------|---------------|
| Acres of Park to Maintain | 66.80 | 109.10 | 110.16 | 131.35 |
| Miles of Trails to Maintain | 9.16 | 9.31 | 10.42 | 10.84 |
| Park Rentals per year | 195 | 233 | 213 | 225 |
| Summer Park Program Participants | 136 | 152 | 125 | 150 |
| Tennis Instruction Program | 20 | 9 | 7 | 15 |

DEPARTMENT/ACCOUNT:
PARKS AND RECREATION SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|------------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PARKS (55200) | | | | | | |
| PERSONNEL | 85,763 | 94,593 | 109,950 | 50,320 | 114,460 | 179,380 |
| OPERATIONS AND MAINTENANCE | 57,611 | 69,113 | 88,820 | 41,343 | 93,934 | 119,585 |
| CAPITAL OUTLAY | 26,807 | 8,169 | 5,300 | 120,194 | 125,300 | 166,500 |
| TOTAL ACCOUNT | 170,181 | 171,875 | 204,070 | 211,857 | 333,694 | 465,465 |
| RECREATION (55300) | | | | | | |
| PERSONNEL | 10,152 | 10,717 | 10,940 | 1,216 | 10,940 | 16,050 |
| OPERATIONS AND MAINTENANCE | 3,352 | 3,458 | 5,750 | 1,315 | 4,637 | 6,100 |
| TOTAL ACCOUNT | 13,504 | 14,175 | 16,690 | 2,531 | 15,577 | 22,150 |
| TRAILS MAINTENANCE (55400) | | | | | | |
| PERSONNEL | 743 | 2,073 | 5,040 | 1,463 | 5,490 | 27,640 |
| OPERATIONS AND MAINTENANCE | (852) | 46,514 | 8,925 | 2,570 | 5,925 | 56,750 |
| TOTAL ACCOUNT | (109) | 48,587 | 13,965 | 4,033 | 11,415 | 84,390 |
| ALL ACCOUNTS - TOTAL | | | | | | |
| PERSONNEL | 96,658 | 107,383 | 125,930 | 52,999 | 130,890 | 223,070 |
| OPERATIONS AND MAINTENANCE | 60,111 | 119,085 | 103,495 | 45,228 | 104,496 | 182,435 |
| CAPITAL OUTLAY | 26,807 | 8,169 | 5,300 | 120,194 | 125,300 | 166,500 |
| TOTAL DEPARTMENT | 183,576 | 234,637 | 234,725 | 218,421 | 360,686 | 572,005 |
| REVENUES | | | | | | |
| PUBLIC CHARGES FOR SERVICES | | | | | | |
| 43571 State Grant Park and Rec | - | - | - | - | - | 20,000 |
| 46720 Parks Rental | 8,571 | 11,104 | 11,000 | 6,095 | 9,300 | 11,000 |
| 46721 Recreation Fees | 3,641 | 4,594 | 5,000 | 3,030 | 3,100 | 5,000 |
| 46722 Commissions - Soda Machines | 564 | 511 | 250 | - | 250 | 300 |
| 48441 Insurance Recoveries | 3,651 | - | - | - | - | - |
| 48500 Donations - Park | 1,000 | 1,000 | 1,500 | 3,286 | 3,300 | 22,000 |
| 48501 Donations - Recreation | 1,187 | 1,290 | 1,200 | 1,225 | 1,225 | 2,000 |
| 48900 Summer Ticket Program | - | 2,647 | - | 490 | 3,970 | 5,000 |
| TOTAL REVENUES | 18,614 | 21,146 | 18,950 | 14,126 | 21,145 | 65,300 |

DEPARTMENT/ACCOUNT:
PARKS (55200)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 61,419 | 70,182 | 81,480 | 34,378 | 81,480 | 127,480 |
| 111 Overtime | 3,162 | 2,897 | 950 | 2,213 | 3,500 | 2,270 |
| 121 Commissioners | 2,990 | 2,550 | 3,480 | 735 | 3,480 | 3,480 |
| 130 Fringe Benefits | 18,192 | 18,964 | 24,040 | 12,994 | 26,000 | 46,150 |
| TOTAL PERSONNEL | 85,763 | 94,593 | 109,950 | 50,320 | 114,460 | 179,380 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | - | - | - | - | - | 2,000 |
| 220 Utilities | 29,557 | 29,433 | 29,400 | 11,997 | 29,400 | 33,000 |
| 221 Phone and Communications | 120 | 153 | 120 | 419 | 450 | 600 |
| 290 Other Contractual Services | 7,230 | 16,033 | 27,450 | 11,019 | 31,324 | 44,460 |
| 321 Dues and Subscriptions | 260 | 260 | - | 280 | 280 | 350 |
| 330 Conferences and Training | 524 | 206 | 1,350 | 175 | 500 | 1,600 |
| 340 Operating Supplies | 12,291 | 8,896 | 13,600 | 8,782 | 13,600 | 22,850 |
| 344 Gas, Oil etc | 1,175 | 1,796 | 2,100 | 593 | 1,500 | 1,900 |
| 351 Allocated Vehicle Maintenance | 4,832 | 2,617 | 5,000 | 5,981 | 7,000 | 5,000 |
| 360 Building Repairs | 1,622 | 9,719 | 9,800 | 2,017 | 9,800 | 7,500 |
| 390 Miscellaneous Expense | - | - | - | 80 | 80 | - |
| 391 Uniforms | - | - | - | - | - | 325 |
| TOTAL OPERATIONS AND MAINT | 57,611 | 69,113 | 88,820 | 41,343 | 93,934 | 119,585 |
| CAPITAL OUTLAY | | | | | | |
| 810 Capital Equipment | 26,807 | 4,802 | 5,300 | 2,243 | 5,300 | 3,500 |
| 811 Capital Equipment - Vehicle | - | - | - | - | - | 53,000 |
| 820 Capital Improvements | - | 3,367 | - | 117,951 | 120,000 | 110,000 |
| TOTAL CAPITAL OUTLAY | 26,807 | 8,169 | 5,300 | 120,194 | 125,300 | 166,500 |
| DEPARTMENT TOTAL | 170,181 | 171,875 | 204,070 | 211,857 | 333,694 | 465,465 |

Department/Account: PARKS (55200)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 221 | <p>Phones and Communication Full time employees allocated to parks maintenance will be compensated for use of their personal cellular phones at a rate of \$10 per month. Cellular costs related to air cards for field documentation and data retrieval are now allocated to each department in 2016.</p> | 120 | 600 |
| 290 | <p>Contractual Services Fertilizer and weed control service. (\$2,500) Prairie maintenance at Prairie Hill Park. (\$500) Portable Toilet at Lecker Park. (\$1,000) Two Concrete dumpster approach pads. (\$9,000) Electrical work for lighting and hand driers. (\$2,000) Sealcoat parking lot at Patriot Park. (\$18,000) Concrete bleacher pads at Patriot Park. (\$2,800) Concrete dugout pads at Carter Woods diamond. (\$6,800) Software for scheduling park facilities and programs. (\$1,860)</p> | 27,450 | 44,460 |
| 330 | <p>Conference and Training Landscape Maintenance Technician program at the FVTC for the Parks Foreman. Six Courses with an estimated total cost of \$2,400. One course budgeted for 2016. (\$800) Park and Recreation training through the Wisconsin Park and Recreation Association and APWA. (\$600) DPW Director's APWA Conference. (\$200)</p> | 1,350 | 1,600 |
| 340 | <p>Operating Supplies Supplies to maintain athletic fields, playground sand, lawn maintenance, cleaning of buildings and bathroom supplies. (\$8,000) Top dressing for Patriot Park and Carter Woods ball Diamonds. (\$4,200) Six new picnic tables. (\$5,500) Materials for replacement of picnic tables as required. (\$1,000) Replacement ice rink liner. (\$1,150) Arbor Day trees. (\$3,000)</p> | 13,600 | 22,850 |

Department/Account: PARKS (55200)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 360 | Building Repairs Replace lighting with LED fixtures 1.96 year payback. (\$1,300) Replace Patriot Park water heater. (\$1,200) Replace paper towel dispensers with blow dryers at Patriot and Carter Woods Parks. (\$3,000) Miscellaneous facility repairs. (\$2,000) | 9,800 | 7,500 |
| 810 | Capital Equipment Player benches at Carter Woods Park diamond. (\$1,000) Safety fence enclosure for bleachers at Patriot Park. (\$2,500) | 5,300 | 3,500 |
| 811 | Capital Equipment - Vehicles Double Cab 4x4 Pickup Truck with Utility Body and Plow. This unit would be an added vehicle to the Parks Department for transporting materials and personnel to various park and trail locations. Added park and trail locations require that personnel be divided into several crews with transportation and material hauling capabilities for each. The utility body gives this vehicle the same ability as the other Parks pickup to carry the needed tools and supplies to address most minor park facility problems. The snow plow will make this vehicle a versatile, all season vehicle. (\$53,000) | - | 53,000 |
| 820 | Capital Improvements Lions Park tennis court rehabilitation. | - | 110,000 |

DEPARTMENT/ACCOUNT:
RECREATION (55300)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 9,498 | 9,812 | 10,160 | 1,130 | 10,160 | 13,990 |
| 130 Fringe Benefits | 654 | 905 | 780 | 86 | 780 | 2,060 |
| TOTAL PERSONNEL | 10,152 | 10,717 | 10,940 | 1,216 | 10,940 | 16,050 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 290 Other Contractual Services | 1,255 | 1,328 | 3,300 | 112 | 3,300 | 3,300 |
| 311 Postage | 35 | 58 | 50 | 108 | 109 | 100 |
| 330 Conferences and Training | - | - | 200 | - | - | 200 |
| 340 Operating Supplies | 2,062 | 1,842 | 2,200 | 867 | 1,000 | 2,000 |
| 390 Miscellaneous Expense | - | 230 | - | 228 | 228 | - |
| 391 Uniforms | - | - | - | - | - | 500 |
| TOTAL OPERATIONS AND MAINT | 3,352 | 3,458 | 5,750 | 1,315 | 4,637 | 6,100 |
| DEPARTMENT TOTAL | 13,504 | 14,175 | 16,690 | 2,531 | 15,577 | 22,150 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 46721 Recreation Fees | 3,641 | 4,594 | 5,000 | 3,030 | 3,100 | 5,000 |
| Miscellaneous Revenue | | | | | | |
| 48501 Donations | 1,187 | 1,290 | 1,200 | 1,225 | 1,225 | 2,000 |
| 48900 Summer Ticket Program | - | 2,647 | - | 490 | 3,970 | 5,000 |
| TOTAL REVENUE | 4,828 | 8,531 | 6,200 | 4,745 | 8,295 | 12,000 |

Department/Account: RECREATION (55300)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 290 | Contractual Services Instructor for summer tennis program. (\$1,000) Undetermined recreations programs. (\$1,000) Summer playground program field trips. (\$1,000) Bus Transportation for Recreation Program field trips. (\$300) | 3,300 | 3,300 |
| 330 | Conference and Training Wisconsin Park and Recreation Association training for Summer Program leaders. | 200 | 200 |
| 340 | Operating Supplies Playground supplies and participant T-shirts for Summer Playground Program. Donations from sponsors and fund raising will offset this expenditure. | 2,200 | 2,000 |
| 391 | Uniforms We will have several new recreation program staff that will require T-shirts and sweatshirts. | - | 500 |

DEPARTMENT/ACCOUNT:
TRAILS MAINTENANCE (55400)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | - | 1,132 | 3,950 | 663 | 3,950 | 19,420 |
| 111 Overtime | - | 36 | - | 359 | 450 | - |
| 130 Fringe Benefits | 743 | 905 | 1,090 | 441 | 1,090 | 8,220 |
| TOTAL PERSONNEL | 743 | 2,073 | 5,040 | 1,463 | 5,490 | 27,640 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 220 Utilities | 443 | 363 | 475 | 173 | 475 | 500 |
| 290 Contractual Services | 200 | 43,855 | 4,250 | 2,367 | 1,250 | 46,250 |
| 340 Operating Supplies | (1,495) | 2,296 | 4,200 | 30 | 4,200 | 10,000 |
| TOTAL OPERATIONS AND MAINT | (852) | 46,514 | 8,925 | 2,570 | 5,925 | 56,750 |
| DEPARTMENT TOTAL | (109) | 48,587 | 13,965 | 4,033 | 11,415 | 84,390 |

Department/Account: TRAILS MAINTENANCE (55400)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|--|--------------------|--------------------|
| 290 | <p>Contractual Services Herbicide application along trail near Fox Cities Stadium. (\$250) Engineering/Design for trail improvements. (\$2,000) Grooming cross country ski trails. (\$4,000) Town portion of the cost for mountain bike trail. There is corresponding grant and donation revenue to match this cost. (\$40,000)</p> | 4,250 | 46,250 |
| 340 | <p>Operating Supplies Supplies to maintain/repair asphalt/concrete trail surfaces. Many of the asphalt trails will require crack sealing and there are a number of concrete panels to be replaced on the concrete trails. (\$8,600) Boardwalk deck boards replacements. (\$1,400)</p> | 4,200 | 10,000 |

Community Development

Mission Statement

Provide top quality municipal planning, inspections, and property services to residents and businesses seeking to build or redevelop in Grand Chute.

