

# **DEPARTMENT BUDGET REQUESTS**

**Fiscal Year 2016**

**January 1, 2016 – December 31, 2016**



## **COMMON COUNCIL:**

**Mayor Kurt Sonnentag**

**District 1 Alder Kathy Olson**

**District 2 Alder Gurdip Brar**

**District 3 Alder JoAnna Richard**

**District 4 Alder Briana Giosta**

**District 5 Alder Howard Teal**

**District 6 Alder Susan West**

**District 7 Alder Hans Hilbert**

**District 8 Alder Mark Sullivan**



**City of Middleton, Wisconsin**

**7426 Hubbard Avenue**

**Middleton, WI 53562**

**(608) 821-8350 Phone**

**(608) 827-1057 Fax**

**Mike Davis,**

**City Administrator**

**[www.ci.middleton.wi.us](http://www.ci.middleton.wi.us)**



# City of Middleton 2016 Budget

## Introduction

Letter of Transmittal.....	7
Mill Rate Comparison .....	8
Community Profile .....	9
Boards, Committees & Commissions .....	13
City Organization Chart .....	16
Staffing Summary .....	17
Estimated Mill Rate.....	19
Revenue & Expense Summary.....	20
Department within Program Area.....	21
Tax Levy by Department and Program Area.....	23

## Policies & Financial Plans

Budget Policy .....	26
Budget Process .....	29
Budget Calendar .....	30
Basis of Budgeting.....	30
Basis of Accounting .....	31

## Fund Structure .....33

## Summary of Debt

Legal Debt Limits.....	38
Debt Issuance Summary .....	39
Debt Service Summary.....	41
Breakdown of Future Years Debt Service.....	42

## Operating Budgets & Performance Plans

<b>General Government.....</b>	<b>45</b>
Common Council .....	46
City Administrator .....	47
Municipal Court .....	50
Finance & Elections.....	51
Information Technology .....	56
Building, Grounds and City Hall .....	59



# City of Middleton 2016 Budget

## **Public Safety**

Police: Field Services .....	61
Police: Administration .....	64
Police: Communications Center.....	66
Police: Emergency Preparedness.....	68
Police: Financial Summary .....	69
Emergency Medical Services (EMS) .....	71
Fire District (Trust & Agency Fund).....	75
Building Inspection .....	80
Community Services.....	83

## **Public Works**

Engineering & Operations.....	87
Water Resources.....	90
Public Works Financial Summary .....	91

## **Leisure**

Senior Center .....	97
Recreation.....	100
Hubbard Arts Center & Youth Center .....	107
Transit.....	109

## **Conservation & Development**

Planning .....	112
Conservancy Lands.....	115
Forestry.....	119
Parks.....	121

## **Other Fund Budgets**

Cable TV .....	129
Commissions and Committees .....	130
Other Operating Budgets.....	134

## **Special Revenue Funds**

Tourism .....	136
Airport.....	140
Library .....	142



## City of Middleton 2016 Budget

---

### Enterprise Funds

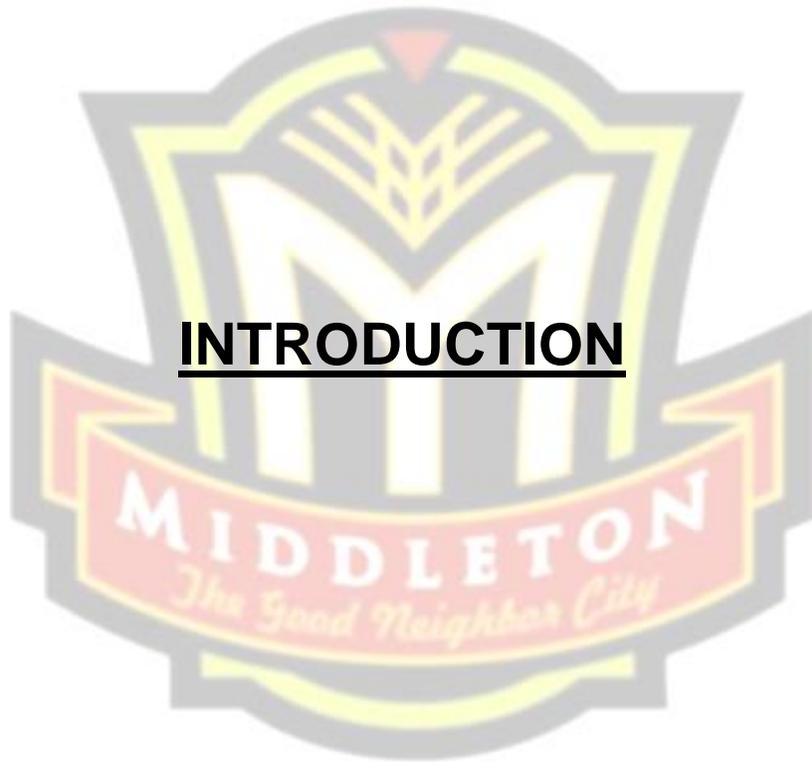
Water & Sewer Utilities .....	150
Pleasant View Golf Course .....	153

### Capital Budgets

2016 Capital Budget Request and Related Funding Source .....	160
Projects & Funding Sources by Department .....	163
Enterprise Group-Water, Sewer & Golf .....	169
Tax Increment Districts #3 & #5 .....	171

### Appendices

Appendix A – Glossary .....	175
Appendix B – Acronyms & Abbreviations .....	179
Appendix C – 2016 Citizen Satisfaction Survey Results .....	180



## INTRODUCTION



## City of Middleton 2016 Budget



### OFFICE OF THE CITY ADMINISTRATOR & DIRECTOR OF COMMUNITY DEVELOPMENT

CITY OF MIDDLETON  
7426 HUBBARD AVENUE  
MIDDLETON, WI 53562-3118

PH 608.821-8358  
E-MAIL: [mdavis@ci.middleton.wi.us](mailto:mdavis@ci.middleton.wi.us)  
WEB: [www.CityofMiddleton.us](http://www.CityofMiddleton.us)

#### 2016 BUDGET TRANSMITTAL LETTER

To: Mayor Kurt Sontentag & Common Council Members  
From: Mike Davis   
Date: September 4, 2015  
Subject: FY 2016 Department Budget Requests

On behalf of City staff, I am forwarding to you the 2016 department budget requests. Capital Budget requests summaries are included in this document. Detail pages are available on the City's website.

As requested by the Finance Committee and similar to last year's budget development process, 2016 department base operating budget requests are the lesser of either 2014 actual operating expenses or 2015 operating budgets. 2016 base operating requests are referred to as the "Lower of Calculation" in this document. Adjustments to these base requests are contained in requested decision items. The total 2016 department requests therefore equal the lower of calculation plus requested decision items. Departmental decision items are provided in each department section when such requests occur.

Other materials in the 2016 department request budget document are similar to prior years. Tables and graphs have been added to clarify specific aspects, such as General Fund debt service. In addition, due to its importance upon the tax base of the City, graphs are provided displaying historic total and incremental values in the two active tax increment districts: TID # 3 and TID # 5.

As City Administrator, I wish to thank all department directors and budget staff, particularly John Lehman and Melissa Bohse, for their devoted time and work in developing their 2016 budget requests. I also wish to thank Abby Attoun-Tucker for coordinating the 2016 capital budget request process. These continue to be challenging times. Citizen desires for services have and will always exceed available resources. Within these realities department requests show a continuance of quality services to all City of Middleton residents to the maximum extent possible. As in the past the 2016 department requests are also cognizant of feedback and comments provided by the Middleton community through the 2015 Citizens' Survey, the results of which are located in the appendix of this document. The 2015 Citizens' Survey provided both the Administration and Common Council valuable input in the development of the 2016 budget. So too will the 2015 Citizens' Survey provide meaningful material in the construction of the 2016 budget. We are again grateful for having this important information from our citizens.

Also provided in the budget document are several comparison charts we have used to illustrate how Middleton fares with respect to Dane County and with comparable municipalities in Wisconsin. The charts showing per capita costs for the residential component of the tax base will provide Middleton residents with more relevant comparison information.

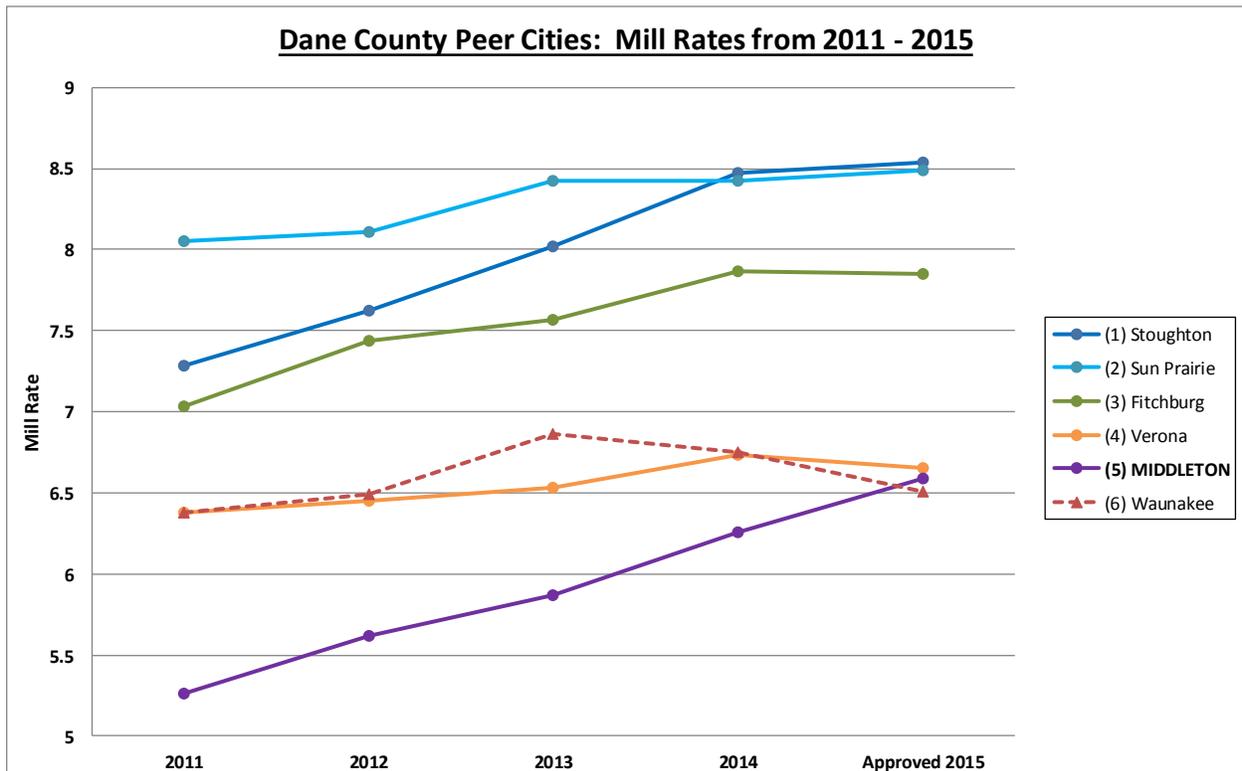


# City of Middleton 2016 Budget

## Dane County Mill Rate Comparisons

Dane County Peer Cities Analysis: Budget / Financial History - 2015 Mill Rate Highest to Lowest							
Municipality	Budget Info.	2011	2012	2013	2014	Approved 2015	2011 - 2015 Variance
(1) Stoughton	Mill Rate	7.28	7.62	8.02	8.47	8.54	17.31%
	Levy	\$6,997,500	\$7,136,400	\$7,136,400	\$7,316,500	\$7,570,500	8.19%
	Value (millions)	\$983	\$964	\$918	\$894	\$913	
(2) Sun Prairie	Mill Rate	8.05	8.11	8.42	8.42	8.49	5.47%
	Levy	\$19,074,900	\$19,074,900	\$19,074,900	\$19,067,800	\$19,582,000	2.66%
	Value (millions)	\$2,475	\$2,456	\$2,354	\$2,369	\$2,413	
(3) Fitchburg	Mill Rate	7.03	7.44	7.57	7.87	7.85	11.66%
	Levy	\$16,881,600	\$17,586,800	\$17,473,300	\$18,273,800	\$19,377,300	14.78%
	Value (millions)	\$2,525	\$2,490	\$2,447	\$2,504	\$2,624	
(4) Verona	Mill Rate	6.38	6.45	6.53	6.73	6.65	4.23%
	Levy	\$7,801,800	\$7,988,200	\$8,153,300	\$8,504,200	\$10,135,400	29.91%
	Value (millions)	\$1,528	\$1,566	\$1,580	\$1,685	\$1,967	
(5) MIDDLETON	Mill Rate	5.26	5.62	5.87	6.26	6.59	25.29%
	Levy	\$12,017,000	\$13,403,500	\$13,581,400	\$15,046,600	\$16,002,800	33.17%
	Value (millions)	\$2,700	\$2,653	\$2,712	\$2,763	\$2,837	
(6) Waunakee	Mill Rate	6.38	6.49	6.86	6.75	6.51	2.04%
	Levy	\$8,068,100	\$8,365,400	\$8,532,700	\$8,576,300	\$8,825,300	9.39%
	Value (millions)	\$1,308	\$1,333	\$1,286	\$1,307	\$1,400	

Updated September 4, 2015





# City of Middleton 2016 Budget

## Community Profile

### BACKGROUND

The City of Middleton is situated just west of the state capitol, Madison. Although the area was first platted in 1836, Middleton did not become a City until 1963.

In the 1980s, the grain elevators and other blighted remnants of the old railroad days were replaced with a downtown renovation project. Residential developments in Fox Ridge, Stonefield, Orchid Heights, and other areas of the city added thousands of new citizens. In the 1990s, residential development continued with the addition of North Lake and Middleton Hills, which features Frank Lloyd Wright inspired architecture.

The City of Middleton has utilized the development strategy known as tax increment financing as an incentive to promote non-residential development in specifically selected areas of the City. In the new millennium, by using the tax increment financing tool Middleton has sustained its well-planned growth with continued downtown renovations and the addition of the Greenway Station retail center and commercial offices just east of the city-owned Pleasant View Golf Course.

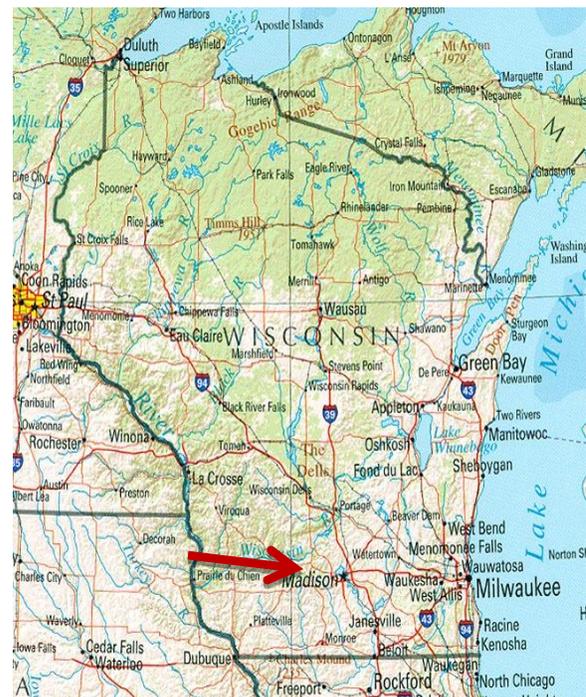
Tax Increment Financing District # 3 (TID # 3) was created in 1993 with a base value of \$63,401,800. According to the Wisconsin Department of Revenue as of 2015 TID # 3 increment value totals \$409,038,800.

The city also has maintained green space and recreational areas. Approximately 25 percent of the land within the city limits is open space, which includes 22 parks and 25 conservancy areas encompassing 1,100 acres. The quality of life in Middleton—often called the Good Neighbor City—was nationally recognized in 2007 when

*Money*® magazine named it “The Best Place to Live” in the U.S.A.

The City of Middleton is located at the intersection of Highways 12 and 14 in Dane County, Wisconsin, and encompasses 8.1 square miles. One can reach Middleton from Interstate 39/90 and then traveling 15 miles west on Wisconsin Highway 12/18.

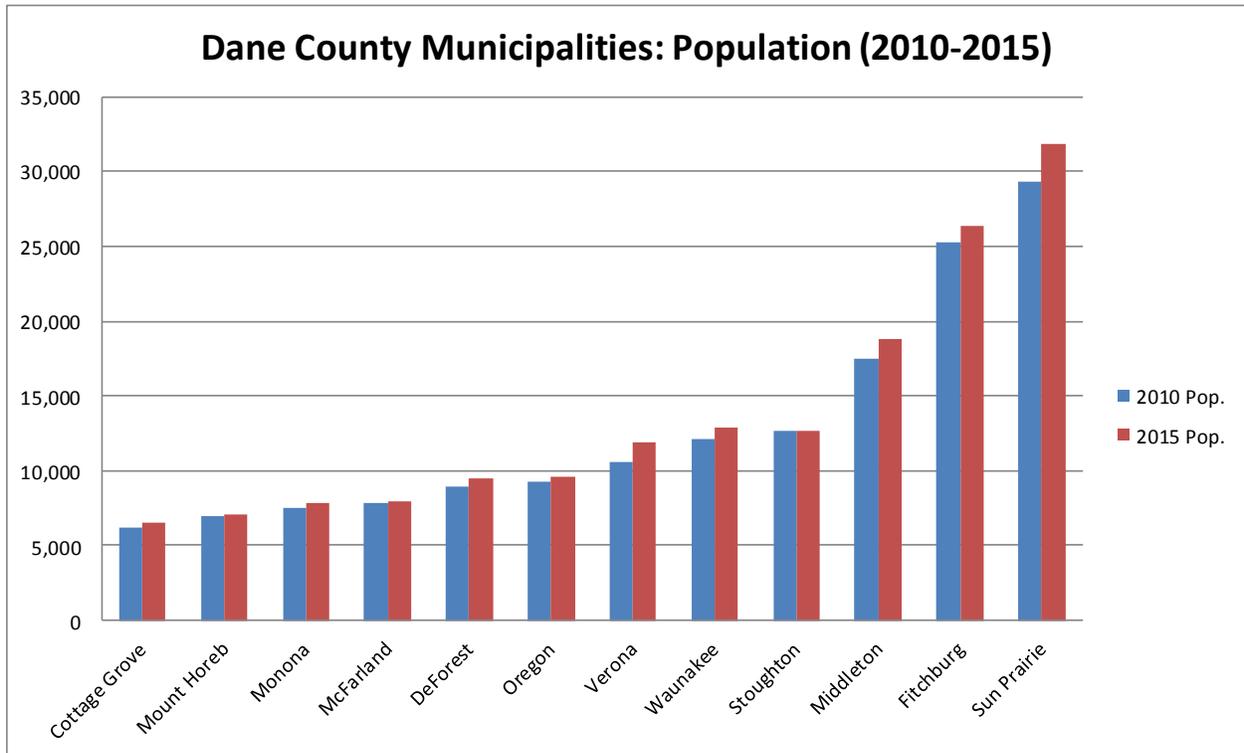
HIGHWAY MILES TO MAJOR CITIES	
Milwaukee, WI.....	92
Chicago, IL.....	156
Minneapolis, MN.....	262
Des Moines, IA.....	288
Indianapolis, IN.....	341
St. Louis, MO.....	368
Omaha, NE.....	426
Cleveland, OH.....	505





Community Profile

Dane County Municipalities: Population (2010-2015)			
Municipality	2010 Pop.	2015 Pop.	Growth Rate
Cottage Grove	6,192	6,512	5.17%
Mount Horeb	7,009	7,123	1.63%
Monona	7,553	7,833	3.98%
McFarland	7,808	7,946	1.77%
DeForest	8,936	9,466	5.90%
Oregon	9,231	9,575	3.73%
Verona	10,619	11,871	11.79%
Waunakee	12,097	12,901	6.65%
Stoughton	12,611	12,698	0.69%
<b>Middleton</b>	<b>17,442</b>	<b>18,810</b>	<b>7.84%</b>
Fitchburg	25,260	26,321	4.20%
Sun Prairie	29,364	31,810	8.33%





Community Profile

**CITY OF MIDDLETON  
DEMOGRAPHIC STATISTICS  
TEN YEAR HISTORY**

<b>YEAR</b>	<b>POPULATION *</b>	<b>Madison Statistical Area UNEMPLOYMENT RATE #</b>
2005	16,677	3.3%
2006	16,749	3.4%
2007	16,838	3.6%
2008	16,979	3.6%
2009	17,281	6.2%
2010	17,442	6.0%
2011	17,484	5.3%
2012	17,903	4.4%
2013	18,146	4.9%
2014	18,323	4.9%
2015	18,810	3.3%

\* US Census Bureau, Population and Housing Unit Estimates; WI Dept. of Administration (8/20/15)

# US Department of Labor, Bureau of Labor Statistics (8/28/15) [Madison Metropolitan Statistical Area]



# City of Middleton 2016 Budget

## Community Profile

### GOVERNMENT

The government of the City of Middleton is organized and constituted under Wisconsin Statute Chapter 62 providing for a Mayor and Aldermanic Plan with a Common Council composed of the Mayor and eight (8) Alderpersons, one (1) from each district. The mayor is elected to a three-year term. Alders are elected to staggered two-year terms. The City Administrator is appointed by the Mayor subject to confirmation by the Common Council for a definite term, subject to removal by three-fourths (3/4) vote of all members of the Common Council for cause. The Common Council sets the City's policy and direction, and the City Administrator is tasked with the responsibility for carrying out Council policies and administering day-to-day operations. Department directors are appointed by the Common Council.

### COMMUNITY FACILITIES

Middleton offers a broad range of community facilities including an airport, aquatic center, regional parks, numerous bike trails, library, senior center, performing arts center, and historical museum.

The City is proud to be home to the National Mustard Museum as well as Greenway Station, an upscale, outdoor shopping experience with 35 national retailers and locally owned stores.

The crown jewel of our community is the Pheasant Branch Conservancy. This wetland is located on the City's eastern boundary on the northwest side of Lake Mendota. The conservancy features natural springs and seeps which flow into Pheasant Branch Creek and Lake Mendota at a rate of 1,800 gallons of water per minute. The northern portion of the conservancy is owned and maintained by Dane County Parks, while the remaining southern portion is owned and maintained by the City of Middleton. The oak savannas, prairies, and wetlands of the conservancy are home to an abundance of native vegetation and wildlife species including the endangered Blanding's turtle. In 1996, the Northern Lake Mendota Regional Plan was developed to serve as a master plan for managing the Pheasant Branch

Conservancy. This plan will be used to develop nature-based recreational opportunities for residents and provide restoration guidance. A self-guided interpretive trail system is being developed which will allow visitors to enjoy the area and will link the conservancy to a county-wide greenway corridor. This natural setting offers a quiet refuge for wildlife viewers, hikers, and bird watchers.

### EDUCATION

The City of Middleton belongs to the Middleton-Cross Plains Area School District. There are six elementary schools, two middle schools, one senior high school, and one alternative senior high school in the district. The District had an enrollment of 6,732 students in 2014-2015.

The University of Wisconsin-Madison (UW) is located less than six miles east of Middleton, and the main campus of Madison Area Technical College (MATC) is located just thirteen miles east of the City.

### MEDICAL

The City of Middleton is the home to the University of Wisconsin Medical Foundation, as well as Meriter Health Services.

### LARGEST EMPLOYERS (2016 Estimates)

- PPD (Bio-Pharmaceutical) (900)
- UW Medical Foundation (650)
- Electronic Theatre Controls (620)
- Springs Window Fashions (605)
- Spectrum Brands (581)
- American Girl (546 FT; 300 Seasonal)
- Veterans Health Administration (350)
- West Corporation (340)
- Humana (306)
- Capitol Indemnity Corporation (250)

### CLIMATE

The City of Middleton is located on the western shore of Lake Mendota in southern Wisconsin. It is part of the Madison metropolitan area, which is best known for the presence of the four successive lakes of the Yahara River. The Yahara River eventually flows to the Rock River—a tributary of the Mississippi River. Average temperatures range from the 20s in the winter to the 80s in the summer.



## City of Middleton 2016 Budget

### **Boards, Committees, & Commissions**

#### **Public Works Committee**

Robert Pofahl  
Charles Nahn  
Kerrie Schueffner  
Gary Rylander  
Bob Lyons  
JoAnna Richard (Alder)  
Howard Teal (Alder)  
Shawn Stauske (Staff)

#### **Finance Committee**

Susan West (Alder)  
Howard Teal (Alder)  
Mark Sullivan (Alder)  
JoAnna Richard (Alder)  
John Lehman (Staff)

#### **Personnel/Negotiating Committee**

Kathy Olson (Alder)  
JoAnna Richard (Alder)  
Susan West (Alder)  
Mike Davis (Staff)

#### **License & Ordinance Committee**

JoAnna Richard (Alder)  
Susan West (Alder)  
Hans Hilbert (Alder)  
Charles Foulke (Staff)

#### **Commission on Aging**

Bonnie Verberkmoes  
Michael Lester  
Sarah Larkin  
Donna Parisi  
Richard Brye  
Vera Bauman

#### **Aging Commission Cont'd**

Doris Schroeder  
Gladys Simon  
Briana Giosta (Alder)  
Jill Kranz (Staff)

#### **Airport Commission**

Rob Conhaim  
Ray Fey  
James Hallick  
Chris Priebe  
Christopher Dan Geocaris  
Gurdip Brar (Alder)  
Howard Teal (Alder)  
Mike Davis (Staff)  
Mark Opitz (Staff)

#### **Arts Committee**

Susi Hassert  
Rob Conhaim  
Megan Thumm Mackey  
Phil Nelson  
Patricia Adler  
Karisa Johnson  
Annette Knapstein  
Christopher Laurent  
Briana Giosta (Alder)  
Abby Attoun-Tucker (Staff)

#### **Board of Review**

Kurt Fuszard  
Ronald Braem  
Bob Jambois  
Doug Zwank  
Ron Grosse

#### **Board of Review Cont'd**

Julie Brunett  
Lorie Burns (Staff)

#### **Building Committee**

Kurt Sonnentag (Mayor)  
Susan West (Alder)  
Mike Davis (Staff)

#### **Community Development Authority**

Hank Simon  
Jon DiPiazza  
Carol Jensen  
Luke Fuszard  
Kurt Sonnentag (Mayor)  
Kathy Olson (Alder)  
Mike Davis (Staff)  
Eileen Kelley (Staff)

#### **Conservancy Lands Committee**

Jeff Mayers  
Kelly Hilyard  
Greg Krantz  
Matt Richards  
Mark Sullivan (Alder)  
Howard Teal (Alder)  
Susan West (Alder)  
Penni Klein (Staff)



## City of Middleton 2016 Budget

### Boards, Committees, & Commissions

#### Emergency Medical Services

##### Commission

Dan Williams  
Joel Fait  
Michael Lohmeier, M.D.  
Paul Connell  
Art Meinholz  
Kim Jack  
Susan West (Alder)  
Steve Wunsch (Staff)

#### Emergency Preparedness Committee

Kurt Sonnentag (Mayor)  
Susan West (Alder)  
Mike Davis (Staff)  
Charles Foulke (Staff)  
Shawn Stauske (Staff)  
Steve Wunsch (Staff)

#### Fire Commission

Julie Brunette  
Howard Teal (Alder)

#### Landmarks Commission

Jeff Martin  
Katie Schmitz  
Marilyn Burke  
Kathy Olson  
Eric Baker  
Abby Attoun-Tucker (Staff)

#### Library Board

Robert Seltzer  
Christopher Clay  
Jeremiah Tucker  
Angela Blank  
Deb Smith  
Anne Irish  
Lisa Helmuth  
Steve Soeteber  
Kathy Olson (Alder)  
Pamela Westby (Staff)

#### Parks, Recreation & Forestry

##### Commission

Leif Hubbard  
Dave Baltes  
Anna Biermeier  
Kimberly Bishop  
Tony Rosen  
Kitty Tyson  
Mark Sullivan (Alder)  
Penni Klein (Staff)

#### Pedestrian, Bicycle & Transit

##### Committee

Jesse Boyett Anderson  
Jim Peters  
Chuck Nahn  
Doris Schroeder  
Tom Wohlleber  
Dennis Dorn  
Gurdip Brar (Alder)  
Mark Opitz (Staff)

#### Plan Commission

Dennis Dorn  
Edward Elskamp  
Jim Wexler  
Cynthia Zellers  
Leif Hubbard  
Kurt Sonnentag (Mayor)  
Hans Hilbert (Alder)  
Eileen Kelley (Staff)

#### P.V. Golf Course Advisory Committee

Terry Turner  
Janet Lord  
Jeff Dunn  
Tom Scott  
Lou Reilly  
Hans Hilbert (Alder)  
Mark Sullivan (Alder)  
Jeremy Cabalka (Staff)

#### Police Commission

Patrick Finnerty  
Moses Altsech  
Brian Kobinsky  
Paul Kinne  
Patrick Sheehan  
Charles Faulke (Staff)

#### Public Safety Committee

Tony Peterson  
William Zeinemann  
William Byers  
Robert Stipicevich  
Jon DiPiazza  
Briana Giosta (Alder)  
Charles Faulke (Staff)



## City of Middleton 2016 Budget

### Boards, Committees, & Commissions

#### Sustainability Committee

Deb Saeger  
Angela Carey  
Kristine Koenig  
Kathy Olson  
David Clutter  
Spencer Schumacher  
Michael Byrne  
Lee Schwartz  
Megha Chalke  
JoAnna Richard (Alder)  
Abby Attoun-Tucker (Staff)

#### TID #5 Joint Review Board

Kurt Sonnentag (Mayor)  
Mike Davis (Staff)

#### Tourism Commission

Van Nutt  
Mike Hinesh  
Cindy Foley  
Zoe Schuler  
Cory Mace  
Hans Hilbert (Alder)  
Val Steel (Staff)  
Stephanie Goth (Staff)

#### Water Resources Management Commission

Matthew Richards  
Warren Gebert  
Kenneth Potter  
James Robertson  
David Baltés  
Jim Bachhuber  
Hans Hilbert (Alder)  
Gary Huth (Staff)

#### Workforce Housing Committee

Kelly Edwards  
Rob Bergenthal  
Mike Hershberger  
Kurt Paulsen  
Elizabeth Klatt  
Steve Hansen  
JoAnna Richard (Alder)  
Mike Davis (Staff)  
Abby Attoun-Tucker (Staff)

#### Commission on Youth

William Byers  
Ron Biendseil  
Kathy Nieber-Lathrop  
Bill Deno  
Amy Arntsen  
Gurdir Brar (Alder)  
Charles Foulke (Staff)  
Rebecca Price (Staff)

#### Zoning Board of Appeals

John D. Wegenke  
Martin Burkholder  
Steve Olson  
Mark Wohlferd  
Shayna W. Borakove  
Timothy Samuelson (Alternate)  
Paul Raisleger (Alternate)  
Mark Opitz (Staff)



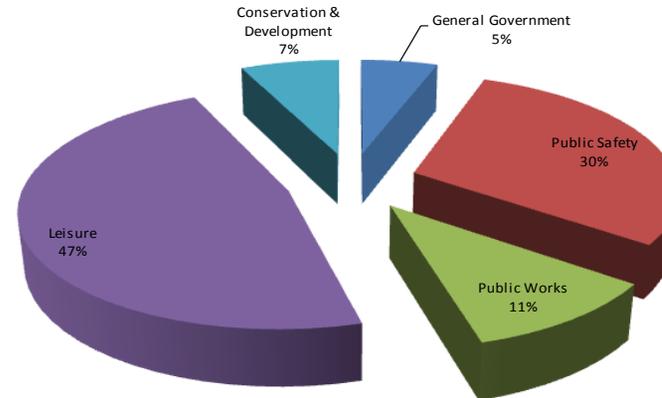


# City of Middleton 2016 Budget

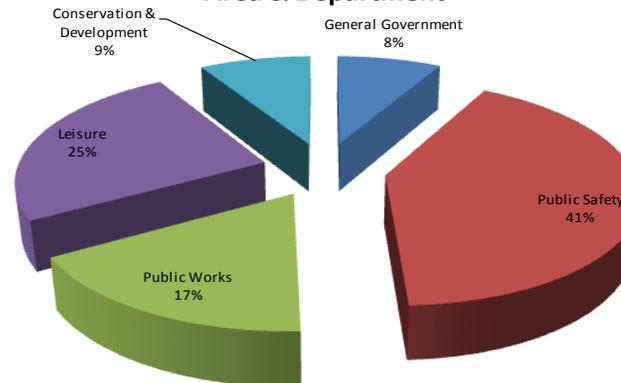
## Positions by Program Area and Department

Program Areas	2016 Current Authorized	
	Positions	FTE
General Government	14	12.5
Public Safety	75	64.25
Public Works	27	26.75
Conservation & Development	18	13.35
Tourism	4	2.5
Library	62	15.8
Golf	68	16.8
Utilities	8	8
	276	159.95
2016 Current Authorized		
Program Areas	Positions	FTE
<b>General Government</b>		
Administrator	2	1.5
Finance	6	5.5
Court	3	2.5
Information Services	3	3
<b>Total</b>	14	12.5
<b>Public Safety</b>		
Police	47	45.5
EMS	23	14
Building Inspection	5	4.75
<b>Total</b>	75	64.25
<b>Public Works</b>	27	26.75
<b>Leisure</b>		
Senior Center	7	5.38
Recreation	113	17.55
Library	62	15.8
<b>Total</b>	182	38.73
<b>Conservation &amp; Development</b>		
Planning	3	3
Forestry	1	1
Parks	9	7.75
Conservancy Lands	5	1.6
<b>Total</b>	18	13.35
<b>Tourism</b>	4	2.5
<b>Golf</b>	68	16.8
<b>Utilities</b>	8	8

### General Fund Financed Positions Summary by Program Area & Department

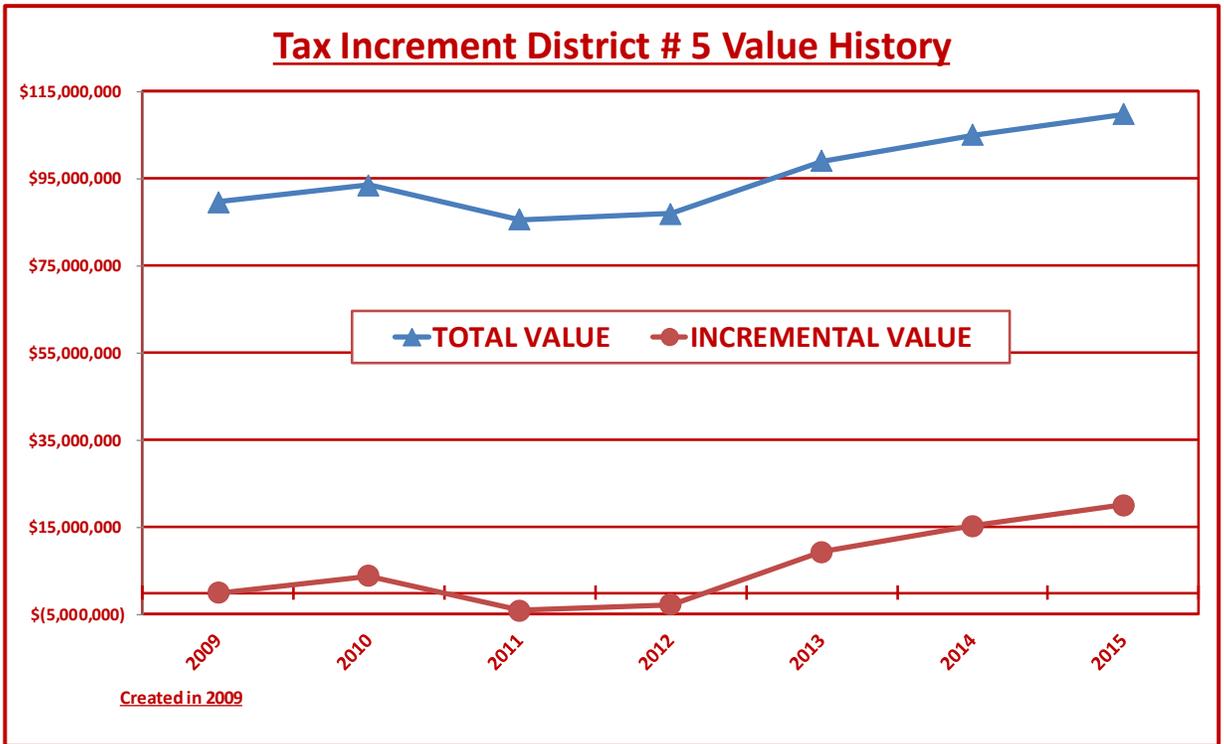
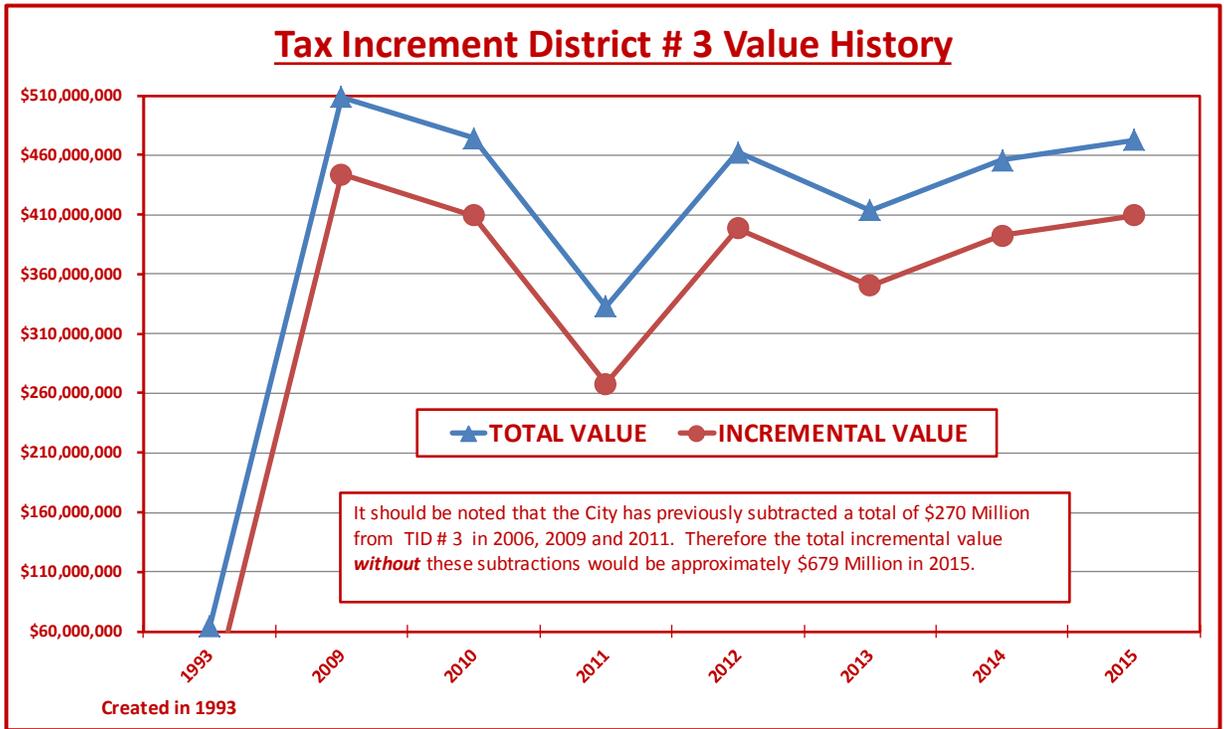


### General Fund Financed FTE Summary by Program Area & Department





# City of Middleton 2016 Budget





## City of Middleton 2016 Budget

### Estimated Mill Rate for 2016 Based on Requests (Excludes lottery & first dollar credits) (Estimated Assessment Ratio-Exact Known Mid-November 2015) City Mill Rate

CITY OF MIDDLETON - 2016 BUDGET DEVELOPMENT					
	Budget		Actual	Variance	Percent
	2016	2015	2014	2016-2015	Change
<b>Levy Requirement Calculation</b>					
Debt Service	\$ 3,557,805	\$ 4,584,205	\$ 4,317,190	\$ (1,026,400)	-22.39%
All other operations	12,931,373	11,418,610	10,729,371	1,512,763	13.25%
<b>Total Levy Requirement</b>	<b>\$ 16,489,178</b>	<b>\$ 16,002,815</b>	<b>\$ 15,046,561</b>	<b>\$ 486,363</b>	<b>3.04%</b>
<b>Mill Rate Calculation</b>					
TID Out Equalized Value	\$ 2,478,210,100	\$ 2,429,497,400	\$ 2,403,776,600	\$ 48,712,700	2.01%
Assesment Ratio (Estimate for 2016)	95.80%	94.65%	95.51%	1.15%	
Assessed Value	\$ 2,374,125,276	\$ 2,299,519,289	\$ 2,295,847,031	\$ 74,605,987	3.24%
<b>Mill Rate Use</b>					
Debt Service	\$ 1.50	\$ 1.99	\$ 1.88	\$ (0.49)	-24.62%
Other Operations	5.45	4.97	4.67	0.48	9.66%
<b>Total Mill Rate</b>	<b>\$ 6.95</b>	<b>\$ 6.95</b>	<b>\$ 6.55</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Mill Rate Per \$100,000 Assessed Value Property</b>					
Debt Service	\$ 150.00	\$ 199.00	\$ 188.00	\$ (49.00)	-24.62%
Other Operations	545.00	496.00	467.00	49.00	9.88%
<b>Total</b>	<b>\$ 695.00</b>	<b>\$ 695.00</b>	<b>\$ 655.00</b>	<b>\$ -</b>	<b>0.00%</b>
<b>% of City Tax Bill</b>					
Debt Service	22%	29%	27%	-7%	
Other Operations	78%	71%	67%	7%	



## City of Middleton 2016 Budget

### 2016 General Fund Revenue & Expense Summary

	2013	2014		2015	2015	2016		TOTAL
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>REVENUES</b>								
Property Tax Levy	\$ 13,590,104	\$ 15,046,560	\$ 15,046,561	\$ 16,002,815	\$ 190,263	\$ 15,046,561	\$ 1,442,617	\$ 16,489,178
Other Taxes	975,775	852,283	1,053,645	853,283	348,461	853,283	147,817	1,001,100
Special Assessments	125,323	90,000	26,414	90,000	15,140	26,039	48,961	75,000
Intergovernmental Revenue	2,015,429	1,845,156	1,993,974	2,003,301	1,726,915	1,858,942	50,082	1,909,024
Licenses & Permits	784,783	519,000	725,597	521,400	510,851	521,200	155,324	676,524
Fines & Forfeitures	481,296	456,208	446,264	400,959	354,906	256,208	58,792	315,000
Public Charges for Service	1,223,238	1,144,000	1,095,612	1,231,850	870,373	1,039,658	36,999	1,076,657
Special Fund Activity	2,339,598	2,130,130	2,129,391	2,016,652	-	2,015,391	(100,000)	1,915,391
Miscellaneous Revenues	222,021	197,124	229,887	172,144	171,890	160,696	1,790	162,486
Other Financing Sources	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 21,757,567</b>	<b>\$ 22,280,461</b>	<b>\$ 22,747,345</b>	<b>\$ 23,292,404</b>	<b>\$ 4,188,798</b>	<b>\$ 21,777,978</b>	<b>\$ 1,842,382</b>	<b>\$ 23,620,360</b>
<b>EXPENSES</b>								
General Government	\$ 2,417,479	\$ 2,631,332	\$ 2,434,441	\$ 2,543,715	\$ 1,441,908	\$ 2,343,767	\$ 448,072	\$ 2,791,838
Public Safety	8,282,062	8,055,819	7,992,426	8,392,564	4,367,936	7,658,300	1,166,050	8,824,350
Public Works	3,018,658	3,076,229	3,058,326	3,139,297	1,944,191	2,834,062	831,262	3,665,324
Leisure	1,337,225	1,410,982	1,441,916	1,487,026	1,045,555	1,350,576	170,225	1,520,801
Conservation & Development	1,359,923	1,409,062	1,351,555	1,565,124	832,348	1,334,415	278,296	1,612,712
Contingencies	8,651	117,244	8,844	410,363	1,321	8,844	250,684	259,527
Transfers	4,535,852	6,585,585	6,585,585	5,595,356	-	5,472,888	(527,079)	4,945,809
<b>TOTAL</b>	<b>\$ 20,959,851</b>	<b>\$ 23,286,253</b>	<b>\$ 22,873,093</b>	<b>\$ 23,133,445</b>	<b>\$ 9,633,260</b>	<b>\$ 21,002,851</b>	<b>\$ 2,617,510</b>	<b>\$ 23,620,360</b>
<b>REVENUES LESS EXPENSES</b>	<b>\$ 797,716</b>	<b>\$ (1,005,792)</b>	<b>\$ (125,749)</b>	<b>\$ 158,959</b>	<b>\$ (5,444,461)</b>	<b>\$ 775,127</b>	<b>\$ (775,128)</b>	<b>\$ 0</b>



# City of Middleton 2016 Budget

## 2016 Department within Program Area Summary

	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>REVENUES</b>								
Property Tax Levy	13,590,104	15,046,560	15,046,561	16,002,815	190,263	15,046,561	1,442,617	16,489,178
Other Taxes	975,775	852,283	1,053,645	853,283	348,461	853,283	147,817	1,001,100
Special Assessments	125,323	90,000	26,414	90,000	15,140	26,039	48,961	75,000
Intergovernmental Revenue	2,015,429	1,845,156	1,993,974	2,003,301	1,726,915	1,858,942	50,082	1,909,024
Licenses & Permits	784,783	519,000	725,597	521,400	510,851	521,200	155,324	676,524
Fines & Forfeitures	481,296	456,208	446,264	400,959	354,906	256,208	58,792	315,000
Public Charges for Service	1,223,238	1,144,000	1,095,612	1,231,850	870,373	1,039,658	36,999	1,076,657
Special Fund Activity	2,339,598	2,130,130	2,129,391	2,016,652	-	2,015,391	(100,000)	1,915,391
Miscellaneous Revenues	222,021	197,124	229,887	172,144	171,890	160,696	1,790	162,486
Other Financing Sources	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>21,757,567</b>	<b>22,280,461</b>	<b>22,747,345</b>	<b>23,292,404</b>	<b>4,188,798</b>	<b>21,777,978</b>	<b>1,842,382</b>	<b>23,620,360</b>
<b>GENERAL GOVERNMENT</b>								
Common Council	66,835	66,873	66,366	66,936	44,251	66,359	679	67,038
City Administrator	169,441	181,078	173,501	180,711	106,086	172,477	109,949	282,426
Municipal Court	101,071	109,049	99,227	96,610	65,456	84,328	25,342	109,670
Finance Department	530,942	589,025	577,415	581,617	383,397	555,766	28,069	583,835
Elections	18,165	62,800	34,264	27,164	18,448	25,285	93,000	118,285
City Revaluation Project	1,412	-	150	-	1,305	-	-	-
Information Technology	644,593	666,896	650,138	667,286	348,773	651,672	24,721	676,393
Buildings, Grds & City Hall Maint.	165,087	149,927	142,072	148,316	94,805	137,448	9,197	146,645
Cable TV	6,152	8,000	4,565	6,000	3,000	4,165	-	4,165
Commissions/Committees	11,105	15,498	14,895	23,600	16,465	13,365	10,235	23,600
Legal Counsel	231,687	215,000	218,557	212,060	117,301	198,688	28,312	227,000
Miscellaneous Expenses	65,197	64,420	67,952	65,860	42,855	59,500	4,980	64,480
General Personal Benefits	24,833	60,700	26,605	60,000	15,839	26,488	22,813	49,301
Property & Liability Insurance	356,613	414,966	320,670	380,000	151,114	320,670	59,330	380,000
Non-Departmental	24,345	27,100	38,063	27,555	32,812	27,555	31,445	59,000
<b>TOTAL</b>	<b>2,417,479</b>	<b>2,631,332</b>	<b>2,434,441</b>	<b>2,543,715</b>	<b>1,441,908</b>	<b>2,343,767</b>	<b>448,072</b>	<b>2,791,838</b>
<b>PUBLIC SAFETY</b>								
Field Services	3,660,514	3,738,201	3,558,549	3,889,852	2,422,529	3,419,911	572,197	3,992,108
Police Administration	700,208	729,470	831,100	711,901	458,056	698,787	22,733	721,520
Communications Center	476,261	488,942	482,729	517,263	310,731	471,744	32,764	504,508
Emergency Preparedness	16,476	43,109	38,197	71,520	18,253	38,197	7,741	45,938
School Crossing Guards	14,344	14,766	14,061	19,311	13,164	14,061	-	14,061
EMS	1,416,049	1,431,297	1,451,787	1,488,724	895,055	1,422,820	205,812	1,628,632
Building	119,227	116,986	119,249	119,516	75,372	113,946	5,275	119,221
Electrical	100,026	100,549	98,825	101,079	67,812	94,675	7,700	102,375
Plumbing	66,045	70,678	70,508	69,834	43,726	68,369	1,690	70,059
Erosion Control	18,292	16,000	20,951	16,000	10,015	16,000	-	16,000
Code Compliance/Community Svc	78,195	86,386	87,034	82,038	53,223	80,354	8,827	89,181
City Contribution for Fire District	1,179,035	782,044	782,044	820,526	-	782,044	253,702	1,035,746
Hydrant Rental	437,391	437,391	437,391	485,000	-	437,391	47,609	485,000
<b>TOTAL</b>	<b>8,282,062</b>	<b>8,055,819</b>	<b>7,992,426</b>	<b>8,392,564</b>	<b>4,367,936</b>	<b>7,658,300</b>	<b>1,166,050</b>	<b>8,824,350</b>