Operational Overview

Community Development provides public service in the areas of planning and zoning, building inspections, GIS, and property assessment.

Department goals are achieved through collaboration with property and business owners, builders, engineers and architects; outreach through education and enforcement of codes and regulations; efficient management of outsourced professional services; coordination and resource sharing with other departments; and, professional development and cross-training with staff.

2016 Department Goals and Objectives

Planning/Zoning/GIS

- Project reviews of commercial, industrial and residential developments.
- Review and update land development codes.
- Update and implement Comprehensive Plan.
- Coordinate right-of-way/easement acquisitions outside of road right-of-ways.
- Manage review of drainage and erosion control plans, street/utility design plans, and plats.
- Continue implementation of natural resource regulations (wetlands, floodplains, stormwater management).
- Implement cost-recovery systems.
- Provide GIS mapping to serve user needs and to meet DNR stormwater requirements (storm sewers, detention ponds, outfalls, wetlands).
- Manage department content on Town website.
- Continue economic development outreach and tax increment financing programs.
- Participate in regional planning and development efforts.
- Continue professional development efforts, with emphasis on training new Town Planner.

Assessor

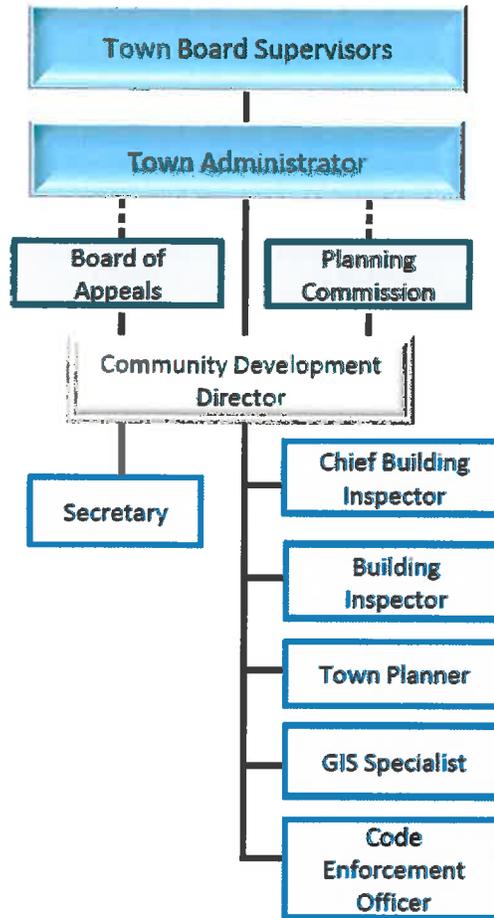
- Maintain all real and personal property records.
- Continue data quality control initiatives.
- Conduct Open Book and Board of Review hearings.
- Manage services provided by Tyler Technologies.

Building Inspection

- Administer residential and commercial building codes.
- Plan reviews for new construction, alterations and remodeling.
- Issue permits and inspect building, plumbing, HVAC and electrical projects.
- Expand use of building permit software-tracking and reporting systems.
- Erosion Control and Stormwater Management plan reviews and inspections.
- Continue water and stormwater cross-connection control programs.
- Continue illicit stormwater discharge monitoring/detection program related to building plumbing.
- Issue special event and temporary sign permits and perform inspections.
- Continue the Citizen Responsive Code Enforcement Program for resolution of complaints regarding debris, junk vehicles, and other code violations.
- Monitor and remove illegal signs in the public right-of-way.
- Maintain annual code enforcement clearance rate of 100%.

Community Development

Organizational Chart



Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|--------------------------------------|-------------|---------------|-----------------|---------------|-----------------|
| Community Development Director | 1.00 | 1.00 | - | 1.00 | \$ 95,450 |
| Town Planner | 1.00 | 1.00 | - | 1.00 | \$ 58,910 |
| Building Inspectors/Code Enforcement | 3.00 | 3.00 | - | 3.00 | \$ 71,790 |
| Secretary | 1.00 | 1.00 | - | 1.00 | \$ 41,120 |
| GIS Specialist | 1.00 | 1.00 | - | 1.00 | \$ 66,840 |
| Total | 7.00 | 7.00 | - | 7.00 | |

Community Development

Performance Measures

Planning/Zoning/GIS

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|------------------------------------|-------------|-------------|----------------|---------------|
| Public Involvement Hearings | 72 | 56 | 65 | 70 |
| Development Projects Reviewed | 124 | 150 | 190 | 200 |
| Rezoning Applications | 4 | 7 | 8 | 8 |
| Site Plans | 58 | 40 | 65 | 70 |
| Variance Applications | 16 | 10 | 8 | 10 |
| Special Exceptions | 28 | 26 | 35 | 35 |
| Business Retention/Outreach Visits | 10 | 10 | 10 | 10 |
| Plats/CSM's | 15 | 17 | 30 | 25 |
| Wetland Delineations | 4 | 13 | 15 | 14 |
| Erosion/Stormwater Plan Reviews | 138 | 123 | 140 | 150 |
| Street/Utility Plan Reviews | 4 | 12 | 12 | 12 |
| Code and Policy Updates | 2 | 2 | 4 | 2 |

Building Inspection

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|---|-------------|-------------|----------------|---------------|
| Building Plan Reviews | 72 | 74 | 80 | 80 |
| Average Number of Days for Plan Reviews | 6 | 4 | 5 | 5 |
| Building Permits | 1,508 | 1,248 | 1,300 | 1,320 |
| New Comm/Ind Buildings | 14 | 18 | 12 | 15 |
| New Single Family Homes | 71 | 64 | 65 | 75 |
| New Multi-Family Units | 32 | 80 | 60 | 50 |
| Drainage Facilities Inspections | 95 | 92 | 80 | 90 |
| Erosion Control Permits | 138 | 125 | 130 | 140 |
| Erosion Control Observation Inspections | 810 | 951 | 900 | 900 |
| Special Event/Temp Sign Permits | 75 | 38 | 35 | 40 |
| Illegal R-O-W Signs Removed | 131 | 181 | 105 | 110 |
| Citizen-Initiated Complaints | 160 | 170 | 155 | 150 |
| Staff-Initiated Complaints | 177 | 96 | 80 | 100 |

Community Development

Assessor

| Description | 2013 | 2014 | 2015 |
|----------------------------|-------|-------|-------|
| Total Parcels | 7,710 | 7,736 | 7,840 |
| Parcels with Improvements | 6,455 | 6,539 | 6,604 |
| Personal Property Accounts | 1,592 | 1,609 | 1,443 |

COMMUNITY DEVELOPMENT SUMMARY

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|------------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| ASSESSOR (51502) | | | | | | |
| PERSONNEL | 6,722 | 6,547 | 7,260 | 2,250 | 7,260 | 5,990 |
| OPERATIONS AND MAINTENANCE | 125,951 | 114,123 | 235,000 | 78,847 | 233,500 | 121,400 |
| TOTAL ACCOUNT | 132,673 | 120,670 | 242,260 | 81,097 | 240,760 | 127,390 |
| BUILDING INSPECTION (52400) | | | | | | |
| PERSONNEL | 237,711 | 231,248 | 243,820 | 80,565 | 242,930 | 246,440 |
| OPERATIONS AND MAINTENANCE | 92,736 | 95,519 | 66,050 | 34,923 | 67,730 | 70,280 |
| TOTAL ACCOUNT | 330,447 | 326,767 | 309,870 | 115,488 | 310,660 | 316,720 |
| PLANNING AND ZONING (56900) | | | | | | |
| PERSONNEL | 194,705 | 183,870 | 236,570 | 48,812 | 236,570 | 187,690 |
| OPERATIONS AND MAINTENANCE | 33,299 | 51,026 | 39,700 | 11,023 | 45,140 | 47,400 |
| TOTAL ACCOUNT | 228,004 | 234,896 | 276,270 | 59,835 | 281,710 | 235,090 |
| ALL ACCOUNTS - TOTAL | | | | | | |
| PERSONNEL | 439,138 | 421,665 | 487,650 | 131,627 | 486,760 | 440,120 |
| OPERATIONS AND MAINTENANCE | 251,986 | 260,668 | 340,750 | 124,793 | 346,370 | 239,080 |
| TOTAL DEPARTMENT | 691,124 | 682,333 | 828,400 | 256,420 | 833,130 | 679,200 |

REVENUES

| | | | | | | |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| LICENSES AND PERMITS | | | | | | |
| 44300 Building Permits | 298,206 | 248,576 | 250,000 | 167,217 | 250,000 | 275,000 |
| 44400 Zoning Permits | 42,415 | 30,014 | 40,000 | 29,280 | 45,000 | 45,000 |
| 44401 Erosion Control Plan Review | 7,300 | 6,500 | 7,000 | 4,000 | 7,000 | 7,000 |
| 44402 Drainage Inspection Fee | 38,070 | 36,668 | 40,000 | 22,950 | 42,000 | 45,000 |
| 44403 Wetland Delineations | 14,084 | 23,491 | 14,000 | 11,090 | 20,000 | 18,000 |
| 44404 Building Plan Review Fee | 53,060 | 41,670 | 47,000 | 3,877 | 47,000 | 50,000 |
| 44405 Erosion Control Inspection | 18,750 | 16,635 | 17,000 | 10,485 | 18,000 | 20,000 |
| 44406 Drainage Plan Review Fee | 1,850 | 1,500 | 1,500 | 1,000 | 2,000 | 2,000 |
| 44410 Maps and Plans | - | - | 500 | - | 300 | 300 |
| 44901 Property Record Mgmt Fee | 23,350 | 18,250 | 35,000 | 12,500 | 22,000 | 25,000 |
| TOTAL REVENUES | 497,085 | 423,304 | 452,000 | 262,399 | 453,300 | 487,300 |

DEPARTMENT/ACCOUNT:
ASSESSOR (51502)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 4,493 | 4,777 | 4,950 | 2,235 | 4,950 | 5,140 |
| 111 Overtime | 39 | - | - | - | - | - |
| 130 Fringe Benefits | 2,190 | 1,770 | 2,310 | 15 | 2,310 | 850 |
| TOTAL PERSONNEL | 6,722 | 6,547 | 7,260 | 2,250 | 7,260 | 5,990 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 221 Phone and Communications | 242 | 236 | 400 | 74 | 200 | 300 |
| 290 Other Contractual Services | 111,860 | 104,866 | 219,900 | 72,161 | 219,900 | 108,900 |
| 310 Office Supplies | 277 | 240 | 600 | 950 | 1,000 | 500 |
| 311 Postage | 1,399 | 2,965 | 5,400 | 4,755 | 5,400 | 3,000 |
| 320 Publication/Printing Fees | - | - | 1,200 | 907 | 1,000 | 1,200 |
| 390 Miscellaneous Expenses | 12,173 | 5,816 | 7,500 | - | 6,000 | 7,500 |
| TOTAL OPERATIONS AND MAINT | 125,951 | 114,123 | 235,000 | 78,847 | 233,500 | 121,400 |
| DEPARTMENT TOTAL | 132,673 | 120,670 | 242,260 | 81,097 | 240,760 | 127,390 |

REVENUES

| | | | | | | |
|--------------------------------|----------|----------|----------------|----------------|----------------|----------|
| Other Financing Sources | | | | | | |
| Fund Balance Applied to Budget | - | - | 125,000 | 125,000 | 125,000 | - |
| TOTAL REVENUE | - | - | 125,000 | 125,000 | 125,000 | - |

Department/Account: COMMUNITY DEVELOPMENT - ASSESSOR (51502)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 110 | Salaries and Wages Pro-rata assignment of GIS Specialist's salary for services rendered to support assessment database. | 4,950 | 5,140 |
| 290 | Contractual Services Annual contracted price with Tyler Technologies for all Assessor functions, software program updates, and technical support. | 219,900 | 108,900 |
| 390 | Miscellaneous Expense Manufacturing assessment fee payable to WI Dept of Revenue. | 7,500 | 7,500 |

DEPARTMENT/ACCOUNT:
BUILDING INSPECTION (52400)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 173,834 | 178,840 | 177,000 | 79,997 | 177,000 | 174,310 |
| 111 Overtime | 257 | 58 | 1,640 | - | 750 | 1,400 |
| 130 Fringe Benefits | 63,620 | 52,350 | 65,180 | 568 | 65,180 | 70,730 |
| TOTAL PERSONNEL | 237,711 | 231,248 | 243,820 | 80,565 | 242,930 | 246,440 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 77,555 | 75,834 | 45,000 | 27,369 | 50,000 | 50,000 |
| 221 Phone and Communications | 2,003 | 2,398 | 2,000 | 643 | 2,000 | 1,400 |
| 290 Other Contractual Services | - | 700 | - | 167 | 180 | - |
| 310 Office Supplies | 363 | 469 | 1,000 | 26 | 500 | 1,000 |
| 311 Postage | 347 | 505 | 600 | 185 | 400 | 600 |
| 320 Publication/Printing Fees | 732 | 937 | 1,500 | 16 | 750 | 1,200 |
| 321 Dues and Subscriptions | 734 | 643 | 600 | 165 | 650 | 700 |
| 330 Conferences and Training | 1,754 | 2,560 | 3,000 | 110 | 2,000 | 3,000 |
| 344 Gas, Oil, and Other Supplies | 1,701 | 2,179 | 3,000 | 740 | 2,000 | 3,000 |
| 346 Hand Tool / Small Equipment | 110 | - | - | - | - | - |
| 347 Office Equipment | - | - | 500 | - | 200 | 500 |
| 351 Allocated Vehicle Maintenance | 1,348 | 3,288 | 2,900 | 1,504 | 2,900 | 2,900 |
| 390 Miscellaneous Expenses | 5,131 | 5,110 | 5,000 | 3,675 | 5,200 | 5,000 |
| 391 Uniforms | 958 | 896 | 950 | 323 | 950 | 980 |
| TOTAL OPERATIONS AND MAINT | 92,736 | 95,519 | 66,050 | 34,923 | 67,730 | 70,280 |
| DEPARTMENT TOTAL | 330,447 | 326,767 | 309,870 | 115,488 | 310,660 | 316,720 |