## City of Middleton 2016 Budget

### 2016 Department within Program Area Summary (Continued)

	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>PUBLIC WORKS</b>								
Administration & Engineering	691,443	715,301	716,636	782,373	446,976	702,616	143,469	846,085
Fleet maintenance	325,822	333,934	355,794	341,156	250,894	317,401	301,138	618,539
Street Crew	664,254	665,441	707,767	650,667	424,581	648,030	92,010	740,039
City Garage	51,323	44,000	57,777	64,720	88,107	48,015	28,705	76,720
Street Cleaning	8,916	9,900	7,438	9,700	4,606	7,438	2,282	9,720
Snow & Ice Removal	69,113	73,950	112,266	92,000	94,459	89,552	(552)	89,000
Sidewalk Maintenance	124,259	150,000	79,912	140,000	140	79,912	60,088	140,000
Traffic Signals, Signs, Markings & Maintenance	39,225	46,538	28,925	43,500	19,244	14,104	54,896	69,000
Street Lighting	136,175	122,006	112,714	128,700	85,641	112,714	18,986	131,700
Tree & Brush Control	1,857	2,000	1,515	1,857	299	1,515	(15)	1,500
Storm Sewers	54,108	10,000	16,707	50,000	26,397	13,272	38,728	52,000
Water Resources	20,144	30,459	20,378	30,624	20,624	20,378	15,246	35,624
Landfill	51,300	55,000	49,330	55,000	55,390	49,330	30,670	80,000
Recycling	243,799	257,700	251,127	247,000	141,972	228,000	37,396	265,396
Refuse Collection	536,920	560,000	540,039	502,000	284,859	501,784	8,216	510,000
<b>TOTAL</b>	<b>3,018,658</b>	<b>3,076,229</b>	<b>3,058,326</b>	<b>3,139,297</b>	<b>1,944,191</b>	<b>2,834,062</b>	<b>831,262</b>	<b>3,665,324</b>
<b>LEISURE</b>								
Senior Citizens Center	437,254	441,116	467,425	445,825	283,657	437,050	2,846	439,896
Recreation Administration	129,033	144,888	143,627	156,112	98,085	143,336	61,834	205,170
Summer Recreation	64,050	63,793	49,255	62,333	40,725	43,564	9,624	53,188
Fall-Winter-Spring Recreation	22,296	29,224	31,583	42,084	30,573	31,247	9,022	40,269
Hubbard Arts Center	8,365	18,765	30,444	30,000	20,674	10,960	22,501	33,461
Aquatic Center	317,176	280,979	296,984	292,144	249,273	272,398	18,346	290,744
Youth Center	24,860	40,700	41,245	53,632	33,368	30,667	16,855	47,522
Madison Metro Transit	334,191	391,517	381,354	404,896	289,200	381,354	29,197	410,551
<b>TOTAL</b>	<b>1,337,225</b>	<b>1,410,982</b>	<b>1,441,916</b>	<b>1,487,026</b>	<b>1,045,555</b>	<b>1,350,576</b>	<b>170,225</b>	<b>1,520,801</b>
<b>CONSERVATION &amp; DEVELOPMENT</b>								
Planning Department	308,891	324,947	319,965	332,290	205,651	319,019	(17,040)	301,980
Land Conservancy	117,997	123,968	134,792	165,789	64,040	128,426	40,293	168,719
Forestry	131,926	135,483	101,201	162,613	78,622	100,561	58,869	159,430
Public Lands	801,110	824,664	795,597	904,432	484,035	786,409	196,174	982,583
<b>TOTAL</b>	<b>1,359,923</b>	<b>1,409,062</b>	<b>1,351,555</b>	<b>1,565,124</b>	<b>832,348</b>	<b>1,334,415</b>	<b>278,296</b>	<b>1,612,712</b>
<b>CONTINGENCIES</b>								
Vehicle Damages	1,857	12,000	2,735	12,000	975	2,735	7,266	10,000
City Liability	6,794	25,000	6,109	25,000	346	6,109	18,891	25,000
General	-	80,244	-	373,363	-	-	224,527	224,527
<b>TOTAL</b>	<b>8,651</b>	<b>117,244</b>	<b>8,844</b>	<b>410,363</b>	<b>1,321</b>	<b>8,844</b>	<b>250,684</b>	<b>259,527</b>
<b>TRANSFERS</b>								
To Library Operations Fund 212	1,007,346	1,068,395	1,068,395	1,144,792	-	1,068,395	232,306	1,300,701
Cash Advance to Golf 650	-	-	-	-	-	-	-	-
Other Transfers Out	89,350	1,200,000	1,200,000	87,303	-	87,303	-	87,303
To Debt Service Fund 300	3,439,156	4,317,190	4,317,190	4,363,261	-	4,317,190	(759,385)	3,557,805
<b>TOTAL</b>	<b>4,535,852</b>	<b>6,585,585</b>	<b>6,585,585</b>	<b>5,595,356</b>	<b>-</b>	<b>5,472,888</b>	<b>(527,079)</b>	<b>4,945,809</b>
<b>TOTAL GEN. FUND EXPENSES</b>	<b>20,959,851</b>	<b>23,286,253</b>	<b>22,873,093</b>	<b>23,133,445</b>	<b>9,633,260</b>	<b>21,002,851</b>	<b>2,617,510</b>	<b>23,620,360</b>
<b>Revenues less expenses</b>	<b>797,716</b>	<b>(1,005,792)</b>	<b>(125,749)</b>	<b>158,959</b>	<b>(5,444,461)</b>	<b>775,127</b>	<b>(775,128)</b>	<b>0</b>



# City of Middleton 2016 Budget

## 2016 Tax Levy by Department and Program Area

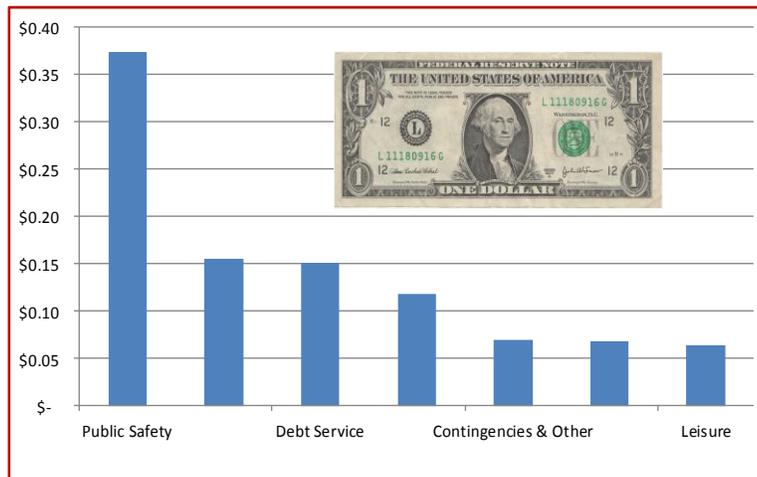
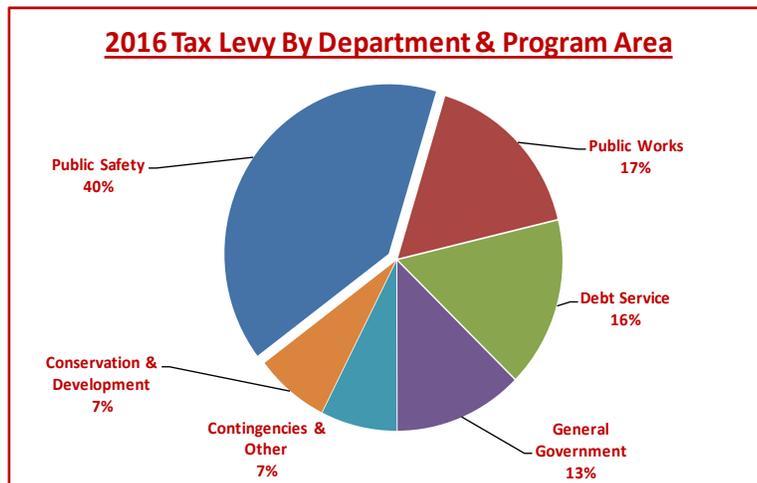
	2014		2015		2016		% of Allocated Levy	
	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items		TOTAL REQUEST
<b>Tax Levy Supported Functions</b>								
<b>General Government</b>								
Common Council	66,873	66,366	66,936	44,251	66,359	679	67,038	0.28%
City Administrator	181,078	173,501	180,711	106,086	172,477	109,949	282,426	1.20%
Municipal Court	109,049	99,227	96,610	65,456	84,328	25,342	109,670	0.46%
Finance Department	589,025	577,415	581,617	383,397	555,766	28,069	583,835	2.47%
Elections	62,800	34,264	27,164	18,448	25,285	93,000	118,285	0.50%
City Revaluation Project	-	150	-	1,305	-	-	-	0.00%
Information Technology	666,896	650,138	667,286	348,773	651,672	24,721	676,393	2.86%
Building & Grounds	149,927	142,072	148,316	94,805	137,448	9,197	146,645	0.62%
Cable TV	8,000	4,565	6,000	3,000	4,165	-	4,165	0.02%
Commissions/Committees	15,498	14,895	23,600	16,465	13,365	10,235	23,600	0.10%
Legal Counsel	215,000	218,557	212,060	117,301	198,688	28,312	227,000	0.96%
Miscellaneous Expenses	64,420	67,952	65,860	42,855	59,500	4,980	64,480	0.27%
General Personnel Benefits	60,700	26,605	60,000	15,839	26,488	22,813	49,301	0.21%
Property & Liability	414,966	320,670	380,000	151,114	320,670	59,330	380,000	1.61%
Non-Departmental	27,100	38,063	27,555	32,812	27,555	31,445	59,000	0.25%
<b>Total</b>	<b>2,631,332</b>	<b>2,434,441</b>	<b>2,543,715</b>	<b>1,441,908</b>	<b>2,343,767</b>	<b>448,072</b>	<b>2,791,838</b>	<b>11.81%</b>
<b>Public Safety</b>								
Police Department	5,014,488	4,924,637	5,209,847	3,222,733	4,642,701	635,435	5,278,136	22.35%
EMS	1,431,297	1,451,787	1,488,724	895,055	1,422,820	205,812	1,628,632	6.90%
Building Inspection	116,986	119,249	119,516	75,372	113,946	5,275	119,221	0.50%
Electrical Inspection	100,549	98,825	101,079	67,812	94,675	7,700	102,375	0.43%
Plumbing Inspection	70,678	70,508	69,834	43,726	68,369	1,690	70,059	0.30%
Erosion Control	16,000	20,951	16,000	10,015	16,000	-	16,000	0.07%
Code Compliance/ Community Service	86,386	87,034	82,038	53,223	80,354	8,827	89,181	0.38%
City Portion to Fire District	782,044	782,044	820,526	-	782,044	253,702	1,035,746	4.38%
Hydrant Rental	437,391	437,391	485,000	-	437,391	47,609	485,000	2.05%
<b>Total</b>	<b>8,055,819</b>	<b>7,992,426</b>	<b>8,392,564</b>	<b>4,367,936</b>	<b>7,658,300</b>	<b>1,166,050</b>	<b>8,824,350</b>	<b>37.36%</b>
<b>Public Works</b>								
Refuse/Recycling	817,700	791,166	749,000	426,832	729,784	45,612	775,396	3.28%
Street Lighting	122,006	112,714	128,700	85,641	112,714	18,986	131,700	0.56%
Landfill	55,000	49,330	55,000	55,390	49,330	30,670	80,000	0.34%
Public Works Department	2,081,523	2,105,116	2,206,597	1,376,329	1,942,233	735,994	2,678,227	11.34%
<b>Total</b>	<b>3,076,229</b>	<b>3,058,326</b>	<b>3,139,297</b>	<b>1,944,191</b>	<b>2,834,062</b>	<b>831,262</b>	<b>3,665,324</b>	<b>15.52%</b>
<b>Leisure</b>								
Senior Citizen Center	441,116	467,425	445,825	283,657	437,050	2,846	439,896	1.86%
Recreation Administration	144,888	143,627	156,112	98,085	143,336	61,834	205,170	0.87%
Summer Recreation	63,793	49,255	62,333	40,725	43,564	9,624	53,188	0.23%
Fall/Winter/Spring Recreation	29,224	31,583	42,084	30,573	31,247	9,022	40,269	0.17%
Hubbard Arts Center	18,765	30,444	30,000	20,674	10,960	22,501	33,461	0.14%
Aquatic Center	280,979	296,984	292,144	249,273	272,398	18,346	290,744	1.23%
Youth Center	40,700	41,245	53,632	33,368	30,667	16,855	47,522	0.20%
Transit	391,517	381,354	404,896	289,200	381,354	29,197	410,551	1.74%
<b>Total</b>	<b>1,410,982</b>	<b>1,441,916</b>	<b>1,487,026</b>	<b>1,045,555</b>	<b>1,350,576</b>	<b>170,225</b>	<b>1,520,801</b>	<b>6.44%</b>



# City of Middleton 2016 Budget

## 2016 Tax Levy by Department and Program Area (continued)

	2014		2015 Budget	2015 Actual thru Aug 31, 2015	Lower of Calculation	2016 Decision Items	TOTAL REQUEST	% of Allocated Levy
	Budget	Actual						
<b>Conservation &amp; Development</b>								
Planning Department	324,947	319,965	332,290	205,651	319,019	(17,040)	301,980	1.28%
Land Conservancy	123,968	134,792	165,789	64,040	128,426	40,293	168,719	0.71%
Forestry	135,483	101,201	162,613	78,622	100,561	58,869	159,430	0.67%
Public Lands	824,664	795,597	904,432	484,035	786,409	196,174	982,583	4.16%
<b>Total</b>	<b>1,409,062</b>	<b>1,351,555</b>	<b>1,565,124</b>	<b>832,348</b>	<b>1,334,415</b>	<b>278,296</b>	<b>1,612,712</b>	<b>6.82%</b>
<b>Contingencies</b>								
	117,244	8,844	410,363	1,321	8,844	250,684	259,527	1.10%
<b>Transfers</b>								
Debt Service	4,317,190	4,317,190	4,363,261	-	4,317,190	(759,385)	3,557,805	15.06%
Other	2,268,395	2,268,395	1,232,095	-	1,155,698	232,306	1,388,004	5.88%
<b>Total</b>	<b>6,585,585</b>	<b>6,585,585</b>	<b>5,595,356</b>	<b>-</b>	<b>5,472,888</b>	<b>(527,079)</b>	<b>4,945,809</b>	<b>20.94%</b>
<b>SUMMARY OF EXPENSES</b>	<b>23,286,253</b>	<b>22,873,093</b>	<b>23,133,445</b>	<b>9,633,260</b>	<b>21,002,851</b>	<b>2,617,510</b>	<b>23,620,360</b>	<b>100.00%</b>





# POLICIES & FINANCIAL PLANS





---

### Budget Policy-Common Council Approved 8/6/13

#### INTRODUCTION

The City of Middleton's Financial Policies-Budgets are developed based on input from a variety of sources; paramount among these is material from the Governmental Accounting Standards Board (GASB).

GASB defines three groups of funds for which financial and budgetary statements are to be prepared—governmental, proprietary and fiduciary. Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves, such as a municipal utility or a golf course. These later two examples are classified as Enterprise Funds. Fiduciary funds contain resources held by a government but belonging to individuals or entities other than the government. A prime example is a trust fund for a public employee pension plan.

Governmental funds account for everything else. This is where the bread-and-butter services can be found—police, fire, public works, general administration, and so on. The following are the specific types of governmental funds:

- The *general fund* is a government's basic operating fund and accounts for everything not accounted for in another fund.
- *Special revenue funds* are intended to be used to report specific revenue sources that are limited to being used for a particular purpose, such as transportation aid. In practice, governments also use them to report; all of the financial activities associated with a single function (such as road maintenance); classes of revenues (for example, all federal grants); and "rainy day" resources.
- *Debt service funds* account for the repayment of debt. If a government is accumulating resources for the purpose of making debt service payments, it should report them in a debt service fund. In reality, some resources intended to finance debt service payments can be found in other governmental funds. Furthermore, debt transactions associated with proprietary and fiduciary activities are accounted for in those funds.
- *Capital projects funds* account for the construction, rehabilitation, and acquisition of capital assets, such as buildings, equipment, and roads.

Regarding basic budget definitions, GASB Pronouncement No. 34, Basic Financial Statements-and Management's Discussion and Analysis-For State and Local Governments, states:



## City of Middleton 2016 Budget

### Budget Policy-Common Council Approved 8/6/13

- a. The *original budget* is the first complete appropriated budget.<sup>55</sup> The original budget may be adjusted by reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes *before* the beginning of the fiscal year. The original budget should also include actual appropriation amounts automatically carried over from prior years by law. For example, a legal provision may require the automatic rolling forward of appropriations to cover prior-year encumbrances.
- b. The *final budget* is the original budget adjusted by all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes applicable to the fiscal year, whenever signed into law or otherwise legally authorized.

#### **CITY OF MIDDLETON BUDGET POLICY DEFINITIONS**

**Appropriation** – An appropriation is defined as a legal authorization granted by the City of Middleton Common Council to incur financial obligations and make expenditures for specific purposes and within an annual timeframe. This legal authorization is contained in a resolution approved by the Common Council.

**Budget** – The summation of appropriations within governmental and proprietary fund groups. A budget is also a plan for receiving and spending money during a set period of time, typically one year. Budgets essentially perform three functions:

- 1) A tool for planning, prioritizing and directing the operations of the municipal government of the City of Middleton
- 2) Providing the municipal government the legal authority as approved by the Common Council to spend money
- 3) Providing the citizens of the City of Middleton a method of fiscal accountability

**Ordinance Chapter 3 Finance** – This ordinance establishes the regulations governing the finances of the City of Middleton. Chapter 3, Section 3.01 Annual Budget provides budget development requirements, including time frames and public hearings. Chapter 3 also defines changes in the final budget:



## City of Middleton 2016 Budget

### Budget Policy-Common Council Approved 8/6/13

**(6) Changes in Final Budget.** Upon recommendation of the Finance Committee the Common Council may by a two thirds (2/3) vote of the entire membership change or alter an appropriation in the final budget or transfer any portion of an unencumbered balance of an appropriation to any other purpose or object. Notice of such transfer shall be published as a Class 1 notice under Wis. Stat. Chapter 985, in the City within eight (8) days thereafter.

**Original Budgets** – A series of appropriations approved by a majority vote of the members of the Common Council and contained in a specific resolution. This constitutes the final budget for the ensuing year. Such approval annually occurs in the fall for the budget year beginning January 1 through December 31. In the City’s accounting system, in the General Ledger, original budgets are recorded separately and distinctly from amended budgets.

**Amended Budgets** – Upon the recommendation of the Finance Committee the Common Council may by two thirds (2/3) vote of the entire membership change or alter an appropriation in the final budget. (City Ordinance 3.01 (6)) The action of Common Council is contained in a specific resolution. This resolution shows the current approved budget, the proposed revised budget and the difference between the revised and the current budgets. In the City’s accounting system, in the General Ledger, such amendments are recorded separately and distinctly from original budgets. An amendment(s) increasing the total of all original budgets within a fund must identify a new or additional source for funding the amendment.

**Contingency Account** – A separately appropriated General fund budget used to supplement General Fund operating budgets upon the recommendation of the Finance Committee to the Common Council which then must approve the recommendation by two thirds (2/3) vote of the entire membership. Common Council’s approval is contained in a specific resolution authorizing the use of the Contingency Account. Such supplement is a transfer of appropriation from the Contingency Account to an operating budget account. Thus the total of all appropriations in the General Fund remain unchanged by such approved action.

**Operating Budget Transfer within a Department** – This is a movement between two or more operating budget line items within the same department resulting in no change to the total department appropriation. Such transfers are restricted to operating line items. All compensation line items are excluded.

**Operating Budget Transfer from One Department to Another** – Within only one fund, this is a movement between two or more operating budget line items involving two or more departments resulting in no change to the total appropriations in the fund. Such transfers are only allowed upon the recommendation of the Finance Committee to the Common Council approving the recommendation by two thirds (2/3) vote of the entire membership and is contained in a separate resolution.



### Budget Process

City Ordinance Chapter 3 governs the annual budget development process as seen below:

#### 3.01 ANNUAL BUDGET.

(1) Departmental Estimates. On or before the first day of October in each year, each officer or department shall file with the City Clerk an itemized statement of disbursements made to carry out the powers and duties of such officer or department during the preceding fiscal year, and a detailed statement of the receipts and disbursements on account of any special fund under the supervision of such officer or department during such year, and of the condition and management of such funds; also detailed estimates of the same matters for the current fiscal year and for the ensuing year. Such statements shall be presented in the form prescribed by the City Clerk and shall be designated as the "departmental estimates" and shall be as nearly uniform as possible for the main divisions of all departments.

(2) Consultation with Department Head. The Mayor and Finance Committee shall consider such departmental estimates in consultation with the department head, and shall then determine the total amount to be recommended in the budget for such department or activity.

(3) Mayor and Finance Committee to Prepare Budget. On or before the twentieth day of October in each year, the Mayor and Finance Committee shall prepare and submit to the Common Council a proposed budget presenting a financial plan for conducting the affairs of the City for the ensuing calendar year. The budget shall include the following information:

(a) The expense of conducting each department and activity of the city for the ensuing fiscal year and corresponding items for the current and last preceding fiscal years, with reasons for any proposed increase or decrease as compared with actual and estimated expenditures for the current year.

(b) An itemization of all anticipated income of the City from sources other than general property taxes and bond issues, with a comparative statement of the amounts received by the City from each of the same or similar sources for the current and last preceding fiscal years.

(c) An estimate of the amount of money to be raised from general property taxes which, with income from other sources, will be necessary to meet the proposed expenditures.

(d) All existing indebtedness of the City, including the amount of interest payable and principal to be redeemed on any outstanding general obligation bonds of the City and any estimated deficiency in the sinking fund of any such bonds due during the ensuing fiscal year.

(e) All anticipated, unexpended or unappropriated balances and surpluses, if any.

(f) Such other information as may be required by the Common Council.

(4) Notice of Public Hearing. A summary of such budget and notice of the place where such budget in detail is available for public inspection and the time and place for holding a public hearing thereon shall be published as a Class 1 notice, under Wis. Stat. Chapter 985, in a newspaper of general circulation in the City at least fifteen (15) days prior to the time of such public hearing.

(5) Hearing on Budget; Appropriation. Not less than fifteen (15) days after the publication of the proposed budget and the notice on the hearing thereon a public hearing shall be held at the time and place stipulated at which time any resident or taxpayer of the City shall have an opportunity to be heard on the proposed budget. The budget hearing may be adjourned from time to time. The amount of the tax to be levied or certified, the amounts of the appropriations and the purposes for such appropriations stated in the budget, after any alterations made pursuant to the hearing, shall be adopted by a majority vote of the members of the Common Council and such vote shall constitute an appropriation of the items therein stated and the final budget for the ensuing year.



# City of Middleton 2016 Budget

## Budget Calendar and Basis of Budgeting

Operational Development Calendar – Major Events	
Month	Event
May	Preliminary discussions between Mayor, Common Council’s Finance Committee and the Administration regarding parameters for the development of the next year’s budget.
May-June	Finance Department prepared department budget request forms and instructions.
June	City Administrator and Finance Department meet with department directors to distribute request forms and instructions.
August	Department directors submit completed request materials.
Aug.-Sept.	Finance Department prepared budget request and other materials into budget document.
Sept. – Oct.	The Mayor and Finance Committee meet with department directors who present and discuss their requests. The Mayor and Finance Committee deliberate and develop budget recommendations to present to the entire Common Council.
Oct. – Nov.	Common Council deliberate on Mayor and Finance Committee recommendations. Meetings held with department directors.
Beginning November	Common Council authorizes public hearing and publication of proposed budget in local newspaper.
End Nov.	Common Council holds public hearing on proposed budget and approves proposed budget.
Jan. 1	New Fiscal Year Begins

### Budget Amendments

During the year it may become necessary to adjust annual budget line items. The Finance Department can adjust budgets among individual line items only when the total amount budgeted for the requesting department remains unchanged. Departments are encouraged to continually review their budgets and request line item modifications where necessary.

If a department’s total budget is insufficient then the department director is required to justify the need for an increase. Such requests are then presented to the Finance Committee for review and consideration of a recommendation to Common Council for approval. Wisconsin State Statutes Section 65.06 stipulates that an increase to a department’s budget requires approval of two thirds of the Common Council members.

### Basis of Budgeting

The City adopts an annual budget for the general, special revenue, debt service and capital project funds that are prepared on the modified accrual basis of accounting and the proprietary funds budgets are prepared on the accrual basis of accounting, which are the same methods as the basis of accounting. The adopted budget indicates the amount that can be expended by each fund based on detailed budget estimates for individual expenditure accounts. Management may make budget modifications within the department level. All budget revisions at the function level must be authorized by the Common Council at the request of the City Administrator. The Council, under Wisconsin Statutes, Chapter 65.06, can modify or amend the budget if unappropriated funds are available. All supplemental appropriations are financed either by transfers from the contingency section of the general fund budget or by revenues received in excess of the budgeted amounts. All budget amounts lapse at the end of the year to the extent they have not been expended. The level which expenditures may not legally exceed appropriations is at the function level. The basis of budgeting for the City’s funds is the same as the basis used for the fund statements in the City’s Form C.



### Long Range Planning - Capital Improvement Plan (CIP) Overview

As part of the annual budget and the long range planning process, the City has a 5-year Capital Improvement Plan (CIP). Departments include major construction, infrastructure rehabilitations, major equipment replacements and acquisitions in the CIP. The 2014 CIP projects were listed in the 2012-2016 CIP. For the 2014 budget development process, the 2014 CIP projects and their respective dollar amounts are refined and the overall CIP is updated as well as 2018 is added. This process is repeated annually.

### Basis of Accounting

The books and records of the City are maintained in conformance with generally acceptable accounting principles (GAAP). The accounting records of the City are maintained on the modified accrual basis of accounting for the General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds. The accrual basis of accounting is used for the Enterprise Funds. In general, under the modified basis of accounting, revenues are recognized when they become measurable and available as new current assets. Expenditures are generally recognized when the related fund liability is incurred. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when liabilities are incurred without regard to receipt or disbursement of each.

Property taxes are recorded in the year levied as receivables and deferred revenues. They are recognized as revenues in the succeeding year when services financed by the levy are being provided. In addition to property taxes for the City, taxes are collected for and remitted to the state and county governments as well as the local school district and technical college district. Taxes for all state and local governmental units billed in the current year for the succeeding year are reflected as deferred revenues and due to other taxing units on the accompanying balance sheet. Taxes are levied in December on the assessed value as of the prior January 1.

Intergovernmental aids and grants are recognized as revenues in the period the related expenditures are incurred, if applicable, or when the City is entitled to the aids.

Special assessments are recorded as revenues when collected. Annual installments due in future years are reflected as receivables and deferred revenues.

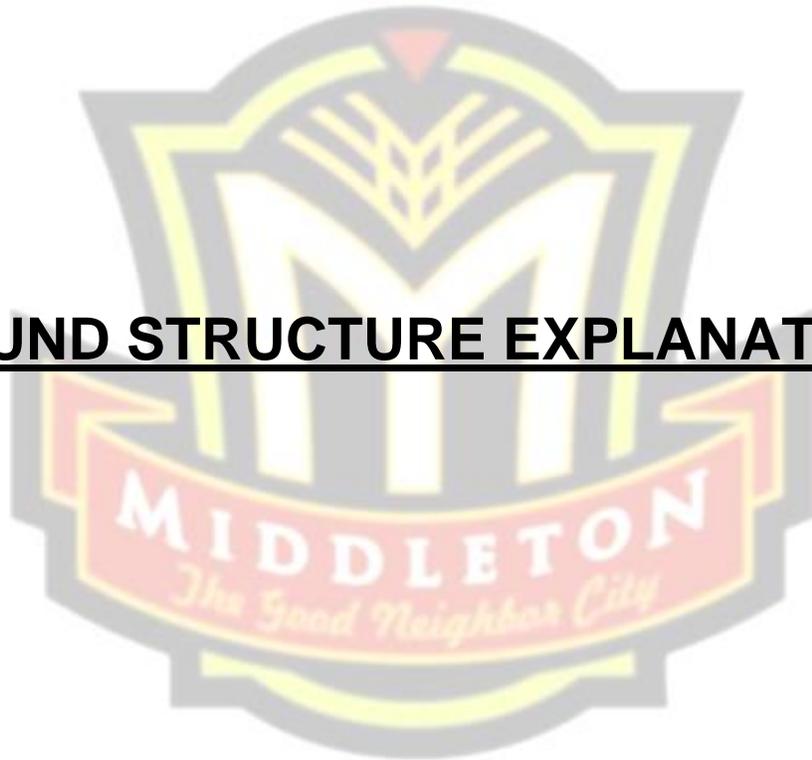
Revenues susceptible to accrual include property taxes, miscellaneous taxes, public charges for services and interest.

Other general revenues such as fines and forfeitures, fees for services, and miscellaneous revenues are recognized when received in cash or when measurable and available under the criteria described above. The City reports deferred revenues on its combined balance sheet. Deferred revenues arise when potential revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenues also arise when resources are received before the City has a legal claim to them, as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods, when both revenue recognition criteria are met, or when the City has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

The preparation of the financial statements is in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures/expenses during the reporting period. Actual results could differ from those estimates.



## FUND STRUCTURE EXPLANATION





## City of Middleton 2016 Budget

### Fund Structure

The City of Middleton funds are divided into two types; 1) Governmental Fund Types and 2) Proprietary Fund Types.

#### Governmental Funds

Most City functions are accounted for in the governmental fund group. The City has four types of governmental funds; the General Fund, Special Revenue Funds, Debt Service Fund, and Capital Projects Funds.

- **General Fund 100** - The General Fund accounts for all financial activities funded by non-specially designated and defined revenues, such as property and room taxes, permits and fees, non-designated intergovernmental revenue, parking fees and fines and forfeitures. The General Fund accounts for expenses such as general government, public safety including police and emergency medical services, public works, parks, recreation and conservancy.
- **Special Revenue Funds** This group of funds accounts for revenues and related disbursement activities having specific purposes, regulations and designations. The funds in this group include:
  - **Tourism Fund 201** – Primarily financed by room tax collections. 70% of room taxes are credited to Fund 201 with the remaining 30% credited to the General Fund.
  - **Community Development Authority Fund 203** – The Community Development Authority (CDA) is a component unit of the City of Middleton. The CDA is a legally separate organization from the rest of the government.
  - **Library Trust Fund 204** – Gifts and other library restricted donations are accounted for in this fund. In addition a library endowment and related transactions are recorded in Fund 204. Uses of Fund 204 proceeds are governed by the Library Board.
  - **Subdividers Fund 206** – Revenues and resulting expenses emanating from agreements between the City and developers are accounted for in this fund. Examples include street light deposits, engineering fees, street and traffic sign deposits, materials and compacting testing and development monitoring activities.
  - **OPEB (Other Post-Employment Benefits) Fund 207** - Upon retirement an employee's sick leave balance is converted to a monetary equivalent and accounted for in OPEB Special Revenue Fund 207. The retired employee may then use their retired balance to offset health related costs, such as health insurance premiums, until the balance is depleted.
  - **Police Special Revenue and Activities Fund 208** – Revenues and related expenses from specially designated sources are accounted for in this fund. For example, Police grants, such as Shop with a Cop, Drug Training, Bullet Proof Vests are recorded in Fund 208.
  - **EMS (Emergency Medical Service) Special Revenue and Activities Fund 209** – Revenues and related expenses from specially designated sources restricted to EMS activities are recorded in this fund. One example is a patient tracking scanner grant.



## City of Middleton 2016 Budget

---

- **Public Lands Special Revenue and Activities Fund 210** - Revenues and related expenses from specially designated sources restricted to Public Lands activities are recorded in this fund. Examples include Arbor Day donations, memorial bench and tree donations, community garden revenue and dog park donations.
- **Senior Center Special Revenue and Activities Fund 211** - Revenues and related expenses from specially designated sources restricted to Senior Center activities are recorded in this fund. Examples include Senior Center donations and the Dane County nutrition revenue.
- **Library Operations Fund 212** - Revenues and related expenses from specially designated sources restricted to Library Operations activities are recorded in this fund. Major sources include an annual transfer from the General Fund to Fund 212 as well as Dane County facility and operational reimbursements.
- **Debt Service Fund 300** – Financial transactions related to the City’s general obligation bonds and notes are recorded in Fund 300. Specifically these include principal and interest payments as well as paying agent service fees.
- **Capital Project Funds**
  - **Tax Increment Financing (District) # 3 Fund 401** – Tax Increment District # 3 was initially established in 1993. The property tax increment resulting from development activities is recorded in Fund 401. Tax increment is defined as the amount of new taxes above the property taxes generated prior to development. The property taxes generated prior to development is referred to as the base property tax amount. Expenditures in Fund 401 generally include payments to developers as incentives for new development activity in the Tax Increment District or TID and other related disbursements. The Greenway Center area development, the Discovery Springs development and the Downtown rehabilitation are major projects occurring in this District.
  - **Public Works Capital Construction Fund 412** – The Department of Public Works is responsible for major capital construction in the City. This activity is segregated in Fund 412. Revenues have been from the annual sale of general obligation notes. Projects include road reconstruction and rejuvenation, sidewalk rehabilitation, traffic studies and other infrastructure activities. The proposed construction of a new Municipal Operation Center to replace the Public Works garage will be recorded in Fund 412.
  - **Public Lands Capital Construction and Acquisition Fund 414** – The Department of Public Lands is responsible for major capital park, conservancy, recreation and forestry activities. Specific projects include Pheasant Branch stream bank stabilization and boardwalk construction, Pheasant Branch Conservancy South Fork Trail construction, Graber Pond restoration, Wetland Mitigation sites, Lakeview Park improvements, emerald ash tree removal and replacement, aquatic center improvements and boat launch improvements. Revenues have been from the annual sale of general obligation notes.
  - **Other Capital Projects and Acquisition Fund 416** – This fund records capital financial transactions for other City departments. These include the Police Department vehicle replacements, the Emergency Medical Service defibrillator and monitor replacements, the Library radio frequency identification project, the Library



## City of Middleton 2016 Budget

self-checkout project and bike and pedestrian facility improvements. Revenues have been from the annual sale of general obligation notes.

- **Tax Increment Financing (District) # 5 Fund 501** – Tax Increment Financing District # 5 was created in 2009. Development activity is just beginning in this District. Similar to Fund 401, property tax increment resulting from development activities will be recorded in Fund 501. Tax increment is defined as the amount of new taxes above the property taxes generated prior to development. The property taxes generated prior to development is referred to as the base property tax amount. Expenditures in Fund 501 generally include payments to developers as incentives for new development activity in the Tax Increment District and other related disbursements.

### Proprietary Funds

Proprietary Funds are used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities - where net income and capital maintenance are measured - are accounted for through proprietary funds.

- **Enterprise Funds** – Enterprise funds are governmental accounting funds in which the services provided are financed and operated similar to those of a private business. User fees are established and revised to ensure that revenues are adequate to meet all necessary expenditures. Revenues in Enterprise Funds are restricted to the funds within which they reside.
  - **Water Fund 610** – The City operates a water utility with seven deep wells with a total delivering capacity of 5,840 gallons per minute. All financial activities related to the water utility are recorded in Fund 610. The rates charges to utility customers are regulated and approved by the Public Service Commission of Wisconsin.
  - **Sewer Fund 620** – The City contracts with the Madison Metropolitan Sewerage District, which was created in 1930. In 2012 the District served 340,000 Dane County customers in five cities, seven villages and 28 town/sanitary districts. The City bills Middleton customers and in turn pays the District for treatment costs. The City is responsible for transmission lines and related pump stations within the City limits.
  - **Stormwater Utility Fund 630** – The City operates a stormwater utility, which was approved by Referendum in 2014 and implemented in 2015. Stormwater utility fees are based on the total impervious surface on a property. Revenue is used to support the safe and healthy management of storm water. All financial activities related to the stormwater utility are recorded in Fund 630.
  - **Middleton Utility District (MUD) 640** – The Middleton Utility District was created in 2015 to facilitate extension of water and sanitary sewer utility to the Community of Bishops Bay. The extension of these utilities facilitates long-term growth for the northern growth area. The property owners in the Utility District pay a special tax to cover the City's borrowing costs for construction of the water and sewer utility extensions.
  - **Golf Course Fund 650** – The City operates a 305 acre golf course, Pleasant View Golf Course overlooking the City, the City of Madison and Lake Mendota to the east. All revenues, such as greens fees, league and membership fees as well as related



## City of Middleton 2016 Budget

---

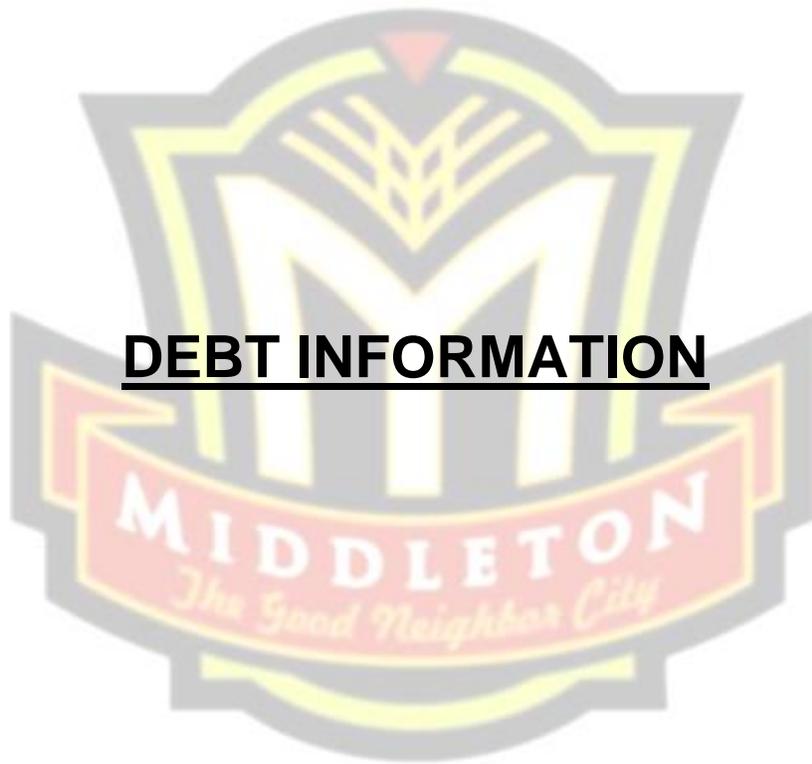
course expenses, such as food and beverage concessions and greens maintenance activities are recorded in Fund 650.

- **Airport Fund 660** – The City of Middleton owns an airport located in the northwest section of the City. The operations of the Airport are performed by a private operator under the terms of a lease arrangement with the City. Revenues in Fund 660 include land lease rent, fuel fees, hangar fees and building lease. In 2016 former special Revenue Fund 205 Airport was reclassified to Airport Fund 660.

### **Trust and Agency Fund**

The City of Middleton is the fiscal agent for the Middleton Fire District.

**Fire District Fund 800** - The Middleton Fire District provides comprehensive fire related services to the City of Middleton, the Town of Middleton, the Town of Westport and the Town of Springfield. Each entity contributes a pro rata population based contribution to the District. Over 100 volunteers provide the primary staffing resources to the District along with six full-time, paid staff. All financial transactions for the District are recorded in Fund 800.



**DEBT INFORMATION**



## City of Middleton 2016 Budget

### Legal Debt Limits

Under Wisconsin statutes, a municipality can only take out general obligation (GO) debt up to 5% of its equalized value. Below is the calculation for the City of Middleton:

Equalized Valuation (2015) as certified by WI Dept of Revenue	\$ 2,907,335,100
Legal Debt Percentage Allowed	5%
Legal Debt Limit	145,366,755
GO Debt outstanding as of December 31, 2015 *	52,350,000
Unused margin of indebtedness	93,016,755
Percent of Legal Debt incurred	36%
Percentage of Legal debt available	64%
* Existing and planned for Fall 2015 issuance.	



## City of Middleton 2016 Budget

### Outstanding Debt Issuance Summary and Early Redemption (Excludes Planned Fall 2015 Issuance)

<b>Capital</b>
<p><b>June 2, 2008</b>            Issued \$6,530,000 in General Obligation Promissory notes to fund the construction of a new fire station. Issued \$2,000,000 in General Obligation Promissory notes to fund the annual capital program.</p>
<p><b>December 30, 2008</b>            Issued \$2,750,000 in General Obligation Promissory notes to fund the annual capital program.</p>
<p><b>April 15, 2010</b>            Issued \$2,010,000 in Taxable General Obligation Promissory Notes (Build America Bonds) to fund the annual capital program. Issued \$10,110,000 in Taxable General Obligation Promissory Notes (Build America Bonds) to fund construction of a new police facility.</p>
<p><b>May 9, 2011</b>            Issued \$2,500,000 in General Obligation Promissory notes to fund the annual capital program.</p>
<p><b>June 5, 2012</b>            Issued \$2,015,000 in General Obligation Promissory notes to fund the annual capital program.</p>
<p><b>December 28, 2012</b>            Issued \$3,000,000 General Obligation Promissory notes to fund the annual capital program for 2013 out of the \$4,500,000 GO Promissory note.</p>
<p><b>December 23, 2013</b>            Issued \$4,000,000 General Obligation Promissory notes to fund the annual 2014 capital program (\$2 million) and \$2 million for early construction costs related to the Municipal Operations Center.</p>
<p><b>December 9, 2014</b>            Issued \$2,000,000 General Obligation Promissory Notes to fund the annual 2015 capital improvement program.</p>
<p><b>December 9, 2014</b>  <b>Issued \$6,500,000 Note Anticipation Notes for temporary funding for construction of Municipal Operations Center (replacement City garage).</b></p>

<b>Golf</b>
<p><b>December 27, 2006</b>            Issued \$1,200,000 for Golf (total issue of \$3,530,000) in General Obligation Promissory Notes.</p>
<p><b>December 30, 2008</b>            Issued \$1,700,000 in General Obligation Refunding Bonds for clubhouse construction.</p>
<p><b>February 27, 2012</b>            Issued \$3,100,000 in General Obligation Refunding Bonds to replace May 15, 2002 issue. The original issue was for initial acquisition of the golf course.</p>
<p><b>December 1, 2014</b>  <b>Redemption and early pay off of \$1,200,000 in General Obligation Promissory Notes dated December 27, 2006. Taking advantage of the call provision saved the City approximately \$96,000 in interest costs.</b></p>



## City of Middleton 2016 Budget

### Outstanding Debt Issuance Summary and Early Redemption (continued)

TAX INCREMENT FINANCING DISTRICTS #3 & #5	
<b>November 23, 2010</b>	Issued \$4,625,000 in General Obligation Refunding Bonds. Issued \$6,580,000 in Taxable General Obligation Refunding Bonds.
<b>June 5, 2012</b>	Issued \$2,540,000 in Taxable General Obligation Promissory notes for TID #3 that was used to - payoff State Trust Fund Loans and for payments directly to developers for future development.
<b>December 28, 2012</b>	<b>\$1.5 million of the \$4.5 million in General Obligation Promissory notes was designated for TID #3 projects. \$5.11 million in Taxable General Obligation Refunding Bonds was used to pay off a Note Anticipation Note which was used for paying back interfund receivables in order to get TID #5 established.</b>

Source: Robert W. Baird & Co.



# City of Middleton 2016 Budget

## 2016 Debt Service Summary

### CITY OF MIDDLETON - OUTSTANDING & ESTIMATED NEW DEBT & 2016 DEBT SERVICE PAYMENTS DUE

Issue	Original Amt	Maturity		P & I in 2016	BAB Subsidy	TID #5	TID #3	Golf	Use of Impact Fees	Net Use of Tax Levy	Balance @ 12/31/16
		Year	Callable								
<b>Existing Debt As of September 1, 2015:</b>											
2008A GO Refunding Bonds (Fire/EMS Building)	\$ 6,530,000	2027	12/1/2018	\$ 702,400	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 652,400	\$ 4,560,000
2008C GO Refunding Bonds (Capital, Golf)	5,250,000	2021	3/1/2018	73,250	-	-	-	73,250	-	-	1,700,000
2010 Taxable GO Promissory Notes (BAB)	2,010,000	2017	No	419,280	6,289	-	-	-	-	412,991	160,000
2010 Taxable GO Refunding Bonds (Police Building)	10,110,000	2029	9/1/2020	908,768	136,602	-	-	-	100,000	672,166	7,850,000
2010 GO Refunding Bonds (TID # 3)	4,625,000	2020	9/1/2018	661,000	-	-	661,000	-	-	-	2,395,000
2010 GO Taxable Refunding Bonds (TID # 3)	6,580,000	2020	9/1/2018	887,263	-	-	887,263	-	-	-	3,255,000
2011 GO Promissory Notes (Capital)	2,500,000	2019	9/1/2017	319,625	-	-	-	-	-	319,625	1,600,000
2012 GO Refunding Bonds (Golf)	3,100,000	2016	No	954,450	-	-	-	954,450	-	-	-
2012 Taxable GO Promissory Notes - June (TID # 3)	2,540,000	2019	No	384,254	-	-	384,254	-	-	-	1,120,000
2012 GO Promissory Notes - June (Capital)	2,015,000	2020	No	277,238	-	-	-	-	-	277,238	1,045,000
2012 GO Promissory Notes - Dec (Capital, TID # 3)	4,500,000	2022	9/1/2020	529,000	-	-	178,000	-	-	351,000	2,990,000
2012 Taxable GO Refunding Bonds - Dec (TID # 5)	5,110,000	2032	9/1/2022	139,735	-	139,735	-	-	-	-	5,110,000
2013 GO Promissory Notes (Capital & MOC)	4,000,000	2023	2/1/2021	322,650	-	-	-	-	-	322,650	3,245,000
2014 GO Promissory Notes (Capital)	2,000,000	2022	2/1/2020	272,700	-	-	-	-	-	272,700	1,505,000
Subtotal	<u>\$ 60,870,000</u>			<u>\$ 6,851,613</u>	<u>\$ 142,891</u>	<u>\$ 139,735</u>	<u>\$ 2,110,517</u>	<u>\$ 1,027,700</u>	<u>\$ 150,000</u>	<u>\$ 3,280,770</u>	<u>\$ 36,535,000</u>
<b>Estimated New Debt Prior to December 31, 2015:</b>											
2015 GO Promissory Notes (Capital)	\$ 2,000,000	2023	TBD	\$ 210,990	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,990	\$ 1,800,000
2015 GO Refunding Bonds (Municipal Operations Ctr)	6,500,000	2033	TBD	66,045	-	-	-	-	-	66,045	6,500,000
Subtotal	<u>\$ 8,500,000</u>			<u>\$ 277,035</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 277,035</u>	<u>\$ 8,300,000</u>
<b>TOTAL EXISTING AND ESTIMATED DEBT</b>	<u>\$ 69,370,000</u>			<u>\$ 7,128,648</u>	<u>\$ 142,891</u>	<u>\$ 139,735</u>	<u>\$ 2,110,517</u>	<u>\$ 1,027,700</u>	<u>\$ 150,000</u>	<u>\$ 3,557,805</u>	<u>\$ 44,835,000</u>

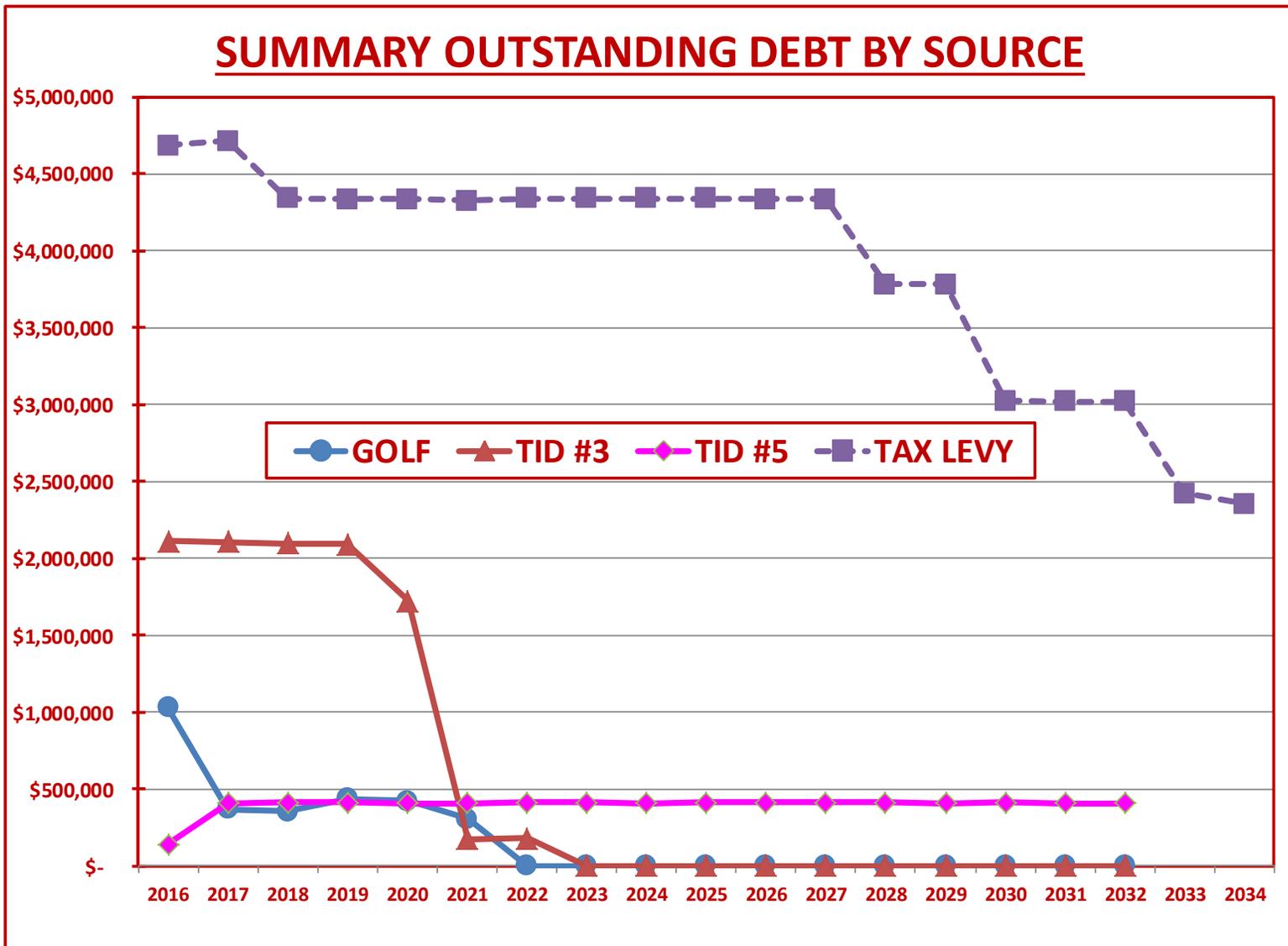


## City of Middleton 2016 Budget

### Breakdown of Future Year's Debt Service on Existing Debt & Estimate on Municipal Operations Center-Sept. 2015

	TAX LEVY SUPPORTED DEBT SERVICE							TOTAL TAX LEVY SUPPORTED	TOTAL ALL DEBT SVC.
	Golf	TID #3	TID #5	Police/Court Facility *	Fire/EMS Facility	Muni Oper Ctr. Est.	General Capital Program		
2017	366,875	2,104,576	409,765	771,271	682,400	251,550	3,008,428	4,713,649	7,594,865
2018	354,125	2,098,319	411,930	773,468	502,400	474,300	2,587,107	4,337,275	7,201,649
2019	439,250	2,092,231	413,355	773,720	498,800	542,550	2,520,941	4,336,011	7,280,847
2020	422,050	1,722,563	408,875	773,007	499,800	733,550	2,326,703	4,333,060	6,886,548
2021	306,675	176,900	408,695	771,115	500,200	704,875	2,346,203	4,322,393	5,214,663
2022	-	178,500	412,853	772,815	505,000	682,175	2,378,653	4,338,643	4,929,996
2023	-	-	411,068	768,274	499,000	1,021,525	2,048,328	4,337,127	4,748,195
2024	-	-	408,538	767,628	502,600	1,012,500	2,053,757	4,336,485	4,745,023
2025	-	-	410,303	761,050	500,400	727,450	2,348,908	4,337,808	4,748,111
2026	-	-	411,325	763,555	497,600	720,200	2,354,083	4,335,438	4,746,763
2027	-	-	411,575	759,531	499,200	722,650	2,354,083	4,335,464	4,747,039
2028	-	-	411,023	759,337	-	669,500	2,354,083	3,782,920	4,193,943
2029	-	-	409,638	757,758	-	667,400	2,354,083	3,779,241	4,188,879
2030	-	-	412,390	-	-	669,850	2,354,083	3,023,933	3,436,323
2031	-	-	409,070	-	-	666,700	2,354,083	3,020,783	3,429,853
2032	-	-	410,010	-	-	665,000	2,354,083	3,019,083	3,429,093
2033	-	-	-	-	-	67,600	2,354,083	2,421,683	2,421,683
2034	-	-	-	-	-	-	2,354,083	2,354,083	2,354,083
	<u>\$ 1,888,975</u>	<u>\$ 8,373,089</u>	<u>\$ 6,570,413</u>	<u>\$ 9,972,529</u>	<u>\$ 5,687,400</u>	<u>\$ 10,999,375</u>	<u>\$ 42,805,775</u>	<u>\$ 69,465,079</u>	<u>\$ 86,297,556</u>

\* Net of the Build America Bonds subsidy or BAB payments





**DEPARTMENTAL**  
**OPERATING BUDGETS &**  
**PERFORMANCE PLANS**





**GENERAL GOVERNMENT**



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Common Council

#### FINANCIAL INFORMATION:

COMMON COUNCIL	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	60,960	60,480	60,480	60,960	40,320	60,480	480	60,960
Personnel Benefits	5,671	5,743	5,743	5,772	3,824	5,736	43	5,779
Operating Expenses	204	650	144	204	107	144	156	300
	66,835	66,873	66,366	66,936	44,251	66,359	679	67,038
<b>NET TAX RATE SUPPORT</b>	<b>66,835</b>	<b>66,873</b>	<b>66,366</b>	<b>66,936</b>	<b>44,251</b>	<b>66,359</b>	<b>679</b>	<b>67,038</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

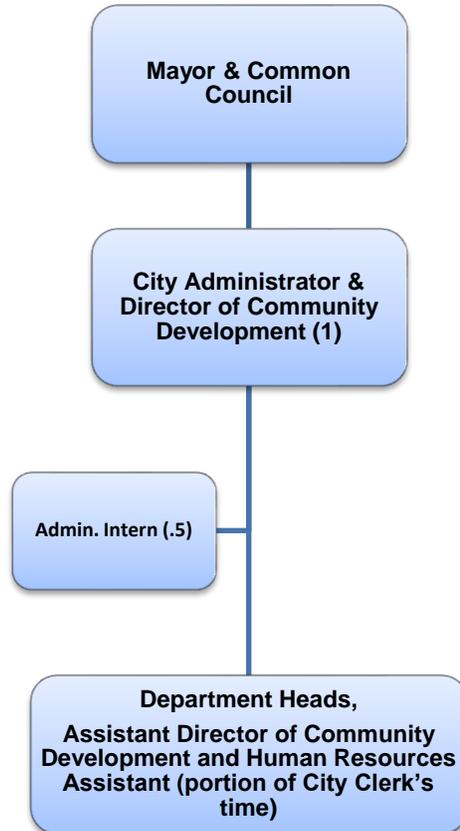


## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: City Administrator

**MISSION:**

Provide the residents of Middleton with the most responsive, transparent, effective and efficient city government possible using the resources available.



Authorized Position List	2012	2013	2014	2015	2016
City Administrator/Dir. of CD	1	1	1	1	1
Administrative Intern	½	½	½	½	½

**MAJOR RESPONSIBILITIES:**

1. Provide staff support for the Mayor & Council while serving as the liaison with the City's departments
2. Supervise/Coordinate 12 Department Heads
3. Serve as Personnel Officer for the City
4. Act as Public Information Officer for the City
5. Work as Community/Economic Development Director coordinating initiatives with Planning and Tourism staff members as well as other community economic development organizations.



## City of Middleton 2016 Budget

---

### Operating Budgets & Performance Plans: City Administrator

6. Coordinate use of City Attorney's office for City services.
7. Oversee the work of the City's online video program for Council and Plan Commission meetings.
8. Bargain collectively as the negotiator with the City's four bargaining units.

#### **2016 GOALS:**

1. Effectuate implementation of the City's long-term financial strategy in order to ensure fiscal health.
2. Spur more major economic development projects to fruition within TIDs #3 and #5.
3. Implement a health and wellness program with the help of a City employee Wellness Committee.
4. Cultivate a smooth transition and continued strong employee relations in the aftermath of Act 10.
5. Keep the City's web site fresh and interactive.
6. Ensure that the City's Sustainability program becomes further integrated into administrative processes.
7. Work to improve the City's development oversight process.

#### **SIGNIFICANT ISSUES IN 2016:**

1. Long-term financial strategy to ensure fiscal health, particularly for the Golf Fund.
2. Economic incentives for appropriate development and jobs in TIDs #3 and #5.
3. Keeping Sustainability front and center in all City processes.
4. Expanded health and wellness program for employees.
5. Necessary road improvements and storm water maintenance.
6. Community park planning for Community of Bishop's Bay area.
7. Transition to new Municipal Operations/Recycling Center.
8. Exploration of combined City Hall/Library building.
9. Promotion of Capital Brewery's Bier Garten and entertainment center.
10. Succession planning for future of City Administration and departments.



## City of Middleton 2016 Budget

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>CITY ADMINISTRATOR</b>								
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	131,098	130,683	128,211	134,603	80,988	128,211	82,233	210,444
Personnel Benefits	33,929	35,395	35,350	36,108	21,337	35,031	26,951	61,982
Operating Expenses	4,414	15,000	9,941	10,000	3,761	9,236	764	10,000
TOTAL	169,441	181,078	173,501	180,711	106,086	172,477	109,949	282,426
<b>NET TAX RATE SUPPORT</b>	<b>169,441</b>	<b>181,078</b>	<b>173,501</b>	<b>180,711</b>	<b>106,086</b>	<b>172,477</b>	<b>109,949</b>	<b>282,426</b>
<b>LEVY SUPPORT AS % OF</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Decision Items: City Administrator

#### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5120-110	ADMINISTRATOR-DIRECTOR OF CD	PROMOTION OF ABBY ATTOUN-TUCKER TO ASSISTANT CITY ADMINISTRATOR/ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT - SEE ATTACHED JUSTIFICATION		78,788	
100-5120-111	INTERN	FULL PAY FOR THE YEAR (2 MONTH GAP BETWEEN INTERNS IN 2015)		1,772	
100-5120-135	LONGEVITY	BENEFITS FOR RECOMMENDED PROMOTION		1,673	
100-5120-192	RETIREMENT	BENEFITS FOR RECOMMENDED PROMOTION		4,199	
100-5120-193	FICA	BENEFITS FOR RECOMMENDED PROMOTION		5,864	
100-5120-194	HEALTH INSURANCE	BENEFITS FOR RECOMMENDED PROMOTION		14,567	
100-5120-195	DENTAL INSURANCE	BENEFITS FOR RECOMMENDED PROMOTION		2,322	
100-5120-440	TRAINING & DEVELOPMENT	FULL AMOUNT OF BUDGETED FUNDS INCREASE FOR 2015		764	



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Municipal Court

#### MISSION:

Provide impartial administration of justice to all who come in contact with the court.

#### MAJOR RESPONSIBILITIES:

1. Conduct initial appearances and contested trials for adults, juveniles and alleged truants.
2. For all citations issued, the court must:
  - a. Maintain records
  - b. Send hearing notices
  - c. Collect forfeitures
  - d. Answer citizen inquiries
  - e. Provide information to DOT
  - f. Disburse collected funds to city, county, state and victims

#### 2016 GOALS:

1. Work with schools and families to develop an improved response to truancy issues.
2. Improve collection methods, including use of income assignments.
3. Increase collections by continuing expanded use of tax refund intercept rather than Collection Agency.

#### SIGNIFICANT ISSUES IN 2016:

1. Decrease in citations in the first half of the year.
2. Increased collection efforts.
3. Problems with courtroom recording system.

#### FINANCIAL INFORMATION:

MUNICIPAL COURT	2013	2014		2015	2015	2016		
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	TOTAL REQUEST
<b>Revenues</b>								
Court Fees	70,556	75,000	75,589	75,000	65,142	75,000	-	75,000
TOTAL	70,556	75,000	75,589	75,000	65,142	75,000	-	75,000
<b>Expenses</b>								
Wages	73,800	79,976	71,794	66,902	50,198	57,394	22,554	79,948
Personnel Benefits	15,826	18,123	15,687	16,208	10,173	15,555	2,123	17,678
Operating Expenses	11,445	10,950	11,746	13,500	5,084	11,380	665	12,045
TOTAL	101,071	109,049	99,227	96,610	65,456	84,328	25,342	109,670
<b>NET TAX RATE SUPPORT</b>	<b>30,515</b>	<b>34,049</b>	<b>23,639</b>	<b>21,610</b>	<b>314</b>	<b>9,328</b>	<b>25,342</b>	<b>34,670</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>30%</b>	<b>31%</b>	<b>24%</b>	<b>22%</b>	<b>0%</b>	<b>11%</b>	<b>100%</b>	<b>32%</b>

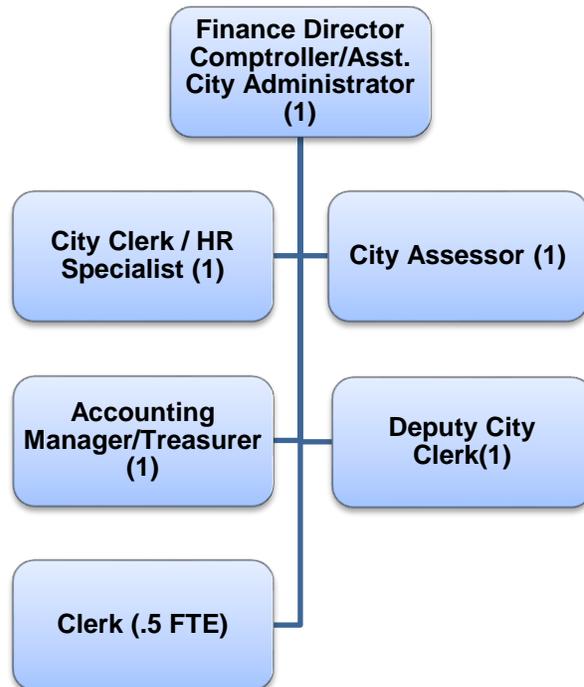


## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Finance

#### MISSION:

To be accountable to the citizens of the City of Middleton and others for the proper accounting of their tax and other remittances to the City government and through the Common Council to assist in maximizing the value and impact of each expenditure dollar entrusted to the City government. To provide responsive financial management support services to the Common Council, the City Administrator and all City departments and related organizations. These services include generating special financial reports, processing accounts payable and receivable transactions, payroll processing, official governmental recording keeping and election administration and processing. In addition providing property valuations for tax assessment purposes.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Finance Director/Asst. City Administrator	1	1	1	0	0
Finance Dir./Comptroller/Asst. City Administrator	0	0	0	1	1
City Clerk/Treasurer/HR Specialist	1	0	0	0	0
City Clerk/HR Specialist	0	1	1	1	1
City Assessor	1	1	1	1	1
Accountant	1	0	0	0	0
Accountant/Treasurer	0	1	1	0	0
Accounting Manager/Treasurer	0	0	0	1	1
Secretary	1	1	0	0	0
Finance Assistant (Approved 5/21/13)	0	0	1	0	0
Accounting Assistant	0	0	0	1	0
Deputy City Clerk	0	0	0	0	1
Clerk (Part-time)	1	1	1	1	1



### Operating Budgets & Performance Plans: Finance

#### **MAJOR RESPONSIBILITIES:**

1. Managing the City's general ledger, which includes
  - a. Collecting and properly crediting all City revenues
  - b. Administering the general billing process for the City, including occupancy room taxes and special assessments
  - c. Total management of City's payroll and fringe benefit programs, including timely preparation, disbursement and accounting activities and functions
  - d. After Common Council approval, timely payment of all City invoices and other obligations
2. In joint collaboration with the City Administrator and department directors, annual preparation of the City's budget development, preparation and monitoring endeavors, including developing financial projections and related projection scenarios
3. Investing idle City funds in the most prudent manner with security as the prime goal, followed by liquidity and then yield
4. Maintaining fixed records of all City fixed assets
5. Managing all City current and future debt obligation requirements, including prompt debt service payments, preparing and presenting City financial, management and other information to national rating agencies and working with bond counsels, financial advisors and others to facilitate debt issuance and reporting requirements
6. Manage all City cash flow requirements, including projecting cash flow needs
7. Work and interface with outside auditors in the preparation of the annual financial and management audit of the City's financial records in compliance with all accounting regulations and requirements
8. Provide timely financial management information to the Common Council, the City Administrator, department directors and others on both regular and as requested bases
9. Provide staff support to Common Council Committees as assigned
10. To provide human resources support services to all facets of the City government
11. Perform new employee orientations and other related employee functions
12. Manage sick leave escrow records including funding current and projected obligations
13. To provide City Clerk services to all facets of the City government including serving as the official record keeper for the City and serving as the official recorder of Common Council meetings
14. To manage and administer City election processes
15. Perform all required filing requirements with Federal, State and local agencies
16. Perform licensing and permitting functions such as for the sales of alcohol beverages and dog licenses
17. Manage and staff Board of Review processes

#### **2016 GOALS:**

1. Working with the City Administrator and department directors to continually evaluate and modify as needed the budget development processes for consideration by the Finance Committee and Common Council
2. In collaboration with the City Administrator and department directors develop a new chart of accounts to improve the City's financial management functionality
3. Explore further enhancements to revenue collection methods including direct debit, City website payments and credit cards
4. Decentralize the accounts payables process including development of department electronic work flow approval and submittal process
5. Working with the City Administrator and department directors to continually evaluate and modify as needed the budget development processes for consideration by the Finance Committee and Common Council



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Finance

### 2016 GOALS: (continued)

6. In collaboration with the City Administrator and department directors develop a new chart of accounts to improve the City's financial management functionality
7. Explore further enhancements to revenue collection methods including direct debit, City website payments and credit cards
8. Decentralize the accounts payables process including development of department electronic work flow approval and submittal process
9. Develop the following policies and review current ones:
  - a. Emergency managed reserve for the General Fund
  - b. Debt service
  - c. Investments
  - d. Budget development and monitoring
  - e. Fixed assets
  - f. Equipment replacement reserves
10. Continually update tax increment district (TID) projection models
11. To make further progress toward being ready to apply for the Certificate of Achievement for Excellence in Financial Reporting (CAFR)

### SIGNIFICANT ISSUES IN 2016:

1. Explore new investment opportunities while maintaining cash security
2. Continue to monitor Golf Course debt and recommend financing alternatives
3. Development of long range funding strategies for OPEB (Other Post Employee Benefits) accounts
4. Continue to explore new revenue options
5. Implement encumbrance accounting to departments on an as requested basis

### FINANCIAL INFORMATION:

FINANCE DEPARTMENT	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	365,012	384,802	388,514	394,835	251,287	386,405	7,136	393,541
Personnel Benefits	101,247	116,868	110,406	122,479	69,903	110,406	1,396	111,802
Operating Expenses	64,683	87,355	78,494	64,303	62,207	58,955	19,537	78,492
TOTAL	530,942	589,025	577,415	581,617	383,397	555,766	28,069	583,835
<b>NET TAX RATE SUPPORT</b>	<b>530,942</b>	<b>589,025</b>	<b>577,415</b>	<b>581,617</b>	<b>383,397</b>	<b>555,766</b>	<b>28,069</b>	<b>583,835</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



# City of Middleton 2016 Budget

## Decision Items: Finance

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER: FINANCE (5141)		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5141-110	SALARIES-FULL-TIME	ADJUST ACCOUNTING MANAGER/TREASURER TO MINIMUM SALARY GRADE 12		1,055	
100-5141-110	SALARIES-FULL-TIME	ADJUST SALARIES BASED ON CURRENT 2015 SALARIES-CURRENT INCUMBENTS		921	
100-5141-110	SALARIES-FULL-TIME	ESTABLISH DEPUTY CITY CLERK POSITION AND FREEZE FINANCE ASSISTANT POSITION There is a significant void currently in the City due to a lack of having an official backup individual trained and ready on a moment's notice to perform city clerk duties (official public records-City ordinances, resolutions, contracts, agreements, notices, publication keeper, Common Council minutes recorder) and especially election management duties and payroll management and processing tasks. Since being appointed City Clerk in 2009 the City of Middleton has been very fortunate that our current City Clerk has been conflict free to serve as the City of Middleton election official performing all required election duties not only on Election Day but the many management hours prior and post-election. In addition, the City also lacks a position to serve as the current City Clerk substitute performing the myriad of city clerk functions. Both City of Middleton-Ordinance Chapter 2 (2.03, 2.22 & 2.23) and Wisconsin State Statute 62.09 clearly mandates City Clerk duties and functions. This is inexpensive insurance to make sure that the City has formal management continuity in the City Clerks position. When faced with a personal conflict, such as an illness or something more serious, hopefully City of Middleton employees won't feel that they have no choice but to come to work.		5,160	
100-5141-192	RETIREMENT			340	
100-5141-193	FICA			395	
				<u>5,895</u>	
100-5141-192	RETIREMENT	ADJUSTMENT BASED ON PROJECTED 2016 SALARIES		70	
100-5141-193	FICA	ADJUSTMENT BASED ON PROJECTED 2016 SALARIES		81	
100-5141-194	HEALTH INSURANCE	ADJUSTMENT BASED ON EMPLOYEE SELECTIONS		901	
100-5141-195	DENTAL INSURANCE	ADJUSTMENT BASED ON EMPLOYEE SELECTIONS		(391)	
100-5141-250	POSTAGE	ADJUSTMENTS BASED ON 2016 ANTICIPATED WORKLOAD AND ACTIVITIES, SUCH AS MAILINGS, OUTSIDE PAYROLL PROCESSING, & TRAINING OBLIGATIONS		2,431	
100-5141-260	ADVERTISING & PRINTING			303	
100-5141-310	OUTSIDE SERVICES			7,000	
100-5141-440	TRAINING & DEVELOPMT			3,000	
100-5141-480	DATA PROCESSING			5,000	
100-5141-490	OTHER OPERATING EXPEN.			803	
100-5141-810	OTHER EQUIPMENT			1,000	



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Elections

### FINANCIAL INFORMATION:

ELECTIONS	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	13,281	50,000	26,886	20,000	14,888	20,000	60,000	80,000
Personnel Benefits	-	-	-	-	-	-	-	-
Operating Expenses	4,884	12,800	7,379	7,164	3,561	5,285	33,000	38,285
TOTAL	18,165	62,800	34,264	27,164	18,448	25,285	93,000	118,285
<b>NET TAX RATE SUPPORT</b>	<b>18,165</b>	<b>62,800</b>	<b>34,264</b>	<b>27,164</b>	<b>18,448</b>	<b>25,285</b>	<b>93,000</b>	<b>118,285</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Decision Items: Elections

#### 2016 DECISION ITEMS DETAIL

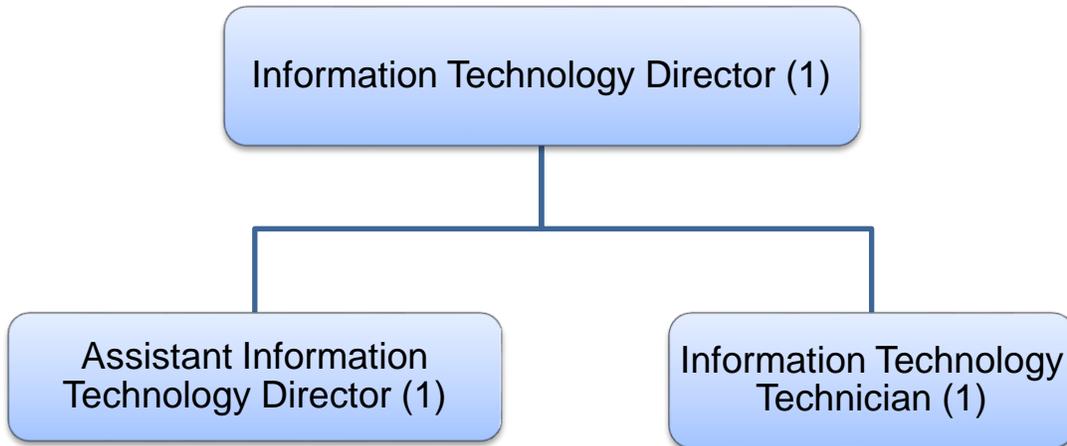
DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5143-116	ELECTION WORKERS	Adjustments due to upcoming presidential election November 2016. Prior year and 2015 budget amount insufficient to support 2016 elections.		60,000	
100-5143-220	SUPPLIES & MATERIALS			12,000	
100-5143-250	POSTAGE			9,000	
100-5143-260	ADVERTISING & PRINTING			2,000	
100-5143-440	TRAINING & DEVELOPMENT			5,000	
100-5143-490	OTHER OPERATING EXPENSES			5,000	



**Operating Budgets & Performance Plans: Information Technology**

**MISSION:**

Provide network connectivity, functionality and security for both public and staff purposes.



<b>AUTHORIZED POSITION LIST *</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
I.T. Director	1	1	1	1	1
Asst. I. T. Director	-	1	1	1	1
I.T. Technician	2	1	1	1	1

**MAJOR RESPONSIBILITIES:**

1. LAN, WAN and Wireless Network Administration (Cisco)
2. Desktop/Help Desk Administration (Microsoft XP, Win7, MAC)
3. Install & Maintain Hardware/Software (Servers, Workstations, Network Equipment, Copiers, Phones, Cell Phones, HVAC systems, Internet)
4. Web Site, Email, GIS Administration (Autodesk, Dreamweaver, Adobe, Exchange)
5. Research & Coordinate Purchasing/Budgeting (Clarity, Sire)
6. Administrative & Project Management Duties (Cisco, Solarwinds, Microsoft, Trackit, SQL)
7. Department Specific (Global CAD & Records, Tritech EMS Billing, MySeniorCenter, IBS LinkTime.)
8. Phone & Voice Mail Service Administration (Cisco Call Manager & Unity Voice Mail, Positron Viper 911)
9. Training



## City of Middleton 2016 Budget

### 2016 GOALS:

1. Expand use of Web Site for Public Information
2. Establish a Network Engineering Services Contract
3. Educating users to maximize current available resources
4. Support all Departments with new initiatives

### SIGNIFICANT ISSUES IN 2016:

1. Expansion of fiber network
2. Virtualize servers and desktops
3. Expansion of Web Services

### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 12 Mo. Est.	2015 As of 6/30	2016 Projected
Number of Personnel	3	3	3	3	3
Workstations/Notebooks	200	200	200	200	200
Users	160	160	160	160	160
Buildings	7	7	7	8	8
Phones	150	150	160	160	160
Tablets	0	0	0	5	25

### FINANCIAL INFORMATION:

INFORMATION TECHNOLOGY SERVICES	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	189,140	205,724	204,443	211,756	132,583	208,416	-	208,416
Personnel Benefits	72,104	77,746	77,319	80,160	48,035	77,319	-	77,319
Operating Expenses	383,349	383,426	368,376	375,370	168,154	365,938	24,721	390,659
TOTAL	644,593	666,896	650,138	667,286	348,773	651,672	24,721	676,393
<b>NET TAX RATE SUPPORT</b>	<b>644,593</b>	<b>666,896</b>	<b>650,138</b>	<b>667,286</b>	<b>348,773</b>	<b>651,672</b>	<b>24,721</b>	<b>676,393</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



# City of Middleton 2016 Budget

## Decision Items: Information Technology

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
1005151220	EQUIPMENT	Maintain 2015 budget level		8,284	
1005151260	INTERNET	Shifting cell phone expenses to appropriate departments. \$0.00 net change to budget.			(9,100)
1005120280	COMMUNICATIONS	Administrator Cell Phone with Data			550
1005241280	COMMUNICATIONS	Building & Electrical Inspector both with Data; Plumbing, Maintenance & Community Officer			2,300
1005329280	COMMUNICATIONS	Public Works Director & Streets Foreman			1,000
1005516280	COMMUNICATIONS	Senior Center Laptop Data			550
1005520280	COMMUNICATIONS	Facilities Management Director with Data; 5 Crewmen			2,500
1005530280	COMMUNICATIONS	Recreation Manager with Data			550
1005631280	COMMUNICATIONS	Planning and Assistant Planning Director with Data			1,100
2125511280	COMMUNICATIONS	Library Director with Data			550
1005151320	CONTRACT EMPLOYEE	Establish Network Engineering Services to supplement growing networking workload		25,000	
1005151440	TRAINING	Maintain 2015 budget level		537	



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Buildings, Grounds & City Hall Maintenance

### Financial Information:

BUILDINGS, GROUNDS & CITY HALL MAINT.	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
Revenue								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
Expenses								
Wages	61,548	62,779	63,477	64,662	39,865	63,477	-	63,477
Personnel Benefits	24,303	25,448	25,364	24,859	14,914	24,218	-	24,218
Operating Expenses	79,236	61,700	53,232	58,795	40,026	49,753	9,197	58,950
TOTAL	165,087	149,927	142,072	148,316	94,805	137,448	9,197	146,645
NET TAX RATE SUPPORT	<u>165,087</u>	<u>149,927</u>	<u>142,072</u>	<u>148,316</u>	<u>94,805</u>	<u>137,448</u>	<u>9,197</u>	<u>146,645</u>
LEVY SUPPORT AS % OF EXPENSES	100%	100%	100%	100%	100%	100%	100%	100%

### Decision Items: Buildings, Grounds & City Hall Maintenance

2016 DECISION ITEMS DETAIL					
DEPARTMENT/COST CENTER: General Government		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
<b>Non-Personnel Items</b>					
<b>BUILDINGS &amp; GROUNDS</b>					
100-5160-440	Training & Development	To keep current with building technology changes, and facilities management educational opportunities. It appears this 2015 budget request was inadvertently built into account line item 100-5160-410 instead of 100-5160-440. This includes hearing protection testing for Facilities Manager Mark Goad.		250	
100-5160-490	Other Expenses			100	
<b>CITY HALL MAINTENANCE</b>					
100-5310-220	Supplies & Materials	Supply costs decreased significantly following hiring outside custodial service in 2012. Rounded average cost of past two years is \$3,100.		3,042	
100-5310-310	Outside Services	Request is based on trend in past several years for costs of custodial service, fire alarm monitoring, and snow removal at downtown properties. Annual deep cleaning of City Hall was approved in 2015 to include cleaning of carpeting, air louvers, windows, etc.		1,086	
100-5310-410	Equipment Maintenance	Request is based on costs for maintenance of boilers, air handlers, A/C components, emergency generator, etc. The 2016 preventive maintenance cost from ADS will be \$1880. Replacement of lighting ballasts by licensed electrician is estimated to cost approximately \$500.		2,500	
100-5310-470	Utilities	It is assumed that electric and gas rates will not increase from 2015 rates, though those rates increased from 2014 rates. This request is based on extrapolation of utility costs in first five months of 2015, and compared with seasonal use trend of past years.	2,219		



**PUBLIC SAFETY**



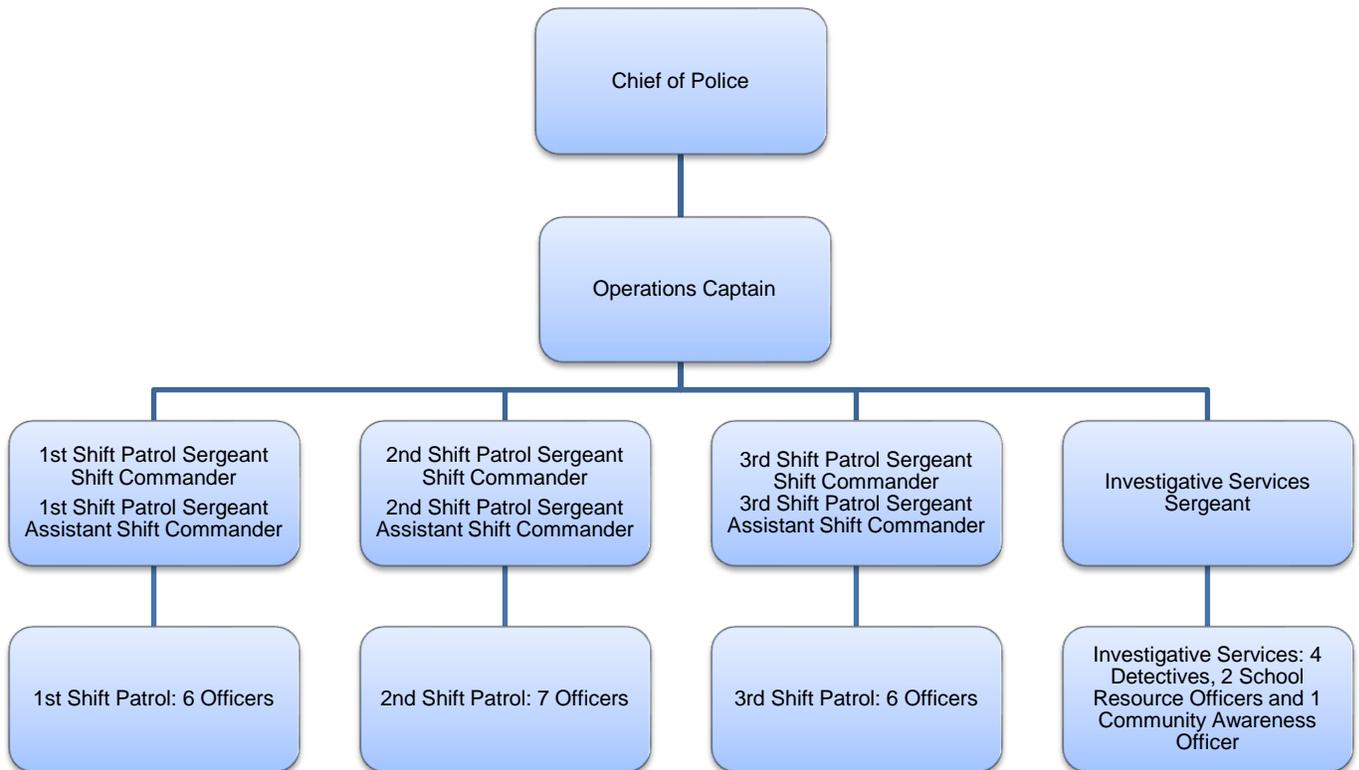
# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Police (Field Services)

### MISSION:

Partner proactively, identify and solve problems, protect Constitutional Rights and personal freedoms of all citizens, maintain order, facilitate the safe movement of persons and vehicles, mediate and resolve conflicts, aid those in need, promote a sense of security, enforce laws and ordinances, investigate crimes, apprehend and assist in the prosecution of offenders, reduce victimization and opportunities for crime, provide emergency services and constantly evaluate our effectiveness in carrying out the mission of the Middleton Police Department.

### CURRENT POLICE OPERATIONS ORGANIZATION CHART





## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Police (Field Services)

AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Captain	1	1	1	1	1
Patrol Sergeant	6	6	6	6	6
Patrol Officer	19	19	19	20	20
Investigative Services Sergeant	1	1	1	1	1
Investigators	4	4	4	4	4
School Resource Officers	2	2	2	2	2
Community Awareness Officer	1	1	1	1	1

#### **MAJOR RESPONSIBILITIES:**

1. Enforce the law.
2. Protect property.
3. Reduce civil disorder.
4. Work proactively with the community to prevent crime and improve the quality of life.
5. Provide in-service and specialized training to keep officers and supervisors up to date on the latest police and management trends.

#### **2016 GOALS:**

1. Identifying policing strategies to effectively deal with school safety, drugs, alcohol, people in mental illness crisis, gang-related issues and the crimes associated with those concerns.
2. Maintaining a high level of effectiveness as the community becomes more diverse across ethnicity, race, age and/or socio-economic strata.
3. Develop strategies to lessen the impact of policing on people of poverty and the working poor.
4. Develop strategies and training to address racial disparities.
5. Ensure the safe movement of traffic within and throughout the community.
6. Identify strategies to address the continued plague of domestic abuse crimes in our community.
7. Maintain the level of quality service to our customers in the form of emergency response and proactive work that is equitable, consistent, and dependable in all parts of the city, and at all times of day.
8. Deployment of personnel resources to both match the workload and to enhance the officers' sense of ownership over the geographic areas that they serve and the services that they provide.
9. Provide opportunities for proactive work while officers are not responding to calls for service that are targeted, measured, and enhances the Department's ability to achieve its mission and accomplish specific public safety outcomes.
10. Improve the analysis of data, using automated methods when possible, aimed at anticipating or rapidly identifying trends, patterns, sequences, and relationships.
11. Engage in proactive information-based directed patrol (using intelligence-based strategies to preempt the dangerous people, alcohol and drug use, criminogenic situations, and frustrating relationships that precipitate calls to the police).
12. Continue implementation of five year plan to increase sworn, dispatch and civilian staffing and succession planning.



## City of Middleton 2016 Budget

### **SIGNIFICANT ISSUES IN 2016:**

1. Maintain Police Department Accreditation.
2. 2013 Staffing Study recommended having 24 patrol officers on staff by the end of fiscal year 2018, five above the current level. Recommendation was one per year for the next five years. This will increase self-initiated time to the national best practices level of 33% of shift from the current 25% (15 minutes to 20 minutes per shift). Allows officers time to be more effective problem solvers and meets the needs of the community. This will mitigate need for additional overtime increases. Meets national best practices level for response on Priority I, II and III calls.
3. Dealing with persistent crime issues: heroin use, alcohol offenses, mental illness and domestic abuse.
4. Identify community crimes, traffic concerns, areas of disorder and use methods to address those issues.
5. Continue community outreach.
6. School safety.
7. Succession planning and training.
8. Racial disparity issues.

### **MAJOR WORKLOAD STATISTICS:**

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 as of 6/30</b>	<b>2015 Projected</b>	<b>2016 Projected</b>
Crime	380	319	127	254	275
Robbery	3	7	3	6	10
Assaults	31	25	12	24	30
Burglary	50	33	15	30	40
Larceny	287	240	96	200	250
Domestic Incidents	99	72	38	70	80
Calls for Service	18,803	17,038	9,900	19,800	20,500
Accidents	739	784	340	700	750
Citations	5,428	3503	1887	3,800	4,000

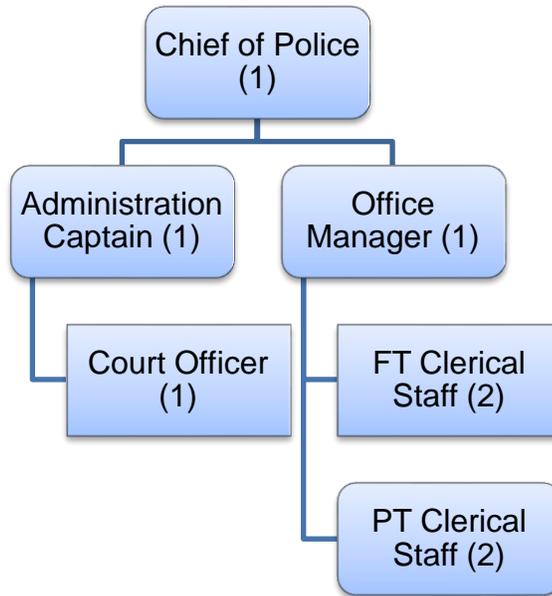


## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Police Administration

**MISSION:**

To provide quality support services, enabling the Field Service Units and other entities to focus on the department's core missions.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Police Chief	1	1	1	1	1
Captain	1	1	1	1	1
Office Manager	1	1	1	1	1
Court Officer	1	1	1	1	1
Full Time Clerical	2	2	2	2	2
Part Time Clerical	2	2	2	2	2



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Police Administration

### MAJOR RESPONSIBILITIES:

1. Process and properly disseminate call, incident, accident, arrest, citation and parking documents.
2. Prepare, intake and manage criminal cases with the District Attorney's Office.
3. Manage evidence, property and digital media collected by sworn personnel and systems.
4. Perform public records, payroll, procurement, personnel, liaison, research, planning, licensing, and internal affairs functions.

### 2016 GOALS:

1. Manage and coordinate the State Accreditation process.
2. Cross train civilian staff.
3. Manage digital recordings.

### SIGNIFICANT ISSUES IN 2016:

1. Workload issues require cross training of civilian staff to relieve sworn officers of clerical/office chores and manage the increasing burden of duplication of squad (and hopefully soon; body camera) digital recordings.

### MAJOR WORKLOAD STATISTICS:

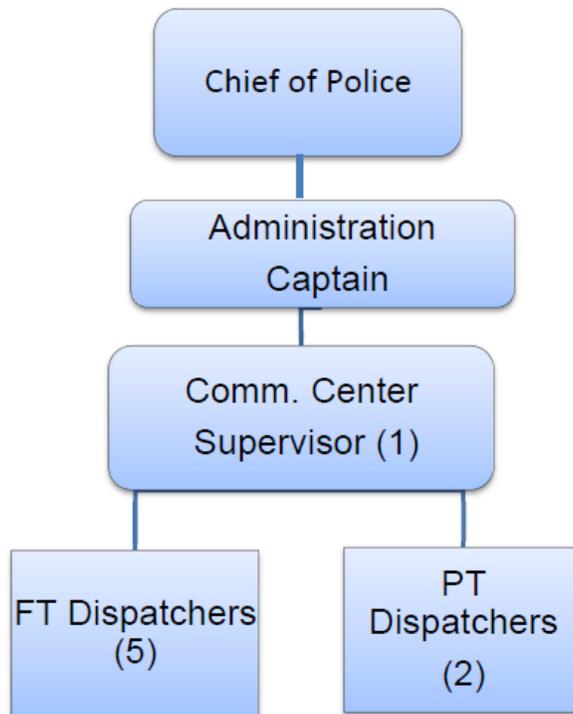
<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 as of 6/30</b>	<b>2015 Projected</b>	<b>2016 Projected</b>
Reports Processed	8,586	7,115	5,299	11,000	12,500
Evidence Intake	1,099	1,032	553	1,100	1,200
DA Case Intake	332	287	143	300	350
Criminal Arrests Processed	240	210	116	250	300
Citations Processed	5,432	3,534	2,112	4,200	5,000
Citizen Complaint Investigations	11	10	6	15	15
Vehicle Registration/Titles Processed	103	98	36	75	75



**Operating Budgets & Performance Plans: Police (Communications Center)**

**MISSION:**

The Communications Center is the first of the first responders. We contribute to the safety and quality of life in our community by linking the citizens of our community, our neighboring communities and our officers and associated public safety agencies with efficient, reliable, responsive and professional public safety communications services.



<b>AUTHORIZED POSITION LIST</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Administration Captain	1	1	1	1	1
Comm. Center Supervisor	1	1	1	1	1
Full Time Dispatchers	5	5	5	5	5
Part Time Dispatchers	2	2	2	2	2

**MAJOR RESPONSIBILITIES:**

1. Receive requests for emergency services, and initiate and coordinate public safety responses.
2. Harmonize, monitor, support, and document officer activity in the field and at the station.
3. Act in response to requests for service and information from citizens, officers, and others.
4. Enter, access and properly disseminate information from multiple confidential criminal justice databases.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Police (Communications Center)

#### 2016 GOALS:

1. Complete the Integration of the Police Department radio system into the County-Wide DaneCom Radio System.
2. Prepare for the advancements in Next-Gen technology including text to 9-1-1 and picture/video messaging.
3. Adopt Police Priority Dispatch procedures or move to another nationally recognized method for training Dispatchers on Best Practice methods.

#### SIGNIFICANT ISSUES IN 2016:

1. Collaboration and coordination between communication centers regarding Cad to Cad, 911 phone transfers, non-emergency phone transfers and messaging.

#### MAJOR WORKLOAD STATISTICS:

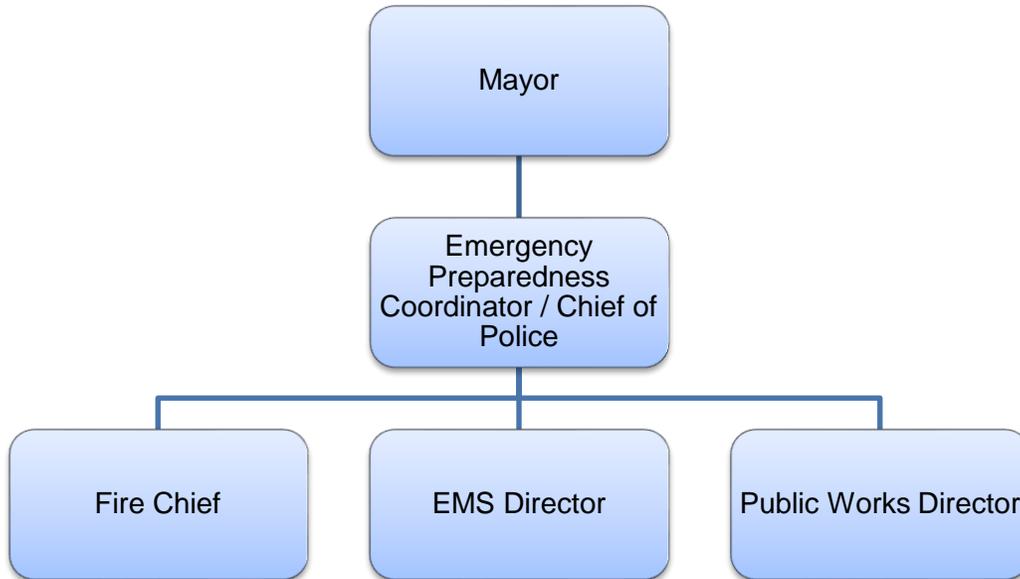
WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 as of 6/30	2015 Projected	2016 Projected
Telephone Calls	33,427	33,427	15,951	32,000	33,000
911 Calls	3,207	3,028	1,517	3,100	3,150
Citizen Service Requests	11,235	11,459	5,739	11,500	11,500
Officer Service Requests	7,568	5,579	4,161	8,300	8,400
Total Service Calls	18,803	17,038	9,900	19,000	19,000
Total Incidents	8,553	7,62	5,273	10,500	10,750
Crime Notices Sent	25	5	27	70	50
Traffic Alerts Sent	24	15	17	50	50
Bike Registrations Processed	45	21	42	100	100
Vehicle Registration/Renewals	105	45	36	150	100
Website Hits	32,776	21,194	12,698	30,000	35,000
Face Book Followers	1,000	1,680	2,543	3,000	4,000
Twitter Messages Sent	1,200	1,591	2,183	3,000	4,000
Mobile App Users/Hits	1,495/5,121	948/3,755	927/3,800	2,000/7,000	2,500/7,500
Vacation Notices	125	51	65	150	175
Traffic Complaints submitted online	22	4	15	40	50



**Operating Budgets & Performance Plans: Police (Emergency Preparedness)**

**MISSION:**

Coordinate City-wide Emergency Preparedness efforts.