Department/Account: COMMUNITY DEVELOPMENT - BUILDING INSPECTION (52400)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 110 | <p>Salaries and Wages Budgeted amount reflects pro-rata assignment of salaries to utility districts for services rendered.</p> | 177,000 | 174,310 |
| 210 | <p>Professional Services Contracted services with Town Engineer for drainage plan reviews and facility checks (\$25,000); erosion control plan reviews/field observations (\$20,000); and, commercial building architectural plan reviews (\$5,000). **NOTE: Contracted service costs offset by permit fees and direct billing to builders/developers.</p> | 45,000 | 50,000 |
| 330 | <p>Conferences and Training Building, Electrical, Plumbing and HVAC code update courses, as required to maintain State mandated professional certifications.</p> | 3,000 | 3,000 |

DEPARTMENT/ACCOUNT:
PLANNING AND ZONING (56900)

FUND:
GENERAL FUND (10)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 142,850 | 134,550 | 156,950 | 45,997 | 156,950 | 138,780 |
| 111 Overtime | 525 | 603 | 930 | 250 | 930 | 1,410 |
| 121 Commissioners | 4,645 | 4,880 | 4,900 | 2,200 | 4,900 | 4,900 |
| 130 Fringe Benefits | 46,685 | 43,837 | 73,790 | 365 | 73,790 | 42,600 |
| TOTAL PERSONNEL | 194,705 | 183,870 | 236,570 | 48,812 | 236,570 | 187,690 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 84 | - | - | 50 | 50 | - |
| 211 Wetland Delineation | 21,525 | 15,804 | 10,000 | - | 16,000 | 15,000 |
| 221 Phone and Communications | 1,592 | 1,477 | 1,500 | 340 | 1,500 | 1,500 |
| 290 Other Contractual Services | 4,713 | 6,582 | 5,000 | 7,053 | 8,000 | 7,000 |
| 310 Office Supplies | 734 | 2,370 | 3,000 | 653 | 2,500 | 3,000 |
| 311 Postage | 778 | 756 | 1,200 | 289 | 800 | 1,000 |
| 320 Publication/Printing Fees | 96 | 175 | 1,500 | 596 | 1,800 | 1,500 |
| 321 Dues and Subscriptions | 1,359 | 21,480 | 12,400 | 480 | 10,000 | 12,400 |
| 330 Conferences and Training | 769 | 1,231 | 3,000 | 323 | 2,500 | 4,000 |
| 344 Gas, Oil, and Other Supplies | 1,023 | 901 | 1,000 | 551 | 1,000 | 900 |
| 347 Office Equipment | 30 | 80 | 500 | 628 | 630 | 500 |
| 351 Allocated Vehicle Maintenance | 596 | 170 | 600 | - | 300 | 600 |
| 390 Miscellaneous Expenses | - | - | - | 60 | 60 | - |
| TOTAL OPERATIONS AND MAINT | 33,299 | 51,026 | 39,700 | 11,023 | 45,140 | 47,400 |
| DEPARTMENT TOTAL | 228,004 | 234,896 | 276,270 | 59,835 | 281,710 | 235,090 |

Department/Account: COMMUNITY DEVELOPMENT - PLANNING AND ZONING (56900)

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 110 | Salaries and Wages Budgeted amount reflects pro-rata assignment of salaries to utility districts and Assessor for services rendered. | 156,950 | 138,780 |
| 211 | Wetland Delineations Contracted service with professional soil scientists. All costs are offset and supplemented by direct billing to property owner/developer. | 10,000 | 15,000 |
| 290 | Contractual Services Annual operating contractual services for Planners Advisory Service (\$900); General Fund share of GPS, GIS and Mapping Software updates/technical support (\$3,000); and, miscellaneous engineering/architectural services (\$3,100). | 5,000 | 7,000 |
| 321 | Dues and Subscriptions Budgeted amount reflects funds needed to support professional organization dues and local/regional economic development initiatives. | 12,400 | 12,400 |
| 330 | Conference and Training Advanced level training for GIS Specialist professional development training for Community Development Director and Town Planner. | 3,000 | 4,000 |

DEPARTMENT/ACCOUNT:
EQUIPMENT REPLACEMENT FUND

FUND:
FUND EQUIPMENT REPLACEMENT (12)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | 490,900 | 305,900 | 110,900 | 110,900 | 110,900 | - |
| TOTAL REVENUES | - | - | - | - | - | - |
| TOTAL RESOURCES | 490,900 | 305,900 | 110,900 | 110,900 | 110,900 | - |
| EXPENDITURES-TRANSFER TO OTHER FUNDS: | | | | | | |
| Capital Outlay - Vehicles | 185,000 | 195,000 | 110,900 | 110,900 | 110,900 | - |
| TOTAL EXPENDITURES | 185,000 | 195,000 | 110,900 | 110,900 | 110,900 | - |
| ENDING FUND BALANCE | 305,900 | 110,900 | - | - | - | - |

DEPARTMENT/ACCOUNT:
ROOM TAX FUND

FUND:
ROOM TAX FUND (21)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|----------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | 75,245 | 75,489 | 75,489 | 75,489 | 75,489 | 75,489 |
| REVENUES | | | | | | |
| Public Accomodation - Town Gen | 77,040 | 81,696 | 75,800 | 16,543 | 86,100 | 82,750 |
| Public Accomodation - Town Dev | 242,980 | 257,518 | 241,100 | 52,456 | 266,480 | 250,560 |
| Public Accomodation - Convention | 728,207 | 772,554 | 723,200 | 175,530 | 799,430 | 751,690 |
| TOTAL REVENUES | 1,048,227 | 1,111,768 | 1,040,100 | 244,528 | 1,152,010 | 1,085,000 |
| TOTAL RESOURCES | 1,123,472 | 1,187,257 | 1,115,589 | 320,018 | 1,227,499 | 1,160,489 |
| EXPENDITURES | | | | | | |
| Convention Bureau | 728,207 | 772,554 | 723,200 | 157,367 | 799,430 | 751,690 |
| TOTAL EXPENDITURES | 728,207 | 772,554 | 723,200 | 157,367 | 799,430 | 751,690 |
| Minus - To General Fund | 319,776 | 339,214 | 316,900 | 68,999 | 352,580 | 333,310 |
| ENDING FUND BALANCE | 75,489 | 75,489 | 75,489 | 93,652 | 75,489 | 75,489 |

DEPARTMENT/ACCOUNT:
PARK DEVELOPMENT FUND

FUND:
PARK FUND (22)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|----------------------------------|------------------------|------------------------|------------------------|-------------------------------|---------------------------------------|-------------------------------------|
| BEGINNING FUND BALANCE | 165,263 | 163,722 | 193,780 | 193,780 | 193,780 | 8,030 |
| REVENUES | | | | | | |
| Park Development Fees | 33,738 | 28,001 | 46,000 | 14,400 | 38,000 | 40,000 |
| Interest | 721 | 2,056 | 1,500 | 1,119 | 1,250 | 100 |
| TOTAL REVENUES | 34,459 | 30,057 | 47,500 | 15,519 | 39,250 | 40,100 |
| TOTAL RESOURCES | 199,722 | 193,780 | 241,280 | 209,299 | 233,030 | 48,130 |
| Park Fund Expense | 36,000 | - | 225,000 | - | - | - |
| Minus - To Capital Projects Fund | - | - | - | 225,000 | 225,000 | - |
| ENDING FUND BALANCE | 163,722 | 193,780 | 241,280 | (15,701) | 8,030 | 48,130 |

DEPARTMENT/ACCOUNT:
IMPACT FEE FUND
 Fire Station Development

FUND:
IMPACT FEE (23)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | 95,746 | 124,488 | 164,348 | 164,348 | 164,348 | 21,448 |
| REVENUES | | | | | | |
| Impact Fees | 28,206 | 38,217 | 58,000 | 46,696 | 56,000 | 58,000 |
| Interest | 536 | 1,643 | 125 | 1,074 | 1,100 | 100 |
| TOTAL REVENUES | 28,742 | 39,860 | 58,125 | 47,770 | 57,100 | 58,100 |
| TOTAL RESOURCES | 124,488 | 164,348 | 222,473 | 212,118 | 221,448 | 79,548 |
| Transfer to Capital Projects Fund | - | - | 200,000 | 200,000 | 200,000 | - |
| ENDING FUND BALANCE | 124,488 | 164,348 | 22,473 | 12,118 | 21,448 | 79,548 |

DEPARTMENT/ACCOUNT:
SPECIAL ASSESSMENTS

FUND:
ASSESSMENT FUND (25)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|---------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | 5,512,042 | 3,880,772 | 4,356,879 | 4,356,879 | 4,356,879 | 3,771,879 |
| REVENUES | | | | | | |
| Special Assessments | 1,414,482 | 2,455,276 | 1,350,000 | 799,513 | 1,250,000 | 1,300,000 |
| Interest on Special Assessments | 146,657 | 175,552 | 160,000 | 161,001 | 165,000 | 165,000 |
| TOTAL REVENUES | 1,561,139 | 2,630,828 | 1,510,000 | 960,514 | 1,415,000 | 1,465,000 |
| TOTAL RESOURCES | 7,073,181 | 6,511,600 | 5,866,879 | 5,317,393 | 5,771,879 | 5,236,879 |
| EXPENDITURES | | | | | | |
| Transfer Out | 848,909 | 100,321 | 500,000 | - | - | - |
| Transfer to Debt Service | 2,343,500 | 2,054,400 | 2,000,000 | 2,000,000 | 2,000,000 | 1,670,000 |
| TOTAL EXPENDITURES | 3,192,409 | 2,154,721 | 2,500,000 | 2,000,000 | 2,000,000 | 1,670,000 |
| ENDING FUND BALANCE | 3,880,772 | 4,356,879 | 3,366,879 | 3,317,393 | 3,771,879 | 3,566,879 |

DEBT SERVICE FUND

FUND:
DEBT FUND (30)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | 296,204 | 183,177 | 181,830 | 181,830 | 181,830 | 741,030 |
| REVENUES | | | | | | |
| Mil Tax | 1,996,300 | 2,090,000 | 2,125,948 | 2,125,948 | 2,125,948 | 990,000 |
| From Special Assessment Fund | 2,343,500 | 2,054,400 | 2,000,000 | 2,000,000 | 2,000,000 | 1,670,000 |
| TOTAL REVENUES | 4,339,800 | 4,144,400 | 4,125,948 | 4,125,948 | 4,125,948 | 2,660,000 |
| EXPENDITURES | | | | | | |
| Debt Principal-'04 | 535,036 | 560,036 | - | - | - | - |
| Debt Principal-'05 | 815,000 | 845,000 | 855,000 | 855,000 | 855,000 | - |
| Debt Principal-'06 | 120,000 | 115,000 | 115,000 | - | 115,000 | 115,000 |
| Debt Principal-08 | 590,000 | 590,000 | 585,000 | - | 585,000 | 585,000 |
| Debt Principal-09 | 360,000 | 365,000 | 380,000 | - | 380,000 | 380,000 |
| Debt Principal-10 | 585,000 | 590,000 | 595,000 | - | 595,000 | 600,000 |
| Debt Principal-12 | 924,050 | 650,000 | 705,000 | 705,000 | 705,000 | 710,000 |
| Debt Principal-14 | - | - | 650,000 | - | - | - |
| Debt Principal-15 | - | - | - | - | - | 700,000 |
| Debt Interest-'03 Refinancing | 654 | - | - | - | - | - |
| Debt Interest-'04 | 38,608 | 19,881 | - | - | - | - |
| Debt Interest-'05 | 73,763 | 44,713 | 14,962 | 14,963 | 14,962 | - |
| Debt Interest-'06 | 19,419 | 13,369 | 8,913 | 4,456 | 8,913 | 4,456 |
| Debt Interest-08 | 134,913 | 114,263 | 92,138 | 46,069 | 92,138 | 70,200 |
| Debt Interest-09 | 74,738 | 66,638 | 57,513 | - | 57,513 | 48,013 |
| Debt Interest-10 | 107,650 | 98,875 | 88,551 | 44,275 | 88,551 | 76,651 |
| Debt Interest-12 | 73,998 | 71,573 | 68,171 | 63,811 | 68,171 | 63,570 |
| Debt Interest-14 | - | - | 50,000 | - | - | 40,000 |
| Debt Interest-15 | - | - | - | - | - | - |
| Contractual Services | - | 1,400 | - | - | 1,500 | 2,000 |
| Payment to refund bond escrow | - | - | 5,000 | - | - | - |
| TOTAL EXPENDITURES | 4,452,827 | 4,145,746 | 4,270,248 | 1,733,574 | 3,566,748 | 3,394,890 |
| ENDING FUND BALANCE | 183,177 | 181,830 | 37,530 | 2,574,204 | 741,030 | 6,140 |

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | - | - | (27,461) | (27,461) | (27,461) | 705,952 |
| REVENUES | | | | | | |
| Interest Income | - | (41) | - | 4,951 | 5,000 | 500 |
| Proceeds from Debt | - | - | - | - | 1,200,000 | - |
| Transfer from General Fund | - | - | - | 2,000,000 | 2,000,000 | - |
| Sale of Land | - | - | - | 800,101 | 800,100 | - |
| TOTAL REVENUES | - | (41) | - | 2,805,052 | 4,005,100 | 500 |
| TOTAL RESOURCES | - | (41) | (27,461) | 2,777,591 | 3,977,639 | 706,452 |
| PERSONNEL | | | | | | |
| Salaries and Wages | - | 21,894 | - | 10,957 | 18,000 | 20,000 |
| Fringe Benefits | - | 2,356 | - | 1,551 | 3,000 | 3,500 |
| TOTAL PERSONNEL | - | 24,250 | - | 12,508 | 21,000 | 23,500 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| Professional Services | - | - | - | 14,585 | 20,000 | 10,000 |
| Contractual Services | - | 3,040 | - | 7,275 | 10,000 | 10,000 |
| Miscellaneous Expense | - | 130 | - | - | - | - |
| Street Outlay | - | - | - | - | 447,080 | - |
| Site Development | - | - | - | - | 100,000 | - |
| Land Acquisition | - | - | - | 2,002,528 | 2,002,528 | - |
| Water Outlay | - | - | - | - | 97,082 | - |
| Sewer Outlay | - | - | - | - | 112,400 | - |
| Storm Outlay | - | - | - | - | 441,597 | - |
| TOTAL OPERATIONS AND MAINT | - | 3,170 | - | 2,024,388 | 3,230,687 | 20,000 |
| OTHER FINANCING USES | | | | | | |
| Debt Principal | - | - | - | - | - | 100,000 |
| Debt Interest | - | - | - | - | - | 20,000 |
| Interest to General Fund | - | - | - | 10,000 | 20,000 | 15,000 |
| Transfer to General Fund | - | - | - | - | - | 500,000 |
| TOTAL FINANCING SOURCES | - | - | - | 10,000 | 20,000 | 635,000 |
| TOTAL EXPENDITURES | - | 27,420 | - | 2,046,896 | 3,271,687 | 678,500 |
| ENDING FUND BALANCE | - | (27,461) | (27,461) | 730,695 | 705,952 | 27,952 |

Utility Districts

Sanitary Districts No. 1, 2, 3, and East Side Utility

Mission Statement

To provide quality water, wastewater, and storm water services to the residents of Grand Chute in a manner which protects human and environmental health and emphasizes sound management of fiscal and natural resources.

Operational Overview

The Sanitary Districts' services include:

- Potable water distribution
- Wastewater collection
- Storm water collection and treatment
- Water quality protection and enhancement
- Infrastructure planning, construction and maintenance

The Utility Department is broken up into the following operations:

Sanitary District 1: Operates, maintains and repairs the water storage and distribution system to meet the rules and regulations of the Wisconsin Department of Natural Resources and the Wisconsin Public Service Commission.

Sanitary District 2: Operates, maintains and repairs the wastewater collection system in an efficient and cost effective manner to meet the regulations of the Wisconsin Department of Natural Resources.

Sanitary District 3: Operates maintains, constructs and repairs the storm water control facilities within Grand Chute. Existing and proposed facilities are reviewed and updated to meet the requirements of the current General Permit to discharge storm water for MS4 Phase 2 communities.

East Side Utility: Operates, maintains and repairs the wastewater collection system and well meters to ensure an accurate account of the volume of wastewater discharged into Appleton's sanitary sewer system.

2016 Department Goals and Objectives

Sanitary District No. 1

- Continue to monitor the water loss numbers with a concentration on the leak detection in the private water main systems.
- Provide sampling and testing of municipal water as required by the Wisconsin Department of Natural Resources to ensure safe, high quality drinking water.
- Provide the Consumer Confidence Report to all customers by July 2016.
- Exercise half of the water main valves to ensure proper function and no leakage.
- Install 2,000 replacement water meters utilizing a contracted meter installation company.
- Flush and maintain all municipal fire hydrants.
- Perform a leak detection survey on 25% of the public water distribution system.

Sanitary District No. 2 and East Side Utility

- Perform the Inflow and Infiltration Program on the public wastewater collection.
- Perform sewer cleaning and maintenance on 33% of the public wastewater collection system.
- Compile and submit the Compliance Maintenance Report by June 2016.

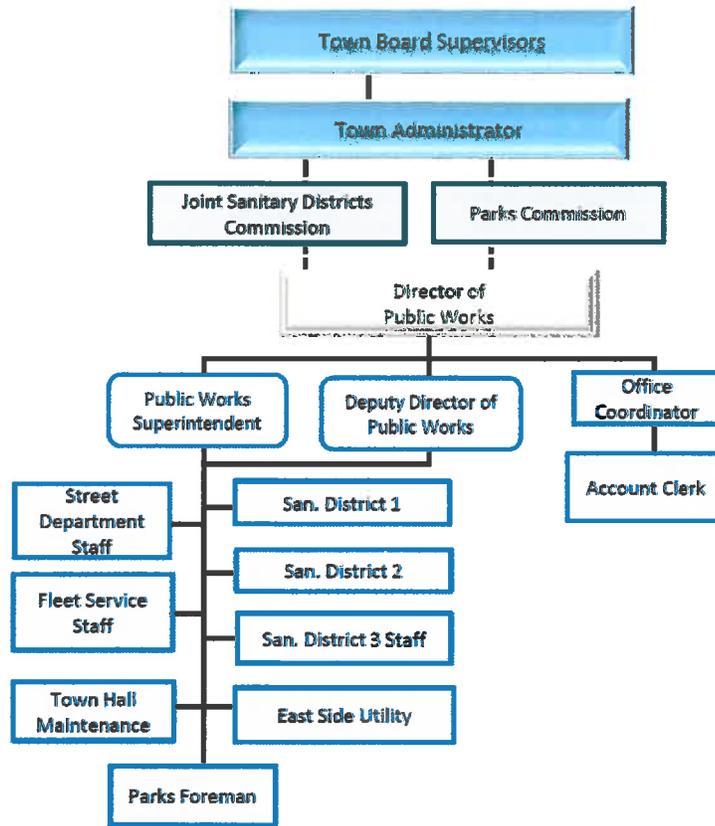
Sanitary District No. 3

- Protect the surface water resources of the Fox Valley through compliance with the Wisconsin Department of Natural Resource's rules and regulations for TMDL and TSS removal from the urbanized area storm water runoff.
- Perform illicit discharge monitoring on approximately 25% of the outfall within Grand Chute.
- Perform street sweeping on all urbanized streets every two weeks.
- Perform storm water pond dredging and maintenance on the Bentwood Estates subdivision storm water facilities.
- Prepare and submit the MS4 report to the Wisconsin Department of Natural Resources.

Utility Districts

Sanitary Districts No. 1, 2, 3, and East Side Utility

Organizational Chart



Full Time Equivalents

| Position Title | 2014 Actual | 2015 Budgeted | Proposed Change | 2016 Budgeted | 2016 Ave Salary |
|---------------------------------|-------------|---------------|-----------------|---------------|----------------------|
| Director of Public Works | 0.60 | 0.60 | (0.06) | 0.54 | \$ 56,306 |
| Deputy Director of Public Works | 0.00 | 0.00 | 0.18 | 0.18 | \$ 13,725 |
| Public Works Superintendent | 0.67 | 0.67 | - | 0.67 | \$ 57,172 |
| Office Coordinator | 0.50 | 0.50 | (0.07) | 0.43 | \$ 21,747 |
| Skilled Labor II | 3.00 | 3.00 | 0.12 | 3.12 | \$ 53,650 |
| Laborer I | 1.00 | 1.00 | 1.03 | 2.03 | \$ 38,370 |
| Account Clerk II | 1.00 | 1.00 | - | 1.00 | \$ 47,945 |
| Laborer - Part-time | 0.60 | 0.60 | (0.01) | 0.59 | \$14.75-\$15.31/hour |
| LTE Meter Install Technician | 0.00 | 0.57 | (0.57) | 0.00 | \$ - |
| Seasonal Help | 0.60 | 0.60 | (0.37) | 0.23 | \$9.00-\$12.50/hour |
| Total | 7.97 | 8.54 | 0.25 | 8.79 | |

Utility Districts

Performance Measures

Sanitary District 1, 2, and East Side Utility

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|--|-------------|-------------|----------------|---------------|
| Diggers' Hotline Locates | 3,127 | 3,248 | 3,629 | 3,700 |
| Water Permits/Inspections | 85 | 74 | 88 | 90 |
| Sewer Permits/Inspections | 81 | 76 | 88 | 90 |
| Storm Permits/Inspections | 75 | 71 | 78 | 85 |
| New Meter Installations | 78 | 1,574 | 1,050 | 2,300 |
| Water Main Valves Exercised (industry standard is to exercise valves every 2 years) | 200 | 100 | 100 | 500 |
| Sewer Main Cleaned (industry standard is to clean sewer mains every 3 years) | 97,921 | 42,862 | 80,100 | 100,000 |

Sanitary District 3

| Description | 2013 Actual | 2014 Actual | Estimated 2015 | Proposed 2016 |
|------------------------------------|-------------|-------------|----------------|---------------|
| Urbanized Area Times Streets Swept | 15 | 14 | 15 | 15 |
| Erosion Control Permits | 30 | 23 | 26 | 30 |
| Residential Equivalent Units (REU) | 28,635 | 29,156 | 29,203 | 29,253 |
| Storm Water Ponds Constructed | 1 | 2 | 7 | 1 |

DEPARTMENT/ACCOUNT:
WATER SUMMARY

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|---|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| SANITARY DISTRICT #1 | | | | | | |
| PERSONNEL | 432,474 | 479,057 | 492,260 | 205,174 | 478,175 | 515,980 |
| OPERATIONS AND MAINTENANCE | 4,703,205 | 4,899,280 | 5,273,615 | 1,252,688 | 5,063,973 | 5,479,370 |
| Subtotal - Operating Expenses | 5,135,679 | 5,378,337 | 5,765,875 | 1,457,862 | 5,542,148 | 5,995,350 |
| DEBT SERVICE | 706,440 | 641,122 | 575,000 | 115,000 | 400,000 | 470,000 |
| CAPITAL IMPROVEMENTS | 860,298 | 541,125 | 797,560 | 252,992 | 881,430 | 1,016,920 |
| Subtotal - Capital Expenses | 1,566,738 | 1,182,247 | 1,372,560 | 367,992 | 1,281,430 | 1,486,920 |
| TOTAL EXPENSES | 6,702,417 | 6,560,584 | 7,138,435 | 1,825,854 | 6,823,578 | 7,482,270 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 41500 Merchandising and Jobbing | 923 | 140 | 1,000 | 411 | 1,500 | 1,000 |
| 41900 Interest Income | (26,898) | (25,419) | (15,000) | (16,423) | (30,000) | (25,000) |
| 41901 Interest Income - Assessments | 11,308 | 11,576 | 10,000 | 10 | 11,000 | 11,000 |
| 41902 Interest - Funded Depreciation | 2,219 | 5,837 | 5,000 | 3,313 | 5,000 | 3,500 |
| 46301 Mil Tax - Appleton (Hydrant) | 11,318 | 13,431 | 13,450 | 12,935 | 12,935 | 13,000 |
| 46302 State Aid (Exempt Computer) | 3,320 | - | - | - | 4,710 | 4,750 |
| 46110 Meter Sales - Residential | 2,010,468 | 2,149,210 | 2,500,000 | 828,213 | 2,515,333 | 2,550,000 |
| 46120 Meter Sales - Commercial | 1,701,831 | 1,610,576 | 2,400,000 | 527,657 | 2,250,000 | 2,400,000 |
| 46130 Meter Sales - Industrial | 393,121 | 401,695 | 400,000 | 135,741 | 365,556 | 400,000 |
| 46100 Other Metered Sales | 7,597 | 8,381 | 6,000 | 1,942 | 6,000 | 6,000 |
| 46150 Meter Sales - Multi-Family | 177,926 | 551,447 | 300,000 | 213,069 | 300,000 | 300,000 |
| 46200 Private Fire Protection | 90,436 | 91,728 | 91,000 | 34,325 | 90,675 | 91,000 |
| 46303 Public Fire Protect (Tax Levy) | 446,100 | 567,876 | 567,876 | 398,579 | 567,876 | 567,876 |
| 46440 Sales to Public Authorities | 89,355 | 105,603 | 95,000 | 44,815 | 110,000 | 100,000 |
| 47000 Forfeited Discount/Penalty | 38,181 | 55,691 | 40,000 | 6,547 | 30,000 | 35,000 |
| 47200 Water Revenue - Tower Rent | 144,628 | 123,009 | 100,000 | 52,695 | 100,000 | 100,000 |
| 47400 Miscellaneous Revenues | 4,144 | 52,197 | 4,000 | 2,831 | 3,950 | 4,000 |
| 47401 Inspection Fees | 5,210 | 5,900 | 5,000 | 2,940 | 6,542 | 5,500 |
| 47402 Connection Fees | - | - | - | 750 | 750 | - |
| 47403 Water Impact Fees | 44,928 | 38,366 | 55,000 | 28,795 | 65,000 | 60,000 |
| 47405 Water Administration Fee | 365 | (11) | 200 | - | 200 | 200 |
| Subtotal - Operating Revenues | 5,156,480 | 5,767,233 | 6,578,526 | 2,279,145 | 6,417,027 | 6,627,826 |
| Other Revenues | | | | | | |
| 47404 Sale of Property | 722 | - | 7,500 | 26 | 7,500 | 5,000 |
| 42100 Capital Revenue | 107,948 | 125,119 | - | (190,896) | (190,900) | - |
| 22300 Debt Proceeds - Borrowing | - | - | 750,000 | - | - | 1,000,000 |
| 48902 Insurance Dividend | - | - | - | - | 6,000 | 5,000 |
| 48000 Credit Card Rebate | - | 457 | 5,000 | 1,790 | 1,800 | 2,000 |
| Subtotal - Capital Revenues | 108,670 | 125,576 | 762,500 | (189,080) | (175,600) | 1,012,000 |
| TOTAL REVENUES | 5,265,150 | 5,892,809 | 7,341,026 | 2,090,065 | 6,241,427 | 7,639,826 |
| Net Operating Income (Loss) for Year | 20,801 | 388,896 | 812,651 | 821,283 | 874,879 | 632,476 |