**MAJOR RESPONSIBILITIES:**

1. Maintain and Update Emergency Preparedness Plan
2. Maintain Emergency Operations Center
3. Coordinate Emergency Operations efforts with various County, State and Federal Agencies
4. Assist City Departments with Emergency Preparedness efforts
5. Coordinate the upkeep and maintenance of the Emergency Warning System with Dane County Emergency Management

**2016 GOALS:**

1. Continue to Secure Operating Funds for the DANECOMM annual maintenance fees.
2. Work with the School District and various Public Safety Sector entities to facilitate and coordinate critical incident exercises.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Police Admin, Field Services, & Communication Center

#### FINANCIAL INFORMATION:

POLICE DEPARTMENT SUMMARY	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
MCP School District - Police	74,219	75,000	79,138	78,000	78,722	78,000	2,000	80,000
Fines and Forfeitures	173,536	190,000	146,208	180,000	110,959	146,208	53,792	200,000
Parkings Fines	47,204	45,000	44,467	35,000	32,597	35,000	5,000	40,000
Vehicle Registration Fees	1,050	1,000	1,168	850	1,817	850	1,400	2,250
Police Special Services	25	-	379	-	8	-	-	-
Police Department Fees	10,392	10,000	8,630	9,500	6,698	8,630	370	9,000
Interlocking Ignition Device	797	500	955	500	550	500	-	500
<b>TOTAL</b>	<b>307,223</b>	<b>321,500</b>	<b>280,945</b>	<b>303,850</b>	<b>231,351</b>	<b>269,188</b>	<b>62,562</b>	<b>331,750</b>
<b>POLICE DEPARTMENT REVENUES</b>	<b>307,223</b>	<b>321,500</b>	<b>280,945</b>	<b>303,850</b>	<b>231,351</b>	<b>269,188</b>	<b>62,562</b>	<b>331,750</b>
<b>Expenses</b>								
<b>Wages</b>								
Field Services	2,585,917	2,653,006	2,563,729	2,723,626	1,776,796	2,425,470	484,235	2,909,705
Police Administration	400,294	426,370	521,681	429,532	266,606	423,686	7,692	431,378
Communications Center	332,753	333,767	325,352	347,381	215,287	324,309	23,234	347,543
<b>TOTAL</b>	<b>3,318,964</b>	<b>3,413,143</b>	<b>3,410,762</b>	<b>3,500,539</b>	<b>2,258,688</b>	<b>3,173,465</b>	<b>515,161</b>	<b>3,688,626</b>
<b>Personnel Benefits</b>								
Field Services	859,952	882,195	812,812	951,926	554,883	812,812	78,458	891,270
Police Administration	143,401	148,100	152,026	123,169	80,273	119,286	5,890	125,176
Communications Center	107,251	112,175	110,055	128,866	71,545	109,511	9,530	119,041
<b>TOTAL</b>	<b>1,110,603</b>	<b>1,142,470</b>	<b>1,074,894</b>	<b>1,203,961</b>	<b>706,701</b>	<b>1,041,610</b>	<b>93,878</b>	<b>1,135,488</b>
<b>Operating Expenses</b>								
Field Services	214,645	203,000	182,008	214,300	90,851	181,629	9,504	191,133
Police Administration	156,513	155,000	157,394	159,200	111,177	155,816	9,151	164,967
Communications Center	36,257	43,000	47,321	41,016	23,899	37,924	-	37,924
Emergency Preparedness	16,476	43,109	38,197	71,520	18,253	38,197	7,741	45,938
School Crossing Guards	14,344	14,766	14,061	19,311	13,164	14,061	-	14,061
<b>TOTAL</b>	<b>438,236</b>	<b>458,875</b>	<b>438,981</b>	<b>505,347</b>	<b>257,343</b>	<b>427,626</b>	<b>26,396</b>	<b>454,022</b>
<b>POLICE DEPARTMENT EXPENSES</b>	<b>4,867,803</b>	<b>5,014,488</b>	<b>4,924,637</b>	<b>5,209,847</b>	<b>3,222,733</b>	<b>4,642,701</b>	<b>635,435</b>	<b>5,278,136</b>
<b>NET TAX LEVY SUPPORT</b>	<b>4,560,580</b>	<b>4,692,988</b>	<b>4,643,691</b>	<b>4,905,997</b>	<b>2,991,382</b>	<b>4,373,512</b>	<b>572,873</b>	<b>4,946,385</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	<b>93%</b>	<b>94%</b>	<b>90%</b>	<b>94%</b>



# City of Middleton 2016 Budget

## Decision Items: Police Admin, Field Services, & Communication Center

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5211-112	PD Admin SALARIES FULL-TIME	Slight increase for Foulke (WRS). Increase in salary for Records Clerks (\$1,267: Zimmerman, \$543: Zwettler)	22	1,810	
100-5211-112	PD Admin PART-TIME-NON-PERM.	Expect to use the entire \$15,000 that was budgeted for 2015.		5,809	
100-5211-135	PD Admin LONGEVITY	Salary increases for Foulke, Zimmerman and Zwettler.	13	38	
100-5211-193	PD Admin FICA	Salary increases for Foulke, Zimmerman and Zwettler.	2	142	
100-5211-195	PD Admin DENTAL INSURANCE	One employee opted for coverage (\$2,322 over 2015 level).	6,205		
100-5211-340	PD Admin BLDG/GROUND MAINTENANCE	Increase in several contracts and addition of CCTV and Security Camera Maintenance Contract (\$4,800).	4,351	4,800	

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5212-110	PD Field Services SALARIES-FULL-TIME	Mandated step increases and removed Detective speciality pay to Shift Differential (\$10,844).	296,203		(10,844)
100-5212-122	PD Field Services SHIFT DIFFERENTIAL	Additional Officers working 2nd/3rd shift (\$6,068). Moved Detective speciality pay to this category from Salary.	5,707		10,844
100-5212-135	PD Field Services LONGEVITY	Longevity step increases.	3,013		
100-5212-192	PD Field Services RETIREMENT	Salary step increases (decrease from 2015 budget).	6,637		
100-5212-193	PD Field Services FICA	Salary step increases.	17,200		
100-5212-194	PD Field Services HEALTH INSURANCE	Increase from "lowest of" formula, but an actual decrease of \$47,876 from 2015 approved budget	60,508		
100-5212-197	PD Field Services NEW OFFICER	2 new Officers. PD Staffing Study, Residential and Commercial Growth.		168,468	
100-5212-240	PD Field Services SCHEDULE PROGRAM	Contract for ScheduleSoft increased by \$150.		1,650	
100-5212-450	PD Field Services OTHER TRAINING	\$33,000 approved for 2015 budget, need to keep 2015 level.	7,784		

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5256-110	PD Comm Center SALARIES-FULL-TIME	5% increase for one Dispatcher off probation. \$1,005 so Dispatchers receive equal pay.	13,432	1,005	
100-5256-117	PD Comm Center OVERTIME	\$34,381 budgeted for 2015 and needed for 2016.	6,904		
100-5256-122	PD Comm Center SHIFT DIFFERENTIAL WAGE	Same amount that was budgeted for in 2015.	163		
100-5256-135	PD Comm Center LONGEVITY	Step increases.	1,730		
100-5256-192	PD Comm Center RETIREMENT	An actual decrease from 2015.	1,765		
100-5256-193	PD Comm Center FICA	Increase in salary for Dispatcher off probation.	2,300		
100-5256-194	PD Comm Center HEALTH INSURANCE	An actual decrease from 2015.	6,608		

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5250-850	DANE COMM FEE	\$25,582 decrease from 2015 budgeted amount.	7,741		



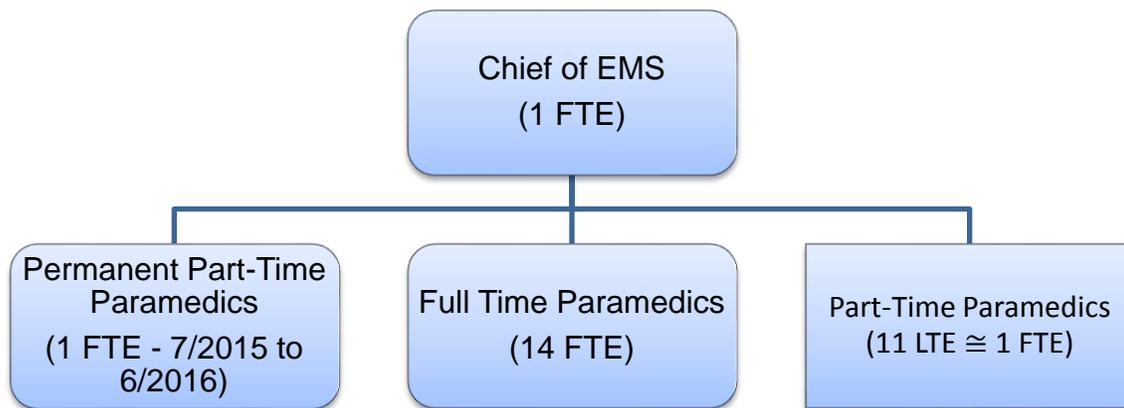
**Operating Budgets & Performance Plans: EMS**

**MISSION:**

The City of Middleton EMS will strive to enhance the quality of life in the communities it serves by providing the highest level of out-of-hospital emergency care possible, thereby reducing premature death and disability by improving the outcome of catastrophic illness and significant injury events.

As public servants, our sense of purpose will be demonstrated through our medically sound, respectful, and compassionate delivery of emergency medical services by our staff of well trained, professional, and experienced paramedics.

This mission will be accomplished by ensuring prompt, effective, and unimpeded service to all residents and visitors of the greater Middleton area through an integrated and cooperative network of Advanced Life Support providers within Dane County.



<b>AUTHORIZED POSITION LIST</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
EMS CHIEF	1	1	1	1	1
FULL-TIME PARAMEDICS	12	12	12	12	14 +
PERMANENT PART-TIME PARAMEDICS	0	0	0	2 #	0
LTE PARAMEDICS	9	10	10	8	11
EMS BILLING SPECIALIST	1 *	0	0	0	0

\* The EMS Billing Specialist position was eliminated in July, 2012 after contracting with an outside billing service

# Permanent Part-Time Paramedics will be added in July, 2015 as part of the transition to a 52-hour work week

+ The 2 Permanent Part-Time Paramedics will convert to Full-Time status in July, 2016 as part of the transition to a 48-hour work week



### Operating Budgets & Performance Plans: EMS

#### **MAJOR RESPONSIBILITIES:**

1. Respond to requests for service received from 911 callers and support other public safety responders
2. Prepare for and mitigate disaster and mass casualty type incidents
3. Provide standby coverage and public information and education at various community events
4. Ensure compliance with all local, state, and federal laws and regulations related to EMS operations
5. Maintain all equipment, facilities, and vehicles in a constant state of readiness
6. Document all care provided and maintain appropriate medical records in accordance with HIPAA
7. Conduct ongoing Quality Assurance programs in order to meet or exceed industry standards of care
8. Work with all EMS agencies within Dane County to develop a high performance regional EMS system
9. Obtain financial reimbursement for services rendered in concert with an outside billing vendor that is responsible for issuing invoices, filing insurance claims, and processing payments.
10. Complete regular training and continuing education programs to maintain professional competency
11. Work closely with the Medical Director on issues regarding patient care, paramedic performance, and medical policy and protocol
12. Participate on various county committees and subcommittees that involve public safety in order to develop important policies and procedures that affect the delivery of emergency services on a daily basis.

#### **2016 GOALS:**

1. Continue implementation of all operational aspects of the new DaneCom interoperable public safety radio system (the system is scheduled to “go live” in November 2016).
2. Work together with all Dane County EMS providers to improve the configuration and design of the Image Trend electronic patient care reporting system in order to enhance the system wide data collection and reporting. These revisions will allow for better data analysis which in turn will be used to drive the Quality improvement process as well as the paramedic continuing education curriculum.
3. Continue working with the Middleton Fire and Middleton Police Departments to improve interagency relationships through integrated training, development of SOGs, establishment of MABAS response matrices, and definition of common goals and incident management objectives.
4. Continue to monitor the performance of our contracted EMS Billing vendor in order to achieve the intended objectives of more timely billings and improved fee for service revenues.
5. Implement the latest revisions and updates to the Dane County ALS Medical Treatment Protocols
6. Work in conjunction with our law enforcement partners to improve our response to and management of “Active Shooter” incidents.
7. Complete negotiations and signing of a successor Collective Bargaining Agreement with IAFF Local 311.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: EMS

#### SIGNIFICANT ISSUES IN 2016:

1. The threat of a high profile incident involving mass violence and the ensuing multiple casualties in our community is becoming more likely every day. We must improve our preparedness for such an event by investing considerable time and effort to train our personnel to respond to and manage such "Active Shooter" incidents.
2. We must work to strengthen our relationships with the Town of Middleton and Town of Springfield.
3. Our current electronic patient care reporting system will be going through a major software upgrade to the "Image Trend Elite" product in June 2016. This will require significant reconfiguration of the software data elements as well as retraining of all field personnel on the use of the new software.

#### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 As of 6/30	2015 12 Month (Estimated)	2016 Projected
ANNUAL NUMBER OF EMS RESPONSES	1,618	1,673	811	1,622	1,647

#### FINANCIAL INFORMATION:

EMS	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
Ambulance Service	788,291	726,000	689,222	792,000	474,976	686,221	-	686,221
EMS Fixed Cost Abatement	196,068	197,000	196,261	197,522	-	196,261	-	196,261
TOTAL	984,359	923,000	885,483	989,522	474,976	882,482	-	882,482
<b>Expenses</b>								
Wages	877,147	944,325	949,384	971,748	587,456	940,322	137,521	1,077,843
Personnel Benefits	324,512	307,822	291,591	319,528	184,452	288,438	55,615	344,053
Operating Expenses	214,390	179,150	210,812	197,448	123,147	194,060	12,676	206,736
TOTAL	1,416,049	1,431,297	1,451,787	1,488,724	895,055	1,422,820	205,812	1,628,632
To Reserve for Ambulance Replacement	-	48,000	-	48,000	-	-	-	48,000
<b>EMS TOTAL</b>	1,416,049	1,479,297	1,451,787	1,536,724	895,055	1,422,820	205,812	1,676,632
<b>NET TAX LEVY SUPPORT</b>	<u>431,690</u>	<u>556,297</u>	<u>566,304</u>	<u>547,202</u>	<u>420,079</u>	<u>540,337</u>	<u>205,812</u>	<u>794,149</u>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	30%	39%	39%	37%	47%	38%	100%	49%



# City of Middleton 2016 Budget

## Decision Items: EMS

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		EMS	Description / Justification	AMOUNT		
Account Title	Account Number	Mandate		Line item Increase	Line Shift	
SALARIES - FULL TIME	100-5230-110		Based on the 2015 budget amount (using the 2014 actual as the "lower of" basis does not apply), 53 week payroll for 2016	1,078		
OVERTIME	100-5230-117		53 week payroll for 2016, automatic adjustments per the IAFF Local 311 Collective Bargaining Agreement, \$5,755 for joint training and response with Police SET program (see addendum)	30,643	5,755	
WAGE REIMBURSEMENT	100-5230-118		We do not expect any activity in 2016 - this only occurs if we perform contract events, and any reimbursements would be offset by increased overtime expense (this line should always be zero).	7,216		
EMT WAGES	100-5230-130		53 week payroll for 2016, automatic adjustments per the IAFF Local 311 Collective Bargaining Agreement	85,202		
EMT WAGES - LTE	100-5230-131		53 week payroll for 2016	384		
LONGEVITY	100-5230-135		Automatic adjustments per the IAFF Local 311 Collective Bargaining Agreement (7 employees will advance to a new longevity tier in 2016)	7,243		
RETIREMENT	100-5230-192		53 week payroll for 2016, automatic adjustments per the IAFF Local 311 Collective Bargaining Agreement, \$546 for joint training and response with Police SET program (see addendum)	8,178	546	
FICA	100-5230-193		53 week payroll for 2016, automatic adjustments per the IAFF Local 311 Collective Bargaining Agreement, \$441 for joint training and response with Police SET program (see addendum)	9,972	441	
HEALTH INSURANCE	100-5230-194		Several employees added or expanded their health plan coverage since 2014	34,745		
DENTAL INSURANCE	100-5230-195		Several employees added or expanded their dental plan coverage since 2014	1,733		
OFFICE SUPPLIES	100-5230-210		Further reduction from "lower of" amount - applied this remainder as a shift to Buildings and Grounds Maintenance account <b>(still a net \$300 reduction from 2015)</b>			(113)
MEDICAL SUPPLIES	100-5230-220		Based on average of 2013 and 2014 actuals, additional \$2,200 in supplies and equipment needed for Police SET program (see addendum) and "Active Shooter" responses <b>(no net change from 2015)</b>		2,270	
OUTSIDE SERVICES	100-5230-310		Based on 2014 actual, increase directly tied to increased EMS Revenue projections (as revenues go up, so do the commissions paid to the Billing Service)	9,988		
BUILDING & GROUNDS MAINTENANCE	100-5230-340		Based on 2013 and 2014 actuals and anticipated cost increases in 2016, \$113 of this is shifted from a reduction in Office Supplies account <b>(no net change from 2015)</b>		379	113
MOTOR FUEL & LUBE	100-5230-420		Based on 2013 and 2014 actuals <b>(still a net \$400 reduction from 2015)</b>		39	

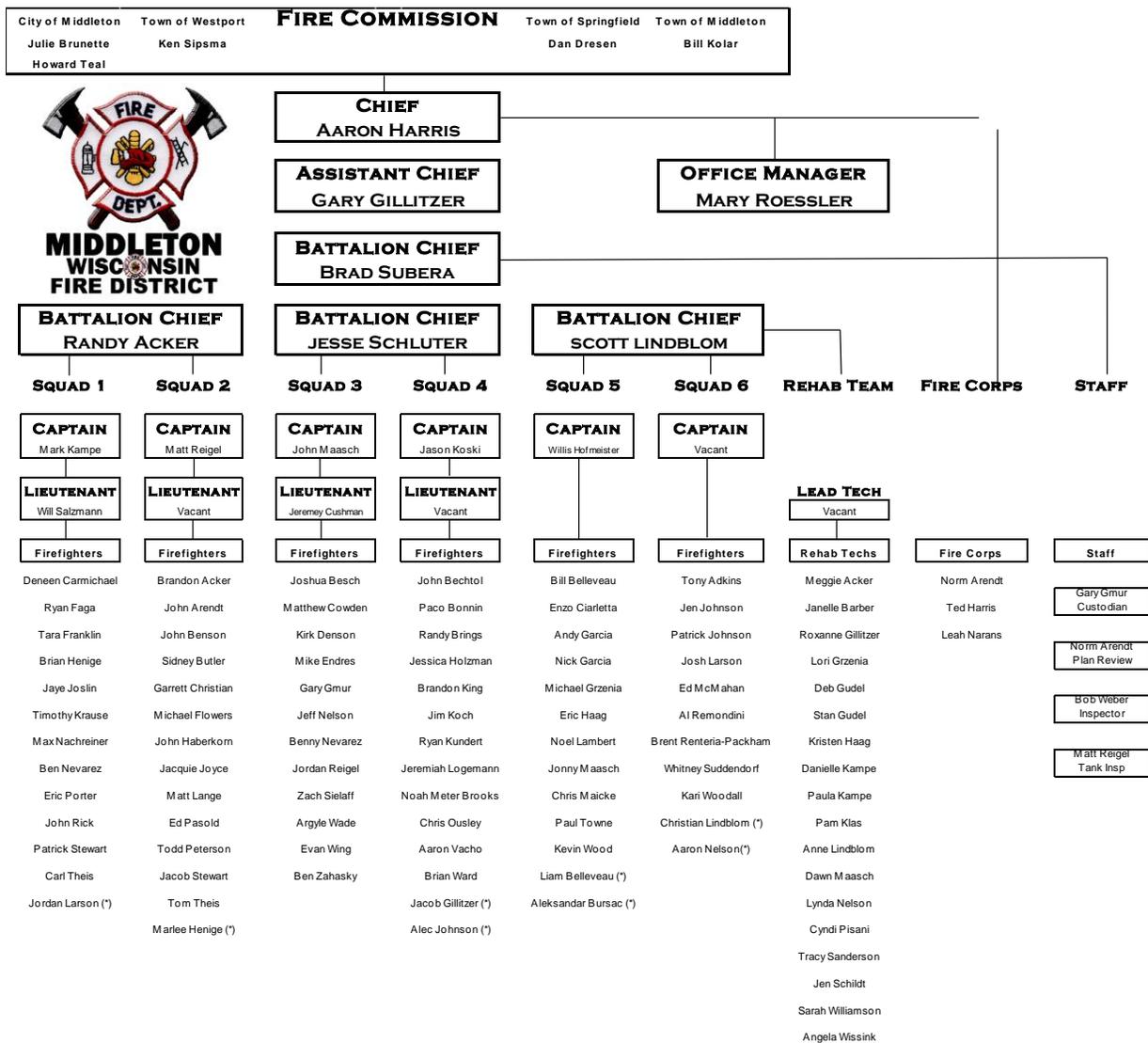


Operating Budgets & Performance Plans: Middleton Fire District (Trust & Agency Fund)

**MISSION:**

The primary mission of the Middleton Fire District is to remain proactive versus reactive through its fire prevention and outreach services. When called upon to respond, the MIFD's sole mission is to protect lives, property and the environment within the 54 square mile District boundary. The MIFD's financial mission is to provide the highest level of care at a substantial cost savings to the nearly 30,000 constituents the department is entrusted to protect. The Middleton Fire District proudly carries out its mission through an intergovernmental agreement between the City of Middleton, Town of Middleton, Town of Springfield and Town of Westport.

**2016 MIDDLETON FIRE DISTRICT SCALAR STRUCTURE**



UPDATED 08/24/15



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Middleton Fire District (Trust & Agency Fund)

#### MAJOR RESPONSIBILITIES:

1. Fire Prevention and Community Education Services
2. Fire Suppression and Related Emergency Responses
3. Fleet/Grounds Maintenance
4. Fiscal Responsibility through Volunteer Staffing
5. Disaster Preparedness

#### 2016 GOALS:

1. Implement MIFD 24/7/365 Core Based Proficiency Training
2. Implementation of Strategic Staffing Plan
3. Work to implement practices to allow the MIFD to achieve an ISO Level 2 rating for all City of Middleton residents.

#### SIGNIFICANT ISSUES IN 2016:

1. Implement Rapid Response Vehicle Staffing Plan and Engine Company "Ready Status".
2. Implement Core Based Proficiency Training to the 120 Associates of the MIFD

#### MAJOR WORKLOAD STATISTICS:

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 12 Mo. Est.</b>	<b>2015 As of 8/1</b>	<b>2016 Projected</b>
Building Inspections	2,389	2,402	2,402	2,059	2,450
Petroleum Inspections	138	144	144	144	142
Emergency Responses	611	621	635	362	645
Plan Reviews	90	82	185	97	185
Community Education	6,417	5,886	6,000	2,424	6,000
Strategic Staffing	31,712	33,457	34,000	17,170	34,000



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Middleton Fire District (Trust & Agency Fund)

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>FIRE DISTRICT REVENUES</b>								
<b>Municipality Operating Contributions</b>								
City of Middleton Contribution	\$ 753,618	\$ 782,044	\$ 782,044	\$ 839,425	\$ -	\$ 782,044	\$ 64,164	\$ 846,208
Town of Middleton Contribution	288,527	296,900	296,900	306,828	-	296,900	25,120	322,020
Town of Springfield Contribution	67,555	70,883	70,883	90,221	-	70,883	2,872	73,755
Town of Westport Contribution	71,334	76,524	76,524	79,240	-	76,524	(1,452)	75,072
	<u>\$ 1,181,035</u>	<u>\$ 1,226,351</u>	<u>\$ 1,226,351</u>	<u>\$ 1,315,714</u>	<u>\$ -</u>	<u>\$ 1,226,351</u>	<u>\$ 90,704</u>	<u>\$ 1,317,055</u>
<b>Municipality Capital Contributions</b>								
City of Middleton Contribution	\$ 425,417	\$ -	\$ -	\$ 40,711	\$ -	\$ -	\$ 189,537	\$ 189,537
Town of Middleton Contribution	161,696	-	-	69,679	-	-	72,128	72,128
Town of Springfield Contribution	38,503	-	-	-	-	-	16,520	16,520
Town of Westport Contribution	41,445	-	-	17,995	-	-	16,815	16,815
	<u>\$ 667,061</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 128,385</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 295,000</u>	<u>\$ 295,000</u>
<b>Miscellaneous</b>								
Miscellaneous	\$ 89,930	\$ 27,120	\$ 35,290	\$ 29,246	\$ 28,705	\$ 28,310	\$ 1,460	\$ 29,770
	<u>\$ 1,938,026</u>	<u>\$ 1,253,471</u>	<u>\$ 1,261,641</u>	<u>\$ 1,473,345</u>	<u>\$ 28,705</u>	<u>\$ 1,254,661</u>	<u>\$ 387,164</u>	<u>\$ 1,641,825</u>
<b>FIRE DISTRICT EXPENSES</b>								
Wages	\$ 211,167	\$ 301,530	\$ 311,063	\$ 313,518	\$ 210,771	\$ 311,063	\$ 27,687	\$ 338,750
Personnel Benefits	134,336	157,434	149,061	162,692	101,102	148,240	4,237	152,477
Volunteer Stipends	382,900	345,226	266,767	351,738	187,874	266,767	86,941	353,708
Operating Expenses	470,249	449,281	475,623	471,070	356,356	439,514	32,606	472,120
Capital Expenditures *	577,071	-	1,089	295,000	-	-	650,000	650,000
	<u>\$ 1,775,722</u>	<u>\$ 1,253,471</u>	<u>\$ 1,203,603</u>	<u>\$ 1,594,018</u>	<u>\$ 856,103</u>	<u>\$ 1,165,583</u>	<u>\$ 801,472</u>	<u>\$ 1,967,055</u>
	<u>\$ 1,775,722</u>	<u>\$ 1,253,471</u>	<u>\$ 1,203,603</u>	<u>\$ 1,594,018</u>	<u>\$ 856,103</u>	<u>\$ 1,165,583</u>	<u>\$ 801,472</u>	<u>\$ 1,967,055</u>
<b>REVENUES LESS EXPENSES</b>	<u>\$ 162,304</u>	<u>\$ -</u>	<u>\$ 58,038</u>	<u>\$ (120,673)</u>	<u>\$ (827,398)</u>	<u>\$ 89,078</u>	<u>\$ (414,308)</u>	<u>\$ (325,230)</u>
<b>INFLOW FROM CONTRIBUTED FUND BALANCES</b>								
CITY OF MIDDLETON								\$ 209,455
TOWN OF MIDDLETON								79,707
TOWN OF SPRINGFIELD								18,256
TOWN OF WESTPORT								18,582
<b>TOTAL</b>								<u>\$ 326,000</u>
<b>CITY CONTRIBUTION FOR FIRE DISTRICT</b>								
<b>Revenues</b>								
State & Federal Aid	\$ 89,261	\$ 89,000	\$ 103,343	\$ 103,000	\$ 98,491	\$ 103,000	\$ (4,509)	\$ 98,491
Administration	2,600	2,600	2,600	2,600	-	2,600	-	2,600
<b>TOTAL</b>	<u>\$ 91,861</u>	<u>\$ 91,600</u>	<u>\$ 105,943</u>	<u>\$ 105,600</u>	<u>\$ 98,491</u>	<u>\$ 105,600</u>	<u>\$ (4,509)</u>	<u>\$ 101,091</u>
<b>TOTAL</b>								
Operating	\$ 753,618	\$ 782,044	\$ 782,044	\$ 839,425	\$ -	\$ 782,044	\$ 64,164	\$ 846,208
Capital	425,417	-	-	40,711	-	-	189,537	189,537
General Fund Balance	-	-	-	-	-	-	-	209,455
<b>TOTAL</b>	<u>\$ 1,179,035</u>	<u>\$ 782,044</u>	<u>\$ 782,044</u>	<u>\$ 880,136</u>	<u>\$ -</u>	<u>\$ 782,044</u>	<u>\$ 253,701</u>	<u>\$ 1,245,200</u>
<b>NET TAX LEVY SUPPORT</b>	<u>\$ 1,087,174</u>	<u>\$ 690,444</u>	<u>\$ 676,101</u>	<u>\$ 774,536</u>	<u>\$ (98,491)</u>	<u>\$ 676,444</u>		<u>\$ 1,144,109</u>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	92.2%	88.3%	86.5%	88.0%	0.0%	86.5%		91.9%



# City of Middleton 2016 Budget

## Decision Items: Middleton Fire District

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line Item Increase	Line Shift
800-5220-110	Wages	In February 2015 it was determined that the WRS contributions for the three Fire District non-represented Protected Class employees needed to be adjusted pursuant to changes made to the original drafting of Wisconsin Act 10 and the decertification of Firefighters Local 311. The MIFD Fire Commission elected to transfer the employee's portion of the contribution, previously paid by the District, to the employee's wages. The 2015 "Wages" line item became \$319,002 and accounts for \$16,786 of the \$26,356 decision item. The remaining \$9,570 is attributed to a 3% wage increase request for the five full-time Fire District staff.		\$26,356	
800-5220-145	Unemployment Wages	This decision item reflects a 0% increase over the 2015 budget and is a reflection of the projected expenditures. This line fluctuates from year to year and is contingent upon the employment status of the 120 Fire District associates. The City of Middleton share of this decision item is \$225.		\$350	
800-5220-135	Longevity	This request reflects an increase of \$286 (\$183.75 City Share) over the 2015 adjusted budget as a result of requested wage increases. The City of Middleton share of this decision item is \$632.		\$980	
800-5220-190	Fringe Benefits	In 2014 the Fire Commission voted to include Income Continuation Insurance (\$443 City Share) and Life Insurance (\$350 City Share) for the five full-time employees of the Fire District. The City of Middleton share of this decision item is \$793.		\$1,235	
800-5220-193	FICA	This request reflects a \$446 (\$287 City Share) increase over the adjusted 2015 budget as a result of the requested wage increases for the five full-time employees, the custodial positions and the nine fire officers.		\$6,826	
800-5220-195	Health Insurance	This decision item reflects a 0% increase over the 2015 budget and reflects the projected expenditures in 2016.		\$1,194	
800-5220-111	Part-time Wages	This decision item reflects a \$362 (\$233 City Share) increase over 2015. This line item was under budget in 2014 due in part to a delay in implementing Core Based Proficiency Training.		\$17,599	
800-5220-122	Quarterly Stipend	This decision item reflects a \$1,608 increase over the 2015 budget. In 2014 this line item was under budget as a direct result of a delay in implementing the Fire Districts Core Based Proficiency Training program. As this program has been cautiously brought on-line, the proposed budget line item is a reflection of projected expenditures in 2016.		\$62,683	
800-5220-191	Volunteer Retention Program	This decision item reflects a 0% increase over the 2015 budget. In 2013 this line item was \$108,207. This budget line item can fluctuate slightly from year to year as a result of the Districts 120 associates status.		\$6,226	
800-5220-441	Health Maintenance	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. The City of Middleton share of this decision item is \$278.		\$433	
800-5220-210	Office Supplies	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. The City of Middleton share of this decision item is \$576.		\$897	
800-5220-220	Supplies & Material	This decision item reflects a \$2,050 increase over the 2015 budget and reflects a contract price increase for firefighter personal protective equipment (PPE). The City of Middleton share of this decision item is \$1,317.		\$2,050	
800-5220-290	Uniform & Equipment	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. The City of Middleton share of this decision item is \$702.		\$1,092	
800-5220-300	Legal Services	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. The City of Middleton share of this decision item is \$669.		\$1,042	
800-5220-340	Building Material	This decision item reflects a \$2,050 increase over the 2015 budget and reflects the projected 2016 expenditures. In 2013, the actual year end expenditure was \$17,965 and \$26,266 in 2014. The City of Middleton share of this decision item is \$1,317.		\$2,050	
800-5220-350	Station 2 Rent	This decision item reflects a 0% increase over the 2015 budget and reflects a rental contract increase for new storage space located to the rear of MIFD Station 2. The City of Middleton share of this decision item is \$3,354.		\$5,220	



# City of Middleton 2016 Budget

## Decision Items: Middleton Fire District (Continued)

### 2016 DECISION ITEMS DETAIL

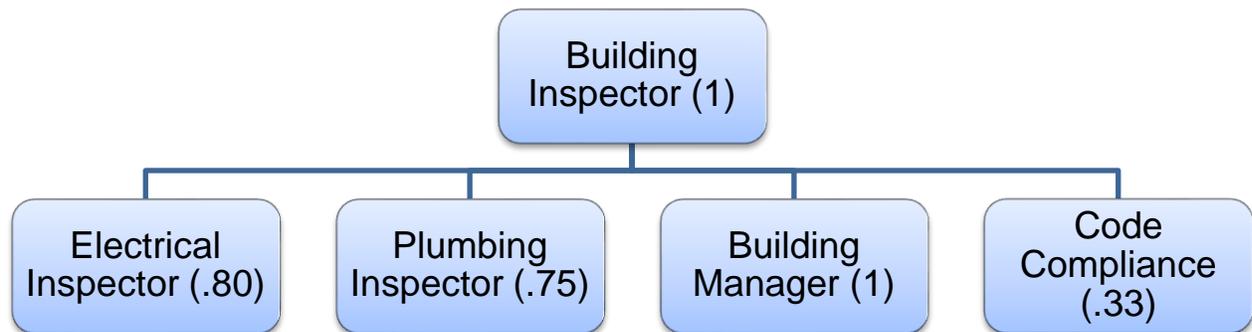
DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
800-5220-410	Equipment Maintenance	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditure. This line item can fluctuate due to a number of variables including UL testing, pump certification testing, training frequency and emergency response call type. In 2015 it is projected that this line item will be fully utilized. The City of Middleton share of this decision item is \$3,082.		\$4,797	
800-5220-420	Motor Fuel & Lube	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. The MIFD also plans on holding a Certified Driver Operator class in 2016 in which higher than average fuel usage can be expected. The City of Middleton share of this decision item is \$320.		\$496	
800-5220-440	Training	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. This line item will be further utilized in 2016 with the continued implementation of Core Based Proficiency Training. The City of Middleton share of this decision item is \$1,063.		\$1,654	
800-5220-445	Memberships	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. In 2014 the MIFD Chief Officers were unable to take part in the International Association of Fire Chiefs (IAFC) program due to known budget constraints. The City of Middleton share of this decision item is \$725.		\$1,128	
800-5220-460	Insurance	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditures. Any line item increases are unknown due to the timing of the insurance renewal date and budget deadlines. It is anticipated that this amount will increase in 2016 due to 2015 claims. The City of Middleton share of this decision item is \$4,786.		\$7,449	
800-5220-470	Utilities	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditure. With the continued implementation of the MIFD's Core Based Proficiency Training program it can be expected that additional round the clock facility usage will continue to increase. The City of Middleton share of this decision item is \$1,558.		\$2,425	
800-5220-490	Other Expenses	This decision item reflects a 0% increase over the 2015 budget and reflects the projected 2016 expenditure. The City of Middleton share of this decision item is \$1,516.		\$2,360	



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Building Inspection

**MISSION:** Provide Middleton residents and business owners with quality plan review, permitting services, and inspections for new and existing construction projects. Facilitate an effective, user friendly system of permitting, inspections, and property maintenance enforcement. Help residents with problems, questions or concerns about building issues. Assist in negotiating conflict resolution between owners, tenants, builders, and the public. Assist City of Middleton Departments, County agencies and State agencies with support when needed.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Building Inspector	1	1	1	1	1
Electrical Inspector	1	1	1	1	1
Plumbing Inspector	.75	.75	.75	.75	.75
Compliance Manager	1	1	1	1	1
Building Manager	0	0	0	1	1

#### **MAJOR RESPONSIBILITIES:**

1. Issue Building permits including plan review and verification of code and ordinance compliance.
2. Inspect permitted projects for code compliance.
3. Work with contractors to educate, and verify compliance after corrective orders have been issued.
4. Respond to public concerns about property maintenance, building health issues, code question and other building related issues
5. Help with Buildings and Grounds issues.
6. Mediate solutions for resolution during building, community and governmental conflicts.

#### **2016 GOALS**

1. Hire a new electrical/building inspector to replace current inspector due to retirement.
2. Keep current with all code changes. Maximize training opportunities for best cost to education ratio.
3. Continue to follow up on projects that have not been closed out.
4. Manage the permitting system to maximize permit revenues.

#### **SIGNIFICANT ISSUES IN 2016:**

1. Cover required inspections and permitting with current inspector's health issues.
2. Monitor community for work being done without necessary permits.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Building Inspection (Continued)

#### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 Est.	2015 As of 6/30	2016 Projected
Building Permits Issued	697	639	800	275	800
Electrical Permits Issued	360	351	360	166	360
Plumbing Permits Issued	384	376	375	181	375
HVAC Permits Issued	328	310	350	139	300
Start Permits Issued	37	38	25	17	25
Other Permits Issued	118	49	75	66	75
Building Inspections	1134	1026	1050	604	1050
Plumbing Inspections	917	870	900	459	900
Electrical Inspection	773	747	800	412	800
HVAC Inspections	334	281	320	179	320

#### FINANCIAL INFORMATION:

INSPECTION DEPARTMENT SUMMARY	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
Permits - Building	314,336	160,000	251,551	160,000	221,243	160,000	104,222	264,222
Permits - Electrical	76,157	35,000	58,584	35,000	56,370	35,000	32,343	67,343
Permits - Plumbing	81,665	35,000	63,531	35,000	54,283	35,000	29,839	64,839
Permits - Erosion Control	7,802	7,000	9,500	7,000	6,100	7,000	320	7,320
<b>TOTAL</b>	<b>479,959</b>	<b>237,000</b>	<b>383,166</b>	<b>237,000</b>	<b>337,996</b>	<b>237,000</b>	<b>166,724</b>	<b>403,724</b>
<b>BUILDING INSPECTION REVENUES</b>	<b>479,959</b>	<b>237,000</b>	<b>383,166</b>	<b>237,000</b>	<b>337,996</b>	<b>237,000</b>	<b>166,724</b>	<b>403,724</b>
<b>Expenses</b>								
<b>Wages</b>								
Building	79,533	81,123	82,025	83,557	51,514	82,025	1,532	83,557
Electrical	72,737	63,063	64,732	61,134	38,789	61,134	8,866	70,000
Plumbing	53,303	54,369	54,974	56,001	34,526	54,974	1,027	56,001
<b>TOTAL</b>	<b>205,573</b>	<b>198,555</b>	<b>201,731</b>	<b>200,692</b>	<b>124,829</b>	<b>198,133</b>	<b>11,425</b>	<b>209,558</b>
<b>Personnel Benefits</b>								
Building	26,871	28,013	28,083	27,589	16,688	26,937	14	26,951
Electrical	24,702	24,344	24,478	24,349	14,695	23,956	2,182	26,138
Plumbing	8,780	9,143	9,246	9,271	5,945	9,148	122	9,270
<b>TOTAL</b>	<b>60,353</b>	<b>61,500</b>	<b>61,806</b>	<b>61,209</b>	<b>37,328</b>	<b>60,042</b>	<b>2,318</b>	<b>62,360</b>
<b>Operating Expenses</b>								
Building	12,822	7,850	9,141	8,370	7,170	4,984	3,729	8,713
Electrical	2,587	13,142	9,616	15,596	14,328	9,585	(3,348)	6,237
Plumbing	3,963	7,166	6,288	4,562	3,256	4,247	541	4,788
Erosion Control	18,292	16,000	20,951	16,000	10,015	16,000	-	16,000
<b>TOTAL</b>	<b>37,663</b>	<b>44,158</b>	<b>45,996</b>	<b>44,528</b>	<b>34,769</b>	<b>34,815</b>	<b>922</b>	<b>35,737</b>
<b>BUILDING INSPECTION EXPENSES</b>	<b>303,589</b>	<b>304,213</b>	<b>309,533</b>	<b>306,429</b>	<b>196,925</b>	<b>292,990</b>	<b>14,665</b>	<b>307,655</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>-58%</b>	<b>22%</b>	<b>-24%</b>	<b>23%</b>	<b>-72%</b>	<b>19%</b>	<b>-1037%</b>	<b>-31%</b>



## City of Middleton 2016 Budget

### FINANCIAL INFORMATION (Continued):

#### NET TAX LEVY SUPPORT

Building	(195,109)	(43,014)	(132,302)	(40,484)	(145,871)	(46,054)	(98,947)	(145,001)
Electrical	23,869	65,549	40,241	66,079	11,442	59,675	(24,643)	35,032
Plumbing	(15,620)	35,678	6,977	34,834	(10,557)	33,369	(28,149)	5,220
Erosion Control	10,490	9,000	11,451	9,000	3,915	9,000	(320)	8,680
<b>TOTAL</b>	<b>(176,370)</b>	<b>67,213</b>	<b>(73,632)</b>	<b>69,429</b>	<b>(141,071)</b>	<b>55,990</b>	<b>(152,059)</b>	<b>(96,069)</b>

#### LEVY SUPPORT AS % OF EXPENSES

Building	-164%	-37%	-111%	-34%	-194%	-40%	-1876%	-122%
Electrical	24%	65%	41%	65%	17%	63%	-320%	34%
Plumbing	-24%	50%	10%	50%	-24%	49%	-1666%	7%
Erosion Control	57%	56%	55%	56%	39%	56%	0%	54%

### Decision Items: Inspections

#### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER: INSPECTIONS		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5241-210	OFFICE SUPPLIES	MISC. OFFICE SUPPLIES KEEP BUDGET IN CASE OF NEED	NO	171	
100-5241-260	ADVERTISING & PRINTING	PERMIT FORMS, PERMIT CARDS AND MAILING TO CONTRACTORS	YES	414	
100-5241-440	TRAINING AND DEVELOPMENT	CONTINUING EDUCATION REQUIRED TO KEEP STATE LICENSING CURRENT	YES	144	
100-5242-110	SALARIES-FULL-TIME	FULL TIME ELECTRICAL/COMMERCIAL BLDG INSPECTOR DUE TO A RETIRMENT OF CURRENT INSPECTOR	YES	10,647	(5,540) outside services
100-5242-440	TRAINING AND DEVELOPMENT	CONTINUING EDUCATION REQUIRED TO KEEP STATE LICENSING CURRENT	YES	226	
100-5242-450	MILAGE	COVER INSPECTOR DRIVING EXPENSES	YES	367	



Operating Budgets & Performance Plans: Community Services

**MISSION:**

To provide a wide variety of services to the public directly and on behalf of and/or in support of other city departments, primarily the Police, Building Inspections and Planning & Zoning Departments, freeing those departments' personnel from providing these services and allowing them to perform their specialized functions more efficiently. These services include a wide variety of community services (public fingerprinting, lockouts, animal issues, deployment of radar and message signs); the enforcement of ordinances related to parking, garbage, property maintenance, snow removal, zoning, signage and nuisances; and emergency support by providing additional personnel and additional and/or specialized equipment.

Director  
Community  
Services (1)

**NOTE:** Approximately one third of the full-time equivalency (2,080 hours) is spent in support of the Police Department, one third in support of the Building Inspections Department and one third in support of the Planning Department.

AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Community Services Director	1	1	1	1	1

**MAJOR RESPONSIBILITIES:**

1. Community Services (School Crossing Liaison and Relief, Vehicle Lockout, Public Fingerprinting, Radar and Changeable Message Sign Deployment, Speed Data Reporting, Support of Public Events)
2. Code Enforcement (Animal Control, Parking, Garbage, Snow Removal, Property Maintenance, Project Verification, Erosion Control, Zoning, Lighting and Signs)
3. Emergency Support of city departments (Administration, Police, Fire, EMS, Lands, Streets and Utilities) as required and especially traffic control at emergency scenes.
4. Support of Building Inspection, Planning & Zoning and Police Departments' activities as assigned

**2016 GOALS:**

1. Provide the community with a friendly face of municipal government able to respond quickly to their requests for information and assistance
2. Obtain and maintain compliance with local ordinances by notice, education and enforcement when necessary
3. Provide other city departments with professional assistance and material resources to help them do their jobs more safely and effectively and thereby better to serve the public
4. Remain flexible to respond to changes in requests for service



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Community Services

#### SIGNIFICANT ISSUES IN 2016:

1. Maintain current budget levels to allow response to requests, needs for supplies, equipment and the increasing maintenance of current equipment.
2. Provide additional electronic sign equipment for increasing requests for their use by Public Works by capital budget requests.
3. Deal with continuing property maintenance issues of foreclosed properties and properties owned by persons with reduced means to care for them
4. Deal with increasing residential mowing and weed complaints.

#### **MAJOR WORKLOAD STATISTICS:**

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 12 Mo. Est.</b>	<b>2015 As of 6/30</b>	<b>2016 Projected</b>
Erosion check Locations/Inspections/Hours	82/1027/56	74/1038/52	75/1000/50	55/700/25	75/1000/50
Property Maintenance Complaints/Hours	12/95	34/49	35/50	28/33	35/50
Snow Removal Incidents/Hours	76/51	40/51	20/50	19/49	20/50
Zoning Incidents/Hours	9/58	8/66	15/25	12/19	15/25
Signage Incidents/Hours	5/3	2/18	5/20	3/13	5/20
Parking Incidents/Hours	260/232	214/171	220/205	108/95	220/205
Fingerprinting Hours	45	44	44	21	44
Crossing Guard Relief Incidents/Hours	4/8	40est/56	30/20	24est/14	20/15
Emergency Traffic Control Incidents	47	47	75	43	75
Assist Citizen/Motorist – Lockout, Jumpstart, Flat Tire Assistance Incidents/Hours	164/26	136/30	150/30	71/16	150/30
Deployment of Radar + CMS signs Incidents/Hours	10+23/6+35	6+11/3+11	6+25/3+25	2+10/1+10	10+30/5+30
Animal Control Incidents	24	34	40	19	40
Police Assistance Incidents/Hours	69/483	118/476	126/466	63/233	125/500



# City of Middleton 2016 Budget

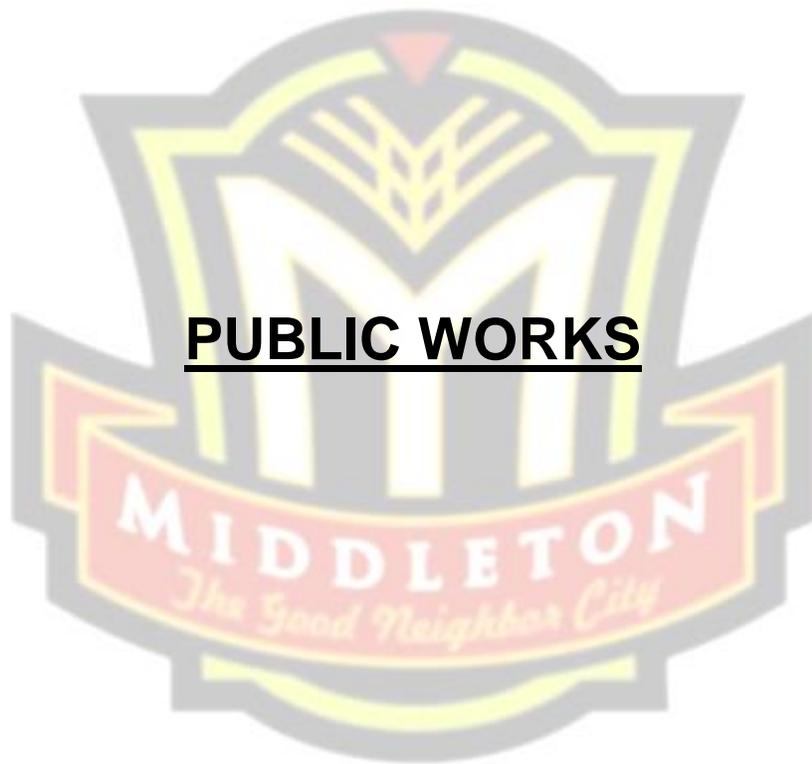
## Operating Budgets & Performance Plans: Community Services

### FINANCIAL INFORMATION:

CODE COMPLIANCE/COMMUNITY SVC	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	48,701	49,676	50,647	51,166	34,110	50,647	7,661	58,308
Personnel Benefits	19,210	20,050	20,104	20,572	11,876	19,911	662	20,572
Operating Expenses	10,283	16,660	16,283	10,300	7,237	9,796	504	10,300
TOTAL	78,195	86,386	87,034	82,038	53,223	80,354	8,827	89,181
<b>NET TAX LEVY SUPPORT</b>	<b>78,195</b>	<b>86,386</b>	<b>87,034</b>	<b>82,038</b>	<b>53,223</b>	<b>80,354</b>	<b>8,827</b>	<b>89,181</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT	
Account Number	Account Title		Mandate	Line Item Increase
100-5245-420	MOTOR FUEL & LUBE	This account was increased for 2013 by \$300 in anticipation of increased fuel usage costs and all but \$11 was expended that year. It was expected that the new Community Services vehicle purchased in 2014 would use more fuel. The new vehicle did not go into service until October 2014 so less fuel was used than anticipated that year and the "lesser than" instruction kicked in to reduce the line for 2016. The new vehicle has been in use for all of 2015 and I anticipate using all of this line for fuel this year and again in 2016. I ask that it be restored for 2016.		504
100-5245-110	SALARIES-FULL-TIME	<p>I am requesting that the annual salary for the Community Services Director position be increased for 2016 by at least \$7,002 to put it into the middle range of salary for this position.</p> <p>On December 2, 2014, Springsted, the City's consultant, published the City of Middleton, Wisconsin Classification and Compensation Study, which reported the results of their survey of both City of Middleton pay rates and those of other comparable cities position by position and offered some alternative plans to change how compensation for City of Middleton employees is determined.</p> <p>Out of all the positions of the city, only one was determined to be compensated at less than what Springsted determined to be the minimum that the employee should be paid. That position was the Community Services Director.</p> <p>Springsted, in Section 4. Implementing the Recommend Salary Plan beginning on page 11, suggested that to correct this, that that the position's salary be increased by \$1,347.11 per year to bring that position to the minimum salary for this position. This was based on 2014 pay rates in effect at that time. This was a 2.77% increase on the then \$48,701 annual salary. See the applicable portion of the Springsted report Section 4. Implementing the Recommend Salary Plan quoted below.</p> <p>Springsted further determined that the Community Services Director salary range, based on 2014 data, should be between \$50,048.11 and \$62,178.79 with \$55,784.68 as the middle salary (Appendix III Position Grade Assignment). Mike Davis, City Administrator, recently informed Scott Ellarson, Building Inspector and my supervisor, that this range would now be \$50,986 to \$63,344 (with \$57,988 as the middle salary necessitating an increase of \$7,002).</p> <p>I have begun my tenth year of employment as your Community Services Director. I bring to it my previous 30 years of experience as one of your police officers. Since I retired as a police officer 9 years ago, I have not cost the city an annual retirement contribution (13.2% for 2016, \$7,654 if this request is granted) as part of my compensation package.</p> <p>I am requesting that my salary be increased by at least \$7,002 in 2016 to bring it to the middle of my position's salary range.</p> <p>See selected portions of Springsted City of Middleton, Wisconsin. Classification and Compensation Study December 2, 2014 attached.</p>		7,002
100-5245-135	LONGEVITY	If Salary above is increased, then increase per the Personnel Ordinance equals 2% of base salary		140



**PUBLIC WORKS**



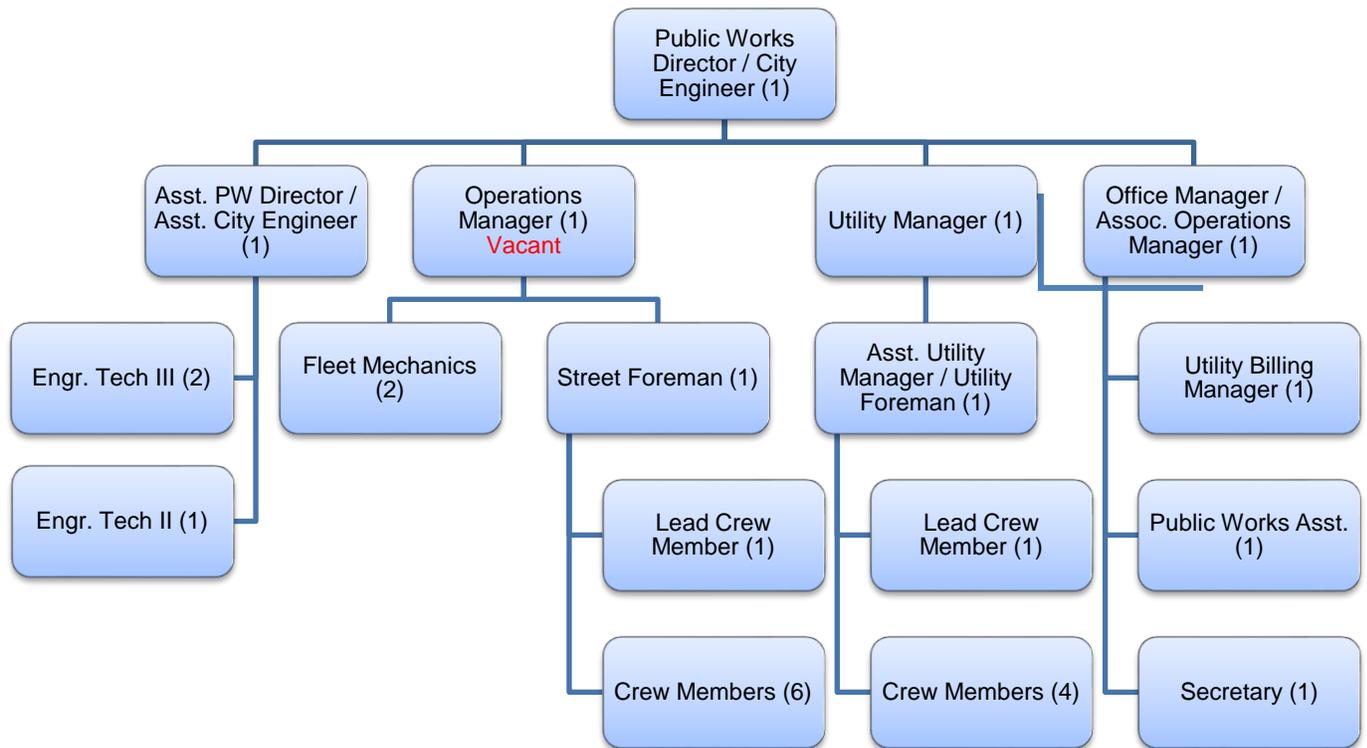
## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Public Works (Engineering/Operations)

**MISSION:**

**DEPARTMENT:** Provide basic public transportation, storm water management and utility infrastructure and services consistent with citizen expectations in an urban environment.