DEPARTMENT/ACCOUNT:
SANITARY DISTRICT #1 - WATER

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|---|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 326,472 | 353,406 | 355,760 | 134,292 | 340,975 | 369,500 |
| 121 Commissioners | - | - | 800 | - | - | - |
| 130 Fringe Benefits | 106,002 | 125,651 | 135,700 | 70,882 | 137,200 | 146,480 |
| TOTAL PERSONNEL | 432,474 | 479,057 | 492,260 | 205,174 | 478,175 | 515,980 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 9,334 | 16,684 | 9,500 | 5,092 | 14,000 | 20,600 |
| 220 Utilities | 64,053 | 66,844 | 65,805 | 20,155 | 64,600 | 67,070 |
| 221 Phone and Communications | 1,372 | 2,132 | 2,250 | 810 | 2,250 | 6,350 |
| 290 Contractual Services | 5,756 | 7,157 | 32,500 | 2,318 | 32,500 | 35,900 |
| 291 Uniforms | 2,657 | 1,223 | 1,500 | 526 | 1,500 | 2,225 |
| 310 Office Supplies | 3,657 | 1,309 | 4,000 | 1,319 | 3,200 | 3,500 |
| 311 Postage | 7,179 | 6,915 | 13,770 | 4,770 | 10,000 | 13,500 |
| 320 Publication and Printing | - | - | 650 | - | 650 | 1,050 |
| 321 Dues and Subscriptions | 187 | 305 | 500 | 196 | 500 | 500 |
| 330 Conferences and Training | 1,599 | 2,637 | 3,000 | 475 | 3,000 | 3,000 |
| 390 Operating Supplies | 2,536 | 5,729 | 6,500 | 520 | 1,000 | 5,000 |
| 344 Vehicle Gas, Oil, Etc | 16,310 | 10,156 | 12,000 | 4,960 | 10,000 | 12,520 |
| 350 Vehicle Maintenance | 3,843 | 16,065 | 3,000 | - | 2,000 | 3,000 |
| 351 Allocated Vehicle Maintenance | 7,313 | 9,148 | 11,500 | 7,546 | 11,500 | 12,000 |
| 380 Equipment Maintenance | 65,314 | 138,001 | 134,500 | 31,907 | 106,145 | 134,000 |
| 391 Miscellaneous Expenses/Incl Diggers | 15,516 | 8,929 | 9,800 | 2,467 | 10,436 | 11,300 |
| 395 Purchased Water | 3,924,002 | 3,949,149 | 4,300,000 | 1,106,929 | 4,000,000 | 4,300,000 |
| 510 Insurance Premiums | 32,258 | 38,766 | 43,100 | 16,389 | 33,000 | 41,600 |
| 530 Rent/Lease Payments | 44,760 | 44,760 | 44,740 | 22,380 | 44,740 | 44,740 |
| 540 Depreciation | 479,849 | 581,883 | 510,000 | - | 670,000 | 725,000 |
| 620 Uncollected Taxes | 324 | 101 | - | - | - | - |
| 620 Debt Service - Interest | 79,973 | 57,098 | 65,000 | 23,929 | 42,952 | 36,515 |
| 933 Transportation Cost Allocation | (64,587) | (65,711) | - | - | - | - |
| TOTAL OPERATIONS AND MAINT | 4,703,205 | 4,899,280 | 5,273,615 | 1,252,688 | 5,063,973 | 5,479,370 |
| DEBT SERVICE | | | | | | |
| 610 Debt Service - Principal | 706,440 | 641,122 | 575,000 | 115,000 | 400,000 | 470,000 |
| TOTAL DEBT SERVICE | 706,440 | 641,122 | 575,000 | 115,000 | 400,000 | 470,000 |
| CAPITAL IMPROVEMENTS | | | | | | |
| 810 Capital Equipment - Meters | 422,978 | 512,377 | 300,000 | 180,900 | 350,000 | 300,000 |
| 810 Capital Equipment - Booster Pump | 81,723 | 18,965 | 25,400 | - | 25,400 | - |
| 811 Capital Equipment - Vehicles/Equip | 21,108 | - | 58,000 | 49,490 | 49,490 | 18,000 |
| 831 Capital Equipment - Dist Mains | 231,334 | - | - | - | - | - |
| Capital Equipment - Services | 65,055 | - | - | - | - | - |
| Capital Equipment - IT Hardware | - | 2,014 | 13,040 | - | 13,040 | 18,800 |
| 840 Capital Improvement - Construction | 38,100 | 7,769 | 401,120 | 22,602 | 443,500 | 680,120 |
| TOTAL CAPITAL IMPROVEMENT | 860,298 | 541,125 | 797,560 | 252,992 | 881,430 | 1,016,920 |
| DEPARTMENT TOTAL | 6,702,417 | 6,560,584 | 7,138,435 | 1,825,854 | 6,823,578 | 7,482,270 |

Department/Account: SANITARY DISTRICT NO. 1

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 210 | Professional Services Includes the cost for professional engineering, audit and legal expense. | 9,500 | 20,600 |
| 221 | Phone and Communications Includes the cost of office phones, cell phones and air cards. | 2,250 | 6,350 |
| 290 | Contractual Services Includes Sanitary District No. 1 portion of GIS software licenses, as well as their portion of the IT departments general licenses and contracts that service the whole Town. This also includes the Civic Utility annual fee, Pubworks, and Connect software agreements. This account has increased from previous years, due to a portion of the IT expenses being allocated to the Sanitary Districts. | 32,500 | 35,900 |
| 344 | Gas, Oil, and Other Supplies Includes cost for electric and gas service for booster stations and tower. The majority is for the pumping station expenses. Increase is due to We Energies electric rate increase for Increase is due to 0.92% We Energies electric rate increase for 2016. | 12,000 | 12,520 |
| 351 | Allocated Vehicle Maintenance Includes the cost for all maintenance done on Sanitary District 1 vehicles and equipment by the Highway Shop. | 11,500 | 12,000 |
| 380 | Equipment Maintenance This amount is allocated for the maintenance of meters, booster stations, pumping equipment, water mains, services, hydrants and telemetry. | 134,500 | 134,000 |
| 395 | Purchased Water Cost of water purchased from the City of Appleton. | 4,300,000 | 4,300,000 |

Department/Account: SANITARY DISTRICT NO. 1

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|--|-------------|-------------|
| 810 | <p>Capital Equipment Water meter replacement program with new advanced meter reading system.</p> | 300,000 | 300,000 |
| | <p>Grand Chute, City of Appleton and the Central Brown County Water Authority have jointly requested proposals from vendors of Advanced Metering Infrastructure Systems to replace the drive-by systems currently in use by the participating municipalities. This replacement system would be implemented over a 3-4 year period with a total cost for Sanitary District No. 1 and 2 of \$2 million to \$2.4 million. The current systems are no longer manufactured or supported. The proposed replacement system would read meters from the office and provide a higher level of accuracy in measuring water use. Water meter readings are used to calculate water and sewer charges.</p> | | |
| 811 | <p>Capital Equipment - Vehicles Standard Cab 4x4 Pick-up Truck with Plow and Lift Gate. (\$36,000) This unit would be a replacement for our current 2000 Chevrolet 3/4 ton Pick-up Truck #35 (90,000 miles). After reviewing the equipment replacement schedule and scoring model, maintenance records, vehicle condition and future projected repair costs, staff recommends that this unit be considered for replacement. \$18,000 to Sanitary District 1 and \$18,000 to Sanitary District 2.</p> | 58,000 | 18,000 |

DEPARTMENT/ACCOUNT:
SEWER SUMMARY

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|---|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| SANITARY DIST #2 | | | | | | |
| PERSONNEL | 329,801 | 357,201 | 343,123 | 157,398 | 320,400 | 352,570 |
| OPERATIONS AND MAINTENANCE | 2,348,343 | 2,365,199 | 2,507,880 | 571,231 | 2,324,894 | 2,369,855 |
| Subtotal - Operating Expense | 2,678,144 | 2,722,400 | 2,851,003 | 728,629 | 2,645,294 | 2,722,425 |
| DEBT SERVICE | 237,586 | 227,842 | 415,000 | 25,000 | 150,000 | 375,000 |
| CAPITAL IMPROVEMENTS | 361,310 | 385,851 | 660,390 | 51,624 | 329,073 | 658,800 |
| Subtotal - Capital Expenses | 598,896 | 613,693 | 1,075,390 | 76,624 | 479,073 | 1,033,800 |
| TOTAL EXPENSES | 3,277,040 | 3,336,093 | 3,926,393 | 805,253 | 3,124,367 | 3,756,225 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 62130 Industrial Surcharge | - | - | 125,000 | - | 122,000 | 125,000 |
| 63506 Sewer Admin Fees | - | 134 | - | 499 | 1,250 | 750 |
| 62210 Metered Service - Residential | 1,373,011 | 1,362,352 | 1,360,000 | 537,197 | 1,543,689 | 1,400,000 |
| 62120 Metered Service - Commercial | 1,059,471 | 1,097,334 | 1,100,000 | 385,151 | 1,113,992 | 1,200,000 |
| 62130 Metered Service - Industrial | 293,801 | 216,928 | 142,000 | 110,553 | 160,000 | 160,000 |
| 62140 Public Authorities | 57,346 | 58,157 | 59,900 | 23,987 | 66,698 | 60,000 |
| 62500 Other Sewer Service | 6,718 | 4,635 | 6,000 | 2,581 | 8,500 | 6,000 |
| 62501 Service Avail Charge - SAC | 89,205 | 71,896 | 80,000 | 45,869 | 110,000 | 90,000 |
| 63100 Penalties | 22,142 | 30,066 | 20,000 | 3,774 | 20,000 | 20,000 |
| 63200 Inspection Fees | 3,960 | 4,585 | 4,800 | 2,420 | 5,447 | 5,000 |
| 63201 Connection Fees | 26,950 | 25,550 | 23,000 | 14,750 | 29,000 | 25,000 |
| 63500 Misc Operating Income | 2,236 | 2,711 | 2,000 | 1,191 | 2,100 | 2,000 |
| 63501 Interest Income | 38,755 | 102,304 | 70,000 | 58,944 | 70,000 | 50,000 |
| 63502 Interest Income - Assess | 8,599 | 8,759 | 6,500 | 4 | 6,500 | 6,000 |
| 63503 Interest - Funded Depreciation | 2,002 | 5,268 | 4,500 | 2,990 | 4,000 | 3,000 |
| 63504 Interest Income-SAC | 4,901 | 13,482 | 9,000 | 8,068 | 9,500 | 8,000 |
| Subtotal-Operating Revenues | 2,989,097 | 3,004,161 | 3,012,700 | 1,197,978 | 3,272,676 | 3,160,750 |
| Other Revenues | | | | | | |
| 67500 Capital Contributions | (94,342) | (14,829) | - | 1,028,435 | 1,028,435 | - |
| 63505 Sale of Property | - | 35,036 | 7,500 | - | - | 5,000 |
| 22300 Debt Proceeds - Borrowing | - | - | 550,000 | - | - | 600,000 |
| 63507 Insurance Recoveries | - | - | - | - | - | - |
| 63508 Credit Card Rebate | - | 625 | 4,000 | 764 | 765 | 2,000 |
| 63509 Insurance Dividend | - | - | - | - | 6,000 | 5,000 |
| Subtotal - Capital Revenues | (94,342) | 20,832 | 561,500 | 1,029,199 | 1,035,200 | 612,000 |
| TOTAL REVENUES | 2,894,755 | 3,024,993 | 3,574,200 | 2,227,177 | 4,307,876 | 3,772,750 |
| Net Operating Income (Loss) for Year | 310,953 | 281,761 | 161,697 | 469,349 | 627,382 | 438,325 |

DEPARTMENT/ACCOUNT:
SANITARY DIST #2 - SEWER

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 242,078 | 275,128 | 250,160 | 106,036 | 228,100 | 254,880 |
| 121 Commissioners | - | - | 840 | - | - | - |
| 130 Fringe Benefits | 87,723 | 82,073 | 92,123 | 51,362 | 92,300 | 97,690 |
| TOTAL PERSONNEL | 329,801 | 357,201 | 343,123 | 157,398 | 320,400 | 352,570 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Professional Services | 4,333 | 5,897 | 15,000 | 6,718 | 13,243 | 15,000 |
| 220 Utilities | 28,619 | 33,360 | 31,000 | 11,856 | 31,000 | 32,000 |
| 221 Phone and Communications | 1,395 | 1,425 | 2,500 | 810 | 2,500 | 6,350 |
| 290 Other Contractual Services | 5,532 | 7,882 | 17,750 | 2,429 | 15,000 | 35,900 |
| 290 Treatment Costs | 929,001 | 820,753 | 857,952 | 249,863 | 847,500 | 795,000 |
| 291 Uniforms | 1,903 | 1,138 | 1,500 | 651 | 1,500 | 2,000 |
| 310 Office Supplies | 1,975 | 91 | 1,000 | 708 | 1,000 | 1,000 |
| 311 Postage | 7,179 | 7,056 | 13,770 | 4,771 | 7,500 | 8,000 |
| 320 Publication/Printing Fees | 232 | - | 1,650 | 276 | 1,200 | 1,050 |
| 321 Dues and Subscriptions | - | 200 | 200 | - | - | 200 |
| 330 Conferences and Training | 7,048 | 2,648 | 3,000 | 751 | 3,000 | 3,000 |
| 340 Operating Supplies | 5,159 | 6,548 | 6,400 | 1,599 | 5,700 | 6,400 |
| 344 Vehicle Gas, Oil, Etc | 12,270 | 4,081 | 8,000 | 1,191 | 5,000 | 5,000 |
| 350 Vehicle Maintenance | 444 | 1,298 | 2,000 | - | - | 2,000 |
| 351 Allocated Vehicle Maintenance | 4,647 | 7,891 | 7,000 | 2,094 | 4,200 | 7,000 |
| 390 Repairs and Maintenance | 52,805 | 53,211 | 127,000 | 18,412 | 91,000 | 125,000 |
| 390 Miscellaneous Expenses | 54 | 646 | - | 70 | 70 | - |
| 510 Insurance Premiums | 32,258 | 38,766 | 43,100 | 16,389 | 33,000 | 41,600 |
| 530 Rent | 44,760 | 44,760 | 44,760 | 22,380 | 44,760 | 44,760 |
| 540 Depreciation | 506,798 | 525,517 | 500,000 | - | 530,000 | 550,000 |
| 540 Regional Plant Depreciation | - | 114,960 | 125,000 | 22,447 | 90,000 | 100,000 |
| 550 Regional Equipment Replacement | 125,986 | 133,273 | 123,575 | 36,424 | 124,000 | 130,000 |
| 610 Regional Debt Service | 551,101 | 535,174 | 555,723 | 166,111 | 465,000 | 450,000 |
| 620 Debt Service - Interest | 26,249 | 16,762 | 20,000 | 5,281 | 10,126 | 10,000 |
| 691 Debt Expense - Amortized | (1,405) | (1,405) | - | - | (1,405) | (1,405) |
| TOTAL OPERATIONS AND MAINT | 2,348,343 | 2,365,199 | 2,507,880 | 571,231 | 2,324,894 | 2,369,855 |
| DEBT SERVICE | | | | | | |
| 610 Debt Service - Principal | 237,586 | 227,842 | 415,000 | 25,000 | 150,000 | 375,000 |
| TOTAL DEBT SERVICE | 237,586 | 227,842 | 415,000 | 25,000 | 150,000 | 375,000 |
| CAPITAL IMPROVEMENTS | | | | | | |
| 810 Capital Infrastructure | 299,790 | 92,070 | 300,000 | - | - | 300,000 |
| 810 Capital Land - Easement | - | - | - | - | 75 | - |
| 811 Capital Equipment - Vehicles | 21,108 | 282,613 | 58,000 | 49,490 | 49,490 | 18,000 |
| 811 Capital Equipment - IT Hardware | - | - | 13,040 | - | 13,040 | 18,800 |
| 840 Capital Improvement - Construction | 40,412 | 11,168 | 289,350 | 2,134 | 266,468 | 322,000 |
| TOTAL CAPITAL IMPROVEMENT | 361,310 | 385,851 | 660,390 | 51,624 | 329,073 | 658,800 |
| DEPARTMENT TOTAL | 3,277,040 | 3,336,093 | 3,926,393 | 805,253 | 3,124,367 | 3,756,225 |

Department/Account: SANITARY DISTRICT NO. 2

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 210 | Professional Services Includes the cost for professional engineering, audit and legal expense. Also includes Infiltration & Inflow (I&I) investigation. | 15,000 | 15,000 |
| 220 | Utilities Includes cost for electric and gas service for 11 lift stations. Change is due to We Energies' 0.92% electric rate increase and a 3.2% increase in gas rate and utilizing actual cost data for estimation. | 31,000 | 32,000 |
| 221 | Phone and Communications Includes the cost of office phones, cell phones and air cards. | 2,500 | 6,350 |
| 290 | Contractual Services Includes Sanitary District No. 2 portion of GIS software licenses, as well as their portion of the IT departments general licenses and contracts that service the whole Town. This also includes the Civic Utility annual fee, Pubworks, and Connect software agreements. This account has increased from previous years, due to a portion of the IT expenses being allocated to the Sanitary Districts. | 17,750 | 35,900 |
| 290 | Treatment Costs Cost of wastewater treatment from Grand Chute Menasha West and the City of Appleton. | 857,952 | 795,000 |
| 351 | Allocated Vehicle Maintenance Includes the cost for all maintenance done on Sanitary District 2 reflect actual maintenance performed on vehicles and equipment. | 7,000 | 7,000 |
| 390 | Repairs and Maintenance \$100,000 has been budgeted to repair sewer main and manholes as part of the I & I remediation program. These funds may include manhole rehabilitation due to erosion caused by gases in the closed system. The remainder has been allocated for maintenance to lift stations and telemetry. | 127,000 | 125,000 |

Department/Account: SANITARY DISTRICT NO. 2

| CODE | DESCRIPTION | 2015 BUDGET | 2016 BUDGET |
|------|--|-------------|-------------|
| 810 | <p>Capital Equipment Water meter replacement program with new advanced meter reading system.</p> <p>Grand Chute, City of Appleton and the Central Brown County Water Authority have jointly requested proposals from vendors of Advanced Metering Infrastructure Systems to replace the drive-by systems currently in use by the participating municipalities. This replacement system would be implemented over a 3-4 year period with a total cost for Sanitary District No. 1 and 2 of \$2 million to \$2.4 million. The current systems are no longer manufactured or supported. The proposed replacement system would read meters from the office and provide a higher level of accuracy in measuring water use. Water meter reading are used to calculate water and sewer charges.</p> | 300,000 | 300,000 |
| 811 | <p>Capital Equipment - Vehicles Standard Cab 4x4 Pick-up Truck with Plow and Lift Gate. (\$36,000) This unit would be a replacement for our current 2000 Chevrolet 3/4 ton Pick-up Truck #35 (90,000 miles). After reviewing the equipment replacement schedule and scoring model, maintenance records, vehicle condition and future projected repair costs, staff recommends that this unit be considered for replacement. \$18,000 to Sanitary District 1 and \$18,000 to Sanitary District 2.</p> | 58,000 | 18,000 |

DEPARTMENT/ACCOUNT:
STORM WATER SUMMARY

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--------------------------------------|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| SANITARY DISTRICT #3 | | | | | | |
| PERSONNEL | 176,710 | 200,778 | 270,233 | 100,901 | 241,000 | 264,780 |
| OPERATIONS AND MAINTENANCE | 776,995 | 727,623 | 787,922 | 141,402 | 761,392 | 823,957 |
| Subtotal - Operating Expenses | 953,705 | 928,401 | 1,058,155 | 242,303 | 1,002,392 | 1,088,737 |
| DEBT SERVICE | 1,301,888 | 1,205,000 | 1,195,000 | 390,000 | 995,000 | 905,000 |
| CAPITAL IMPROVEMENTS | 1,651,915 | 497,745 | 3,007,040 | 632,575 | 2,457,341 | 1,525,250 |
| Subtotal - Capital Expenses | 2,953,803 | 1,702,745 | 4,202,040 | 1,022,575 | 3,452,341 | 2,430,250 |
| TOTAL EXPENSES | 3,907,507 | 2,631,146 | 5,260,195 | 1,264,878 | 4,454,733 | 3,518,987 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 63200 Inspection / Application | 3,450 | 3,600 | 3,200 | 2,300 | 3,200 | 3,200 |
| 63100 Penalties | 10,540 | 20,157 | 8,000 | 2,710 | 5,000 | 8,000 |
| 62200 Storm Water Fees | 2,858,933 | 2,875,569 | 2,908,000 | 1,112,694 | 2,903,500 | 2,932,100 |
| 63502 Special Assessment Interest | 56,392 | 53,063 | 57,000 | 79 | 53,000 | 52,500 |
| 63501 Interest Income | 27,088 | 79,180 | 55,000 | 48,041 | 55,000 | 50,000 |
| Subtotal - Operating Revenues | 2,956,403 | 3,031,569 | 3,031,200 | 1,165,824 | 3,019,700 | 3,045,800 |
| Other Revenues | | | | | | |
| 68000 Grants | - | - | 185,000 | - | - | 235,000 |
| 67500 Capital Revenue | 175,484 | 325,381 | 250,000 | - | 125,000 | 200,000 |
| 63508 Credit Card Rebate | - | 24 | 500 | 358 | 358 | 500 |
| 63509 Insurance Dividend | - | - | - | - | 2,500 | 2,000 |
| 22300 Long Term Borrowing | - | - | 2,500,000 | - | - | 3,000,000 |
| Subtotal - Capital Revenues | 175,484 | 325,405 | 2,935,500 | 358 | 127,858 | 3,437,500 |
| TOTAL REVENUES | 3,131,887 | 3,356,974 | 5,966,700 | 1,166,182 | 3,147,558 | 6,483,300 |
| Net Operating Income (Loss) for Year | 2,002,698 | 2,103,168 | 1,973,045 | 923,521 | 2,017,308 | 1,957,063 |

DEPARTMENT/ACCOUNT:
SANITARY DIST #3 - STORM WATER

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|--|------------------|------------------|------------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 110,467 | 144,302 | 184,576 | 69,968 | 161,000 | 185,050 |
| 110 Transfer in from General Fund | 22,126 | 5,144 | 15,000 | - | 15,000 | 15,000 |
| 130 Fringe Benefits | 44,117 | 51,332 | 70,657 | 30,933 | 65,000 | 64,730 |
| TOTAL PERSONNEL | 176,710 | 200,778 | 270,233 | 100,901 | 241,000 | 264,780 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 000 Illicit Discharge Expense | 12,735 | 5,850 | 16,960 | - | 14,000 | 16,800 |
| 210 Professional Services | 47,418 | 7,858 | 22,000 | 19,996 | 22,000 | 40,000 |
| 220 Utilities | 5,562 | 6,772 | 9,000 | 1,495 | 7,500 | 9,100 |
| 221 Phone and Communications | - | - | - | - | - | 3,050 |
| 240 Repairs and Maintenance | 6,725 | 6,160 | 8,000 | 36 | 8,000 | 8,000 |
| 290 Contractual Services | 85,932 | 90,155 | 113,950 | 34,231 | 113,950 | 134,450 |
| 310 Office Supplies | 331 | 146 | 500 | 708 | 800 | 900 |
| 311 Postage | 825 | 878 | 5,147 | 1,424 | 2,000 | 2,500 |
| 320 Publications and Printing | - | - | 625 | 276 | 500 | 1,050 |
| 321 Dues and Subscriptions | 2,000 | 2,000 | 2,300 | 2,000 | 2,000 | 2,000 |
| 330 Conferences and Training | 63 | 413 | 500 | - | 500 | 500 |
| 340 Operating Supplies | 990 | 1,395 | 5,000 | 30 | 5,000 | 5,000 |
| 380 Equipment Maintenance | - | - | 2,000 | - | - | 2,000 |
| 390 Rent / Lease Payments | 44,760 | 44,760 | 44,740 | 22,380 | 44,740 | 44,740 |
| 390 Miscellaneous Expenses | 393 | 617 | - | 382 | 382 | - |
| 510 Insurance Premiums | 9,052 | 15,506 | 17,200 | 6,556 | 14,500 | 16,700 |
| 540 Depreciation | 408,846 | 428,623 | 415,000 | - | 435,000 | 445,000 |
| 620 Debt Service - Interest | 151,363 | 116,490 | 125,000 | 51,888 | 90,520 | 92,167 |
| TOTAL OPERATIONS AND MAINT | 776,995 | 727,623 | 787,922 | 141,402 | 761,392 | 823,957 |
| DEBT SERVICE | | | | | | |
| 610 Debt Service - Principal | 1,301,888 | 1,205,000 | 1,195,000 | 390,000 | 995,000 | 905,000 |
| TOTAL DEBT SERVICE | 1,301,888 | 1,205,000 | 1,195,000 | 390,000 | 995,000 | 905,000 |
| CAPITAL IMPROVEMENTS | | | | | | |
| 810 Capital Equipment - IT Hardware | - | - | 13,040 | - | 13,040 | 18,800 |
| 811 Capital Equipment - Vehicles | - | 94,204 | 23,200 | 19,796 | 19,796 | - |
| 810 Capital Purchase - Land | - | 160,000 | - | 490,005 | 490,005 | - |
| 810 Capital Improvement - Infrastructure | 1,245,572 | - | - | - | - | - |
| 840 Capital Improvement - Construction | 406,343 | 243,541 | 2,970,800 | 122,774 | 1,934,500 | 1,506,450 |
| TOTAL CAPITAL IMPROVEMENT | 1,651,915 | 497,745 | 3,007,040 | 632,575 | 2,457,341 | 1,525,250 |
| DEPARTMENT TOTAL | 3,907,508 | 2,631,146 | 5,260,195 | 1,264,878 | 4,454,733 | 3,518,987 |