**DIVISION:** Provide engineering, secretarial, custodial, street crew and mechanics support for public works activities, as well as support of several other departments.





## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Public Works (Engineering/Operations)

AUTHORIZED POSITION LIST	2012 (29 pos.)	2013 (28 pos.)	2014 (27 pos.)	2015 (27 pos.)	2016 (28 pos.)
Public Works Director / City Engineer		1	1	1	1
Public Works Director	1				
City Engineer	1				
Asst. PW Director / Asst. City Engineer		1	1	1	1
Asst. City Engineer	1				
Engineering Technician	3	3	3	3	3
Operations Manager (Vacant)	1	1	1	1	1
Custodian	1	1			
Mechanic	2	2	2	2	2
Street Foreman	1	1	1	1	1
Street Crewman	7	7	7	7	7
Utility Manager	1	1	1	1	1
Asst. Utility Manager / Utility Foreman	1	1	1	1	1
Utility Crewman	5	5	5	5	5
Office Manager / Assoc. Operations Manger			1	1	1
Office Manager	1	1			
Utility Billing Manager			1	1	1
Utility Clerk	1	1			
Public Works Assistant				1	1
Secretary (40 hour / 30 hour)	1 / 1	1 / 1	1 / 1	0 / 1	0 / 1
Recycling Center Coordinator (PT)	0	0	0	0	2

#### **MAJOR RESPONSIBILITIES:**

1. Provide engineering support for infrastructure projects and citizen inquiries related to public works
2. Patch, resurface, paint, sign, sweep, control snow/ice, etc. on City streets
3. Maintain traffic signals and street lights
4. Study and implement improvements for traffic control and calming
5. Manage storm sewer and ditch system
6. Collect brush, leaves, refuse and recyclable materials
7. Maintain fleet vehicles for Public Works, Public Lands, Police and EMS departments
8. Provide secretarial support for Public Works, Planning and Building Inspection depts.
9. Maintain the City Hall building
10. Provide emergency response support as needed

#### **2016 GOALS:**

1. Install additional pedestrian countdown timers at signalized crosswalks, as funding allows and consistent with the MUTCD.
2. Update the City's snow and ice control policy.
3. Work on creating a street sign policy to guide installations and removals to best use available funding to maintain required retroreflectivity of signs.
4. Pursue CVMIC risk management and training opportunities.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Public Works (Engineering/Operations)

#### **SIGNIFICANT ISSUES IN 2016:**

1. Growing population and resurgence of developments require more staff time and funding to provide historic levels of service. Continued vacancy of Operations Manager position has resulted in some lengthy delays in response to citizen calls for review of issues.
2. Citizen desire for decreased spending makes it difficult to meet citizen expectations of service levels.
3. Past deferred maintenance on roads continues to require more frequent and expensive repairs.
4. Weather conditions affect heating/cooling costs and snow/ice removal efforts, but are unknowable and difficult to accurately budget for.
5. Costs of natural gas, electricity, vehicle fuels and construction materials are subject to market fluctuations and are difficult to predict for accurate budgeting.
6. There is little forgiveness in the proposed operating budget for vehicle or other mechanical breakdowns, utility or fuel price increases, road or storm sewer failures or unfavorable weather.

#### **MAJOR WORKLOAD STATISTICS:**

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 As of 6/30</b>	<b>2015 Year-end est.</b>	<b>2016 Projected</b>
Roadway miles to maintain (snow removal, utility mains, street lights, signs, sidewalk, pavement rehab.)	70.8	71.1	71.6	71.6	71.7
Number of homes in City (leaves, brush, refuse, etc.) Number shown is occupied addresses that are not multi-family.	4,795	4,858	4,898	4,930	4,990
Average pavement surface evaluation rating (Scale 1-10)	6.36	6.83	6.95	7.05	7.10
Percentage of roads with PASER of 4 or less	10.85	10.85	10.85	9.5	9.5

\* Note: PASER ratings are recorded only in odd-numbered years, generally in the fall. Figures shown are estimated and will be updated when information is available.



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Public Works (Water Resources)

### MISSION:

The mission of the Water Resources Management Commission is to develop, guide, interpret and administer policy, technical standards and ordinances to protect, manage and enhance the water resources in the City of Middleton for the benefit of its citizens and communities within its watersheds.

### MAJOR RESPONSIBILITIES:

1. Staff the WRMC and coordinate with outside agencies to perform monitoring and conduct studies.
2. Manage contracts with consultants to develop plans and implement projects and best management practices to control storm water runoff and improve the quality of surface and ground water.
3. Implement procedures to inform the Common Council, City committees and outside agencies.
4. Respond to inquiries from the public regarding developments in water resources management.
5. Develop and recommend plans to bring City into compliance with applicable storm water standards.
6. Develop ordinances to allow enforcement of and compliance with applicable storm water standards.
7. Review development and storm water management plans submitted by developers in the City.
8. Participate in WPDES permit group (MAMSWaP) and provide (bi)annual reports.

### 2016 GOALS:

1. Collect additional stream data as baseline for pollutant loadings originating outside the City.
2. Prepare to meet compliance for impending DNR mandated TMDL standards.
3. Fine tune Storm Water Runoff Control ordinance, as may be needed, to match changes in state and county laws and to eliminate minor inconsistencies.
4. Develop and implement a maintenance program on major City-owned storm water facilities.
5. Continue maintenance program of minor City-owned storm water repair facilities.
6. Replace City inspection of existing private storm water controls with ordinance to require property owners to provide biannual certification reports to ensure compliance.
7. Complete the implementation of the storm water utility, fixing any bugs.

### SIGNIFICANT ISSUES IN 2016:

1. Restoring major storm water controls to design configurations to ensure performance.
2. Communicating to the Common Council the budgetary impacts that likely will result from the impending TMDL standards.
3. Identify suitable locations in the North Fork Basin for land acquisition for infiltration features.

### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 As of 6/30	2015 Projected	2016 Projected
Storm Water / Erosion Control Plan Reviews	63	88	34	50	60
WRMC Meetings	7	10	5	9	10



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Public Works

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>PUBLIC WORKS SUMMARY</b>								
<b>Revenues</b>								
<b>Recycling Revenue</b>								
State & Federal Aid	55,379	55,250	55,325	55,250	55,316	55,250	-	55,250
	55,379	55,250	55,325	55,250	55,316	55,250	-	55,250
<b>Street Lighting Revenue</b>								
County Aid - Signals	9,508	9,500	-	9,500	10,682	-	9,500	9,500
	9,508	9,500	-	9,500	10,682	-	9,500	9,500
<b>Landfill</b>								
Administration	5,000	5,000	5,000	5,000	-	5,000	-	5,000
	5,000	5,000	5,000	5,000	-	5,000	-	5,000
<b>Other Public Works Revenue</b>								
State Aids - Roads	1,048,272	943,444	943,444	982,692	735,593	943,444	36,556	980,000
Sidewalk Assessments	124,369	90,000	26,039	90,000	15,197	26,039	48,961	75,000
Zoning	3,010	1,500	2,100	1,500	2,100	1,500	500	2,000
Material Sales	1,913	2,000	10,686	2,000	2,008	2,000	-	2,000
Public Works Charges	93	1,000	-	-	742	-	-	-
	1,177,657	1,037,944	982,270	1,076,192	755,640	972,983	86,017	1,059,000
<b>PUBLIC WORKS REVENUE</b>	<b>1,247,543</b>	<b>1,107,694</b>	<b>1,042,594</b>	<b>1,145,942</b>	<b>821,638</b>	<b>1,033,233</b>	<b>95,517</b>	<b>1,128,750</b>
<b>Expenses</b>								
<b>Wages</b>								
Administration & Engineering	\$ 494,230	\$ 470,808	\$ 488,544	\$ 551,493	\$ 321,228	\$ 488,031	\$ 144,598	\$ 632,629
Fleet maintenance	118,696	119,715	129,309	123,524	70,352	120,524	67,288	187,812
Street Crew	442,468	438,915	456,302	442,743	278,347	441,014	71,992	513,005
TOTAL	\$ 1,055,395	\$ 1,029,438	\$ 1,074,155	\$ 1,117,760	\$ 669,926	\$ 1,049,569	\$ 283,878	\$ 1,333,446
<b>Personnel Benefits</b>								
Administration & Engineering	\$ 173,657	\$ 218,693	\$ 184,884	\$ 196,275	\$ 111,260	\$ 184,884	\$ (6,928)	\$ 177,956
Fleet maintenance	29,923	42,219	34,947	43,082	24,997	33,652	13,125	46,777
Street Crew	188,219	180,851	198,527	166,924	116,506	166,924	760	167,684
TOTAL	\$ 391,799	\$ 441,763	\$ 418,359	\$ 406,281	\$ 252,762	\$ 385,460	\$ 6,957	\$ 392,417
<b>Operating expenses</b>								
Engineering & Administration	\$ 23,556	\$ 25,800	\$ 43,208	\$ 34,605	\$ 14,489	\$ 29,701	\$ 5,799	\$ 35,500
Fleet Maintenance	177,202	172,000	191,538	174,550	155,546	163,225	220,725	383,950
Street Crew	33,567	45,675	52,938	41,000	29,729	40,092	19,258	59,350
City Garage	51,323	44,000	57,777	64,720	88,107	48,015	28,705	76,720
Street Cleaning	8,916	9,900	7,438	9,700	4,606	7,438	2,282	9,720
Snow & Ice Removal	69,113	73,950	112,266	92,000	94,459	89,552	(552)	89,000
Sidewalk Maintenance	124,259	150,000	79,912	140,000	140	79,912	60,088	140,000
Traffic Signals, Signs, Markings & Maintenance	39,225	46,538	28,925	43,500	19,244	14,104	54,896	69,000
Street Lighting	136,175	122,006	112,714	128,700	85,641	112,714	18,986	131,700
Tree & Brush Control	1,857	2,000	1,515	1,857	299	1,515	(15)	1,500
Storm Sewers	54,108	10,000	16,707	50,000	26,397	13,272	38,728	52,000
Water Resources	20,144	30,459	20,378	30,624	20,624	20,378	15,246	35,624
Landfill	51,300	55,000	49,330	55,000	55,390	49,330	30,670	80,000
Recycling	243,799	257,700	251,127	247,000	141,972	228,000	37,396	265,396
Refuse Collection	536,920	560,000	540,039	502,000	284,859	501,784	8,216	510,000
TOTAL	\$ 1,571,464	\$ 1,605,028	\$ 1,565,812	\$ 1,615,256	\$ 1,021,502	\$ 1,399,033	\$ 540,428	\$ 1,939,460
<b>PUBLIC WORKS EXPENSES</b>	<b>\$ 3,018,658</b>	<b>\$ 3,076,229</b>	<b>\$ 3,058,326</b>	<b>\$ 3,139,297</b>	<b>\$ 1,944,191</b>	<b>\$ 2,834,062</b>	<b>\$ 831,262</b>	<b>\$ 3,665,324</b>
<b>NET TAX LEVY SUPPORT</b>	<b>\$ 1,771,115</b>	<b>\$ 1,968,535</b>	<b>\$ 2,015,732</b>	<b>\$ 1,993,355</b>	<b>\$ 1,122,553</b>	<b>\$ 1,800,829</b>	<b>\$ 735,745</b>	<b>\$ 2,536,573</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>59%</b>	<b>64%</b>	<b>66%</b>	<b>63%</b>	<b>58%</b>	<b>64%</b>	<b>89%</b>	<b>69%</b>



# City of Middleton 2016 Budget

## Decision Items: Public Works

2016 DECISION ITEMS DETAIL						
DEPARTMENT/COST CENTER: Public Works			AMOUNT	Line	Base	
Account Number	Account Title	Description / Justification	Mandate	Line item Increase	Shift	Adjustmt
<b>Personnel Items</b>						
<b>STREET MACHINERY</b>						
100-5311-110	SALARIES-FULL-TIME	Additional mechanic to help maintain vehicle fleet, which has continued to increase in both number and age of vehicles. Newer vehicles have intensive maintenance schedules (due to emissions requirements, fluid changes, and added electronic systems). Decision item shown is for salary and benefits equal to our mechanic hired in late 2014.		75,254		(7,303)
<b>ENGINEERING &amp; ADMINISTRATION</b>						
100-5329-110	SALARIES-FULL-TIME	Fill vacant Operations Manager position. Due to budget constraints, this position has been vacant for several years. While the duties of safety training, drug/alcohol and hearing testing, resolution of mechanic and street crew issues, and responses to numerous citizen inquiries of various operational practices have been adequately handled by several staff as time has allowed, there have been instances when staff time has simply not allowed attention to certain issues. As development has increased during the past year, it has been especially noticeable that the need to prioritize has resulted in some work not getting done in a timely manner. This position may include also the duties of the Storm Water Utility Manager. Request shown is for salary of \$57,288 with family health and dental coverages.		80,100		17,421
100-5329-197	WAGE RESERVE	This was a new allocation in the 2015 budget for use in hiring additional staff or compensating for overtime hours of existing staff, primarily intended to meet need for additional hours for leaf & brush collection in the fall.		37,500		
<b>STREET CREW</b>						
100-5359-110	SALARIES-FULL-TIME	Request is for pay increase (with corresponding benefit cost increase) for three existing street crew members to meet minimum of 2015 broadband range (\$45,377 each).		3,750		1620
100-5359-110	SALARIES-FULL-TIME	Additional street crew person to take care of streets and storm sewers in growing City. Last crew addition was in 2008. Hidden Oaks, Misty Valley and several phases of Bishops Bay subdivisions have developed since then. Decision item shown is for entry level crew person at minimum of 2015 broadband range (\$45,377) with assumed family level health and dental benefits.		66,500		
100-5359-490	OTHER OPERATING EXPEN.	This allocation is for mandatory CDL drug/alcohol testing and hearing testing. Since testing is random, annual expenses vary, but allocation of \$750 appears adequate and appropriate based on review of past years.	122			
<b>RECYCLING</b>						
100-5365-110	SALARIES-FULL-TIME	Following limited experience in 2015, it appears that the initial estimate of needed hours for recycling center coordinators may be a little higher than the actual need. Proposal is to reduce the budget for staffing of recycling center to about 350 hours annually.		(1,000)		6,000
<b>WATER RESOURCES</b>						
100-5618-310	OUTSIDE SERVICES	With the recent creation of a Storm Water Utility (SWU), there will likely be customer calls for review of billing information, evaluation of applications for credit, and other issues to be directed to the attention of the Storm Water Utility Manager. To date, no Manager has been identified, though Asst. Dir. Public Works / Asst. City Engineer Gary Huth has been the principal staff person involved in getting the SWU in place, and he staffs the Storm Water Utility Board. If Gary is intended to serve as the Manager, it will be expected to affect his ability to complete other tasks currently assigned to him. If a consultant (such as MSA) is to serve as the Manager, we will need funds to pay for their services. If the Storm Water Utility Board is to consider all customer appeals, it may be unwieldy for the Board. The Board has asked that no operating budget be submitted for the SWU. This decision item is intended to provide funding for MSA to consider the majority of customer questions that can't be answered directly by Utility Billing Manager Debbie Nichols.		5,000		ALSO SEE BELOW-NON-PERSONNEL
<b>Non-Personnel Items</b>						
<b>FLEET MAINTENANCE</b>						
100-5311-220	SUPPLIES & MATERIALS	Actual expenditure in 2014 budget is an extreme outlier of annual data tracked since 2006. Average from past several years is close to \$2,000.		1,982		
100-5311-280	COMMUNICATIONS	This is proposed as a new line item in 2016 to provide a cell phone for the Lead Mechanic. He often can't get back to the office in time to answer a ringing phone. A cell phone with camera would also be useful for sending photos of vehicle part ID tags to vendors.		500		
100-5311-422	FUEL	Vehicle fuel prices are projected to be lower in 2016 than in the past several years.		(7,007)		
100-5311-440	TRAINING & DEVELOPMENT	This was a new line item in the 2014 budget and was reduced in the 2015 budget, due to a limited need. Allocation is intended to provide funding for regulatory (DSPS) compliance training, and training related to the fleet management software.		250		
100-5311-800	CAPITAL OUTLAY	Public Works Committee recently requested that staff include a new decision item to include annualized fleet equipment replacement costs in operating budget.		225,000		



# City of Middleton 2016 Budget

## Decision Items: Public Works (Continued)

2016 DECISION ITEMS DETAIL						
DEPARTMENT/COST CENTER: Public Works						
Account Number	Account Title	Description / Justification	Mandate	AMOUNT Line item Increase	Line Shift	Base Adjustmt
<b>CITY GARAGE</b>						
100-5312-220	SUPPLIES & MATERIALS	Average of five year's costs from 2009-13 is \$13,770. Outlier data of costs in 2014 of \$20,854. Request is for janitorial supplies, first aid supplies, truck wash soap, mechanic uniforms, etc. in the amount of \$14,000.		2,000		
100-5312-310	OUTSIDE SERVICES	This is a new request for janitorial services at the municipal operations center for the office, break room, locker rooms and mechanic areas. Until the new facility opened, janitorial services were provided by crew members. Staff proposes that crew member time could be better spent on other tasks.		5,000		
100-5312-470	UTILITIES	Due to delay in completion of the new municipal operations center, we don't have any data of winter heating costs for the new building. The 2016 request is based on the architect's heating cost estimate prepared in 2012 (\$48,000) with an increase to account for recent rate increases.	16,485			
100-5312-490	OTHER OPERATING EXPENSES	This request is for the fleet management software annual licensing fee, which was new in the 2015 budget. Prior to that, the software license was part of the initial three year license from purchase in 2012.		5,220		
<b>ENGINEERING &amp; ADMINISTRATION</b>						
100-5329-210	OFFICE SUPPLIES	Average of past five years (2010-14) is \$965, with three of those years over \$1,000. Expenses in 2014 were well lower than average.		260		
100-5329-220	SUPPLIES & MATERIALS	Average of past five years (2010-14) is \$2,085, with 2014 expenses well above average. Request is for more average allocation of \$2,000.		395		
100-5329-250	POSTAGE	Actual 2013 cost was just over \$1,000. Actual 2014 cost was just under \$1,000. The request is for \$1,000 just to include a round number in the right ballpark.		10		
100-5329-280	COMMUNICATIONS	Recent trend shows average annual cost at a little over \$4,000. Added 3 cell phones (\$1,500) for engineering technicians in the 2015 budget. New request to add 1 cell phone (\$500) for director in 2016 as a line shift from the IT budget.		2,162	500	
100-5329-310	OUTSIDE SERVICES	This line item is intended to fund miscellaneous minor survey work to support continued site development beyond the current City benchmark coverage, and to fund minor consultant expenses for help with update of standard specifications, etc.		1,801		
100-5329-422	FUEL	This request assumes a slight increase in vehicle fuel use, but at a lower per gallon cost, rounded to the nearest even hundred dollars.		11		
100-5314-220	SUPPLIES & MATERIALS	Costs of safety equipment have shown a trend of a gradual increase over past few years. While the actual amount spent in 2014 was only \$2,839, the actual amount spent in 2013 was \$3,461. The trend in the past several years shows a cost generally between \$3,000 and \$3,500.		661		
<b>TRAFFIC SIGNALS, SIGNS, MARKINGS &amp; MAINTENANCE</b>						
100-5333-410	EQUIPMENT MAINTENANCE	This is a request for maintenance of the City's railroad spurs into the industrial park and Greenway Station. It has been several years since any maintenance work was funded, and several complaints of drainage problems, rotten ties, and broken rail have been brought to our attention. This maintenance work could otherwise be funded in the capital budget (like in past years) in response to stop orders from the railroad.		15,000		
100-5340-220	SUPPLIES & MATERIALS	Average costs of past five years (2010-14) is \$1,970 and is already at \$1,834 through May of 2015. The need varies widely, based on traffic signal malfunctions.		622		
100-5340-310	OUTSIDE SERVICES	This is for locating City-owned underground conductors in response to Diggers Hotline requests. The need is based on the number of calls for location of our underground utilities.	1,000			
100-5340-325	REIMBURSEABLE DAMAGE CLAIMS	Historical reimbursement for damages has varied widely over the past few years, from less than \$15,000 to more than \$40,000. The request is hoped to be conservative, such that the actual reimbursements will exceed this figure.		14,172		
100-5340-410	EQUIPMENT MAINTENANCE	Average costs of past five years (2010-14) is \$23,500 and is already over \$17,500 through May of 2015. The need varies widely, based largely on traffic signal malfunctions and vehicle collisions. Most expenses are recovered from insurance companies.		13,000		
100-5340-470	UTILITIES	It is assumed that electric rates will not increase from 2015 rates, though those rates increased from 2014. The new signal added at the intersection of Airport/Nursery will require power.	5,620			
100-5340-800	CAPITAL OUTLAY	This is a request for the purchase of some pedestrian countdown timers to be installed by our crew. MUTCD requires countdown displays to be installed at crossings with a pedestrian change interval (flashing orange hand) of more than 7 seconds. MUTCD also requires adjustment of programmed pedestrian crossing times based on a slower walking speed.	2,000			
100-5341-220	SUPPLIES & MATERIALS	This includes materials for new installations and maintenance of the City's street signs and pavement markings. MUTCD requires that retroreflectivity of sign sheeting be maintained by the City. City growth has led to increased number of signs and lineal feet of markings to be maintained, but request is only for funding equal to past several years.	3,483			



# City of Middleton 2016 Budget

## Decision Items: Public Works (Continued)

2016 DECISION ITEMS DETAIL						
DEPARTMENT/COST CENTER: Public Works						
Account Number	Account Title	Description / Justification	Mandate	AMOUNT Line item Increase	Line Shift	Base Adjustmt
<b>STREET CLEANING</b>						
100-5334-220	SUPPLIES & MATERIALS	Average costs of the past five years (2010-14) is \$5,300. 2015 expenses through May are about \$3,350. Expenses may be increasing due to the age of the sweeper, which is near the end of its service life. The requested amount would match the 2015 allocation of \$5,600.		981		
100-5334-310	OUTSIDE SERVICES	Request would match the 2015 budget, and is needed for disposal of swept materials at the Dane County landfill. Requested figure is higher than the actual amount spent in 2014, but lower than the actual amount spent in 2013.	1,181			
100-5334-470	UTILITIES	Typical water use for sweeper is 200 loads at 220 gal./load. New water rate is \$2.53 per 1,000 gal.	120			
<b>SNOW &amp; ICE REMOVAL</b>						
100-5335-220	SUPPLIES & MATERIALS	Contractually committed to purchase 1,100 tons of rock salt at unit price of \$74.16/ton. Contractually obligated to purchase additional 200 tons of early fill salt in 2015, which is not included in this request. In the past two seasons the salt prices were lower, but we needed to use our stockpile and buy more. Request also includes an estimate for 35,000 gal. of salt brine at price of \$0.27/gal., and \$5,000 for plow blade replacements.	(3,900)			
100-5335-325	REIMBURSEMENTS	This line item is an estimate of rock salt sales to the School District next winter. It is difficult to predict how much salt the school will use in the upcoming winter, but this estimate is hoped to be conservative, and that reimbursement will exceed this figure.		2,348		
100-5335-410	EQUIPMENT MAINTENANCE	This is intended for needed maintenance of plows, salt spreading equipment, brine tanks, etc. Fortunately, this equipment hasn't had expenses since 2013, but it's difficult to predict if maintenance costs will be needed in 2016. The history of this expense line item has fluctuated widely in past years, and this requested amount hopes for a middle ground.		1,000		
<b>SIDEWALK MAINTENANCE</b>						
100-5344-310	OUTSIDE SERVICES	A comprehensive sidewalk repair program is needed in part to reduce the City's liability, and each year staff reviews approximately 1/8 of the City's sidewalks. The annual amount of sidewalk in need of replacement, mud-jacking or sawcutting is variable, and was unusually low in 2014. The project area is reviewed in spring to account for winter heaving and cracking, so an accurate estimate isn't available at time of budgeting the prior fall. Budget is used also for installation of bus stop pads and coordination of curb replacements with work by residents and at parks.		60,088		
<b>STREET LIGHTING</b>						
100-5342-220	SUPPLIES & MATERIALS	Actual amount spent in 2014 was a low outlier of recent history. Actual expenditure in 2013 was just over \$1,100 and in 2012 was just over \$1,300. Request of \$1,200 is intended to reflect average need for parts to maintain street lights.		905		
100-5342-310	OUTSIDE SERVICES	Expenditures from 2009-2011 were generally about \$9,000. Expenditures were very low in 2012 and 2014 (less than \$1,000) and were unusually high in 2013 (over \$16,000). This funding is intended to cover costs from MG&E and/or hired electricians to repair or replace City street lights, including damage from vehicle collisions.		7,303		
100-5342-470	UTILITIES	With growth of City subdivisions and rate increases in 2015, the projected cost is requested to slightly exceed the 2015 allocation.	7,278			
100-5342-800	CAPITAL OUTLAY	This request is for purchase of parts and for stock and for replacement of knock-downs that are not covered by insurance. Some of the special street lighting fixtures approved in subdivisions are much more expensive than City standard poles and luminaires.		3,500		
<b>TREE &amp; BRUSH CONTROL</b>						
100-5343-220	SUPPLIES & MATERIALS	This includes replacement parts for the brush chippers and chain saws. Since 2012, the annual expenditure has been fairly steady at about \$1,500.		(15)		
<b>STORM SEWERS</b>						
100-5345-220	SUPPLIES & MATERIALS	Storm sewer repair needs aren't entirely predictable, and can't safely be deferred. The requested amount is an approximate average of several years, and has been exceeded in some years.		2,000		
100-5345-310	OUTSIDE SERVICES	This annual maintenance operating budget item was created in 2014 with elimination from the capital budget. Expenses in 2014 were unusually low due primarily to engineering technician staff change and need to focus available time elsewhere.		36,728		



# City of Middleton 2016 Budget

## Decision Items: Public Works (Continued)

2016 DECISION ITEMS DETAIL						
DEPARTMENT/COST CENTER: Public Works						
Account Number	Account Title	Description / Justification	Mandate	AMOUNT Line item Increase	Line Shift	Base Adjusmt
<b>STREET CREW</b>						
100-5331-220	SUPPLIES & MATERIALS	Past deferred road maintenance, recent harsh winters, and rising material costs have increased need for patching funds. This line item is typically depleted, or nearly so, each year. 2014 budget allocation was exceeded just doing minimal patching and pothole filling.		10,000		
100-5331-280	COMMUNICATIONS	This line item is for wireless connection to mobile laptop computer for Street Crew use in field updates of GIS information. It appears that charges were not correctly coded in 2014, resulting in apparent lower than actual costs.		408		
100-5331-310	OUTSIDE SERVICES	Inspections of the City's 21 bridges is contracted through the County in even numbered years. Information is entered into the State's bridge structure database for long-term access.	7,350			
100-5359-280	COMMUNICATIONS	This includes a request for a new cell phone for our Lead Crew Member of the Street Crew (\$500). He has been using his personal cell phone for many years, and he often gets calls related to traffic signal and street light issues for which he's primarily responsible, as well as when the foreman is not available. This request also includes the cost of the existing cell phone for for foreman (\$500) as a line shift from the IT budget.		500	500	
100-5359-440	TRAINING & DEVELOPMENT	This is a relatively new line item, without a clear historical trend, but actual expenditure of about \$300 in 2013 and YTD spending of \$300 suggests a request of \$500 is appropriate for the need.		500		
<b>LANDFILL</b>						
100-5363-310	OUTSIDE SERVICES	An apportioned City share of the MRD operating costs has not yet been established for 2016. This request is based on a trend of the past several years, and includes a significant increase attributable to a contract amendment with Purple Cow Organics in late 2014. The 2016 budget request may be refined when the MRD budget is set by the MRD Board in October.	30,670			
<b>RECYCLING</b>						
100-5365-310	OUTSIDE SERVICES	The requested increase is based on a recent historical trend of adding 60 customers, and accounts for the contract cart service price increase for 2016.	10,000			
100-5365-325	REIMBURSEMENT	This account was created in the 2015 budget to account for receipts of charges for certain materials dropped off at the recycling center. It was not used because a separate revenue account was created instead.				10,000
100-4690-00	RECYCLING CENTER REVENUE	This is a revenue account newly created in 2015 to account for receipts of charges for certain materials dropped off at the recycling center.				(10,000)
100-5365-490	OTHER OPERATING EXPENSES	This item covers costs for vendor services to recycle televisions, motor oil, paint, etc. collected at the recycling center. There is not yet sufficient history to project a reliable estimate, so the request simply matches the 2015 allocation.		12,000		
<b>REFUSE COLLECTION</b>						
100-5562-310	OUTSIDE SERVICES	The requested increase is based on a recent historical trend of adding 60 customers, and accounts for the contract cart service price increase for 2016.	8,000			
100-5562-490	OTHER OPERATING EXPENSES	The 2014 credit amount of \$216 was related to salvage value of materials collected at a Clean & Green event, and is not expected to reoccur. This item is expected to be \$0 going forward.	216			
<b>WATER RESOURCES</b>						
100-5618-310	OUTSIDE SERVICES	This request would restore funding to match the 2015 allocation as recommended by WRMC. See also separate decision item request for consultant services for the Storm Water Utility. Not all of the funding for County inspections of storm water management features or for contracted services for maintenance of best management practice features was actually spent in 2014, but allocation of this funding should be available to fund work as needed.		10,246		



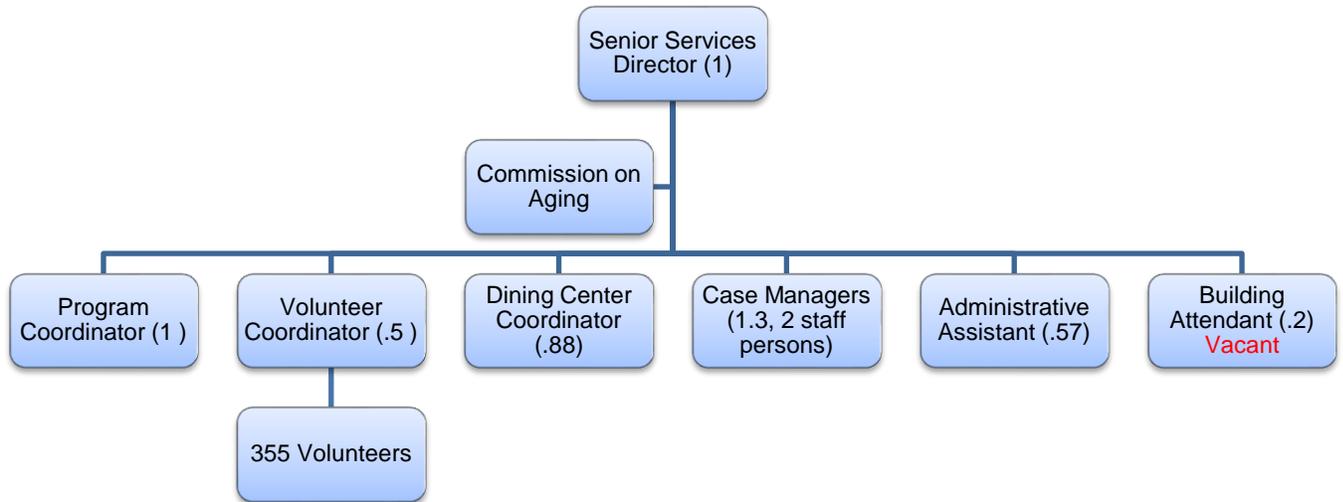


# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Senior Center

### MISSION:

The Middleton Senior Center enriches the lives of older adults.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Director	1	1	1	1	1
Program Coordinator	1	1	1	1	1
Volunteer Coordinator	.5	.5	.5	.5	.5
Dining Center Coordinator	.75	.88	.88	.88	.88
Case Manager	1.3	1.3	1.3	1.3	1.3
Administrative Assistant	.5	.5	.5	.57	.57
Building Attendant - Vacant	.2	.2	.2	.2	.2

### MAJOR RESPONSIBILITIES:

1. Provide and coordinate programs and services for older adults, to maintain their independence and uphold their dignity.
2. Provide opportunities for volunteer service at the senior center and serving older adults throughout our community.
3. Provide information and referrals to older adults and their families.
4. Provide opportunities for older adults to influence policies, procedures and programs at the Middleton Senior Center.
5. Work cooperatively with other city departments to enhance the lives of older adults and all Middleton citizens.
6. Develop and maintain community ties that also enhance the lives of older adults.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Senior Center

#### **2016 GOALS:**

1. Review and update the Senior Center Action Plan for 2015 – 2017, using the national accreditation standards and working with the Commission on Aging.
2. Continue to enhance and increase volunteer involvement in the senior center and provide additional leadership positions for older adults.
3. Participate in the planning of the joint Wisconsin Association of Senior Centers (WASC)/Greater Wisconsin Area Aging Resources (GWAAR) conference in September 2016.
4. Participate in grant opportunities that will open new avenues to serving the need of older adults in Middleton.
5. Monitor the budget of programs and activities, looking for ways to economize.
6. Strive every day, in every interaction with our participants, to enrich the lives of older adults in Middleton.

#### **SIGNIFICANT ISSUES IN 2016:**

1. Maintaining our ability to serve the diverse need of older adults using the Senior Center.
2. Training staff and volunteers on issues of mental health and working with older adults with mental health issues.
3. The Senior Center is starting to see major equipment, such as HVAC, need repairs. As The Senior Center is 14 years old a number of items have begun to fail. The building has 9 HVAC units in the Senior Center and 2 additional units in the rental space. We have also recently had issues with the refrigerator, toilets, the electric heaters, roof leaks, etc.

#### **MAJOR WORKLOAD STATISTICS:**

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Projected</b>	<b>2015 as of 6/30</b>	<b>2016 Projected</b>
Daily participation average	195	183	195	109	195
Case Management contacts	4297	5520	4500	2760	4500
Meal on Wheels delivered	5585	5311	5500	2742	5500
Dining Center Meals served	5952	5823	6000	2718	6000
Volunteers on staff	342	337	375	335	350
Newsletter distributed monthly	1200	1331	1400	1400	1500



## City of Middleton 2016 Budget

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>SENIOR CITIZENS CENTER</b>								
<b>Revenues</b>								
County Aid	45,153	44,176	44,176	44,176	31,865	44,176	5,043	49,219
Program	28,995	15,500	28,414	14,500	22,037	13,754	12,746	26,500
TOTAL	74,148	59,676	72,590	58,676	53,902	57,930	17,789	75,719
<b>Expenses</b>								
Wages	254,695	265,029	268,130	273,069	174,526	268,130	-	268,130
Personnel Benefits	95,252	96,660	95,433	93,910	56,459	91,825	-	91,825
Operating Expenses	87,307	79,427	103,861	78,846	52,672	77,094	2,846	79,940
TOTAL	437,254	441,116	467,425	445,825	283,657	437,050	2,846	439,896
<b>NET TAX RATE SUPPORT</b>	<b>363,106</b>	<b>381,440</b>	<b>394,835</b>	<b>387,149</b>	<b>229,755</b>	<b>379,120</b>	<b>(14,943)</b>	<b>364,177</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>83%</b>	<b>86%</b>	<b>84%</b>	<b>87%</b>	<b>81%</b>	<b>87%</b>	<b>-525%</b>	<b>83%</b>

### Decision Items: Senior Center

#### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5516-210	Office Supplies	2016 Base is insufficient		1,216	
100-5516-480	Dining Center Expenses	2016 Base is sufficient		894	
100-5516-490	Other Operating Expenses	2016 Base is insufficient		736	

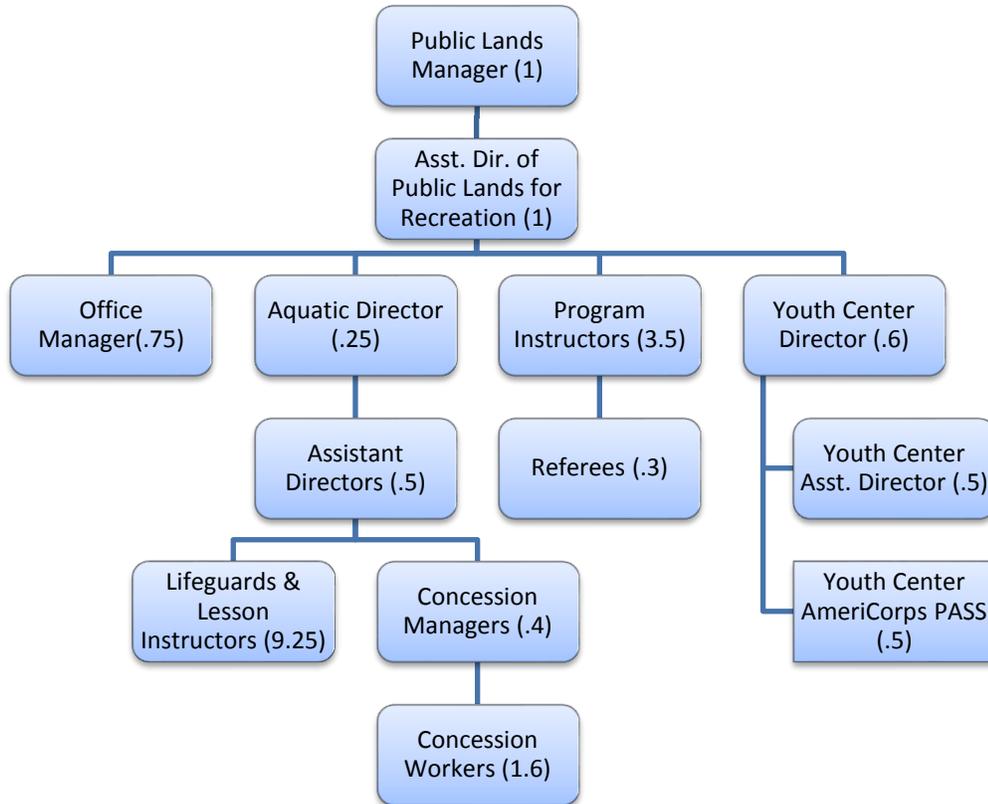


# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Recreation

### MISSION:

The Recreation Division's mission is to serve as a catalyst in the development, initiation, coordination, and the support for a variety of leisure time activities and facilities for residents of all ages.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Asst. Dir. Of Public Lands for Recreation	0	0	0	1	1
Recreation Supervisor	1	1	1	0	0
Office Manager	0	0	0	1	1
Administrative Assistant	1	1	1	0	0
Aquatic Director	1	1	1	1	1
Aquatic Assistant Director	2	2	2	3	2
Lifeguards/WSI Instructors	40	40	40	43	50
Concessions Managers	2	2	2	2	2
Concessions Workers	14	14	14	10	10
Program Instructors	40	40	40	42	50
Referees	6	6	6	8	8
Youth Center Director	1	1	1	1	1
Youth Center Assistant	1	1	1	1	1
AmeriCorps Pass	0	0	0	0	1



### Operating Budgets & Performance Plans: Recreation

#### **MAJOR RESPONSIBILITIES:**

1. Operate the Walter R. Bauman Aquatic Center
2. Provide competitive sports programming and leisure activities that are considered passive and non-competitive for all ages of City residents.
3. Supervisor administrative and seasonal employees of the department.
4. Assist in all aspects of administrative duties as needed.
5. Work with the School District and other organizations in an effort to make the best use of all existing facilities.

#### **2016 GOALS:**

1. Add the Recreation Programmer position and add administrative staffing to assist the Office Manager.
2. Continue to provide a safe environment for swimmers at the Walter R. Bauman Aquatic Center.
3. Continue to offer City residents a wide variety of leisure time activities. Recognize the importance of recreation for City residents of all ages and abilities.
4. Continue to improve the Department's communication to the City through the new program cancellation hotline, website, social media, programs guides, emails, etc.
5. Continue to improve facility reservations, including adding new facility rental options, and streamline field reservations.
6. Continue to build programming and events at the Hubbard Activity Center.
7. Build a foundation for program sponsorships to assist in the rising costs of program supplies, and a funding source to expand the scholarship program.
8. Work with the Middleton Basketball Club to incorporate their program into the Recreation Department once the Recreation Programmer position is in place.
9. Continue to build attendance and programming at the Youth Center, which is housed at the Clark Street Community School.

#### **SIGNIFICANT ISSUES IN 2016:**

1. Due to the growth of the department, a new position is needed to adequately provide recreation programming for the community. This position is needed for assisting the Assistant Director of Public Lands for Recreation. Additional administrative staff is needed to assist with Office Manager during high-traffic seasons and to fully staff the department during City Hall operating hours. These cannot be LTE positions, as consistency is required.
2. Have funding available to adequately maintain the Aquatic Center, so a safe and healthy environment can be provided.
3. Have the ability to expand enrollment in popular programs, so the demand can be met and adjust programming to coincide with demand trends.
4. Have funding available to adequately maintain the City park shelters and fields.
5. Work with the School District to jointly fund the Youth Center and AmeriCorps PASS position.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Recreation

#### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 As of 7/31	2015 12 Mo. Estimate	2016 Projected
Aquatic Center Daily Attendance	37,000 est.	30,000 est.	23,829	27,000	32,000
Aquatic Center Program Participation	1,213	1,213	945	1,167	1,150
Summer Recreation Program Participation	1,086	1,120	988	1,078	1,200
Fall, Winter, Spring Program Participation	569	549	111	500	600
Hubbard Art Center Program Participation	300	429	339	550	600
Middleton Youth Resource Center	90 (unduplicated)	153 (unduplicated)	209 (unduplicated)	300 (unduplicated)	350 (unduplicated)
Lakeview East Shelter Rentals	75	96	51	90	100
Lakeview West Shelter Rentals	68	79	36	95	100
Lakeview Kitchen Rentals	50	52	29	50	60
Lakeview Meeting Room Rentals	96	97	34	75	90
Lakeview Hall Gazebo Rentals	3	21	11	25	25
Lakeview Small Shelter	N/A	2	7	15	20
Bounce House/Tent	N/A	0	0	1	5
Firemen's Park North Shelter Rentals	35	46	19	45	50
Firemen's Park South Shelter Rentals	21	29	10	30	35
Firemen's Park Small Shelter Rentals	19	18	5	20	25
Orchid Heights Park Shelter Rentals	16	28	14	20	25
Parisi Park Shelter Rentals	7	47	7	10	15

#### Notes:

1. In 2015, started including seasonal pool passes to show how many are purchased each year.



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Recreation

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015	2016		TOTAL REQUEST
		Budget	Actual		Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>RECREATION ADMINISTRATION</b>								
<b>Expenses</b>								
Wages	78,305	89,212	89,451	96,729	61,986	89,451	39,301	128,752
Personnel Benefits	42,803	46,426	45,551	47,233	28,058	45,260	18,458	63,718
Operating Expenses	7,925	9,250	8,625	12,150	8,041	8,625	4,075	12,700
TOTAL	129,033	144,888	143,627	156,112	98,085	143,336	61,834	205,170
<b>NET TAX RATE SUPPORT</b>	<b>129,033</b>	<b>144,888</b>	<b>143,627</b>	<b>156,112</b>	<b>98,085</b>	<b>143,336</b>	<b>61,834</b>	<b>205,170</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>SUMMER RECREATION</b>								
<b>Revenues</b>								
Program	63,166	64,000	50,836	64,000	47,730	50,836	-	50,836
TOTAL	63,166	64,000	50,836	64,000	47,730	50,836	-	50,836
<b>Expenses</b>								
Wages	40,955	45,000	27,732	45,000	27,804	27,732	7,268	35,000
Personnel Benefits	3,039	3,443	1,944	3,433	1,876	1,944	756	2,700
Operating Expenses	20,056	15,350	19,579	13,900	11,045	13,888	1,600	15,488
TOTAL	64,050	63,793	49,255	62,333	40,725	43,564	9,624	53,188
<b>NET TAX RATE SUPPORT</b>	<b>884</b>	<b>(207)</b>	<b>(1,581)</b>	<b>(1,667)</b>	<b>(7,005)</b>	<b>(7,272)</b>	<b>9,624</b>	<b>2,352</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>1%</b>	<b>0%</b>	<b>-3%</b>	<b>-3%</b>	<b>-17%</b>	<b>-17%</b>	<b>100%</b>	<b>4%</b>
<b>FALL-WINTER-SPRING REC</b>								
<b>Revenues</b>								
Program	31,821	38,000	14,748	40,000	8,677	14,748	-	14,748
TOTAL	31,821	38,000	14,748	40,000	8,677	14,748	-	14,748
<b>Expenses</b>								
Wages	12,986	16,000	20,997	26,480	22,203	20,997	4,003	25,000
Personnel Benefits	945	1,224	1,596	1,260	1,695	1,260	665	1,925
Operating Expenses	8,365	12,000	8,990	14,344	6,676	8,990	4,354	13,344
TOTAL	22,296	29,224	31,583	42,084	30,573	31,247	9,022	40,269
<b>NET TAX RATE SUPPORT</b>	<b>(9,525)</b>	<b>(8,776)</b>	<b>16,834</b>	<b>2,084</b>	<b>21,896</b>	<b>16,498</b>	<b>9,022</b>	<b>25,520</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>-43%</b>	<b>-30%</b>	<b>53%</b>	<b>5%</b>	<b>72%</b>	<b>53%</b>	<b>100%</b>	<b>63%</b>



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Recreation

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015	2016		TOTAL REQUEST
		Budget	Actual		Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>AQUATIC CENTER</b>								
<b>Revenues</b>								
Program	100,933	83,000	64,249	83,000	59,034	64,249	(4,249)	60,000
Daily Aquatic Admissions	82,184	72,000	75,113	72,000	89,555	72,000	3,000	75,000
Concession Stand	31,592	35,000	31,248	35,000	30,441	31,248	-	31,248
Pool Reservations	730	1,000	-	1,000	-	-	-	-
Memberships	41,942	44,000	40,268	44,000	36,385	40,268	(2,268)	38,000
Swimpool	384	-	188	-	24	-	-	-
TOTAL	257,765	235,000	211,065	235,000	215,438	207,765	(3,517)	204,248
<b>Expenses</b>								
Wages	182,847	141,100	164,787	163,830	153,629	152,887	11,343	164,230
Personnel Benefits	13,836	10,779	12,575	12,534	11,712	11,695	839	12,534
Operating Expenses	120,493	129,100	119,622	115,780	83,932	107,816	6,164	113,980
TOTAL	317,176	280,979	296,984	292,144	249,273	272,398	18,346	290,744
<b>NET TAX RATE SUPPORT</b>	<b>59,411</b>	<b>45,979</b>	<b>85,918</b>	<b>57,144</b>	<b>33,835</b>	<b>64,633</b>	<b>21,863</b>	<b>86,496</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>19%</b>	<b>16%</b>	<b>29%</b>	<b>20%</b>	<b>14%</b>	<b>24%</b>	<b>119%</b>	<b>30%</b>
<b>RECREATION SUMMARY</b>								
<b>Revenues</b>								
Aquatic Center	257,765	235,000	211,065	235,000	215,438	207,765	(3,517)	204,248
Fall-Winter-Spring	31,821	38,000	14,748	40,000	8,677	14,748	-	14,748
Summer	63,166	64,000	50,836	64,000	47,730	50,836	-	50,836
TOTAL	352,752	337,000	276,650	339,000	271,845	273,349	(3,517)	269,832
<b>Expenses</b>								
Recreation Administration	129,033	144,888	143,627	156,112	98,085	143,336	61,834	205,170
Aquatic Center	317,176	280,979	296,984	292,144	249,273	272,398	18,346	290,744
Fall-Winter-Spring	22,296	29,224	31,583	42,084	30,573	31,247	9,022	40,269
Summer	64,050	63,793	49,255	62,333	40,725	43,564	9,624	53,188
TOTAL	532,555	518,884	521,449	552,673	418,656	490,545	98,826	589,371
<b>NET TAX RATE SUPPORT</b>	<b>179,804</b>	<b>181,884</b>	<b>244,799</b>	<b>213,673</b>	<b>146,811</b>	<b>217,196</b>	<b>102,343</b>	<b>319,539</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>34%</b>	<b>35%</b>	<b>47%</b>	<b>39%</b>	<b>35%</b>	<b>44%</b>	<b>104%</b>	<b>54%</b>



# City of Middleton 2016 Budget

## Decision Items: Recreation

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Title	Account Number		Mandate	Line item Increase	Line Shift
REC ADMIN-SALARIES FULL TIME	100-5530-110	CONTINUATION OF OFFICE MANAGER & ASSISTANT DIRECTOR OF PUBLIC LANDS FOR RECREATION STAFF AT 2015 RATE.		7,740	
REC ADMIN-SALARIES-FULL TIME	100-5530-110	WHEN STAFFING CHANGED IN 2011, THE RECREATION PROGRAMMING, FACILITY AND FIELD RESERVATIONS, ETC. DRASTICALLY INCREASED. ALSO, THE ADDITION OF THE THE HUBBARD ACTIVITY CENTER INCREASED THE WORK LOAD FOR THE EXISTING ASSISTANT DIRECTOR. POSITION. THE RECREATION PROGRAMMER WILL ASSIST WITH PROGRAMMING. THIS POSITION NEEDS TO BE PERMANENT, AS CONSISTENCY IS KEY TO THE POSITIVE GROWTH OF THE DEPARTMENT. THE RECREATION PROGRAMMER POSITION WILL BE FUNDED BY REVENUES (PLEASE SEE HANDOUT FOR ADDITIONAL REVENUE INFORMATION). THIS POSITION WILL BE RESPONSIBLE FOR THE TAKEOVER OF THE MIDDLETON BASKETBALL CLUB POSITION, WHICH GENERATES OVER \$8,000 IN REVENUE. PROGRAMS & REVENUE WILL CONTINUE TO INCREASE WITH THE NEW POSITION. IF THIS POSITION IS NOT FUNDED, PROGRAMMING WILL NEED TO DECREASE AS STAFF DEMANDS ARE TOO GREAT TO CONTINUE AT THIS PACE. TOTAL COST FOR THE 30 HOUR PER WEEK POSITION, INCLUDING BENEFITS, IS \$51,332.		32,000	
REC ADMIN-RETIREMENT	100-5530-192	ADDITIONAL FUNDS NEEDED FOR RETIREMENT FOR OFFICE MANAGER (\$2,509), ASSISTANT DIRECTOR OF PUBLIC LANDS FOR RECREATION (\$3,807) & RECREATION PROGRAMMER (\$2,112)		2,292	
REC ADMIN-FICA	100-5530-193	ADDITIONAL FUNDS NEEDED FOR FICA FOR OFFICE MANAGER (\$2,851), ASSISTANT DIRECTOR OF PUBLIC LANDS FOR RECREATION (\$4,412) & RECREATION PROGRAMMER (\$2,448)		3,280	
REC ADMIN-HEALTH INSURANCE	100-5530-194	ADDITIONAL FUNDS NEEDED FOR HEALTH INSURANCE FOR OFFICE MANAGER (\$12,334), ASSISTANT DIRECTOR OF PUBLIC LANDS FOR RECREATION (\$12,334), & RECREATION PROGRAMMER (\$12,334)		9,074	
REC ADMIN-DENTAL INSURANCE	100-5530-195	ADDITIONAL FUNDS NEEDED FOR HEALTH INSURANCE FOR OFFICE MANAGER (\$2,438), ASSISTANT DIRECTOR OF PUBLIC LANDS FOR RECREATION (\$1,237), & RECREATION PROGRAMMER (\$2,438)		2,612	
REC ADMIN-TRAINING & DEVELOPMENT	100-5530-440	ADDITIONAL FUNDS NEEDED TO INCREASE IN STAFF & TRAINING OPPORTUNITIES		1,200	
REC ADMIN-OFFICE SUPPLIES	100-5530-210	ADDITIONAL FUNDING FOR OFFICE SUPPLIES DUE TO INCREASE IN DEMANDS		939	
REC ADMIN-ADVERTISING & PRINTING	100-5530-260	ADDITIONAL FUNDING FOR GUIDES DUE TO NO LONGER BEING ABLE TO DISTRIBUTE THEM THROUGH THE SCHOOL DISTRICT		2,586	
REC ADMIN-CELL PHONES	100-5530-280	TRANSFER FROM IT FUNDING FOR CELL PHONES			550
SUMMER REC-SEASONAL	100-5531-114	ADDITIONAL FUNDING FOR SUMMER STAFF WAGES		7,268	
SUMMER REC-FICA	100-5531-193	ADDITIONAL FUNDS NEEDED FOR SUMMER STAFF FICA		756	
SUMMER REC-SUPPLIES & MATERIALS	100-5531-220	ADDITIONAL FUNDS NEEDED FOR PROGRAM SUPPLIES		1600	
FALL, WINTER, SPRING REC-SEASONAL	100-5532-114	ADDITIONAL FUNDS NEEDED FOR FWS STAFF WAGES-INCREASE IN PROGRAMS		4003	
FALL, WINTER, SPRING REC-FICA	100-5532-193	ADDITIONAL FUNDS NEEDED FOR FWS STAFF FICA		665	
FALL, WINTER, SPRING REC-SUPPLIES & MATERIALS	100-5532-220	ADDITIONAL FUNDS NEEDED FOR NEW VOLLEYBALL EQUIPMENT DUE TO NEW SPACE AT KROMREY & ADDITIONAL PROGRAM SUPPLIES		4802	
FALL, WINTER, SPRING REC-OUTSIDE SERVICES	100-5532-310	TRANSFER FUNDS TO HUBBARD ACTIVITY CENTER DUE TO PROGRAMS CHANGING LOCATIONS			-2461



# City of Middleton 2016 Budget

## Decision Items: Recreation (Continued)

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Title	Account Number		Mandate	Line item Increase	Line Shift
FALL, WINTER, SPRING-REC SCHOOL FACILITY RENTALS	100-5532-480	ADDITIONAL FUNDS NEEDED TO NEW PROGRAM SPACE USE AT KROMREY		2,013	
AQUATIC CENTER-SEASONAL	100-5542-114	ADDITIONAL FUNDS NEEDED FOR LIFEGUARDS & INSTRUCTORS. WE ARE REQUIRED TO STAFF A CERTAIN AMOUNT OF STAFF PER STATE CODES	10,943		
AQUATIC CENTER-WORK PERMITS	100-5542-189	FUNDS NEEDED FOR SEASONAL STAFF WORK PERMITS. EMPLOYERS ARE REQUIRED BY THE STATE TO REIMBURSE EMPLOYEES THE WORK PERMIT FEE. THIS HAD NOT BEEN REFLECTED IN THE BUDGET IN THE PAST.	400		
AQUATIC CENTER-FICA	100-5542-193	ADDITIONAL FUNDS NEEDED FOR LIFEGUARD & INSTRCUTOR FICA		839	
AQUATIC CENTER-TRAINING & DEVELOPMENT	100-5542-440	ADDITIONAL FUNDS NEEDED FOR STAFF TRAINING AND REQUIRED CLOTHING PER STATE CODES	2,563		
AQUATIC CENTER-UTILITIES	100-5542-470	ADDITIONAL FUNDS NEEDED FOR SPLASH PAD UTILITY COSTS. THE SPLASH PAS IS PROJECTED TO REPLACE THE EXISITNG SAND AREA IN 2016.		3,200	
AQUATIC CENTER-EVENT	100-5542-500	ADDITIONAL FUNDS NEEDED FOR SPECIAL EVENTS		401	



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Hubbard Arts Center & Youth Center

#### Financial Information:

HUBBARD ARTS CENTER	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
Program Revenue	5,896	15,000	24,854	30,000	29,763	24,854	-	24,854
TOTAL	<u>5,896</u>	<u>15,000</u>	<u>24,854</u>	<u>30,000</u>	<u>29,763</u>	<u>24,854</u>	<u>-</u>	<u>24,854</u>
<b>Expenses</b>								
Wages	618	10,000	1,921	4,000	1,288	1,921	2,079	4,000
Personnel Benefits	53	765	147	315	96	147	168	315
Operating Expenses	7,694	8,000	28,376	25,685	19,290	8,892	20,254	29,146
TOTAL	<u>8,365</u>	<u>18,765</u>	<u>30,444</u>	<u>30,000</u>	<u>20,674</u>	<u>10,960</u>	<u>22,501</u>	<u>33,461</u>
<b>NET TAX RATE SUPPORT</b>	<u>2,470</u>	<u>3,765</u>	<u>5,590</u>	<u>-</u>	<u>(9,089)</u>	<u>(13,893)</u>	<u>22,501</u>	<u>8,608</u>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>0%</b>	<b>0%</b>	<b>18%</b>	<b>0%</b>	<b>-44%</b>	<b>-127%</b>	<b>100%</b>	<b>26%</b>

YOUTH CENTER	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
County Aid	4,150	8,700	7,208	8,700	25,767	7,208	1,492	8,700
Misc. Donations	4,592	14,000	17,747	500	21,291	500	9,500	10,000
MCPASD Contribution	-	-	-	14,000	-	-	14,000	14,000
TOTAL	<u>8,742</u>	<u>22,700</u>	<u>24,956</u>	<u>23,200</u>	<u>47,057</u>	<u>7,708</u>	<u>24,992</u>	<u>32,700</u>
<b>Expenses</b>								
Wages	17,047	28,180	26,965	36,839	21,118	25,984	6,814	32,798
Personnel Benefits	2,721	3,545	3,375	4,489	3,208	3,302	967	4,269
Operating Expenses	5,092	8,975	10,905	12,304	9,042	1,381	9,074	10,455
TOTAL	<u>24,860</u>	<u>40,700</u>	<u>41,245</u>	<u>53,632</u>	<u>33,368</u>	<u>30,667</u>	<u>16,855</u>	<u>47,522</u>
<b>NET TAX RATE SUPPORT</b>	<u>16,118</u>	<u>18,000</u>	<u>16,289</u>	<u>30,432</u>	<u>(13,689)</u>	<u>22,958</u>	<u>(8,137)</u>	<u>14,821</u>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>65%</b>	<b>44%</b>	<b>0%</b>	<b>57%</b>	<b>-41%</b>	<b>75%</b>	<b>-48%</b>	<b>31%</b>



# City of Middleton 2016 Budget

## Decision Items: Hubbard Arts Center & Youth Center

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Title	Account Number		Mandate	Line item Increase	Line Shift
HUBBARD ACTIVITY CENTER-WAGES	100-5533-120	ADDITIONAL FUNDS NEEDED FOR STAFF WAGES DUE TO INCREASE IN PROGRAMS		2079	
HUBBARD ACTIVITY CENTER-FICA	100-5533-193	ADDITIONAL FUNDS NEEDED FOR FICA		168	
HUBBARD ACTIVITY CENTER-SUPPLIES & MATERIALS	100-5533-220	ADDITIONAL FUNDS NEEDED FOR PROGRAM SUPPLIES DUE TO INCREASE IN PROGRAMS		1593	
HUBBARD ACTIVITY CENTER-OUTSIDE SERVICES	100-5533-310	TRANSFERRED FUNDS FROM FALL, WINTER, SPRING OUTSIDE SERVICES			2461
HUBBARD ACTIVITY CENTER-RENT PAYMENT TO CDA	100-5533-480	THIS AMOUNT REFLECTS WHAT IS PAID FOR RENT TO THE CDA FROM PROGRAM REVENUE		15000	
HUBBARD ACTIVITY CENTER-JANITORIAL SERVICES	100-5533-491	ADDITIONAL FUNDS NEEDED FOR JANITORIAL SERVICES AT THE HAC		1200	
YOUTH CENTER-WAGES	100-5114-110	INCREASE YOUTH CENTER DIRECTOR HOURS FROM 26 TO 28 HOURS PER WEEK (\$2064); ADDITIONAL FUNDS NEEDED TO CONTINUE THE AMERICORPS PASS POSITION (\$4750)		6814	
YOUTH CENTER-RETIREMENT	100-5114-192	ADDITIONAL FUNDS NEEDED DUE TO INCREASE IN STAFF HOURS		775	
YOUTH CENTER-FICA	100-5114-193	ADDITIONAL FUNDS NEEDED FOR STAFF FICA		192	
SUPPLIES & MATERIALS	100-5114-220	MAINTIANING 2015 BUDGET AMOUNT		7,975	
YOUTH CENTER-CELL PHONES	100-5114-280	ADDITIONAL FUNDS NEEDED FOR YOUTH CENTER CELL PHONE		480	
YOUTH CENTER-TRIPS	100-5114-310	ADDITIONAL FUNDS NEEDED DUE TO INCREASE IN TRIPS & PARTICIPATION		500	
YOUTH CENTER-TRAINING & DEVELOPMENT	100-5114-440	ADDITIONAL FUNDS NEED FOR TRAININGS		119	



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Transit

### MISSIONS:

DEPARTMENT: To ensure that the City of Middleton community thrives in a measured and balanced manner while protecting its natural resources and the needs of all current and future citizens.

DIVISION: To ensure the provision of a high quality fixed-route transit and paratransit service within the City of Middleton and connecting Middleton with surrounding communities.

### MAJOR RESPONSIBILITIES:

1. Coordinate with Metro Transit on all aspects related to operation of transit vehicles within Middleton city limits.
2. Actively monitor and participate in regional transit planning activities that could lead to service improvements between Middleton and surrounding communities.

### 2016 GOALS:

1. Continue to serve as the City's representative on Madison's Contracted Services Oversight Subcommittee.
2. Work with Metro Transit staff to identify potential route and service improvements, particularly coordination of possible transfer points.
3. Participate in the newly formed Bus Rapid Transit Committee to help maximize Middleton's opportunity to be connected to the planned BRT system.

### SIGNIFICANT ISSUES IN 2016:

1. Sunday bus service.
2. Continue making improvements at bus stops (e.g., construct bus boarding pads) in conjunction with City's sidewalk improvement program.

### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 12 Mo. Est.	2015 As of 6/30	2016 Projected
Ped/Bike/Transit Cmsn meetings	6	3	4	1	6
Contracted Services Oversight Subcmte	6	6	6	3	6
Bus Rapid Transit Cmte	n/a	n/a	2	0	6



## City of Middleton 2016 Budget

### Financial Information:

	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>TRANSIT</b>								
<b>Revenues</b>								
INTERGOVERNMENTAL REVENUE	28,333	-	58	-	-	-	-	-
TOTAL	28,333	-	58	-	-	-	-	-
<b>Expenses</b>								
Wages	-	-	-	-	-	-	-	-
Personnel Benefits	-	-	-	-	-	-	-	-
Operating Expenses	334,191	391,517	381,354	404,896	289,200	381,354	29,197	410,551
TOTAL	334,191	391,517	381,354	404,896	289,200	381,354	29,197	410,551
<b>NET TAX RATE SUPPORT</b>	<b>305,858</b>	<b>391,517</b>	<b>381,296</b>	<b>404,896</b>	<b>289,200</b>	<b>381,354</b>	<b>29,197</b>	<b>410,551</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>92%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Decision Items: Transit

#### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER: Airport		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5355-990	TRANSIT	City's share of increase in costs passed along by Madison per funding agreement.	29,197		



**CONSERVATION & DEVELOPMENT**

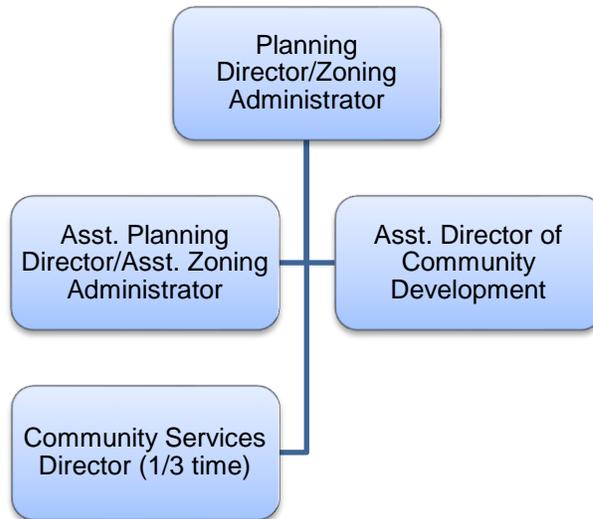




**Operating Budgets & Performance Plans: Planning**

**MISSION:**

To ensure that the City of Middleton community thrives in a measured and balanced manner while protecting its natural resources and the needs of all current and future citizens.



<b>AUTHORIZED POSITION LIST</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Planning Director / Zoning Administrator	1	1	1	1	1
Assistant Planning Director / Zoning Administrator	1	1	1	1	1
Assistant Director of Community Development / Zoning Administrator	1	1	1	1	1
Community Services Director	1/3	1/3	1/3	1/3	1/3

**MAJOR RESPONSIBILITIES:**

1. Staffing of Committees: Plan Commission; Community Development Authority; Zoning Board of Appeals; Airport Commission; Ped, Bike, Transit Committee, Sustainability Committee; Arts Committee; Landmarks Commission, Middleton/Westport Joint Zoning Committee; and Work Force Housing Committee;
2. Preparation of City Plans, including the Comprehensive Plan, BUILD, and Bicycle Pedestrian Plan
3. Administration of Ordinances, including: Zoning; Subdivision; Wetland; Floodplain; Outdoor Lighting; Sign; Off-Street Parking and Landscape Specifications; Public Arts.
4. Assistance with TID #3 and TID #5 Administration and Redevelopment District #3.
5. Assistance with economic and community development issues.
6. Research and reports on issues affecting the City such as: transportation; housing; environmental; floodplain; parking; and housing.



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Planning

### 2016 GOALS:

1. Complete updates to the Zoning Ordinance and Subdivision Ordinance.
2. Implementation of additional TIF projects.

### SIGNIFICANT ISSUES IN 2016:

1. Tax Incremental Financing districts #3 and #5 administration.
2. Project coordination for The Community of Bishops Bay, Tribeca, Meriter, Parmenter corridor redevelopment projects, Kraemer project, and other private development prospects.
3. Continue providing support to the 10 Committees and Commissions that the Planning Department staffs.

### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 12 Mo. Est.	2015 As of 6/30	2016 Projected
Design Review	30	40	38	19	38
Ordinance Amendments	6	9	8	4	8
SIP's and Modifications	52	34	48	24	48
Misc. (TIF, plans, agreements, etc.)	85	59	52	26	52
Cond. Use Permits	6	3	10	5	10
Subdivisions and CSM's	11	13	18	9	18
Zoning Permits	136	124	136	68	136

### FINANCIAL INFORMATION:

PLANNING DEPARTMENT	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
Zoning Permit Fees	27,090	13,000	22,525	13,000	20,450	13,000	5,000	18,000
Plan Commission Charges	17,158	15,000	20,930	15,000	15,681	15,000	2,000	17,000
TOTAL	44,248	28,000	43,455	28,000	36,131	28,000	7,000	35,000
<b>Expenses</b>								
Wages	225,044	230,712	232,675	237,454	148,748	232,675	(21,136)	211,539
Personnel Benefits	76,563	80,985	80,156	81,586	49,421	79,499	(2,308)	77,191
Operating Expenses	7,284	13,250	7,134	13,250	7,482	6,845	6,405	13,250
TOTAL	308,891	324,947	319,965	332,290	205,651	319,019	(17,040)	301,980
<b>NET TAX RATE SUPPORT</b>	<b>264,644</b>	<b>296,947</b>	<b>276,510</b>	<b>304,290</b>	<b>169,520</b>	<b>291,019</b>	<b>(24,040)</b>	<b>266,980</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>86%</b>	<b>91%</b>	<b>86%</b>	<b>92%</b>	<b>82%</b>	<b>91%</b>	<b>141%</b>	<b>88%</b>



# City of Middleton 2016 Budget

## Decision Items: Planning

### 2016 DECISION ITEMS DETAIL

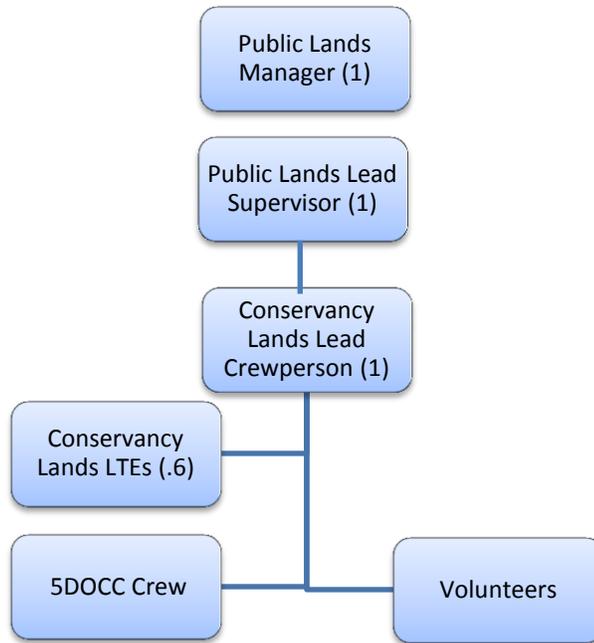
DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5631-110	SALARIES-FULL-TIME	PROMOTION OF ABBY ATTOUN-TUCKER TO ASSISTANT CITY ADMINISTRATOR/ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT - SEE ATTACHED JUSTIFICATION		\$ (60,174)	
100-5631-110	SALARIES-FULL-TIME	ADDITION OF AN ASSOCIATE PLANNER TO SUPPORT THE PLANNING DEPARTMENT - SEE ATTACHED JUSTIFICATION		\$ 39,470	
100-5631-111	INTERN	WE HAVE USED OUR PLANNING INTERS FOR A VARIETY OF PROJECTS RELATED TO ECONOMIC AND COMMUNITY DEVELOPMENT, LAND USE PLANNING, AND SUSTAINABILITY. THEY HAVE BEEN VERY HELPFUL IN 2015 PREPARING UPDATED GRAPHICS AND DATA FOR THE COMPREHENSIVE PLAN UPDATE. WE WILL LIKELY SPEND OUR FULL INTERN BUDGET IN 2015 AND HOPE THAT THE 2015 BUDGETED AMOUNT CAN BE MAINTAINED IN 2016.		\$ 576	
100-5631-135	LONGEVITY	BENEFITS FOR RECOMMENDED STAFFING ADJUSTMENT		\$ (1,009)	
100-5631-192	RETIREMENT	BENEFITS FOR RECOMMENDED STAFFING ADJUSTMENT		\$ (1,985)	
100-5631-193	FICA	BENEFITS FOR RECOMMENDED STAFFING ADJUSTMENT		\$ (1,260)	
100-5631-194	HEALTH INSURANCE	BENEFITS FOR RECOMMENDED STAFFING ADJUSTMENT		\$ 935	
100-5631-195	DENTAL INSURANCE	BENEFITS FOR RECOMMENDED STAFFING ADJUSTMENT		\$ 3	
100-5631-260	ADVERTISING & PRINTING	THIS LINE ITEM IS USED FOR PUBLICATION OF REQUIRED PUBLIC HEARING NOTICES, THE NUMBER OF WHICH VARIES FROM YEAR-TO-YEAR. IN ADDITION, THIS LINE ITEM IS USED FOR PAPER AND PRINTING. WE DO NOT SPEND THE FUNDS UNLESS ABSOLUTELY NECESSARY. WE WOULD LIKE TO MAINTAIN THE 2015 BUDGETED AMOUNT FOR ADVERTISING & PRINTING.		\$ 2,053	
100-5631-310	OUTSIDE SERVICES	OUR OUTSIDE SERVICES NEEDS VARY FROM YEAR-TO-YEAR AND WHILE WE OFTEN NEED THE FULL AMOUNT, WE DO NOT SPEND THE FUNDS UNLESS ABSOLUTELY NECESSARY. WE WOULD LIKE TO MAINTAIN THE 2015 BUDGETED AMOUNT FOR OUTSIDE SERVICES.		\$ 2,669	
100-5631-320	PROFESSIONAL SERVICES	OUR PROFESSIONAL SERVICES REQUIREMENTS VARY FROM YEAR-TO-YEAR AND WHILE WE OFTEN NEED THE FULL AMOUNT, WE DO NOT SPEND THE FUNDS UNLESS ABSOLUTELY NECESSARY. WE WOULD LIKE TO MAINTAIN THE 2015 BUDGETED AMOUNT FOR PROFESSIONAL SERVICES.		\$ 500	
100-5631-440	TRAINING	OUR TRAINING REQUIREMENTS VARY FROM YEAR-TO-YEAR AND WHILE WE OFTEN NEED THE FULL AMOUNT, WE DO NOT SPEND THE FUNDS UNLESS ABSOLUTELY NECESSARY. WE WOULD LIKE TO MAINTAIN THE 2015 BUDGETED AMOUNT FOR TRAINING.		\$ 683	
100-5631-490	OTHER OPERATING EXPENSES	OUR OTHER OPERATING EXPENSES REQUIREMENTS VARY FROM YEAR-TO-YEAR AND WHILE WE OFTEN NEED THE FULL AMOUNT, WE DO NOT SPEND THE FUNDS UNLESS ABSOLUTELY NECESSARY. WE WOULD LIKE TO MAINTAIN THE 2015 BUDGETED AMOUNT FOR OTHER OPERATING EXPENSES.		\$ 500	



**Operating Budgets & Performance Plans: Conservancy Lands**

**MISSION:**

The City of Middleton seeks to preserve and protect the City’s open space, water, historical, and natural resources to both foster and restore native habitats with the addition benefit of enhancing the City’s quality of life.



<b>AUTHORIZED POSITION LIST</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Conservancy Lands Lead Crew	1	1	1	1	1
Conservancy Lands LTE's	2	2	2	2	4

**MAJOR RESPONSIBILITIES:**

1. Plan & implement programs designed to restore & develop Middleton’s Conservancy Lands Areas to provide native habitats as well as opportunities for outdoor education & passive outdoor recreation for all.
2. Protect, Restore & Enhance the water quality of all lakes, creeks, & kettle ponds within Middleton’s Conservancy Lands System by ecological restoration of shore land buffer zones, aquatic & emergent zones, stabilizing stream banks, wetlands & ponds.
3. Protect, Restore & enhance the native flora & fauna within Conservancy Lands Areas.
4. Protect Restore & Enhance wildlife habitat & corridors that connect fragmented habitat parcels.
5. Control exotic & invasive species.
6. Develop policies & standards related to trails, kiosks, shelters, benches, & diverse uses of conservancy lands areas, including such use as trails, water trails & canoe access, wetland detention & sediment basins, wildlife & fisheries enhancements.
7. Consult with similar agencies from neighboring cities, towns, and counties to develop a regional response to issues concerning land conservation & management.



### Operating Budgets & Performance Plans: Conservancy Lands

#### **2016 GOALS:**

1. Protect, Restore & Enhance native landscapes and designated conservancy lands to maintain or improve the natural habitat, scenic beauty, outdoor recreation & outdoor environmental education.
2. Expand partnerships for maintenance of conservancy lands and hands on restoration and learning opportunities for the residents of Middleton.
3. Protect, Restore & Enhance native landscapes in the City of Middleton through land acquisition, ecological restoration, routine maintenance efforts, & provide volunteers or residents with hands-on ecological restoration learning opportunities.
4. Protect, Restore & enhance the natural vegetative communities within the City of Middleton, including but not limited to upland prairies, lowland forests, wetland/sedge meadow, shore land, open marsh & ponds, oak woods & oak savanna areas.
5. Improve water quality & fisheries areas within conservancy lands areas.
6. Increase connections between Middleton's conservancy lands areas and other adjacent or regional conservation areas including trails, corridors/linkages with other government agencies and regional land management plans.
7. Provide adequate management & staffing to oversee the management and or maintenance of all conservancy lands areas.

#### **SIGNIFICANT ISSUES IN 2016:**

1. Additional trails developed for public use require increased staffing & maintenance responsibilities for all new trails.
2. Deferred ecological maintenance for conservancy lands areas with approved management plans on file and/or in progress, result in higher capital & operational costs over the long term to complete the desired results. Impact is reduced bio diversity of species, increased invasive species, increased public complaints, and less cooperation or lost partnership opportunities w/ Friends Groups, neighborhood associations or residents ready to help with these managed areas. CLC reduced the capital budget for invasive species work from \$112,000 annually to \$45,000 and redirected those funds to the Operating Budget in 2014.
3. Negative impact on the aesthetic, recreational & scenic beauty of the Conservancy Lands Areas due to the reduction of LTE staff & maintenance funds reflected in customer surveys and open space plan comments from the residents.
4. Emergence of new invasive species like Southern Cattail & Purple Loosestrife create additional drain on reduced operating funds for weed eradication. Lack of funding for proper weed control measures & staffing continue to have negative impact on these sensitive areas.
5. Ever changing weather conditions with more frequent storm events and increased storm cleanup costs are not taken into account with decreased budgets. Deters further ecological restoration efforts and proper maintenance of water resource areas.
6. Reduced budgets continue to impact the future regional trail development planning & construction projects and deters needed progress for all trail users.



## City of Middleton 2016 Budget

### Operating Budgets & Performance Plans: Conservancy Lands

#### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected
CLC Acreage	820	820	820	850	850
Miles of maintained trails	21	22.5	28	30	30
CLC areas maintained	22	24	25	28	28
Grants	\$500,000	\$674,000	\$674,000	\$443,500	TBD
Donations	\$10,000	\$11,800	\$197,946	\$46,450	TBD

#### FINANCIAL INFORMATION:

LAND CONSERVANCY	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	24,299	12,400	17,694	22,400	10,209	17,694	4,726	22,420
Personnel Benefits	1,996	1,898	1,566	949	967	949	766	1,715
Operating Expenses	91,701	109,670	115,531	142,440	52,864	109,783	34,801	144,584
TOTAL	117,997	123,968	134,792	165,789	64,040	128,426	40,293	168,719
<b>NET TAX RATE SUPPORT</b>	<b>117,997</b>	<b>123,968</b>	<b>134,792</b>	<b>165,789</b>	<b>64,040</b>	<b>128,426</b>	<b>40,293</b>	<b>168,719</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



# City of Middleton 2016 Budget

## Decision Items: Conservancy Lands

### 2016 DECISION ITEMS DETAIL

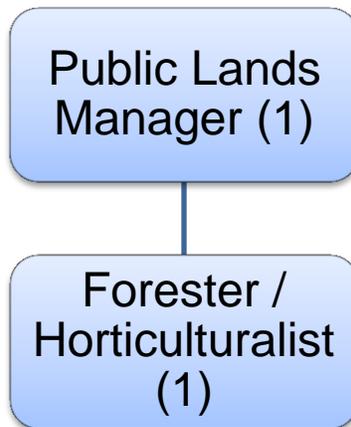
DEPARTMENT/COST CENTER: Conservancy Lands			AMOUNT		
Account Number	Account Title	Description / Justification	Mandate	Line item Increase	Line Shift
100-5620-120	LTE's	Common Council approved an additional \$10,000 in 2015 for increased LTE's numbers. The requested 2016 increase would maintain the higher number of LTE's. Reduction of positions to 2014 levels would set back many restoration projects and limit the ability to deal with acute issues as they would occur (trail damage from storms as an example)		4,726	
100-5620-193	FICA	FICA for above mentioned increase.		766	
100-5620-220	Pond Expenses	Tiedeman & Stricker pond water level management and conservancy lands management. Budget has flexed in expenditures with less funds being spent in drought years to manage these areas rather than in flood years. Staffing oversight and maintenance activities are key to maintaining a flood free zone for residents. Seek to restore budget to manage the areas as intended and protect residents from flood		1,236	
100-5620-221	Creek Maintenance	PB creek maintenance is an annual expense that helps maintain the storm water conveyance system in place and prevent catastrophic failures along the PB Creek Corridor. Annual costs to remove trees & debris have been consistent over time except when grants awarded helped offset regular operating costs and/or drought years did not require the same level of tree & debris removal expenditures. Failure to maintain clear waterways and storm water conveyance systems can lead to catastrophic events. Seek annual maintenance funds to maintain proper channel flow by eliminating tree &		3,057	
100-5620-223	Trail Maintenance Expenses	Requested increase to reflect the actual money spent in 2014 on trail maintenance. Maintenance needs are dependant on weather, but for both 2013 and 2014 average trail costs have been \$21,420		2,144	
100-5620-480	Invasive Species Control	Purpose is for weed control in 27 conservancy areas tand for over 800 acres in Middleton. This budget line was at \$115,000 in 2011, reduced to \$60,000 in 2012 and further cut in 2014 to \$45,000. The funds are used for fire control, herbicide applications & weed control mowing/cutting for managed CLC Areas and storm water detention areas to maintain compliance w/ local ordinances and state requirements for storm water basins and public lands.		15,998	
100-5620-490	Other Expenses	The DOCC Oakhill Inmate crew wages typically come from this primary line item but oten are offset w/ grants or other capital project funding. The DOCC Crew cost for a 40 hour work week for 5-8 inmates is approximately \$3500 bi weekly. This line item also includes new and replacement interpretive signs and native plantings.		12,366	



Operating Budgets & Performance Plans: Forestry

**MISSION:**

To maintain the long term health and stability of the Middleton street & park tree population and to provide a source of information for residents regarding tree issues.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Forester/Horticulturalist	1	1	1	1	1

**MAJOR RESPONSIBILITIES:**

1. Maintain public safety along all city streets and parklands regarding publicly owned trees.
2. Monitor and maintain, to the best of the department’s abilities, the health of all publicly owned trees.
3. Review subdivision plans to protect existing trees and to approve new plantings.
4. Public education regarding tree pests, diseases, and new urban forestry programs.
5. Staff reports to PRFC and City Council for capital and operation budgets and issues for all public lands.

**2016 GOALS:**

1. Continuation of City EAB ash removal and replacement program.
2. Shift operating budget emphasis to pruning/maintenance from planting/expanding.
3. Highlight urban wood reuse.
4. Continued public education regarding all pertinent urban forestry concerns/needs.

**SIGNIFICANT ISSUES IN 2016:**

1. Significant expansion of EAB in 2015 dictates the need for greater inspections in 2016 and beyond.
2. Begin to address the backlog of pruning needs of street trees.



# City of Middleton 2016 Budget

## TOTAL ANNUAL BENEFITS, NET BENEFITS, AND COSTS FOR PUBLIC STREET TREES

<u>Benefits</u>	<u>Total (\$)</u>	<u>\$/tree</u>	<u>\$/capita</u>
CO2	\$ 338,095	\$ 41.69	\$ 18.89
Energy	31,762	3.92	1.77
Air Quality	38,195	4.71	2.13
Stormwater	228,713	28.20	12.78
Aesthetic/Other	470,393	58.01	26.28
	<b>\$ 1,107,158</b>	<b>\$ 136.53</b>	<b>\$ 61.85</b>

<u>Costs</u>	<u>Total (\$)</u>	<u>\$/tree</u>	<u>\$/capita</u>
Planting	\$ 15,000	\$ 1.85	\$ 0.84
Contract Pruning	7,500	0.92	0.42
Irrigation	6,000	0.74	0.34
Removal	15,000	1.85	0.84
Administration	69,940	8.62	3.91
Litter Clean-up	5,000	0.62	0.28
	<b>\$ 118,440</b>	<b>\$ 14.60</b>	<b>\$ 6.63</b>

Net Benefits	<u>\$ 988,718</u>	<u>\$ 121.93</u>	<u>\$ 55.22</u>
Benefit - Cost Ratio	\$ 9.35		

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>FORESTRY</b>								
Revenue								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
Expenses								
Wages	62,318	62,734	63,466	64,603	41,809	63,466	1,150	64,616
Personnel Benefits	22,530	24,249	25,062	25,908	16,087	24,421	(1,709)	22,712
Operating Expenses	47,078	48,500	12,674	72,102	20,726	12,674	59,428	72,102
TOTAL	131,926	135,483	101,201	162,613	78,622	100,561	58,869	159,430
<b>NET TAX RATE SUPPORT</b>	<b>131,926</b>	<b>135,483</b>	<b>101,201</b>	<b>162,613</b>	<b>78,622</b>	<b>100,561</b>	<b>58,869</b>	<b>159,430</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Decision Items: Forestry

#### 2016 DECISION ITEMS DETAIL

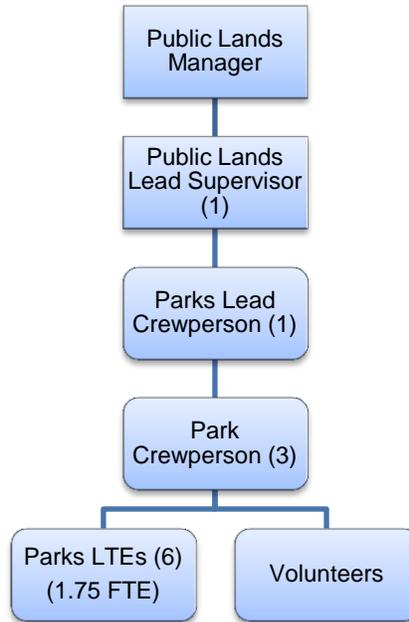
DEPARTMENT/COST CENTER: Public Lands - Forestry			AMOUNT		
Account Number	Account Title	Description / Justification	Mandate	Line item Increase	Line Shift
100-5611-220	SUPPLIES & MATERIALS	Common Council approved an operating increase of \$9,375 in 2015. This request is to maintain the budget for 2016.		9,086	
100-5611-310	OUTSIDE SERVICES	Common Council approved an operating increase of \$10,000 in 2015. The total line amount of \$42,000 was to address the backlog of street tree clearance pruning throughout Middleton (Current violation of City ordinance 20.05 trimming standards) while at the same time, utilized for storm cleanup. Because of this duality, use of funding during the first 6-9 months for anything other than storm cleanup does not happen. Attempting to use the remaining balance in the last quarter of the year did not occur due to the incoming bids for the work being immensely over available funding. As a result, there was a large balance still available at the end of the year. This request is to maintain the budget for 2016.		45,890	
100-5611-490	OTHER OPERATING EXPENSES	Common Council approved an operating increase of \$4,227 in 2015. This request is to maintain the budget for 2016.		4,452	



**Operating Budgets & Performance Plans: Parks**

**MISSION:**

The City of Middleton seeks to provide a park and recreation system that will meet the needs of our current residents and future generations and provide a park and recreation program that is designed to enhance the City's quality of life.



<b>AUTHORIZED POSITION LIST</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Public Lands Manager	1	1	1	1	1
Public Lands Lead Supervisor	1	1	1	1	1
Parks Lead Crewperson	1	1	1	1	1
Parks Crewpersons	3	3	3	3	3
Parks LTEs	1.75	1.75	1.75	1.75	3

**MAJOR RESPONSIBILITIES:**

1. Maintain 27 active parks with over 558 acres for active & passive outdoor recreation and park facilities to meet current & future demands.
2. Ensure that parks, recreation lands, facilities & programs are barrier free and designed to meet the special needs of all residents, especially the elderly and disabled.
3. Coordinate subdivision review with all departments responsible for providing or maintaining adequate park lands & facilities and ensure that only land that is suitable for outdoor recreation is dedicated as parkland.
4. Coordinate development efforts, routine use & maintenance of recreational lands & facilities with the City of Middleton, MCPASD and other appropriate public outdoor recreation agencies.
5. Public Lands, Recreation & Forestry Staff report to PRFC, Finance Committee, and the Common Council for approval of Capital & Operational Budgets.



### Operating Budgets & Performance Plans: Parks

#### **2016 GOALS**

1. Ensure that the City's existing open space, outdoor recreational facilities and programs are designed to meet the special needs of all residents and visitors regardless of age, gender, or ability.
2. Meet or exceed the National Association of Parks & Recreation (NRPA) standards for active and passive recreational land, to address current and future recreational needs.
3. Use all available resources to further enhance the quality of the City's Park System.
4. Recognize the importance of an adequate park budget which can financially address existing park health and safety hazards and allow for future parkland acquisition and/or facility development.
5. Coordinate subdivision review with all departments responsible for providing or maintaining adequate park facilities.
6. Coordinate development efforts, the use and maintenance of outdoor recreational facilities between the City of Middleton, MCPASD, and sporting organizations.
7. Provide a wide range of park facilities to address the needs of existing and changing demographics and to meet the standards set forth by the NRPA.
8. Provide residents with safe & reliable recreation equipment throughout the City Park System.
9. Inventory, improve and expand bike & pedestrian network.
10. Better integrate outdoor recreational programming and facilities development to correspond to outdoor pursuits on a seasonal basis.
11. Provide adequate management and staffing levels to oversee the maintenance of park and open space facilities.
12. Ensure that appropriate native landscape plant materials are incorporated into all new and existing park and open space lands.
13. Obtain program accreditation from NRPA within five years from plan adoption.

#### **SIGNIFICANT ISSUES IN 2016:**

1. Decreased PRFC Capital & Operating Budgets have created user conflicts and/or complaints from residents that have high expectations for highly maintained park & open space areas, play equipment, park paths, and parking lots.
2. Weather based seasonal operations and maintenance requirements are not taken into consideration when operating budgets are cut leading to dramatic cuts to service areas and increase hazards to the public in these parks & open space areas.
3. Decreased staffing levels are not in line w/ increased park use, increased maintenance demands from that public use and the additional sports facility maintenance requirements. FTE staff continues to perform required routine maintenance duties without the needed LTE staff for seasonal assistance. FTE staff are expected to perform routine work and with added parks, sports fields and new program areas with same standards.
4. Unstable weather conditions in winter and summer create storm damage in park areas with hidden cleanup costs to already depleted budgets.
5. The PRFC Open Space Plan was revised in 2014 and provides documentation of the back logged park maintenance needs, ADA deficits, sports field needs, and other recreational program needs. The report also documents the staffing issues and needs for adequate personnel to carry out the required maintenance standards for all park areas. PRFC Capital & Operating Budgets must be increased to comply with the mandated requirements and provide safe park facilities for all to enjoy.



### Operating Budgets & Performance Plans: Parks

#### MAJOR WORKLOAD STATISTICS

**Park & Conservancy Facilities:** 27 Parks with over 558 acres of lands and 28 CLC Areas with over 800 acres of land. 6 Community Parks; FFMP, Quisling, Lakeview, Orchid Heights, Fireman's, Harvey John & Lucille Taylor Park.

5 Neighborhood Parks; Middleton Hills North & South, Parisi, Stickers, Woodside Heights.

12 Mini Parks; Baskerville, Boundary Rd, Hawk ridge, Hillcrest, Hinrich's Family Farm Park, Lakeview East, Meadows, Middleton Ridge, Middleton Station, Parkside Heights, Pheasant Branch Ridge, Stone field.

7 Special Use Areas; Quarry Park Skate Facility, Walter Bauman Pool, MRD Dog Park, MRD Small Dog Park, Quisling Small Dog Park, Lake Street Boat Launch, Pleasant View Golf Course.