Department/Account: SANITARY DISTRICT NO. 3

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 000 | <p>Illicit Discharge Expense Proposal from Omni Associates to continue the illicit discharge monitoring for 2015 (13,799) and a contingency if an illicit discharge is detected (3,001).</p> | 16,960 | 16,800 |
| 220 | <p>Utilities Includes cost for electric use for the pumps at the FVTC detention pond. 2016 usage is based on actual 2014 and 2015 usage plus a projected 0.92% electric cost increase.</p> | 9,000 | 9,100 |
| 290 | <p>Contractual Services Street Sweeping. (\$97,800) The Town's Storm Water Management Plan for the WPDES General Permit states that to meet our 40% reduction in suspended solids it will be necessary for the Town to sweep every two weeks (April 1st thru November 15th). The cost for 15 sweepings and associated landfill costs are included in this item. The entire urbanized area of the Town is swept twice a year.</p> <p>WPDES General Permit. (\$3,000)</p> <p>The Town's annual storm water permit submittal to the WDNR.</p> <p>Storm water billing software, copier leasing, contracted storm water facility repairs. (\$33,650)</p> <p>Includes Sanitary District No. 3's portion of GIS software licenses, as well as their portion of the IT departments general licenses and contracts that service the whole Town. This also includes the Pubworks and Civic annual fees. This account has increased from previous years, due to a portion of the IT expenses being allocated to the Sanitary Districts.</p> | 113,950 | 134,450 |

DEPARTMENT/ACCOUNT:
EASTSIDE UTILITY DISTRICT SUMMARY

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| EASTSIDE UTILITY DISTRICT | | | | | | |
| PERSONNEL | 7,500 | 7,500 | 8,500 | - | 8,500 | 8,000 |
| OPERATIONS AND MAINTENANCE | 32,874 | 23,364 | 38,650 | 5,352 | 25,778 | 30,000 |
| Subtotal - Operating Expense | 40,374 | 30,864 | 47,150 | 5,352 | 34,278 | 38,000 |
| TOTAL EXPENSES | 40,374 | 30,864 | 47,150 | 5,352 | 34,278 | 38,000 |
| REVENUES | | | | | | |
| Public Charges for Services | | | | | | |
| 62210 Metered Sales | 21,082 | 21,186 | 22,500 | 5,820 | 20,000 | 22,500 |
| 63100 Forfeited Discount | 233 | 273 | 150 | 27 | 125 | 150 |
| 41110 Mil Tax | 19,550 | 19,696 | 20,035 | 14,067 | 20,035 | 20,035 |
| 63501 Interest Income | 1,372 | 3,724 | 2,000 | 2,231 | 2,500 | 2,000 |
| Subtotal-Operating Revenues | 42,237 | 44,879 | 44,685 | 22,145 | 42,660 | 44,685 |
| TOTAL REVENUES | 42,237 | 44,879 | 44,685 | 22,145 | 42,660 | 44,685 |
| Net Income (loss) for Year | 1,863 | 14,015 | (2,465) | 16,793 | 8,382 | 6,685 |

DEPARTMENT/ACCOUNT:
EASTSIDE UTILITY DISTRICT

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-----------------------------------|----------------|----------------|----------------|-----------------------|------------------------------|----------------------------|
| PERSONNEL | | | | | | |
| 110 Salaries and Wages | 7,500 | 7,500 | 8,500 | - | 8,500 | 8,000 |
| TOTAL PERSONNEL | 7,500 | 7,500 | 8,500 | - | 8,500 | 8,000 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| 210 Audit | 931 | 793 | 600 | 778 | 778 | 800 |
| 220 Utilities | 54 | - | - | - | - | - |
| 290 Treatment Costs | 12,112 | 11,343 | 14,800 | 4,574 | 14,800 | 14,500 |
| 290 Other Contractual Services | - | - | 1,500 | - | - | 1,500 |
| 310 Office Supplies | 600 | 1,000 | 1,000 | - | - | 1,000 |
| 311 Postage | - | - | - | - | - | 700 |
| 340 Maintenance of Meters | - | - | 500 | - | - | 500 |
| 349 Maintenance of Mains | - | - | 1,000 | - | 200 | 1,000 |
| 540 Depreciation | 19,177 | 10,228 | 19,250 | - | 10,000 | 10,000 |
| TOTAL OPERATIONS AND MAINT | 32,874 | 23,364 | 38,650 | 5,352 | 25,778 | 30,000 |
| DEPARTMENT TOTAL | 40,374 | 30,864 | 47,150 | 5,352 | 34,278 | 38,000 |

Department/Account: EASTSIDE SANITARY DISTRICT

| <u>CODE</u> | <u>DESCRIPTION</u> | <u>2015 BUDGET</u> | <u>2016 BUDGET</u> |
|-------------|---|--------------------|--------------------|
| 290 | Contractual Services Caselle Clarity billing software and PubWorks asset management software. | 1,500 | 1,500 |
| 290 | Treatment Costs Cost of wastewater treatment from the City of Appleton. | 14,800 | 14,500 |

BUDGET ENHANCEMENT DECISION PACKAGE

DEPARTMENT/ACCOUNT: Sanitary Districts FUND:
 No. 1 & No. 2, No. 3 Streets **SAN. DIST NO. 1 (61)**
SAN. DIST. NO. 2 (62)
SAN. DIST. NO. 3 (63)
GENERAL FUND (10)

DESCRIPTION

Utility Maintenance and Repair - Sewer cleaning, valve turning, hydrant flushing, lift station and pump inspection, water meter installations, water sample collection
 Winter Street Maintenance - Snow plowing
 Total of 2080 hours = 40 hr./wk. FT

PERSONNEL SUMMARY

| Position Title | Type (FT/PT) | # FTEs | OT Hours | Total Cost incl. Fringes |
|------------------------|--------------|-------------|-----------|--------------------------|
| Laborer I | FT | 0.389 | 20 | 21,633.00 |
| SAN DIST 1 | | 0.482 | 20 | 26,752.00 |
| SAN DIST 2 | | 0.092 | 0 | 5,120.00 |
| SAN DIST 3 | | 0.037 | 20 | 2,049.00 |
| STREETS | | | | |
| TOTAL PERSONNEL | | 1.00 | 60 | 55,554.00 |

OTHER EXPENSES

| Description | Cost |
|--------------------|---------------|
| Boot Allowance | 75.00 |
| Uniforms | 206.00 |
| Safety Equipment | 200.00 |
| Cell Phone | 10.00 |
| TOTAL OTHER | 491.00 |

TOTAL AMOUNT OF DECISION PACKAGE \$ 56,045.00

REVENUE SUMMARY

| Description of Revenue | # of Months Rev. to be realized | Projected Revenue |
|------------------------|---------------------------------|-------------------|
| | | |
| TOTAL REVENUE | | - |

NET COST (LEVY IMPACT) OF DECISION PACKAGE \$ 56,045.00
ESTIMATED NET COST (IN MILLS)

DEPARTMENT/ACCOUNT:
CAPITAL PROJECTS (NON SANITARY DISTRICT)

FUND:
CAPITAL PROJECTS FUND (55)

| | ACTUAL 2013 | ACTUAL 2014 | BUDGET 2015 | 2015 YTD 6/30/2015 | YEAR-END ESTIMATE 2015 | PROPOSED BUDGET 2016 |
|-------------------------------|------------------|------------------|-------------------|-----------------------|------------------------------|----------------------------|
| BEGINNING FUND BALANCE | 7,349,061 | 4,396,332 | 1,511,318 | 1,511,318 | 1,511,318 | 409,218 |
| REVENUES | | | | | | |
| Borrowing-Long Term | - | - | 8,700,000 | - | 5,500,000 | 5,000,000 |
| Developer Contributions | - | 27,000 | - | - | - | - |
| Transfer From Other Funds | - | - | 455,000 | 455,000 | 455,000 | - |
| TOTAL REVENUES | - | 27,000 | 9,155,000 | 455,000 | 5,955,000 | 5,000,000 |
| TOTAL RESOURCES | 7,349,061 | 4,423,332 | 10,666,318 | 1,966,318 | 7,466,318 | 5,409,218 |
| EXPENDITURES | | | | | | |
| Recreation-Park/Trails | 5,141 | 1,438 | 522,000 | 1,686 | 230,000 | 302,000 |
| Street Construction | 2,438,398 | 1,943,272 | 5,420,380 | 418,672 | 3,500,000 | 1,854,745 |
| Highway Building Outlay | - | - | - | - | - | 500,000 |
| Vehicle/Equipment Replacement | - | - | 177,800 | - | 177,800 | 700,000 |
| Public Facilities | - | 269,861 | 50,000 | 140,102 | 150,000 | 60,000 |
| Signage & Communication Equip | 509,190 | 23,389 | - | - | - | - |
| Fire Station | - | 623,427 | 2,900,000 | 1,506,191 | 2,900,000 | - |
| Issuance Fees & Interest | - | - | 100,000 | - | 100,000 | 100,000 |
| Other General Government | - | 50,627 | - | (1,000) | (700) | 45,575 |
| TOTAL EXPENDITURES | 2,952,729 | 2,912,014 | 9,170,180 | 2,065,651 | 7,057,100 | 3,562,320 |
| ENDING FUND BALANCE | 4,396,332 | 1,511,318 | 1,496,138 | (99,333) | 409,218 | 1,846,898 |

Town of Grand Chute, Wisconsin
Capital Improvement Plan
 2016 thru 2020

PROJECTS BY DEPARTMENT

| Department | Project# | Priority | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|--|-------------|----------|----------------|----------------|----------------|---------------|---------------|------------------|
| Administration | | | | | | | | |
| Upgrade Accounting System | ADM-14-02 | 1 | 45,575 | | | | | 45,575 |
| Video Cameras | ADM-15-01 | 1 | 11,605 | | | | | 11,605 |
| Board Room A/V Replacement | ADM-16-01 | 1 | 48,000 | | | | | 48,000 |
| Community Room A/V Replacement | ADM-16-02 | 1 | 10,000 | | | | | 10,000 |
| Cold Storage Building - Vehicles/Equipment | ADM-16-03 | 2 | 500,000 | | | | | 500,000 |
| Town Hall Building Signage | ADM-16-04 | 2 | 60,000 | | | | | 60,000 |
| Administration Total | | | 675,180 | | | | | 675,180 |
| Fire | | | | | | | | |
| New Fire Engine - Rescue/Pumper | F-16-01 | 2 | 700,000 | | | | | 700,000 |
| Alternate Response Vehicle (replacement staff veh) | F-16-02 | 2 | 38,500 | | | | | 38,500 |
| Fire Total | | | 738,500 | | | | | 738,500 |
| Parks and Recreation | | | | | | | | |
| Casaloma Neighborhood Park | PR-05-001 | 1 | 147,000 | | | | | 147,000 |
| Edgewood Acres Trail Construction | PR-13-001 | 2 | | 10,000 | | | | 10,000 |
| Prairie Hill Mountain Bike Trail | PR-13-003 | 2 | 40,000 | | | | | 40,000 |
| SW Business Park Paved Trail | PR-14-001 | 3 | | | | | 20,000 | 20,000 |
| Patriot Park Trail 2 | PR-14-003 | 3 | | 45,000 | | | | 45,000 |
| Brewster Village Trail | PR-14-006 | 3 | | | | 60,000 | | 60,000 |
| Whispering Groves-Century Farms Trail | PR-14-007 | 3 | 20,000 | 65,000 | | | | 85,000 |
| College-Bluemound Trail | PR-14-008 | 3 | | | 35,000 | | | 35,000 |
| Town Hall Campus Park Planning | PR-16-001 | 2 | 35,000 | | | | | 35,000 |
| Double Cab 4x4 Pick-up Truck | PR-16-401 | 1 | 53,000 | | | | | 53,000 |
| Town Hall Campus Regional Park | PR-17-001 | 2 | 100,000 | 100,000 | 400,000 | | | 600,000 |
| Parks and Recreation Total | | | 395,000 | 220,000 | 435,000 | 60,000 | 20,000 | 1,130,000 |
| San 1 Equipment | | | | | | | | |
| Replace Pickup 35 | PWS1-16-401 | 1 | 18,000 | | | | | 18,000 |
| San 1 Equipment Total | | | 18,000 | | | | | 18,000 |
| San 2 Equipment | | | | | | | | |
| Replace Pickup 35 | PWS2-16-401 | 1 | 18,000 | | | | | 18,000 |
| San 2 Equipment Total | | | 18,000 | | | | | 18,000 |
| Sanitary District 1 - Water | | | | | | | | |
| Capelle Subdivision water main extension | PWS1-13-003 | 2 | | | | 36,000 | 305,000 | 341,000 |
| Perkins Street Water Main Replacement | PWS1-13-004 | 2 | 36,000 | 301,875 | | | | 337,875 |
| Water Meter Replacement Program | PWS1-13-102 | 1 | 300,000 | | | | | 300,000 |
| College Ave N Frontage Rd - Water | PWS1-13-412 | 1 | 6,120 | | | | | 6,120 |
| Casaloma Dr. Water - Converters to Prairie Song | PWS1-14-204 | 1 | 5,000 | 52,500 | | | | 57,500 |

| Department | Project# | Priority | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|--|-------------|----------|----------------|----------------|----------------|----------------|----------------|------------------|
| Woodman Drive Water | PWS1-15-202 | 2 | | 2,000 | 18,000 | | | 20,000 |
| Integrity-Micheals Water Loop | PWS1-16-002 | 2 | 335,000 | | | | | 335,000 |
| Grand Meadows Water Main Replacement | PWS1-16-003 | 2 | | 21,000 | 178,125 | | | 199,125 |
| Capitol Drive Water - Capitol Ct to Casaloma | PWS1-16-205 | 1 | 228,000 | | | | | 228,000 |
| Spencer St. Water - Casaloma to Mayflower | PWS1-16-206 | 1 | 15,000 | | | 75,100 | | 90,100 |
| Glenwood Park Subdivision Water | PWS1-16-207 | 2 | | | 4,000 | 43,100 | | 47,100 |
| Gillett Street Water | PWS1-16-210 | 1 | | 72,000 | | | | 72,000 |
| Lynndale-Wren Loop | PWS1-17-001 | 2 | 35,000 | 300,000 | | | | 335,000 |
| Elsner Road Water | PWS1-17-111 | 1 | 20,000 | 212,750 | | | | 232,750 |
| Casaloma Dr. Water - Waterstone to Spencer | PWS1-17-204 | 2 | | | | 8,000 | 72,000 | 80,000 |
| McCarthy Road Water 15 to Capitol | PWS1-17-211 | 2 | | 4,000 | 38,300 | | | 42,300 |
| Keller-Bren Plat Water | PWS1-20-101 | 2 | | | | | 4,000 | 4,000 |
| Sanitary District 1 - Water Total | | | 980,120 | 966,125 | 238,425 | 162,200 | 381,000 | 2,727,870 |

| Sanitary District 2 - Sewer | | | | | | | | |
|---|-------------|---|----------------|---------------|---------------|---------------|---------------|----------------|
| Water Meter Replacement Program | PWS2-13-202 | 1 | 300,000 | | | | | 300,000 |
| College Ave N Frontage Rd - Sewer | PWS2-13-212 | 1 | 5,000 | | | | | 5,000 |
| San Sewer ext from Victory La to Thomwood | PWS2-14-004 | 2 | 300,000 | | | | | 300,000 |
| Casaloma Dr. Sewer - Converters to Prairie Song | PWS2-14-204 | 1 | 1,000 | 9,000 | | | | 10,000 |
| Woodman Drive Sewer | PWS2-15-202 | 2 | | 1,000 | 9,000 | | | 10,000 |
| Capelle Subdivision 4th Sewer | PWS2-15-205 | 1 | | | | | 1,000 | 1,000 |
| Spencer Street Sewer - Casaloma to Mayflower | PWS2-16-206 | 2 | 15,000 | | | 30,000 | | 45,000 |
| Glenwood Park Subdivision Sewer | PWS2-16-207 | 2 | | | 1,000 | 9,000 | | 10,000 |
| Gillett Street Sewer | PWS2-16-210 | 1 | 1,000 | 9,000 | | | | 10,000 |
| Elsner Road Sewer | PWS2-17-111 | 1 | | 1,000 | 9,000 | | | 10,000 |
| Casaloma Dr. Sewer - Waterstone to Spencer | PWS2-17-204 | 2 | | | | 1,000 | 9,000 | 10,000 |
| McCarthy Road Sewer 15 to Capitol | PWS2-17-211 | 2 | | 1,000 | 9,000 | | | 10,000 |
| Keller-Bren Plat Sewer | PWS2-20-201 | 2 | | | | | 1,000 | 1,000 |
| Sanitary District 2 - Sewer Total | | | 622,000 | 21,000 | 28,000 | 40,000 | 11,000 | 722,000 |

| Sanitary District 3 - Storm | | | | | | | | |
|---|-------------|---|------------------|------------------|----------------|------------------|----------------|------------------|
| Gillett Street - Capitol to Elsner Storm | PWS3-13-310 | 1 | 581,700 | | | | | 581,700 |
| Elsner Road - Gillett to 47 Storm | PWS3-13-311 | 1 | 34,700 | 443,400 | | | | 478,100 |
| Highview Firestation Pond | PWS3-14-002 | 3 | 85,000 | 704,000 | | | | 789,000 |
| Carter Woods Pond | PWS3-14-003 | 3 | | 110,360 | | | | 110,360 |
| Spencer Street Casaloma to Mayflower S | PWS3-14-006 | 1 | 75,000 | | | 725,800 | | 800,800 |
| Glenwood Park Subdivision Storm | PWS3-14-007 | 2 | | | 40,500 | 404,950 | | 445,450 |
| College Ave N Frontage Storm Sewer - Bluemound | PWS3-14-302 | 2 | 32,650 | | | | | 32,650 |
| Casaloma Dr Urbanization - Waterstone to Spencer | PWS3-15-003 | 2 | | | | 70,000 | 700,000 | 770,000 |
| Cloudview Drive Pond | PWS3-15-004 | 3 | | | | 10,000 | 99,800 | 109,800 |
| Hickory Farm Lane Storm | PWS3-15-007 | 1 | 129,900 | | | | | 129,900 |
| Lancer Court Culvert Replacement | PWS3-15-008 | 2 | 110,000 | | | | | 110,000 |
| Keller-Bren Plat Storm | PWS3-15-014 | 1 | | | | | 37,100 | 37,100 |
| Capelle Subdivision 4th Storm | PWS3-15-015 | 1 | | | | | 20,000 | 20,000 |
| Mud Creek Dredging - Lynndale to Grand Chute Blvd | PWS3-16-001 | 2 | 175,000 | | | | | 175,000 |
| Bentwood Estates Pond Improvements | PWS3-16-002 | 1 | 93,500 | | | | | 93,500 |
| Bentwood-VanEperen Drainage | PWS3-16-003 | 1 | 143,000 | | | | | 143,000 |
| Capitol Drive - Casaloma to Capitol Ct. Storm | PWS3-16-004 | 1 | 50,000 | | | | | 50,000 |
| McCarthy Road Storm - 15 to Capitol | PWS3-16-015 | 2 | | 35,000 | 387,000 | | | 422,000 |
| Casaloma Dr Storm - Converters to Prairie Song | PWS3-17-001 | 1 | 46,000 | 525,600 | | | | 571,600 |
| Sanitary District 3 - Storm Total | | | 1,556,450 | 1,818,360 | 427,500 | 1,210,750 | 856,900 | 5,869,960 |

| Street Equipment | | | | | | | | |
|-------------------------|--------------|---|--------|--|--|--|--|--------|
| Replace Pickup 150 | PWSTR-16-401 | 1 | 40,500 | | | | | 40,500 |

| Department | Project# | Priority | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|--|--------------|----------|----------------|----------------|------|---------------|----------------|----------------|
| Replace Motor Grader 901 | PWSTR-16-501 | 3 | | | | | 153,000 | 153,000 |
| Replace John Deere 72-inch Finish Cut Mower | PWSTR-16-502 | 2 | 27,500 | | | | | 27,500 |
| Replace Melter Applicator | PWSTR-16-503 | 2 | 47,000 | | | | | 47,000 |
| Replace 1-ton Truck 308 | PWSTR-17-501 | 2 | | 57,000 | | | | 57,000 |
| Replace Tandem Axle Dump Truck 224 | PWSTR-17-502 | 2 | | 198,000 | | | | 198,000 |
| Replace Jeep Patriot 151 - Directors Vehicle | PWSTR-19-501 | 3 | | | | 40,000 | | 40,000 |
| Replace Single Axle Dump Truck 204 | PWSTR-20-501 | 2 | | | | | 180,000 | 180,000 |
| Street Equipment Total | | | 115,000 | 255,000 | | 40,000 | 333,000 | 743,000 |

Streets

| | | | | | | | | |
|--|--------------|---|---------|-----------|---------|-----------|-----------|-----------|
| College Avenue North Service Road Reclamation | PWSTR-12-003 | 2 | 394,200 | | | | | 394,200 |
| Long Court - Mayflower to Spencer Reclaim | PWSTR-13-003 | 3 | | | | 225,000 | | 225,000 |
| Morrison St. 2-inch Overlay | PWSTR-13-005 | 3 | 220,000 | | | | | 220,000 |
| Gillett Street Reconstruction - Capitol to Elsner | PWSTR-13-010 | 2 | | 1,166,500 | | | | 1,166,500 |
| Elsner Road - Gillett to CTH 47 | PWSTR-13-011 | 2 | | | 889,100 | | | 889,100 |
| McCarthy Road Urbanization - 15 to Capitol | PWSTR-13-012 | 2 | | 48,300 | 665,000 | | | 713,300 |
| Woodman Drive Urbanization | PWSTR-14-002 | 3 | | 22,000 | 255,300 | | | 277,300 |
| Highview Drive Reconstruction | PWSTR-14-003 | 3 | | | | | 50,000 | 50,000 |
| Casaloma Dr Urbanize - Converters to Prairie Song | PWSTR-14-004 | 1 | 88,000 | 1,020,900 | | | | 1,108,900 |
| Spencer Street - Casaloma to Mayflower | PWSTR-14-006 | 1 | | 30,000 | | 2,400,850 | | 2,430,850 |
| Glenwood Park Subdivision Urbanization | PWSTR-14-007 | 2 | | | 44,100 | 536,600 | | 580,700 |
| CTH JJ Shoulder Widening and Resurface-A to 47 | PWSTR-15-001 | 1 | | | | | 30,000 | 30,000 |
| Gillett Street - Elsner to JJ | PWSTR-15-002 | 2 | | 434,000 | | | | 434,000 |
| Casaloma Dr Urbanization - Waterstone to Spencer | PWSTR-15-003 | 2 | | | | 85,000 | 1,230,400 | 1,315,400 |
| Keller-Bren Plat Urbanization | PWSTR-15-004 | 1 | | | | | 45,100 | 45,100 |
| Capelle Subdivision 4th Add. Urbanization | PWSTR-15-005 | 2 | | | | | 15,300 | 15,300 |
| McCarthy Road Reclamation - 3,900 ft S of Edgewood | PWSTR-15-006 | 2 | | | 240,900 | | | 240,900 |
| North Boundary Run Curb Replacement | PWSTR-15-013 | 1 | 25,000 | | | | | 25,000 |
| Nordale Drive Urbanization | PWSTR-16-001 | 2 | | | | 45,900 | 710,736 | 756,636 |
| Pershing Street Urbanization | PWSTR-16-002 | 2 | | | | 45,778 | 694,675 | 740,453 |
| Tyler Drive Urbanization | PWSTR-16-003 | 2 | | | | 17,687 | 268,527 | 286,214 |
| Capitol Drive - Capitol Ct to Casaloma | PWSTR-16-005 | 1 | 501,645 | | | | | 501,645 |
| Casaloma-15 Intersection & Trail | PWSTR-16-006 | 2 | 63,900 | | | | | 63,900 |
| STH 15 Frontage Road Federated to Casaloma | PWSTR-16-007 | 2 | 120,000 | | | | | 120,000 |
| College Av. S Frontage Rd. Lilas to RR | PWSTR-16-008 | 2 | 65,000 | 575,000 | | | | 640,000 |
| Westhill Drive Recycle - Franklin to Wisconsin | PWSTR-17-002 | 2 | 327,000 | | | | | 327,000 |
| McCarthy/College Signals | PWSTR-17-004 | 2 | 50,000 | 250,000 | | | | 300,000 |
| Lancer Lane Reconstruction | PWSTR-17-005 | 1 | | 135,000 | | | | 135,000 |
| Lancer Court Reconstruction | PWSTR-17-006 | 1 | | 61,600 | | | | 61,600 |
| Capitol Drive Reclaim - McCarthy to Casaloma | PWSTR-20-001 | 2 | | | | | 40,800 | 40,800 |

Streets Total

| | | | | | |
|------------------|------------------|------------------|------------------|------------------|-------------------|
| 1,854,745 | 3,743,300 | 2,094,400 | 3,356,815 | 3,085,538 | 14,134,798 |
|------------------|------------------|------------------|------------------|------------------|-------------------|

GRAND TOTAL

| | | | | | |
|------------------|------------------|------------------|------------------|------------------|-------------------|
| 6,972,995 | 7,023,785 | 3,223,325 | 4,869,765 | 4,687,438 | 26,777,308 |
|------------------|------------------|------------------|------------------|------------------|-------------------|