1 Indoor Shelter, 17 Outdoor Open Air Shelters

18 Tennis Courts

9 Basketball Courts

8 volleyball Courts

12 Baseball diamonds

14 Soccer Fields

1 Bike Skills Park & Mt Bike Trails

FTE & LTE Work Load;

- Weekly mow & maintain 140 acres of turf in park areas.
- Groom 140 ball diamonds per month.
- Mow & maintain 52 medians & 32 cul du sacs weekly.
- Groom 6.5 miles of ski trails & town ski trails.
- Plow over 25 miles of trails and 7 parking lots.
- Maintain 24 picnic areas
- Maintain 21 Playground Areas
- Maintain 5 ADA on shore fishing piers
- Maintain 10 ADA Drinking Fountains



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Parks

### PARK FACILITIES:

	Acres	Picnic Area	Open Shelter	Grills	Drinking Water	Restrooms	Playground Equipment	Fishing	Trails/Hiking	Ball Diamond	Basketball Court	Sand Volleyball Court	Multi-Purpose Area	Water Features	Skate Park	Pet Exercise Area	Ice Skating
<b>Community Parks</b>																	
Lakeview Park	80	●	●	●	●	●	●	●	●	●		●	●	●			
Fireman's Park	5.9	●	●	●		●	●				●	●					
Community Dog Park	146					●			●				●			●	
Orchid Heights Park	14	●	●	●	●	●	●		●	●	●	●				●	●
Quisling North Park	30								●	●							
Firefighters Park	15	●	●		●	●			●	●			●				
<b>Neighborhood Parks</b>																	
Parisi Park	5.7	●	●			●	●			●	●		●				
Middleton Hills Park- North	5	●	●		●		●		●	●							
Middleton Hills Park- South	4.6	●	●		●	●	●		●			●					
Woodside Heights Park	10				●		●				●						
Stricker Park	10				●		●		●				●				
Quarry Skate Park	0.1												●		●		
<b>Mini Parks</b>																	
Stonefield Park	2	●			●	●	●					●	●				
Parkside Heights Park	1.6				●		●				●						●
Meadows Park	1.9										●						
Boundary Road Park	3.5				●		●										
Hillcrest Park	0.5				●		●				●		●				
Baskerville Park	0.5						●										
Pheasant Branch Ridge Park	2	●			●				●								
Hawkrigde Park	1.5				●		●										



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Parks

### PARK FACILITIES (Continued):

	Acres	Picnic Area	Open Shelter	Grills	Drinking Water	Restrooms	Playground Equipment	Fishing	Trails/Hiking	Ball Diamond	Basketball Court	Sand Volleyball Court	Multi-Purpose Area	Water Features	Skate Park	Pet Exercise Area	Ice Skating
<b>Conservancy Lands</b>																	
Pheasant Branch Conservancy	353								●				●				
Stricker Pond	30								●								●
Tiedeman Pond							●		●				●				●
Graber Pond	27								●				●				●
Esser Pond	15								●				●				●
Middleton Hills Pond & Conservancy	3.2								●				●				
Elm Lawn/ Tiedeman Conservancy	5								●				●				
Middleton Hills Oak Savanna	5								●				●				
<b>Special Use Area</b>																	
Pleasant View Golf Course																	
Lake Street Boat Launch								●									



# City of Middleton 2016 Budget

## FINANCIAL INFORMATION:

PUBLIC LANDS	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenues</b>								
Other Fees	-	-	-	-	-	-	-	-
State & Federal Aid	-	-	-	-	-	-	-	-
Park Reservations	26,662	20,000	45,487	23,000	17,420	23,000	12,000	35,000
<b>TOTAL</b>	<b>26,662</b>	<b>20,000</b>	<b>45,487</b>	<b>23,000</b>	<b>17,420</b>	<b>23,000</b>	<b>12,000</b>	<b>35,000</b>
<b>Expenses</b>								
Wages	456,690	477,721	465,912	505,191	286,286	464,117	107,666	571,783
Personnel Benefits	144,332	168,747	147,640	175,157	86,484	147,640	37,094	184,734
Operating Expenses	200,088	178,196	182,045	224,084	111,266	174,651	51,414	226,065
<b>TOTAL</b>	<b>801,110</b>	<b>824,664</b>	<b>795,597</b>	<b>904,432</b>	<b>484,035</b>	<b>786,409</b>	<b>196,174</b>	<b>982,583</b>
<b>NET TAX LEVY SUPPORT</b>	<b>774,448</b>	<b>804,664</b>	<b>750,110</b>	<b>881,432</b>	<b>466,615</b>	<b>763,409</b>	<b>184,174</b>	<b>947,583</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>97%</b>	<b>98%</b>	<b>94%</b>	<b>97%</b>	<b>96%</b>	<b>97%</b>	<b>94%</b>	<b>96%</b>

## Decision Items: Public Lands

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER: Public Lands			AMOUNT		
Account Number	Account Title	Description / Justification	Mandate	Line item Increase	Line Shift
100-5520-110	SALARIES-FULL-TIME	Addition of one full time parks crewmember. Full time staffing has not increased since 1995, yet entire park complexes have been built, miles of trail constructed, and new acres of mowing assigned. Multiple Parks and Open Space Plans have highlighted this need as well as conservancy Lands Plans. Continued growth of parks (Bishops Bay as a prime example) will only increase this need. Reliance on maintenance by LTE's or the DOCC crew is shortsighted at best.		\$ 76,085	
100-5520-117	OVERTIME	Overtime level maintained from 2015.		\$ 1,210	
100-5520-120	LTE Staffing	Common Council approved an additional \$17,500 in 2015 for increased LTE's numbers. The requested 2016 increase would maintain the higher number of LTE's. Reduction to 2014 LTE staffing levels would result in additional maintenance duties for parks, facilities, sports fields and boulevard maintenance. Deferred or incomplete maintenance tasks create risk, safety & liability issues w/in parks that are not acceptable and not in compliance w/ the PRFC OPEN SPACE PLAN, GOAL 1.2.11, 1.2.4, 1.2.11 & 1.2.8.		\$ 33,409	
100-5520-192	RETIREMENT	Benefits to support recommended positions.		\$ 3,293	
100-5520-193	FICA	Benefits to support recommended positions.		\$ 2,394	
100-5520-194	HEALTH INSURANCE	Benefits to support recommended positions.		\$ 23,983	
100-5520-195	DENTAL INSURANCE	Benefits to support recommended positions.		\$ 7,424	
100-5520-220	SUPPLIES & MATERIALS	Increase supply costs for sports field maintenance. FFMP & Quisling Parks supply costs have not been covered by MBSC or MCPASD and additional operating funds are needed to maintain these areas in compliance w/ the PRFC Open Space Plan 1.2.6 & 1.2.7		\$ 5,153	
100-5520-280	COMMUNICATIONS	Cell phone costs for all Public Lands staff has traditionally been housed in the IT department. This is being transferred to each department for 2016. In addition to this change, Parks staff rely heavily on office staff to provide office supplies, copying for posted notices, laminating items, and other parks communications materials.		\$ 3,497	
100-5520-410	EQUIPMENT MAINTENANCE	Mandatory sports field maintenance requirements and work load have increased at all Community Parks along w/ related equipment maintenance costs. City Mechanics rates and costs are fixed for Public Lands Department equipment maintenance. Foreman retirement may lead to increased costs for small hand & power equipment maintenance due to loss of expertise.	Yes	\$ 7,394	



# City of Middleton 2016 Budget

## Decision Items: Public Lands (Continued)

2016 DECISION ITEMS DETAIL			AMOUNT		
DEPARTMENT/COST CENTER: Public Lands			Mandate	Line item Increase	Line Shift
Account Number	Account Title	Description / Justification			
100-5520-440	TRAINING	Increased training costs associated with new employees and continued certification needs for existing staff.	Yes	\$ 1,861	
100-5520-470	UTILITIES	5% mandated increase used for utilities. Parks facilities, lighting and demand have increased.	Yes	\$ 5,401	
100-5520-490	OTHER OPERATING EXPENSE	For DOCC crew ( 5-8 persons) ave cost \$3500 per 2 week payperiod @ 12 weeks. Increased portable restroom costs to meet ADA requirement and high demand for longer seasonal use by public. Other increased operating expenses related to planting & materials for adopt-a-park and adopt-a-boulevard improvements and transitioning turf boulevards to no mow native plantings.		\$ 22,288	
100-5520-491	JANITORIAL SERVICES	Janitorial contract costs for all park facility cleaning from May- September has increased. Competitive request for quote process is utilized for janitorial services contracts renewed annually but costs to clean parks restrooms and facilities continues to increase locally. Increased sports field use agreements at community parks increase facility maintenance & janitorial needs seasonally as well. Additional cleaning services were required at Lakeview Park Shelters due to high splash pad use and lack of other restroom facilities for day visitors.		\$ 2,842	
100-5520-492	WATER SERVICES	Anticipated water rate increase and increase water use. Irrigation systems for athletic fields are not installed and will be in use for 2016 as well.	Yes	\$ 8,136	
100-5520-800	CAPITAL OUTLAY	Cover costs for hand held power equipment such as blowers, trimmers and push mowers which must be maintained and safe for use by LTE workers. This line is for replacement equipment only. Items not serviced or in poor working order would be tagged out.		\$ 209	
100-5520-117	OVERTIME	Overtime usage is dependant on weather, but is exacerbated by staffing limitations.		\$ 1,210	



**OTHER BUDGETS**



# City of Middleton 2016 Budget

## Other Operating Budgets & Performance Plans: Cable TV

### Financial Information:

CABLE TV	2013	2014		2015	2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items	
<b>Revenue</b>								
None	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-
<b>Expenses</b>								
Wages	747	-	-	-	-	-	-	-
Personnel Benefits	121	-	-	-	-	-	-	-
Operating Expenses	5,285	8,000	4,565	6,000	3,000	4,165	-	4,165
TOTAL	6,152	8,000	4,565	6,000	3,000	4,165	-	4,165
<b>NET TAX RATE SUPPORT</b>	<b>6,152</b>	<b>8,000</b>	<b>4,565</b>	<b>6,000</b>	<b>3,000</b>	<b>4,165</b>	<b>-</b>	<b>4,165</b>
<b>LEVY SUPPORT AS % OF EXPENSES</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>



# City of Middleton 2016 Budget

## Other Operating Budgets & Performance Plans: Commissions and Committees

### Public Arts Committee

#### MISSION:

Public works of art are an important component of community development. Public art creates an aesthetically pleasing and interesting environment, builds community, marks history, expresses local culture, and establishes local identity. The City has a legitimate government interest in furthering these objectives.

#### MAJOR RESPONSIBILITIES:

1. Creating recommendations for the Common Council regarding plans and policies to further the City of Middleton’s commitment to the promotion, creation and maintenance of public art.
2. Recommend maintenance of existing pieces of art when necessary.
3. Oversee the implementation of the Public Arts Master Plan.

#### 2016 GOALS:

1. Oversee the installation of “Out of the Shell” at the Parmenter roundabout (if fundraising is completed).
2. Oversee the selection and installation of a piece of artwork at the MOC salt storage shed (if funded).
3. Working with the library, complete a Community Canvas public art project at the Middleton Public Library.
4. Complete the Artists in Middleton (AIM) project to bring more awareness to the public about local artists.

#### SIGNIFICANT ISSUES IN 2016:

1. Funding and fundraising.

#### MAJOR WORKLOAD STATISTICS:

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 12 Mo. Est.</b>	<b>2015 As of 6/30</b>	<b>2016 Projected</b>
Number of permanent public art pieces in the City of Middleton	3*	3	5	3	7
Public Arts Committee meetings	7	9	10	5	12
*Stained glass at Police/Court building, WARNING: Signs, Self-Made Man					

### Landmarks Commission

#### MISSION:

To protect, enhance, and perpetrate improvements of a special character or special historical interest or value, which is a public necessity, and is required in the interest of health, prosperity, safety, and welfare of people.



# City of Middleton 2016 Budget

## **MAJOR RESPONSIBILITIES:**

- 3. Maintain the Landmarks Commission website.
- 4. Meet to discuss and make recommendations on requests for modifications to landmarks buildings and sites.
- 5. Maintain historically accurate informational plaques on landmarks properties.

## **2016 GOALS:**

- 4. Update some historical plaques which are inaccurate.
- 5. Update website.

## **SIGNIFICANT ISSUES IN 2016:**

- 1. Funding.

## **MAJOR WORKLOAD STATISTICS:**

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 12 Mo. Est.</b>	<b>2015 As of 6/30</b>	<b>2016 Projected</b>
Landmarks Commission meetings	2	2	1	0	2

## **Sustainability Committee**

### **MISSION:**

To make Middleton a more sustainable community. Sustainability is defined as the use and development of the resources of the City of Middleton to meet community needs and aspirations and best optimize the unique nature of the community without compromising the well-being of future generations.

### **MAJOR RESPONSIBILITIES:**

- 1. Implementation of the adopted Sustainable City Plan.
- 2. Researching and developing recommendations, guidelines, and policies for consideration and approval of the Common Council to take advantage of sustainability opportunities for the City of Middleton.
- 3. Identify and/or offer educational opportunities and community events which further residents' knowledge and practice of sustainable actions.

### **2016 GOALS:**

- 1. Oversee the implementation of 2015 goals of the adopted Sustainable City Plan, including:
  - a) Continue to update the web version of the A-Z Guide on an on-going basis.
  - b) Continue to research current construction waste recycling efforts to determine how to improve recycling rates. An interim C & D ordinance was adopted in 2012.
  - c) Examine how to incentivize measures which encourage reduced water usage and increased water infiltration (possibly including rain barrels, rain gardens, low-flow fixtures, etc.).



## City of Middleton 2016 Budget

---

- d) Research water use on residential and commercial lawns, identify and install water saving fixtures where appropriate.
  - e) Research how the City Golf Course utilizes water, determine if additional policies or technologies can improve water efficiency.
  - f) Explore current pesticide and herbicide use on City property with Public Lands.
  - g) Work with the high school to encourage alternative forms of transportation.
  - h) Determine whether part-time telecommuting for certain city staff functions is feasible and develop policies. (City Administration).
  - i) Evaluate City vehicle idling policies and make recommendations.
  - j) Determine whether set back thermometers are being used (and properly programmed) in all municipal buildings, and install where appropriate. (Planning Intern).
  - k) Review where motion sensor lighting is and is not currently being used in municipal buildings, and install where appropriate. (Planning Intern).
  - l) Research possible incentives to encourage residential building beyond minimum energy efficiency code. (Building Inspection Department).
  - m) Revise zoning standards to reflect parking maximums in commercial areas. (Plan Commission).
  - n) Review zoning and building codes to identify impediments to green and sustainable building practices such as green roofs, grey water systems, etc.
  - o) Develop sustainability guidelines for City purchasing including office supplies, building and remodeling supplies (paint, carpet), to encourage local, environmentally-friendly products and/or fair trade purchases.
  - p) Research and institute green cleaning practices in municipal buildings.
  - q) Provide information on the City's website on renewable energy and available incentives.
2. Continue to oversee the the Bock Community Garden and the Middleton Station Community Garden.
  3. Continue to oversee policies for the Middleton Recycling Center
  4. Continue to oversee the permanent MedDrop collection box at the Police Department.
  5. Continue to oversee policies and reporting for the City's Water Conservation programs.
  6. Continue to aggressively seek grants and awards for the City.
  7. Continue to maintain the sustainability website, at:  
<http://www.ci.middleton.wi.us/index.aspx?nid=118>.



# City of Middleton 2016 Budget

## SIGNIFICANT ISSUES IN 2016:

1. Funding.
2. Continued implementation of the Sustainable City Plan and the Green Tier Legacy Communities Charter.

## MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 12 Mo. Est.	2015 As of 6/30	2016 Projected
Clean & Green Event Indicator - File 13 Pounds Collected (many items are collected at C & G, File 13 is just being used as one indicator which is easily measured to show the impact of the event)	36,100 lbs.	30,821 lbs.	12,733 lbs.	12,733 lbs.	N/A
Number of Community Garden Plots	75 plots	87 plots	87 plots	87 plots	87 plots
Sustainability Committee Meetings	12	12	12	7	12

## Financial Information:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>COMMISSIONS/COMMITTEES</b>								
POLICE COMMISSION	215	4,848	6,530	5,000	2,298	5,000	-	5,000
LANDMARKS COMMISSION	1,529	350	138	350	-	138	212	350
HISTORICAL SOCIETY GRANT	-	-	-	-	-	-	-	-
ART COMMITTEE EXPENSES	2,171	3,000	3,127	5,000	2,303	3,127	1,873	5,000
BOARD OF REVIEW	-	300	-	-	-	-	-	-
SUSTAINABILITY COMMITTEE	7,190	7,000	5,100	13,250	11,864	5,100	8,150	13,250
TOTAL	11,105	15,498	14,895	23,600	16,465	13,365	10,235	23,600

## Decision Items: Commissions and Committees

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
100-5113-990	LANDMARKS COMMISSION	The Landmarks Commission is in the process of replacing broken and outdated landmarks plaques at a rate of about 2 plaques per year. They would like to maintain their 2015 operating budget amount.		212	
100-5113-992	ART COMMITTEE EXPENSES	The Arts Committee would like to maintain their 2015 operating budget amount. The operating needs vary slightly from year-to-year depending on projects and payments. This budget is typically used to cover the cost of sending out requests for proposals (RFPs), providing honoraria for proposals, and covering travel costs for visiting artists.		1,873	
100-5116-990	SUSTAINABILITY COMMITTEE	The Sustainability Committee would like to maintain their 2015 operating budget amount. They will likely spend the full amount this year due to the opening of the Middleton Recycling Center and will need the full amount in 2016 due to plans for a Repair Fair, continued support of the Middleton Recycling Center (signage, advertising, etc.), and other projects.		8,150	



## City of Middleton 2016 Budget

### Other Operating Budgets & Performance Plans: Legal Counsel, General Personnel Benefits, Property & Liability Insurance, Non-Departmental, Miscellaneous Expenses

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>OTHER OPERATING BUDGETS</b>								
Legal Counsel	231,687	215,000	218,557	212,060	117,301	198,688	28,312	227,000
General Personnel Benefits	24,833	60,700	26,605	60,000	15,839	26,488	22,813	49,301
Property & Liability Insurance	356,613	414,966	320,670	380,000	151,114	320,670	59,330	380,000
Non-Departmental	24,345	27,100	38,063	27,555	32,812	27,555	31,445	59,000
Miscellaneous Expenses	65,197	64,420	67,952	65,860	42,855	59,500	4,980	64,480
TOTAL	702,675	782,186	671,847	745,475	359,922	632,900	146,880	779,780

### Other Operating Budgets & Performance Plans: Contingencies

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>CONTINGENCIES</b>								
Vehicle Damages	1,857	12,000	2,735	12,000	975	2,735	7,266	10,000
City Liability	6,794	25,000	6,109	25,000	346	6,109	18,891	25,000
General	-	80,244	-	373,363	-	-	224,527	224,527
TOTAL	8,651	117,244	8,844	410,363	1,321	8,844	250,684	259,527

### Other Operating Budgets & Performance Plans: Transfers Out

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>GENERAL FUND TRANSFERS OUT TO:</b>								
Library Operations Fund 212	1,007,346	1,068,395	1,068,395	1,144,792	-	1,068,395	232,306	1,300,701
Cash Advance to Golf Fund 650	-	-	-	-	-	-	-	-
Other Transfers Out	89,350	1,200,000	1,200,000	87,303	-	87,303	-	87,303
Debt Service Fund 300	3,439,156	4,317,190	4,317,190	4,363,261	-	4,317,190	(759,385)	3,557,805
TOTAL	4,535,852	6,585,585	6,585,585	5,595,356	-	5,472,888	(527,079)	4,945,809



**SPECIAL REVENUE FUND BUDGETS**





## City of Middleton 2016 Budget

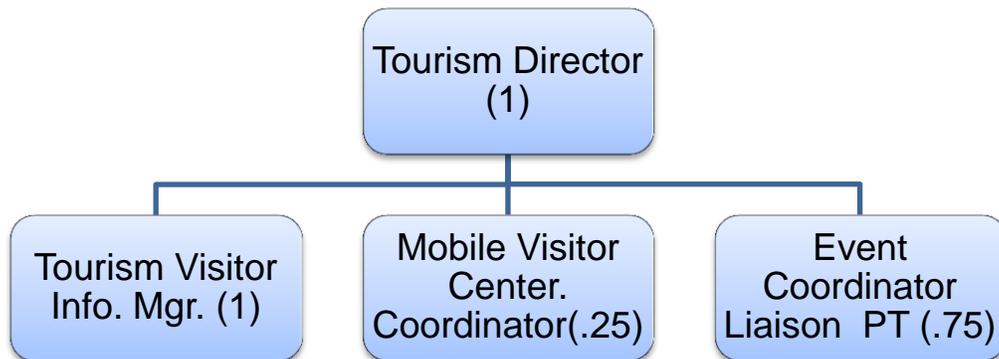
### Special Revenue Fund Budgets & Performance Plans: Tourism Fund 201

**MISSION:**

Middleton Tourism Commission's Mission Statement is to provide the best information possible to ensure a pleasurable experience for Middleton's visitors.

In order to accomplish our mission we are committed to the following core objectives:

- To develop the convention & visitors industry as a substantial element of the City of Middleton's economy.
- To market the City of Middleton in a way that maximizes the visitor's experience while respecting the quality of life and environment of those who live and work here.
- To compete successfully with destinations throughout the region in attracting first time & repeat visitors.
- To be a regional destination source that stresses partnership, productivity and return on investments.
- To share expertise on industry issues, trends and product development.
- To market to convention & event planners, tour & group operators, as well as individuals.
- To offer exceptional customer service.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Director Tourism Dept	1	1	1	1	1
Tourism Visitor Info. Manager	1	1	1	1	1
Event Coordinator Liaison (PT)	0	0	1	1	1
Mobile Visitor Center Coordinator (PT)	0	0	1	1	1



### Special Revenue Fund Budgets & Performance Plans: Tourism Fund 201

#### MAJOR RESPONSIBILITIES:

WI Act 135 establishes a definition of “Tourism Promotion & Development” to clarify how the amount of Room Tax revenue designated for this purpose by state law can be used. The definition:

- Provides a natural connection between overnight stays, which is what is taxed and is the source of the revenue, and the expenditure of the revenue to ensure room tax revenue is sustainable and can grow;
- Ensures that if multiple lodging properties are collecting and submitting room tax revenue, the promotion and development projects do not just benefit one property;
- Provides examples of marketing projects that promote tourism to help guide decision-makers without experience in the tourism industry;
- Provides a broad range of opportunities for local decision-makers to select what investments in Tourism Promotion and Development will work best in their community and budget (i.e.; print or electronic promotional brochures, advertising, a tourist information center, efforts to recruit conventions, etc).

#### 2016 GOALS:

1. Continued – cultivate the collaboration of our hotel properties & association partnerships to market & sell to groups as a cohesive partnership.
2. Continued – collaboration with our hotel entities to grow the three niches; transient visitors, motorcoach/groups and small/medium market meetings/conferences. Additionally the Wedding/Event market has been identified as showing great promise. The department will be working closely with the hotels to determine the exact bend to take, likely creating another roll-off the Tourism website as well as a sales sheet and potentially assisting in the marketing of a new showcase event for the market. (Assisted by our self-funded grant programs)
3. Continued – provide [potential] visitors with coordinated, attractive, comprehensive print, web and social media products that provide incentive to visit as well as patronize.
4. Continued – fortify brand recognition of Middleton’s logo/name and — “known for” elements, as well as fresh visual definition separate from Madison all the while embracing the entire geographic area recognizing our role as a hub location.
5. Continued – The new Event Coordinator Liaison has evolved, based on our Fall and Spring experiences, to a purer version to best reflect the area and City’s needs and will no longer include an advertising sales component.
6. Immerse the mobile visitor center in the City’s extended stay properties. Though area events (involving our grants, guest rooms blocks and in some cases popular recurring local/regional events) may still occasionally desire more direction on the visitor’s activities selections our recent experiences show a much stronger need from the extended stay guests.
7. Continue to monitor the feedback and effects of the relatively fledgling tourism trolley program as well as the onboard advertising usefulness and evolve on the fly based on continuous monitoring to gauge the value of the program.



## City of Middleton 2016 Budget

### Special Revenue Fund Budgets & Performance Plans: Tourism Fund 201

#### SIGNIFICANT ISSUES IN 2016:

1. Constant changes & trends in mobile technology / social media / Internet / SEO (search engine optimization) inclusiveness.
2. Potentially – weather/gas & fuel prices
3. Political climates with the presidential election gearing up

#### FINANCIAL INFORMATION:

	2013 <u>Actual</u>	2014		2015 <u>Budget</u>	2015	2016		<u>TOTAL REQUEST</u>
		<u>Budget</u>	<u>Actual</u>		<u>Actual thru Aug 31, 2015</u>	<u>Lower of Calculation</u>	<u>Decision Items</u>	
<b>Revenues</b>								
Room Tax	1,142,077	950,000	1,270,653	1,000,000	612,094	1,000,000	280,000	1,280,000
Other	-	-	1,736	-	4,250	-	1,500	1,500
<b>TOTAL</b>	<b>1,142,077</b>	<b>950,000</b>	<b>1,272,389</b>	<b>1,000,000</b>	<b>616,344</b>	<b>1,000,000</b>	<b>281,500</b>	<b>1,281,500</b>
<b>Expenses</b>								
Wages	114,324	130,643	141,027	133,236	95,705	133,164	9,387	148,851
Personnel Benefits	44,509	48,062	48,503	48,775	30,320	48,245	3,703	51,873
Operating Expenses	866,753	1,029,600	892,812	1,090,209	375,804	750,874	421,733	1,172,606
<b>TOTAL</b>	<b>1,025,586</b>	<b>1,208,305</b>	<b>1,082,341</b>	<b>1,272,220</b>	<b>501,829</b>	<b>932,283</b>	<b>434,823</b>	<b>1,373,330</b>
<b>REVENUES LESS EXPENSES</b>	<b>116,491</b>	<b>(258,305)</b>	<b>190,048</b>	<b>(272,220)</b>	<b>114,516</b>			<b>(91,830)</b>
<b>UNRESTRICTED AVAILABLE CASH YEAR END</b>	<b><u>1,195,129</u></b>	<b><u>936,824</u></b>	<b><u>1,296,451</u></b>	<b><u>1,024,231</u></b>				<b><u>932,401</u></b>



# City of Middleton 2016 Budget

## Decision Items: Tourism Fund 201

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
<b>Tourism Expenses</b>			Act 55		
<b>Tourism Grants</b>					
201-5531-990	TOURISM GRANTS	coding errors?		25,575	
201-5531-993	TRADE SHOW GRANTS	Commision approved tradeshow/participation		4,710	
201-5531-995	DESTINATION PARTNERSHIP	calculated estimate		7,601	
<b>Street Banners</b>					
201-5538-980	CITY BRANDING	new depot front sign		8,000	
201-5538-990	STREET BANNERS	partial banners reorder		9,280	
<b>Advertising</b>					
201-5539-260	ADVERTISING	To cover any varrience in rates + weddings/events mktg, etc.		17,749	
201-5539-265	BROCHURE EXPENSES	(visitor Guide) To be on the safe side so as not to need to reduce impact of the guide		1,697	
<b>GMCVB Payments</b>					
201-5541-990	GMCB PAYMENTS	due to a coding error the 2014 actual is incorrect should reflect 10% of Tourism's 70%		86,339	
<b>Agency Retainer</b>					
201-5542-990	MARKETING EXPENSE - PILCH	anticipating a marginal increase		1,000	
<b>Mobile Visitor Center</b>					
201-5543-112	PART TIME WAGES	no recorded history (coding error?) new position lesser hours & rate		11,700	
201-5543-193	FICA	see above		896	
201-5543-220	SUPPLIES & MATERIALS	new season new supplies		1,828	
201-5543-290	UNIFORMS (CLOTHING)	new person		193	
201-5543-420	MOTOR FUEL & LUBE	estimate no clear history thus far		115	
201-5543-460	INSURANCE	no history (coding error ?)		500	
<b>Building Improvements</b>					
201-5544-350	BUILDING MAINT. PROJECTS	replace florescent lights films and ceiling tiles in freight room and replace windows to further improve efficiency		33,000	
<b>Tourism Administration</b>					
<b>Wages</b>					
201-5545-110	SALARIES-FULL-TIME	Event Coord Liason increase hours from 20 to 32 and responsibilities and assoc. anticipating salary increase		9,315	
201-5545-135	LONGEVITY	reflects annual percentage increase from 2015		72	
<b>Personnel Benefits</b>					
201-5545-192	RETIREMENT	reflects annual percentage increase from 2015		2,323	
201-5545-193	FICA	reflects annual percentage increase from 2015 + Event Coord Liason increase hours assoc. anticipating salary increase		1,380	
<b>Operating Expenses</b>					
201-5545-205	MEALS	merely an estimate		1,096	
201-5545-220	SUPPLIES & MATERIALS	merely an estimate		1,329	
201-5545-225	PROMOTION EXPENSES	merely an estimate		2,000	
201-5545-250	POSTAGE	merely an estimate on the higher side to be safe		6,183	
201-5545-270	INTERNET & WEB SITE	parks and rec enhancement and addition of a weddings/events page		28,000	
201-5545-280	COMMUNICATION	potential tablet/phone replacements		12,149	
201-5545-340	BUILDINGS & GROUNDS MAINT	R & R grass at the front of the depot		2,557	
201-5545-440	TRAINING	Circle WI Market place is not in Middleton this year so housing, etc. is not supported		3,014	
201-5545-445	MILEAGE	merely an estimate		83	
201-5545-470	UTILITIES	merely an estimate based on last year		630	
201-5545-490	OTHER EXPENSES	merely an estimate		1,065	
<b>Other</b>					
<b>Sports Commission</b>					
201-5549-990	SPORTS COMMISSION	merely an estimate		31,377	
<b>Public Relations</b>					
201-5550-990	PUBLIC RELATIONS	merely an estimate dependant on sale pricing etc.		8,457	
<b>Trolley (lease) Expense</b>					
201-5552-490	OTHER EXPENSES	didn't reflect actual contractual cost in the lower of calculation/increase for year round service		93,610	
<b>Contingency</b>					
201-5554-990	RESERVE FOR CONTINGENCY	just in case to be on the safe side		20,000	



# City of Middleton 2016 Budget

## Special Revenue Fund Budgets & Performance Plans: Airport Fund 205

### MISSION:

Serve as the City's liaison to the Airport Commission, the airport manager and fixed base operator contracted by the City to operate the airport, and to the Bureau of Aeronautics.

### MAJOR RESPONSIBILITIES:

1. Serve as liaison to Middleton Airport Commission, Airport Manager/Fixed-Base Operator, and Bureau of Aeronautics.

### 2016 GOALS:

1. Initiate Master Plan Process

### SIGNIFICANT ISSUES IN 2016:

1. The City's annual \$150,000 in Federal entitlement funding is committed through 2018, so in 2016 the Commission and staff will focus on planning for potential future airport improvements and maintenance projects.

### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected
Airport Commission meetings	4	7	6	3	6

### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>Revenues</b>								
Hanger Land Leases	100,397	100,628	100,834	103,174	100,628	100,834	2,340	103,174
MADC Rent (Land Lease)	12,204	12,000	16,204	12,000	11,542	12,000	-	12,000
Other	13,408	8,000	6,238	8,000	4,144	5,938	4,062	10,000
<b>TOTAL</b>	<b>126,009</b>	<b>120,628</b>	<b>123,277</b>	<b>123,174</b>	<b>116,313</b>	<b>118,773</b>	<b>6,402</b>	<b>125,175</b>
<b>Expenses</b>								
Managers Contract	33,642	32,008	33,344	33,000	21,336	33,000	-	33,000
Operating Expenses	48,860	76,700	88,451	79,200	21,438	35,931	20,885	56,816
Contingency	-	10,000	-	9,800	-	-	10,000	10,000
<b>TOTAL</b>	<b>82,502</b>	<b>118,708</b>	<b>121,795</b>	<b>122,000</b>	<b>42,774</b>	<b>68,931</b>	<b>30,885</b>	<b>99,816</b>
<b>REVENUES LESS EXPENSES</b>	<b>43,507</b>	<b>1,920</b>	<b>1,482</b>	<b>1,174</b>	<b>73,540</b>			<b>25,359</b>
<b>UNRESTRICTED AVAILABLE CASH YEAR END</b>	<b><u>107,029</u></b>	<b><u>108,949</u></b>	<b><u>95,512</u></b>	<b><u>96,686</u></b>				<b><u>122,045</u></b>



# City of Middleton 2016 Budget

## Decision Items: Airport Fund 205

### 2016 DECISION ITEMS DETAIL

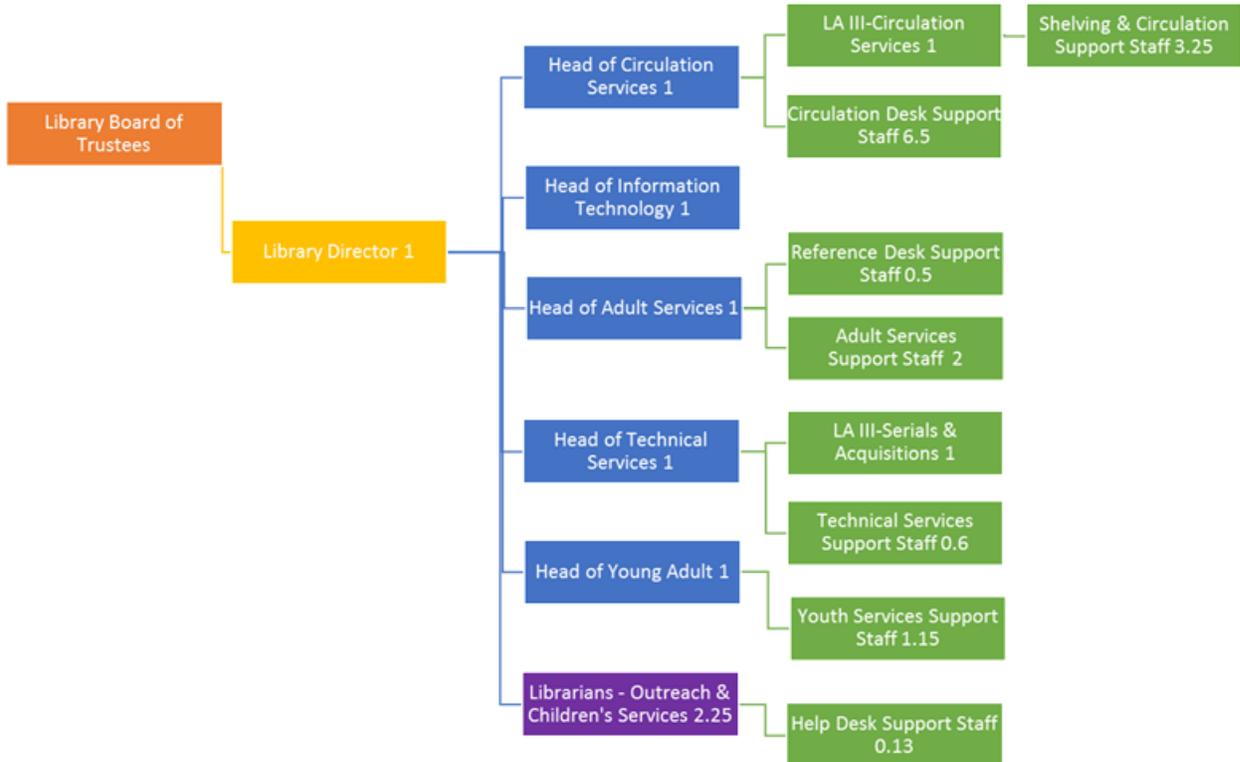
DEPARTMENT/COST CENTER: Airport		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
205-5351-224	ENTITLEMENTS MATCH	5% MATCH OF ANNUAL FEDERAL ENTITLEMENT FUNDING		\$ 8,334.00	
205-5351-310	OUTSIDE SERVICES	ADDITION OF FUNDING FOR LEGAL SERVICES THAT OCCUR THROUGHOUT THE YEAR		\$ 2,500.00	
205-5351-316	PRAIRIE MAINTENANCE	ADDITION OF FUNDING FOR MAINTAINANCE OF AIRPORT BERM & AREA NEAR TERMINAL ENTRANCE		\$ 2,500.00	
205-5351-410	INSURANCE	RESTORATION OF BUDGET FOR LIABILITY INSURANCE FOR THE AIRPORT (EXPENSE WAS MISCODED IN 2014)		\$ 6,200.00	
205-5351-417	LANDING LIGHTS MAINTENANCE	ADDITIONAL FUNDING TO MAINTAIN THE LANDING LIGHTS. WEATHER AFFECTS ANNUAL COSTS.		\$ 1,351.00	
205-7050-001	RESERVE FOR CONTINGENCIES	CONTINUATION OF A CONTINGENCY ACCOUNT		\$ 10,000.00	



# City of Middleton 2016 Budget

## Operating Budgets & Performance Plans: Library Operations Fund 212

**Mission:** Make a positive difference in the quality of life in our community.



2016 BUDGET REQUEST FOR + 0.5 FTE					
AUTHORIZED POSITION LIST FTE	2012	2013	2014	2015	2016
DIRECTOR	1	1	1	1	1
HEAD OF ADULT SERVICES	1	1	1	1	1
HEAD OF TECHNICAL SERVICES	1	1	1	1	1
HEAD OF INFORMATION TECH.	1	1	1	1	1
HEAD OF YOUNG ADULT SERV.	1	1	1	1	1
HEAD OF YOUTH SERVICES	1	1	1	0	0
HEAD OF CHILDREN'S SERVICES	1	1	1	0	0
HEAD OF CIRCULATION SERVICES	1	1	1	1	1
OUTREACH & YS LIBRARIANS	0	0	0	2.25	2.75
LA III – ACQUISITIONS & SERIALS	1	1	1	1	1



## City of Middleton 2016 Budget

LA II & LAI – ADULT SERVICES	2	2	2	2	2
PAGE II – SUBS – REFERENCE DESK	0.1	0.1	0.1	0.5	0.5
PAGE II – TECHNICAL SERVICES	0.25	0.25	0.25	0.5	0.5
PAGE I – TECHNICAL SERVICES	0.35	0.35	0.35	0.1	0.1
LA II – YOUTH SERVICES	1.15	1.15	1.15	1.15	1.15
PAGE II –SUBS & PAGE I - YS	0.13	0.13	0.13	0.13	0.13
LIBRARY ASSISTANT III – CIRC	1	1	1	1	1
LIBRARY ASSISTANT II - CIRC	2	2	2	2	2
LIBRARY ASSISTANT I - CIRC	2.5	2.5	1.5	1.5	1.5
PAGE II - CIR	3	3	3	3	3
PAGE I - CIRC	4.25	4.25	3.25	3.25	3.25
PAGE I & II-SUBS -CIRC	0.1	0.1	0.1	0.1	0.1

### MAJOR RESPONSIBILITIES ARE TO PROVIDE THE FOLLOWING:

1. OPPORTUNITIES FOR INDIVIDUAL AND GROUP LIFELONG LEARNING: PROCTORING, IDEA SHARING, CULTURAL EXPERIENCES AND INNOVATION - PROGRAMS, EVENTS, PARTNERSHIPS AND OUTREACH
2. COMMUNITY BUILDING – WELCOMING & SAFE FACILITY & COMMUNITY ROOMS AND STUDY AREAS, ART DISPLAYS & EXHIBITS, GARDENS
3. COLLECTIONS & LITERACY TOOLS – PRINT (MAGAZINES, BOOKS, NEWSPAPERS), AUDIO (RECORDED BOOKS, MUSIC), FILM, EBOOKS, BOOK-KITS
4. ACCESS TO INFORMATION – INTERNET, REFERENCE SERVICES, ONLINE DATABASES (e.g., CONSUMER REPORTS, JOB SKILL TESTING & CAREER PREPARATION), READERS’ ADVISORY AND INSTRUCTION
5. EQUIPMENT & RESEARCH TOOLS – COPIERS, PRINTERS, SCANNERS, FAX, MICROFILM READER

### SIGNIFICANT ISSUES IN 2016:

1. OUTREACH SERVICES – THERE ARE SO MANY NEEDS IN THE COMMUNITY AND REQUESTS FOR SERVICES, BUT NOT ENOUGH STAFF TO RESPOND. - [The Proposed 2016 Budget addresses this issue by expanding Outreach Services Librarian from a part-time position to full-time position.](#)
2. REGARDING FACILITIES, THE TEEN, ‘TWEEN & CHILDREN’S SPACES ARE CROWDED. - [The Proposed 2016 Budget does not address this issue.](#)
3. LIBRARY IS NOT KEEPING UP WITH TRENDS IN LIBRARY COMMUNITY SPACES (TECHNOLOGY COMMONS, OUTDOOR LEARNING CENTER, AUDITORIUM AND LIBRARY STORE). - [The Proposed 2016 Budget addresses this issue at a basic level, by adding \\$10,000 to contract with media specialists and technology instructors.](#)



## City of Middleton 2016 Budget

4. **LIBRARY FACES RISING COSTS OF MATERIALS, SUPPLIES, EQUIPMENT MAINTENANCE AND ELECTRONIC RESOURCES MEANS HAVING TO DO MORE WORK WITH LESS. The Proposed 2016 Budget does address the rising costs of technology services, by maintaining the current Equipment Maintenance budget and maintaining the current Electronic Resources subscriptions. It does not address the rising cost of materials and supplies.**

	2013 Actual	2014 Actual	2015 Actual	2016 Request	(2015-16 +/-)
City-General Fund	\$1,007,346	\$1,068,395	\$1,144,792	\$1,300,701	+21.7%

### 2016 GOALS (WHILE MAINTAINING OUR CURRENT SERVICES & PHYSICAL COLLECTIONS):

**Goal area 1: General library operations.** The library provides area residents with optimum access to its services and programs by anticipating and meeting the diverse library needs of the community and providing a highly qualified staff.

Objective 1: Continue improvements in customer service.

Objective 2: Create a greater sense of inclusion and sense of community spirit

Objective 4: Retain our great staff

Objective 5: Be able to recruit and retain great future staff members

Objective 6: Provide effective training and development

**Goal area 2: Access to materials and information.** The library affords area residents of all ages ready access to a broad collection of materials in a variety of media that record our knowledge, ideas, and culture, offers guidance and encouragement in their use, and provides access to reliable and easily available sources of information and reference.

Objective 1: Continue improvements to programming and the collection

Objective 2: Enhance lifelong learning and literacy opportunities

Objective 3: Engage all of our citizens in diverse offerings

**Goal area 3: Technology.** The library offers broad access and service through emerging electronic resources and provides formal and informal instruction in their use. The library uses technology to increase efficiencies and optimize the delivery of services to the public.

Objective 1: Integrate flexibility for rapidly changing technological advances

Objective 2: Provide for rapid digital and online expansion



**Goal area 4: Facility Needs.** The library facility offers optimum use of space and furnishings to provide convenient location, a pleasant atmosphere, easy and safe access, adequate space and efficient quality services.

Objective 1: Convenient location and pleasant atmosphere

- a. Maintain “ideal” presence downtown
- b. Facilitate a welcoming, safe and inviting “feel”
- c. Integrate defined noise-level appropriate library facilities

Objective 2: Provide enhanced accessibility: easy and safe access

- a. Enhance biking and walkability
- b. Provide adequate parking

Objective 3: Efficient quality services

**Goal area 5: Programming and Community Relations.** The library offers programming for all ages on a broad spectrum of topics including cultural events and public instruction. The library develops partnerships with school libraries, businesses, civic groups, volunteers, and other organizations to meet the developmental needs (social, intellectual and recreational) of its users, to enhance its visibility and to strengthen its leadership role in providing information access and delivery to the community.

Objective 1: Define and integrate “community center” components

Objective 2: Offer learning opportunities that support a wide array of learning styles

**Goal area 6: Sustainability.** The library embraces and recognizes environmental management as an important component to the operations of the library. The library strive to encourage and promote sustainable development and environmental stewardship.

**Goal area 7: Finances.** The Middleton Public Library Board of Trustees believes the library plays an essential role in the quality of life of our citizens and is an important function; and that the library should be supported through public funding. Therefore, revenue should only be used to fund optional additional services or new, start-up services.

Objective 1: Increase fund raising via gifts and grants

Objective 2: Define and implement effective cost management



## City of Middleton 2016 Budget

### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 As of 6/30	2015 Projected	2016 Projected
Annual Circulation	769,485	718,840	351,340	713,680	710,000
Registered Borrowers	18,041	18,555	NA	18,555	18,555
Interlibrary loans provided to other LINK libraries	240,273	240,269	122,447	244,894	244,894
Interlibrary loans received from other LINK libraries	228,858	221,948	111,496	222,496	222,496
Books owned	86,778	87,315	NA	87,500	87,500
Audiovisual owned	26,518	26,603	NA	26,700	26,700
OverDrive use: eBooks, audio, video	25,086	36,915	21,559	43,118	51,118
Programs and events	675	750	540	850	850
Number of participants at events	20,348	25,404	13,114	26,000	26,000
Annual visitor count	361,994	344,515	168,477	336,954	337,000
Annual hours of operation	3,520	3,520	3,520	3,520	3,520
Public computers	51	61	82	82	82
Public Internet use sessions & WIFI use	116,383	115,152	60,753	120,506	120,700

### VALUE OF LIBRARY SERVICES BASED ON STATISTICS & IN COMPARISON TO SIMILAR NON-PUBLIC SERVICES:

	2014 Actual	Multiplier	NON-PUBLIC COMPARABLE SERVICE	2014 VALUE TO RESIDENTS
Annual Circulation	718,840	\$40	PRICE OF BOOKS, AUDIOS, MAGAZINES, NEWSPAPERS, MUSIC & FILMS	\$28,753,600
Interlibrary loans received from other libraries	614	\$45	PRICE OF JOURNAL ARTICLES, BOOKS, AUDIOBOOKS, MUSIC & FILMS	\$27,630
Overdrive use: eBooks, audio, video	36,915	\$30	PRICE OF DOWNLOADABLE: BOOKS, AUDIO & STREAMING VIDEO	\$1,107,450
Annual Database Use	18,125	\$40	VALUE LINE, CONSUMER REPORTS, LANGUAGE LEARNING, DIGITAL MAGAZINE	\$725,000
Number of participants at events	32,638	\$10	FEES FOR CLASSES and ADMISSION TO PROGRAMS & CONCERTS	\$326,380
Annual visitor count	344,515	\$2	USE OF FACILITY SPACE FOR STUDY, MEETINGS & COMMUNITY GATHERING	\$689,030
Public Internet use sessions	106,805	\$5	ACCESS TO INTERNET & SOFTWARE	\$1,068,050
Reference Questions	30,316	\$10	SUPPORT DESK & REFERENCE	\$303,160
2014 Library Operating Budget				(\$1,911,000)
TOTAL VALUE TO THE COMMUNITY				\$31,089,300



## City of Middleton 2016 Budget

### FINANCIAL INFORMATION:

	2013		2014		2015		2015	2016		TOTAL REQUEST
	Actual	Budget	Actual	Budget	Budget	Actual thru Aug 31, 2015	Lower of Calculation	Decision Items		
<b>LIBRARY REVENUES</b>										
County Aid	\$ 779,524	\$ 783,629	\$ 783,629	\$ 783,629	\$ 783,629	\$ 785,233	\$ 783,629	\$ (5,720)	\$ 777,909	
General Fund Support	1,007,346	1,068,395	1,068,395	1,144,792	1,144,792	-	1,068,395	232,306	1,300,701	
Other Revenue	29,983	26,513	26,513	10,000	10,000	24,721	10,000	15,471	25,471	
TOTAL	1,816,853	1,878,537	1,878,537	1,938,421	1,938,421	809,954	1,862,024	242,057	2,104,081	
<b>LIBRARY EXPENSES</b>										
Wages	\$ 981,084	\$ 1,012,003	\$ 1,021,785	\$ 1,044,700	\$ 1,044,700	\$ 684,285	\$ 994,187	\$ 179,967	\$ 1,174,154	
Personnel Benefits	263,741	281,504	285,088	299,100	299,100	184,158	285,088	42,910	327,998	
Operating Expenses	554,611	587,888	619,118	594,621	594,621	477,499	579,418	22,511	601,929	
TOTAL	\$ 1,799,436	\$ 1,881,395	\$ 1,925,992	\$ 1,938,421	\$ 1,938,421	\$ 1,345,942	\$ 1,858,693	\$ 245,388	\$ 2,104,081	
<b>NET LEVY SUPPORT</b>	<u>\$ 1,007,346</u>	<u>\$ 1,068,395</u>	<u>\$ 1,068,395</u>	<u>\$ 1,144,792</u>	<u>\$ 1,144,792</u>	<u>\$ -</u>	<u>\$ 1,068,395</u>	<u>\$ 232,306</u>	<u>\$ 1,300,701</u>	
<b>LEVY SUPPORT AS % OF EXPENSES</b>	56%	57%	55%	59%	59%		57%		62%	



# City of Middleton 2016 Budget

## Decision Items: Library Operations Fund 212

### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
<b>INCOME:</b>					
212-4344-00	County Reimbursement	Decrease projected - Dane County Reimbursement Payment	(5,720)		
212-4352-00	Copies and Fax	Increase projected income (based on 2014 and 2015 trends)		2,000	
212-4811-00	Transfer in - General Fund	City of Middleton Support		(232,306)	
212-4811-02	Cross County Reimbursement	Cross County Border Payment -owed		13,471	
<b>TOTAL INCOME CHANGE:</b>			<b>(5,720)</b>	<b>(216,835)</b>	
<b>EXPENSES:</b>					
<b>Staff - maintain current level - Staffing Priority 1</b>					
212-5511-110	Salaries Full-time	Maintain current level	59,957		
212-5511-111	Part-time Permanent	Maintain current level	15,620		
212-5511-112	Part-time Non-Permanent	Maintain current level	17,547		
212-5511-135	Longevity	Maintain current level	6,376		
212-5511-194	Health Insurance	Change in employee eligibility	14,336		
212-5511-195	Dental Insurance	Change in employee eligibility	2,322		
<b>Subtotal Staff - maintain current level</b>			<b>\$116,154</b>		
<b>Outreach Services - Staffing Priority 2</b>					
212-5511-110	Salaries Full-time	Expand Outreach Services Librarian from PT to Full-time		30,711	
212-5511-192	Retirement	Expand Outreach Services Librarian from PT to Full-time		2,088	
212-5511-193	FICA	Expand Outreach Services Librarian from PT to Full-time		2,349	
212-5511-194	Health Insurance	Expand Outreach Services Librarian from PT to Full-time		14,336	
212-5511-195	Dental Insurance	Expand Outreach Services Librarian from PT to Full-time		2,322	
<b>Subtotal Outreach Services</b>			<b>\$51,806</b>		
<b>Pay Equity - Staffing Priority 3</b>					
212-5511-110	Salaried Full-time	Pay Equity - reclassify 2 positions currently LA II, but doing professional level work of LA III		86,950	
212-5511-111	Part-time Permanent	Pay Equity - reclassify 2 positions currently LA II, but doing professional level work of LA III		(72,655)	
212-5511-135	Longevity	Pay Equity - reclassify 2 positions currently LA II, but doing professional level work of LA III		619	
212-5511-192	Retirement	Pay Equity - reclassify 2 positions currently LA II, but doing professional level work of LA III		1,156	
212-5511-193	FICA	Pay Equity - reclassify 2 positions currently LA II, but doing professional level work of LA III		1,301	
<b>Subtotal Pay Equity</b>			<b>\$17,371</b>		
<b>Wage Parity - Staffing Priority 4</b>					
212-5511-112	Part-time Permanent	Wage Parity for Part-time staff (Page I to \$12 and Page II \$15)		34,842	
212-5511-193	FICA	Wage Parity for Part-time staff (Page I to \$12 and Page II \$15)		2,700	
<b>Subtotal Wage Parity</b>			<b>\$37,542</b>		
<b>Media Maker &amp; Technology Assistance</b>					
212-5511-490	Programming	Media Maker and Technology Public Instruction and Technology Assistance		10,000	
<b>Subtotal Programming</b>			<b>\$10,000</b>		
<b>Other Operating</b>					
212-5511-232	Periodicals	Vendor discount		(1,413)	
212-5511-310	LINK Services	LINKcat fees rates		(292)	
212-5511-330	Electronic Resources	Maintain current level of digital services and electronic books (rise in annual fees)	9,225		
212-5511-410	Equipment Maintenance	Based on 2015 exp. & age of equipment this is needed for network and public access PCs		4,103	
212-5511-420	Copier lease / maintenance	Maintain current level of printing services to the public: new copiers are needed for public and staff		170	
212-5511-440	Training and Development	Maintain staff development opportunities for advanced training, especially technology related skills		718	
<b>Total Other Operating</b>			<b>\$13,095</b>		
<b>TOTAL EXPENSE CHANGE:</b>			<b>125,383</b>	<b>120,005</b>	
<b>TOTAL CHANGE EXPENSE &amp; INCOME</b>			<b>131,103</b>	<b>336,840</b>	



**ENTERPRISE BUDGETS**

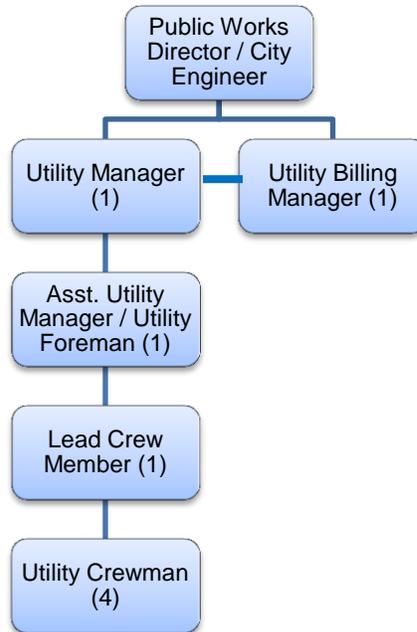


## City of Middleton 2016 Budget

### Enterprise Budgets & Performance Plans: Water & Sewer Utilities-Funds 610 & 620

**MISSION:**

Provide Quality Water and Wastewater service to the residents of the City.



AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
Utility Manager	1	1	1	1	1
Utility Billing Manager	0	1	1	1	1
Asst. Utility Manager / Utility Foreman	1	1	1	1	1
Lead Crew Member	1	1	1	1	1
Utility Crewman	4	4	4	4	4
Utility Clerk	1	0	0	0	0

**MAJOR RESPONSIBILITIES:**

1. Provide Operation and Maintenance of Pumping Stations
2. Provide Operation and Maintenance of Transmission and Distribution System
3. Provide Maintenance and Reading of Meters
4. Provide Operation and Maintenance of Sewer collection and pumping facilities
5. Provide emergency response as needed

**2016 GOALS:**

1. Hire additional crewman to timely complete mission
2. Install water mixing system and Cathodic protection system in Tower #2 for improved water quality



## City of Middleton 2016 Budget

### Enterprise Budgets & Performance Plans: Water & Sewer Utilities-Funds 610 & 620

#### SIGNIFICANT ISSUES IN 2016:

1. Large water main replacement on High Road and Park Street
2. Water main and sewer lift station for Bishop's Bay

#### MAJOR WORKLOAD STATISTICS:

WORKLOAD ACTIVITIES	2013 Actual	2014 Actual	2015 12 Mo. Est.	2015 As of 6/30	2016 Projected
Water pumping stations to maintain	8	8	8	8	8
Wastewater pumping stations to maintain	9	9	9	9	9
Miles of Water Mains to maintain	89	88.59	92	91	94
Miles of Sewer Main to maintain	78.75	80.25	82	81	83.5
Number of Water Meters	5,941	6,165	6,275	6,205	6,350

#### FINANCIAL INFORMATION:

	2013	2014		2015	2015	Lower of	Decision	TOTAL
	Actual	Budget	Actual	Budget	thru Aug 31, 2015			
<b>WATER OPERATIONS</b>								
<b>REVENUES</b>								
Sales to Customers	2,063,958	1,979,391	2,091,943	1,979,391	698,545	1,813,317	33,719	1,847,036
Other Revenue	168,070	144,000	146,431	141,000	65,486	123,010	-	123,010
<b>TOTAL</b>	<b>2,232,028</b>	<b>2,123,391</b>	<b>2,238,373</b>	<b>2,120,391</b>	<b>764,032</b>	<b>1,936,326</b>	<b>33,719</b>	<b>1,970,045</b>
<b>EXPENSES *</b>								
Wages	301,117	296,951	339,076	299,659	201,660	289,771	59,250	349,021
Personnel Benefits	128,348	117,802	138,182	111,094	85,885	110,752	-	110,752
Operating Expenses	590,446	544,500	624,845	567,918	373,760	520,812	-	520,812
Interest Payment in Lieu of Taxes	415,355	400,000	449,917	400,000	-	400,000	-	400,000
<b>TOTAL</b>	<b>1,435,266</b>	<b>1,359,253</b>	<b>1,552,020</b>	<b>1,378,671</b>	<b>661,305</b>	<b>1,321,334</b>	<b>59,250</b>	<b>1,380,584</b>
<b>REVENUES LESS EXPENSES *</b>	<b>796,762</b>	<b>764,138</b>	<b>686,354</b>	<b>741,720</b>	<b>102,727</b>	<b>614,992</b>		<b>589,461</b>

\* - Expenses do not include capital projects.

#### **OTHER FINANCIAL ACTIVITY**

Non-cash revenue	1,353,810	-	-	-	-	-	-	-
Depreciation expense	502,018	458,000	587,689	458,000	-	458,000	-	458,000
<b>TOTAL</b>	<b>1,855,828</b>	<b>458,000</b>	<b>587,689</b>	<b>458,000</b>	<b>-</b>	<b>458,000</b>	<b>-</b>	<b>458,000</b>



# City of Middleton 2016 Budget

## Enterprise Budgets & Performance Plans: Water & Sewer Utilities-Funds 610 & 620

### Financial Information:

	2013	2014		2015	2015	Lower of	Decision	TOTAL
	Actual	Budget	Actual	Budget	thru Aug 31, 2015	Calculation	Items	REQUEST
<b>SEWER OPERATIONS</b>								
<b>REVENUES</b>								
Sales to Customers	1,966,351	1,918,000	2,018,943	1,914,668	1,047,086	1,914,668	-	1,914,668
Other Revenue	15,723	18,500	13,947	15,723	16,278	10,670	-	10,670
<b>TOTAL</b>	<b>1,982,074</b>	<b>1,936,500</b>	<b>2,032,890</b>	<b>1,930,391</b>	<b>1,063,364</b>	<b>1,925,338</b>	<b>-</b>	<b>1,925,338</b>
<b>EXPENSES *</b>								
Wages	190,531	163,397	172,006	166,232	110,839	159,724	20,550	180,274
Personnel Benefits	47,157	65,421	40,613	74,866	20,167	40,240	-	40,240
Operating Expenses	1,704,767	1,266,000	1,657,886	1,816,900	767,175	547,939	-	547,939
<b>TOTAL</b>	<b>1,942,455</b>	<b>1,494,818</b>	<b>1,870,506</b>	<b>2,057,998</b>	<b>898,182</b>	<b>747,903</b>	<b>20,550</b>	<b>768,453</b>
<b>REVENUES LESS EXPENSES *</b>	<b>39,619</b>	<b>441,682</b>	<b>162,384</b>	<b>(127,607)</b>	<b>165,183</b>	<b>1,177,435</b>	<b>(20,550)</b>	<b>1,156,885</b>

\* - Expenses do not include capital projects.

### OTHER FINANCIAL ACTIVITY

Non-cash revenue	604,184	-	-	-	-	-	-	-
Depreciation expense	287,816	275,000	-	275,000	-	-	-	-
<b>TOTAL</b>	<b>892,000</b>	<b>275,000</b>	<b>-</b>	<b>275,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Decision Items: Utilities

#### 2016 DECISION ITEMS DETAIL

DEPARTMENT/COST CENTER:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
610-6164-110 & 620-6282-110	Water/Sewer Dept. Labor Salaries	Additional water utility crew person to take care of water and sanitary sewers in growing City. Last crew addition was in 1995. Hidden Oaks, Misty Valley, Bishops Bay and several other subdivisions have developed since then. Additional regulations and our increased maintenance has made it difficult to complete in timely maner. Decision item shown is for entry level crew person with assumed family level health and dental benefits, funded 75% from water, 25% from sewer.		\$68,000	
610-6164-110 & 620-6282-110	Water/Sewer Dept. Labor Salaries	Request is for pay increase (with corresponding benefit cost increase) for two existing utility crew members to meet minimum of 2015 broadband range (\$45,377 each), funded 75% water, 25% from sewer.		\$2,500	
610-6164-110 & 620-6282-110	Water/Sewer Dept. Labor Salaries	Request is for pay increase (with corresponding benefit cost increase) for utility crew member Marc Cobbs to bring him to equal pay grade as other utility employees with similar certifications and training (\$52,124 each), funded 75% from water, 25% from sewer. Marc has also met the previous experience threshold of the City's past practice for pay scale increases.		\$6,750	
610-6164-110 & 620-6282-110	Water/Sewer Dept. Labor Salaries	Request is for pay increase (with corresponding benefit cost increase) for Debra Nichols. Deb has seen an increased workload with added responsibilities which she has handled with great professionalism. Additional duties include Storm Water Utility start-up, cross connection inspection program, and the new Sustainability committee water conservation initiatives. Increase to be funded 50% from water, 50% sewer.		\$2,500	

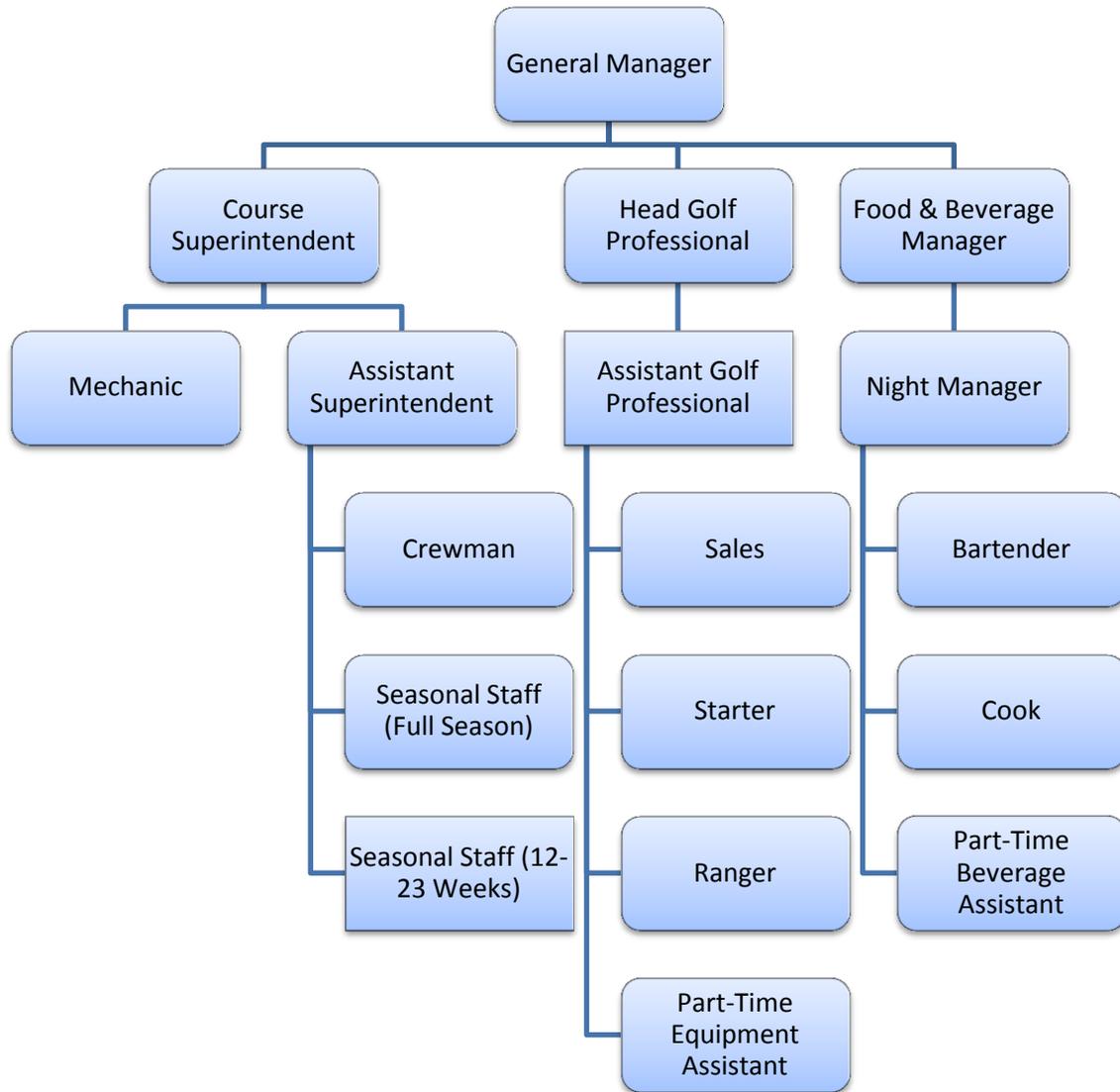


# City of Middleton 2016 Budget

## Enterprise Budgets & Performance Plans: Pleasant View Golf Course Fund 650

### MISSION:

Ensure that all golfers and guests enjoy their experience, and feel welcome at Pleasant View Golf Course. To provide a well maintained, manicured golf course that meets and exceeds player expectations.





## City of Middleton 2016 Budget

### Enterprise Budgets & Performance Plans: Pleasant View Golf Course Fund 650

AUTHORIZED POSITION LIST	2012	2013	2014	2015	2016
General Manager	0	0	1	1	1
Director of Golf	1	1	0	0	0
Head Golf Professional	0	1	1	1	1
Assistant Golf Professional	0	0	1	1	2
Sales	12	12	9	9	8
Starter	6	6	6	6	6
Ranger	2	2	2	2	2
Part-Time Equipment Assistant	2	2	4	4	4
Food & Beverage Manager	1	1	1	1	1
Assistant Food & Beverage Manager	1	1	0	0	0
Night Manager (Shift Supervisor)	0	0	3	3	3
Bartender	8	8	2	2	2
Cook	3	3	1	1	1
Part-Time Beverage Assistant	7	7	14	14	14
Course Superintendent	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1
Mechanic	1	1	1	1	1
Crewman	1	1	2	2	2
Seasonal (Full Season)	2	2	4	4	4
Seasonal (12-23 Weeks)	3	3	14	14	14

#### **MAJOR RESPONSIBILITIES:**

1. Daily transaction with customers
2. Ensuring golfers start at their scheduled tee times
3. Monitoring the pace of play
4. Cleaning and parking the golf carts, picking the golf range
5. Serve drinks and food
6. Provide a friendly environment
7. Service restroom area
8. Clean establishment at day's end
9. Daily preparation of course such as mowing greens, tees, fairways, rough, raking traps etc.
10. Weekly projects such as trap edging, tree planting, pesticide applications, weed eating, top dressing, etc.
11. Irrigation – watering turf when conditions require us to do so
12. Long term planning – course modifications, clubhouse maintenance, marketing, etc.
13. Budgeting



## City of Middleton 2016 Budget

### Enterprise Budgets & Performance Plans: Pleasant View Golf Course Fund 650

#### **2016 GOALS:**

1. Increase the number of golf rounds played
2. Increase the average dollar per round obtained
3. Continue to improve customer service
4. Increase overall food and beverage sales by utilizing non golf outings
5. Manage food and beverage costs effectively
6. Manage labor costs more efficiently in all departments
7. Continue to develop a proper method to improve green conditions as demanded and expected by our clientele
8. Implement an effective marketing plan to ensure the future for Pleasant View is bright
9. Improve the layout of the golf course and clubhouse

#### **SIGNIFICANT ISSUES IN 2016:**

1. Weather
2. Staff
3. Competition
4. Course condition – Greens are a major factor

#### **MAJOR WORKLOAD STATISTICS:**

<b>WORKLOAD ACTIVITIES</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 12 Mo. Est.</b>	<b>2015 As of 6/30</b>	<b>2016 Projected</b>
Acres Maintained	312	312	312	312	312
Holes on Course	36	36	36	36	36
Acres of Greens	7.5	7.5	7.5	7.5	7.5
Acres of Tees	11.5	11.5	11.5	11.5	11.5
Acres of Fairways	65	65	65	65	65



## City of Middleton 2016 Budget

### Enterprise Budgets & Performance Plans: Pleasant View Golf Course Fund 650

#### FINANCIAL INFORMATION:

	2013 Actual	2014		2015 Budget	2015 Actual thru Aug 31, 2015	2016		TOTAL REQUEST
		Budget	Actual			Lower of Calculation	Decision Items	
<b>GOLF REVENUE</b>								
Golf Course Fees	1,381,684	1,450,471	1,367,845	1,462,812	896,945	1,348,233	161,649	1,509,882
Food & Beverage Sales	447,074	453,650	489,692	501,759	318,922	460,506	117,270	577,776
Miscellaneous Sales	3,850	3,000	2,315	6,165	-	2,315	-	2,315
Pro Shop Sales	-	-	-	-	-	-	116,000	116,000
Reimbursable Sales	(3)	-	(2,670)	-	17,993	(100,534)	100,534	-
	<u>1,832,605</u>	<u>1,907,121</u>	<u>1,857,181</u>	<u>1,970,736</u>	<u>1,233,860</u>	<u>1,710,520</u>	<u>495,453</u>	<u>2,205,973</u>
<b>TOTAL GOLF REVENUES</b>	<b><u>1,832,605</u></b>	<b><u>1,907,121</u></b>	<b><u>1,857,181</u></b>	<b><u>1,970,736</u></b>	<b><u>1,233,860</u></b>	<b><u>1,710,520</u></b>	<b><u>495,453</u></b>	<b><u>2,205,973</u></b>
<b>GOLF EXPENSES</b>								
<b>FOOD &amp; BEVERAGE</b>								
Cost of Goods	132,875	141,000	145,415	142,490	126,982	135,988	22,244	158,232
Wages	101,364	117,773	96,927	106,176	63,893	95,795	7,436	103,231
Personnel Benefits	24,675	27,716	26,342	28,397	16,348	26,243	537	26,780
Operating Expenses	<u>8,876</u>	<u>13,000</u>	<u>17,264</u>	<u>9,576</u>	<u>28,793</u>	<u>9,576</u>	<u>1,000</u>	<u>10,576</u>
	267,789	299,489	285,947	286,639	236,016	267,602	31,217	298,819
<b>PRO SHOP &amp; CLUBHOUSE</b>								
Wages	214,543	223,606	195,826	228,244	149,076	188,651	38,486	227,137
Personnel Benefits	62,336	37,730	32,184	34,145	22,319	31,617	2,279	33,896
Operating Expenses	<u>136,231</u>	<u>174,982</u>	<u>155,092</u>	<u>161,017</u>	<u>91,856</u>	<u>140,968</u>	<u>99,840</u>	<u>240,808</u>
	413,110	436,318	383,102	423,406	263,252	361,235	140,605	501,840
<b>GROUNDS</b>								
Wages	330,402	345,763	301,611	349,230	198,761	301,456	7,190	308,646
Personnel Benefits	90,407	86,289	76,877	94,190	42,253	76,877	360	77,237
Operating Expenses	<u>180,322</u>	<u>338,508</u>	<u>234,289</u>	<u>294,757</u>	<u>202,833</u>	<u>203,514</u>	<u>238,425</u>	<u>441,939</u>
	601,131	770,560	612,777	738,177	443,848	581,847	245,975	827,822
<b>ADMINISTRATION</b>								
Operating Expenses	145,126	163,092	144,279	147,665	88,062	137,849	32,743	170,592
Principal	-	735,000	735,000	825,000	735,000	825,000	120,000	945,000
Interest	<u>162,380</u>	<u>164,000</u>	<u>136,321</u>	<u>100,400</u>	<u>54,325</u>	<u>100,400</u>	<u>(17,700)</u>	<u>82,700</u>
	307,506	1,062,092	1,015,600	1,073,065	877,387	1,063,249	135,043	1,198,292
<b>TOTAL GOLF EXPENSES</b>	<b><u>1,589,536</u></b>	<b><u>2,568,459</u></b>	<b><u>2,297,425</u></b>	<b><u>2,521,287</u></b>	<b><u>1,820,502</u></b>	<b><u>2,273,933</u></b>	<b><u>552,840</u></b>	<b><u>2,826,773</u></b>
<b>REVENUES LESS EXPENSES *</b>	<u>243,069</u>	<u>(661,338)</u>	<u>(440,244)</u>	<u>(550,551)</u>	<u>(586,643)</u>	<u>(563,412)</u>	<u>(57,387)</u>	<u>(620,800)</u>
<b>CASH ADVANCES FROM TID # 3</b>	<u>360,030</u>	<u>661,338</u>	<u>461,180</u>	<u>550,551</u>				<u>620,800</u>



# City of Middleton 2016 Budget

## Decision Items: Pleasant View Golf Course Fund 650

2016 DECISION ITEMS DETAIL					
DEPARTMENT- REVENUE:			AMOUNT		
Account Number	Account Title	Description / Justification	Mandate	Line item Increase	Line Shift
650-4630-00	GREENS FEES	Increase of \$4k for LOC, weekend increase of \$4, \$10 increase in lunch promo, 2% increase in rounds		80,619	
650-4632-00	MEMBERSHIPS	The addition of a better junior membership value and more options justify this increase		5,552	
650-4633-00	CART RENTAL	Increase of 2% based on 32% cart usage, increase in m-th cart fee of \$1		41,946	
650-4634-00	DRIVING RANGE	With the addition of the range machine, this should be an accurate number based on the 2015 numbers		12,077	
650-4635-00	OUTINGS	This is the rental fee we are now collecting for non golf outings. This a new revenue source as of 2014		10,000	
	HARDGOOD SALES	Projected sales based off of meeting w/ Titleist and having profit margins between 25-30%		70,000	
	SOFTGOODS SALES	Projected sales based off of 50% margins and what TD has spent in the past		40,000	
	RENTAL CLUBS	Projected sales based off of historic sales		6,000	
650-4643-00	MISCELLANEOUS REVENUE	This revenue is now placed in appropriate spots rather than a generic line item			(1,204)
650-4736-00	FOOD INCOME	Increase due to 2% increase and historic trends of more \$ spent per person - added \$.13 per round, which is the projected increase in 2016		71,417	
650-4737-00	SNACK	Same as above and, should the patio go through, we are increasing the patio size by 33%, which will allow us to serve 28 more people at once.		4,173	
650-4738-00	LIQUOR	We averaged \$8.73 per person in f&b and multiply this by 28 new people at 120 good days = \$30k in more revenue.		33,694	
650-4739-00	BEER	Its my goal to get each person to spend \$1 more due to the new patio, which would equate to roughly \$60,000 more in revenue		24,932	
650-4740-00	SODA	Being conservative, I reduced the \$1 to \$.50, which is how I got these numbers		22,281	
650-4741-00	GOLF OUTING BEVERAGE	This is now placed in the proper revenue stream			(13,679)
650-4746-00	GOLF OUTING FOOD	This is now placed in the proper revenue stream			(32,736)
DEPARTMENT- COST:					
650-5541-221	FOOD COST	This is 33% of our projected revenue increase and needed to generate more profits		11,821	
650-5541-222	SNACK COST	This is 50% of our projected revenue increase		1,354	
650-5541-223	LIQUOR COST	This is 20% of our projected revenue increase		6,069	
650-5545-111	SALARIES - FOOD & BEVERAGE LTE	With the increased revenue, we'll need to keep our budget from 2015		7,408	
650-5545-135	LONGEVITY	This is calculated off of Chris' 2015 salary whereas the budget is based off of his 2014 salary		28	
650-5545-193	FICA	Projected FICA from F&B based off of the 2016 budget request for wages.		564	
650-5545-290	UNIFORMS	In the past, this was done through Ted and we will now keep record of uniform cost for F&B. This isn't a new cost, just now detailed out.		1,000	
650-5543-120	PART TIME WAGES	This is Becky Halverson's wage as discussed last year and we will need have more help with taking over the golf shop merchandise. This is the same as our 2015 budget		37,735	
650-5543-135	LONGEVITY	This is the accurate amount that will be taking place in 2015 as the lower calc was taken from 2014's numbers		751	
650-5543-193	FICA	This is from the adjustment to the wages in the LTE Golf Shop		2,279	
650-5543-229	PRO SHOP SUPPLIES	We will need to keep our budget as we'll need to order merchandise displays		4,057	
	HARDGOODS	This is the cost of ordering golf balls, tees, etc. and we will have a return on our investment within the first year		50,000	
	SOFTGOODS	This is the cost of ordering shirts, hats, etc. and we should see a return on investment within our first year		20,000	
	RENTALS	We will need a budget to fix/replace broken or lost clubs		1,000	
650-5543-230	DRIVING RANGE SUPPLIES	We need to order more golf balls for 2016 and must retain our 2015 budget		1,711	
650-5543-290	UNIFORMS	This was done through Ted in the past. We will be recognizing this as an annual expense going forward		5,000	
650-5543-441	CONFERENCES	With the golf shop under our control, I would like to go to the merchandise show to gain experience, ideas, etc. to help maximize our profits		1,000	
650-5543-490	MISCELLANEOUS EXPENSE	This was used as vehicle travel expense in the past and I'd like to specify this in the budget rather than having miscellaneous expenses...moving this to Travel			(1,657)
650-5543-492	CART RENTAL	This is the amount needed to meet our costs in 2015 for renting additional golf cars for outings. We will see an ROI on this cost noted in the cart fee revenue		3,377	



# City of Middleton 2016 Budget

## Decision Items: Pleasant View Golf Course Fund 650 (Continued)

2016 DECISION ITEMS DETAIL					
DEPARTMENT- REVENUE:		Description / Justification	AMOUNT		
Account Number	Account Title		Mandate	Line item Increase	Line Shift
650-5543-493	GOLF OUTING EXPENSES	This cost is for outings and purchasing items to benefit our guests such as HIO insurance, tent rentals, etc. We will see an ROI in the green fee revenue.		1,000	
650-5544-412	CLUB HOUSE MAINTENANCE	We would like to paint the outside of the building and will need the full 2014 budget amount to do so		3,992	
650-5544-470	UTILITIES	Allocating TV services and the on course restrooms into their own budget item			(4,132)
	TV SERVICES	removed from utilities			1752
	PORTABLE RESTROOMS	removed from utilities			2380
	HEATING/COOLING SYSTEM	We have neglected our hvac system and I would like to have annual cleaning and inspecting done on the unit for preventative maintenance		1,600	
650-5544-510	SECURITY SYSTEM	This is the maintenance facility's security system and we are simply adding a budget item under maintenance			(240)
650-5546-120	PART TIME WAGES	With the reduction of a full time staff member, we'll need to increase the LTE's.		7,190	
650-5546-193	FICA	This is an adjustment for the increase in LTE wages for maintenance		360	
650-5546-222	PARTS & TOOLS	We would like to keep the previous budget as we didn't use this fund due to Neil's departure. We would also like to purchase a moisture gauge for our turf		3,078	
650-5546-224	DIRT	We had this budgeted in 2015 with an increase in top dressing practices...we would like to continue with our current putting green practices		6,177	
650-5546-372	DEEP AERIFICATION SERVICES	This was a huge success and we would like to continue this practice on an annual basis. This is part of our plan on improving the putting greens		2,000	
650-5546-375	IRRIGATION CONTRACT	This is our contract...we pay \$804 twice per year.		804	
650-5546-440	TRAINING & DEVELOPMENT	Training is important to our success and I would like to get our previous budget		845	
650-5546-491	EQUIPMENT RENTAL	Our air compressor costs \$800 alone, which is needed to blow out our irrigation lines at the end of the season. We will need additional funds for other equipment		890	
	SECURITY SYSTEM	This is a shift from the golf shop security			240
650-5546-450	UNIFORMS	This was an addition to the 2015 budget and we would like to continue this practice		1,000	
650-5547-443	TRAVEL	This is for traveling to the bank, grocery stores, etc. along with travel to conferences such training, PGA merchandise show, etc.		343	1657
650-5547-461	LICENSES	We will need to add this as these licenses are necessary	257		
650-5547-521	ACCOUNTING & COMPUTERS	We will need a contingency fund in case a monitor or printer goes down and I would like to keep some budget money allocated for this		1,378	(6,000)
	POS SYSTEM	We used this money from the accounting and computers fund, which I would like to create its own budget line item moving forward.			6000
	WEBSITE	We used advertising money to fund the website. I would like to have the website have its own line item and use the full budgeted advertising amount in 2016 for marketing		1,668	
650-5548-704	SALES TAX - PD.	5.5% from the increased revenue		21,440	
	Non golf outing expense	This is for tent rentals, linens, etc. We will see an ROI on this as we are billed by the rental company for less than what we charge the customer		3,000	
650-5546-800	Capital Outlay	See captial requests		223,391	
650-5548-701	PRINCIPAL			120,000	
650-5548-702	INTEREST			(17,700)	



**CAPITAL BUDGETS**



## City of Middleton 2016 Budget

### 2016 Capital Budget Requests & Related Funding Sources

<u>Department and Project</u>	<u>Severity</u>	<u>Priority</u>	<u>2016</u>	<u>Annual</u>	<u>Other Funding</u>	
	<u>Rank</u>	<u>No.</u>	<u>Request</u>	<u>Capital</u>	<u>Grant</u>	<u>Other</u>
<b><u>Administration</u></b>						
Police Station Partnership Solar Project	2	1	75,000	75,000	-	-
<b>TOTAL</b>			75,000	75,000	-	-
<b><u>Building Inspection</u></b>						
Roof Replacements	2	1	446,200	277,150		169,050
City Hall Carpet Replacement and Tile Additions	2	2	36,000	36,000		
City Hall Fire Panel and Building Access	3	3	21,301	21,301	-	-
<b>TOTAL</b>			503,501	334,451	-	169,050
<b><u>Community Services</u></b>						
Solar Trailers for Electronic Signs	3	1	12,000	12,000	-	-
<b>TOTAL</b>			12,000	12,000	-	-
<b><u>Conservancy Lands</u></b>						
City Trail Network Development and Enhancements	1	1	140,000	140,000		
Capital Equipment-Pull Behind Brush Mower	2	2	10,000	10,000		
Bock Community Forest - Restoration Management	2	3	30,000	15,000	15,000	
KMS Trails Project	1	4	30,000	15,000		15,000
Pheasant Branch Creek/USFWS SE Drain Tile Removal	NA	5	11,200	9,200	2,000	
Pheasant Branch Conservancy Duck Blind Boardwalk	3	6	55,000	45,000	10,000	
Middleton Hills Restorations	2	7	51,470	51,470	-	-
<b>TOTAL</b>			327,670	285,670	27,000	15,000
<b><u>EMS</u></b>						
EMS Storage Cabinet Addtns & Training Rm Window Sys	2	1	18,000	18,000	-	-
<b>TOTAL</b>			18,000	18,000	-	-
<b><u>Fire</u></b>						
Capital Replacement Fund	2	1	189,537	189,537	-	-
<b>TOTAL</b>			189,537	189,537	-	-
<b><u>Informational Technology</u></b>						
City Wide Fiber Network	2	1	100,000	100,000		
Video Storage System	2	2	225,000	225,000		
Meeting Rooms Technology Upgrades	2	3	23,000	23,000		
Pictometry GIS Interface/Software Second Flyover	3	4	30,000	30,000	-	-
<b>TOTAL</b>			378,000	378,000	-	-
<b><u>Library</u></b>						
Library Recarpeting Project	1	1	65,000	65,000	-	-
<b>TOTAL</b>			65,000	65,000	-	-



## City of Middleton 2016 Budget

### 2016 Capital Budget Requests & Related Funding Sources

<u>Department and Project</u>	Severity	Priority	2016 Request	Annual Capital Program	Other Funding Sources	
	Rank	No.			Grant	Other
<b><u>Parks &amp; Recreation</u></b>						
General City-Wide Playground Equipment Upgrades	1	1	35,000	35,000		
General City-Wide Fall Zone Improvements	1	2	20,000	20,000		
Parks - Capital Equipment	1	3	255,000	255,000		
Aquatic Center Deck Chairs and Picnic Tables	3	4	23,000	23,000		
Aquatic Center Splash Pad	1	5	180,000	65,000	110,000	5,000
Emerald Ash Borer Program	2	6	174,600	174,600		
VFW Memorial Shelter at Lakeview Park	1	7	517,920	217,920		300,000
MHS Tennis Court Resurfacing	1	8	30,000	15,000		15,000
Lakeview Park Entry Signs	N/A	9	12,000	12,000		
Lakeview Park - Mendota Avenue Diagonal Parking Lot	1	10	75,000	75,000		
Quisling Park Soccer Field Improvements	1	11	75,000	75,000		
MRD Porous Parking Lot	2	12	125,000	62,500	62,500	
Firefighters Memorial Park	1	13	50,000	50,000		
Lakeview Park Porous Path Resurfacing	1	14	40,000	40,000		
Fireman's Park Path Resurfacing	1	15	30,700	30,700		
Lakeview Park - Maywood Avenue Diagonal Parking Lot	1	16	15,000	15,000	-	-
<b>TOTAL</b>			1,658,220	1,165,720	172,500	320,000
<b><u>Planning</u></b>						
Bike / Ped Facility Improvements	2	1	75,000	75,000	-	-
<b>TOTAL</b>			75,000	75,000	-	-
<b><u>Police</u></b>						
Squad Car Replacement	2	1	124,768	124,768		
Taser Replacements	2	2	23,663	23,663		
Police Body Worn Cameras	2	3	30,550	30,550		
Squad Video Replacement	2	4	42,476	42,476	-	-
<b>TOTAL</b>			221,457	221,457	-	-



## City of Middleton 2016 Budget

### 2016 Capital Budget Requests & Related Funding Sources

<u>Department and Project</u>	Severity	Priority	2016 Request	Annual Capital Program	Other Funding Sources	
	Rank	No.			Grant	Other
<b>Public Works</b>						
Crack Filling, Chip Sealing, Mill & Overlay	2	1	300,000	300,000		
Mendota Ave. Reconstruction	2	2	775,000	775,000		
Park St. Resurfacing	3	3	450,000	450,000		
High Rd. Resurfacing	3	4	395,000	395,000		
Middleton Beach Rd: Reconstruction	1	5	153,918	76,959	76,959	
Pickup Truck Replacement	3	6	35,500	35,500		
Street Sweeper	3	7	200,000	200,000		
Brush Truck Replacement	3	8	120,000	120,000		
Rail Spur Maintenance	3	9	50,000	50,000		
Century/Hedden: Signal and Turn Lane Improvements	4	10	85,000	85,000		
Park St: Ped. Safety Improvements	4	11	20,000	20,000		
Gammon Rd: Ped. Crossing at Woodgate	5	12	25,000	25,000		
Brush Chipper	4	13	60,000	60,000		
Asphalt Roller Replacement	3	14	20,000	20,000		
New Plow Truck	4	15	180,000	180,000		
Leaf Vacuum	5	16	60,000	60,000		
Pedestrian Signal Countdown Timers	4	17	20,000	20,000		
Plow and Salter	4	18	12,000	12,000		
Retaining Wall Repair	4	19	15,000	15,000		
Resurface Public Alley	5	20	25,000	25,000		
Trommel Screen	5	21	30,000	30,000		
Survey Services	5	22	20,000	20,000		
Scanning Service for Plan Archive	5	23	5,000	5,000	-	-
<b>TOTAL</b>			3,056,418	2,979,459	76,959	-
<b>GRAND TOTAL</b>			<u>6,579,803</u>	<u>5,799,294</u>	<u>276,459</u>	<u>504,050</u>



# City of Middleton 2016 Budget

## Projects & Funding Sources by Department

City of Middleton, Wisconsin  
*Capital Improvement Plan*  
 2016 thru 2020

### PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
<b>Administration</b>								
Police Station Partnership Solar Project	A-16-01	2	300,000					300,000
<b>Administration Total</b>			<b>300,000</b>					<b>300,000</b>
<i>Capital Budget</i>			75,000					75,000
<i>MGE</i>			225,000					225,000
<i>Administration Total</i>			<b>300,000</b>					<b>300,000</b>
<b>Building Inspection</b>								
Roof Replacements	BI-16-01	2	446,200					446,200
City Hall Carpet Replacement and Tile Additions	BI-16-02	2	36,000					36,000
City Hall Fire Panel and Building Access	BI-16-03	3	21,301					21,301
<b>Building Inspection Total</b>			<b>503,501</b>					<b>503,501</b>
<i>Capital Budget</i>			334,451					334,451
<i>CDA</i>			169,050					169,050
<i>Building Inspection Total</i>			<b>503,501</b>					<b>503,501</b>
<b>Community Services</b>								
Solar Trailers for Electronic Signs	CS-16-01	3	12,000	12,000	12,000	12,000		48,000
<b>Community Services Total</b>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>		<b>48,000</b>
<i>Capital Budget</i>			12,000	12,000	12,000	12,000		48,000
<i>Community Services Total</i>			<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>		<b>48,000</b>
<b>Conservancy Lands</b>								
City Trail Network Development and Enhancements	CL-16-01	1	140,000					140,000
Capital Equipment-Pull-Behind Brush Mower	CL-16-02	2	10,000					10,000
Bock Community Forest - Restoration Management	CL-16-03	2	30,000					30,000
KMS Trails Project	CL-16-04	1	30,000					30,000
Pheasant Branch Creek/USFWS SE Drain Tile Removal	CL-16-05	n/a	11,200					11,200
Pheasant Branch Conservancy Duck Blind Boardwalk	CL-16-06	3	55,000					55,000
Middleton Hills Restorations	CL-16-07	2	51,470					51,470
City Trail Network Development and Enhancements	CL-17-01	1		182,000				182,000
Tiedeman Pond Boardwalk and Ramps	CL-17-02	1		34,500				34,500



# City of Middleton 2016 Budget

## Projects & Funding Sources by Department (Continued)

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
Middleton Beach Road Enhancements Project	CL-17-03	1		143,550				143,550
Trail Marking & Delineation	CL-17-04	1		12,500				12,500
Stricker Pond Eco. Assessment & Restoration Plan	CL-17-05	n/a		15,000				15,000
Southfork PBC Creek Maintenance Project	CL-17-06	2		29,500				29,500
Stricker Pond Forebay Construction	CL-17-07	2		27,800				27,800
Middleton Hills Boardwalk Improvements	CL-17-08	1		102,000				102,000
Woodside Heights Rain Garden & Trail Enhancements	CL-17-09	1		56,700				56,700
Boundary Road Management Plan	CL-17-10	2		5,000				5,000
PBC Creek Corridor Ecological Assessment & Plan	CL-17-11	2		15,000				15,000
PBC Streambank Stabilization - Deming to Farm	CL-17-12	2		25,000				25,000
Blandings Turtle Survey	CL-17-13	3		10,000				10,000
Pheasant Branch Harbor N. Pike Habitat Project	CL-17-14	2		23,000				23,000
Graber Pond Master Plan Implementation	CL-17-15	2		17,500				17,500
Gerhartz Property Land Acquisition	CL-18-01	2			425,000			425,000

**Conservancy Lands Total**      327,670      699,050      425,000      1,451,720

<i>Capital Budget</i>			285,670	632,050	106,250			1,023,970
<i>DNR Grant</i>				16,000	318,750			334,750
<i>FOPB Grant</i>			26,000					26,000
<i>Grant</i>				51,000				51,000
<i>Middleton Cross Plains School District</i>			15,000					15,000
<i>USFWS Grant</i>			1,000					1,000
<b>Conservancy Lands Total</b>			<b>327,670</b>	<b>699,050</b>	<b>425,000</b>			<b>1,451,720</b>

### EMS

EMS Storage Cabinet Addtns & Training Rm Window Sys	E-16-01	2	18,000					18,000
Zoll AED Replacement	E-18-01	3			19,500			19,500
EMS Building Carpeting Replacement and Repainting	E-18-02	n/a			10,000			10,000
Auto-Pulse Systems	E-19-01	4				36,000		36,000

**EMS Total**      18,000      29,500      36,000      83,500

<i>Capital Budget</i>			18,000		29,500	36,000		83,500
<b>EMS Total</b>			<b>18,000</b>	<b>29,500</b>	<b>36,000</b>			<b>83,500</b>

### Fire

Capital Replacement Fund	F-16-01	2	189,537	189,537	189,537	189,537	189,537	947,685
Staff Vehicle Replacement	F-17-01	2		60,000				60,000

**Fire Total**      189,537      249,537      189,537      189,537      189,537      1,007,685

<i>Capital Budget</i>			189,537	249,537	189,537	189,537	189,537	1,007,685
<b>Fire Total</b>			<b>189,537</b>	<b>249,537</b>	<b>189,537</b>	<b>189,537</b>	<b>189,537</b>	<b>1,007,685</b>

### Golf Course



# City of Middleton 2016 Budget

## Projects & Funding Sources by Department (Continued)

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
Patio Upgrade	GC-16-01	2	118,090					118,090
Enclosed Grinder	GC-16-02	2	40,700					40,700
Sprayer	GC-16-03	2	45,000					45,000
Trap Rake	GC-16-04	3	17,000					17,000
Truck	GC-16-05	3	40,000					40,000
Trim/Rough Mower	GC-16-06	3	25,000					25,000
<b>Golf Course Total</b>			<b>285,790</b>					<b>285,790</b>
<i>Golf Course Fund</i>			285,790					285,790
<i>Golf Course Total</i>			<b>285,790</b>					<b>285,790</b>
<b>Informational Services</b>								
City Wide Fiber Network	IS-16-01	2	100,000					100,000
Video Storage System	IS-16-02	2	225,000					225,000
Meeting Rooms Technology Upgrades	IS-16-03	2	23,000					23,000
Pictometry GIS Interface/Software Second Flyover	IS-16-04	3	30,000					30,000
<b>Informational Services Total</b>			<b>378,000</b>					<b>378,000</b>
<i>Capital Budget</i>			278,000					278,000
<i>Informational Services Total</i>			<b>278,000</b>					<b>278,000</b>
<b>Library</b>								
Library Recarpeting Project	L-16-01	1	65,000					65,000
<b>Library Total</b>			<b>65,000</b>					<b>65,000</b>
<i>Capital Budget</i>			65,000					65,000
<i>Library Total</i>			<b>65,000</b>					<b>65,000</b>
<b>Parks, Rec, and Forestry</b>								
General City-Wide Playground Equipment Upgrades	PR-16-01	1	35,000	35,000	35,000	35,000		140,000
General City-Wide Fall Zone Improvements	PR-16-02	1	20,000	20,000	20,000	20,000		80,000
Parks - Capital Equipment	PR-16-03	1	255,000					255,000
Aquatic Center Deck Chairs and Picnic Tables	PR-16-04	3	23,000					23,000
Aquatic Center Splash Pad	PR-16-05	1	180,000					180,000
Emerald Ash Borer Program	PR-16-06	2	174,600					174,600
VFW Memorial Shelter at Lakeview Park	PR-16-07	1	517,920					517,920
MHS Tennis Court Resurfacing	PR-16-08	1	30,000					30,000
Lakeview Park Entry Signs	PR-16-09	n/a	12,000					12,000
Lakeview Park-Mendota Avenue Diagonal Parking Lot	PR-16-10	1	75,000					75,000
Quisling Park Soccer Field Improvements	PR-16-11	1	75,000					75,000
MRD Porous Parking Lot	PR-16-12	2	125,000					125,000
Firefighters Memorial Park	PR-16-13	1	50,000					50,000
Lakeview Porous Path Resurfacing	PR-16-14	1	40,000					40,000



# City of Middleton 2016 Budget

## Projects & Funding Sources by Department (Continued)

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
Fireman's Park Path Resurfacing	PR-16-15	1	30,700					30,700
Lakeview Park-Maywood Avenue Diagonal Parking Lot	PR-16-16	1	15,000					15,000
<b>Parks, Rec, and Forestry Total</b>			<b>1,858,220</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>		<b>1,823,220</b>

<i>Capital Budget</i>			1,165,720	55,000	55,000	55,000		1,330,720
<i>DNR Grant</i>			62,500					62,500
<i>Grant</i>			65,000					65,000
<i>MCF Grant</i>			45,000					45,000
<i>Middleton Cross Plains School District</i>			15,000					15,000
<i>Middleton Gators Donation</i>			5,000					5,000
<i>VFW Donation</i>			300,000					300,000
<b>Parks, Rec, and Forestry Total</b>			<b>1,858,220</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>		<b>1,823,220</b>

### Planning

Pleasant View Rd Expansion - Design & Construction	PL-16-01	2	776,850	799,850	402,500	85,000		2,064,200
Bike / Ped Facility Improvements	PL-16-02	2	260,000	300,000	200,000	150,000	300,000	1,210,000
N. Parm Area Stormwater Enhancements Graber Pond	PL-16-03	3	331,000	39,000	39,000			409,000
PW/Util. Equipment to Support New Infrastructure	PL-16-04	3	500,000	500,000	500,000			1,500,000
N. Parm. Area Belle Fontaine Improvements	PL-16-05	2	500,000	300,000				800,000
Pheasant Branch Regional Offline Pond	PL-16-06	n/a	1,385,000					1,385,000
Maywood Traffic Signals	PL-16-07	n/a	140,000					140,000
Parm Area Stormwater Mgmt	PL-16-08	5	450,000					450,000
Parm. Area Interior Realignment of Roadways	PL-16-09	4	1,500,000	2,500,000				4,000,000
Pheasant Branch Stormwater Quality Vegetation Mgmt	PL-16-10	3	250,000	250,000	250,000			750,000
Century Traffic Management, Nursery to Parmenter	PL-16-11	4	1,788,000	1,788,000				3,576,000
Pheasant Branch Biofilter & Water Quality Imp.	PL-16-12	2	250,000	250,000				500,000
Lakeview Park Ecological Restoration Sites/Trails	PL-16-13	n/a	50,000					50,000
Housing Master Plan	PL-16-14	n/a	75,000					75,000
N. Parm. Area Road Improvements	PL-17-01	2		1,008,000	2,047,000			3,055,000
Century/Allen Roundabout	PL-17-02	n/a		761,000				761,000
Tribeca Parking Structure	PL-17-03	2		9,000,000				9,000,000
<b>Planning Total</b>			<b>8,255,850</b>	<b>17,495,850</b>	<b>3,438,500</b>	<b>235,000</b>	<b>300,000</b>	<b>29,725,200</b>

<i>Capital Budget</i>			75,000	300,000	200,000	150,000	300,000	1,025,000
<i>IIF 3</i>			961,850	799,850	402,500	407,500	85,000	2,656,700
<i>IIF 5</i>			6,719,000	17,104,000	4,883,000			28,706,000
<b>Planning Total</b>			<b>7,755,850</b>	<b>18,203,850</b>	<b>5,485,500</b>	<b>557,500</b>	<b>385,000</b>	<b>32,387,700</b>

### Police

Squad Car Replacement	PD-16-01	2	124,768	120,900	123,450	126,040	128,660	623,818
Taser Replacements	PD-16-02	2	23,663					23,663
Police Body Worn Cameras	PD-16-03	2	30,550					30,550
Squad Video Replacement	PD-16-04	2	42,476					42,476
Next Generation 911 Upgrade	PD-17-01	2		150,000				150,000
Emergency Red/Blue Lights - LED	PD-17-02	3		17,688				17,688



# City of Middleton 2016 Budget

## Projects & Funding Sources by Department (Continued)

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
Traffic Safety Radar / Laser Replacement	PD-17-03	3		32,010				32,010
<b>Police Total</b>			<b>221,457</b>	<b>320,598</b>	<b>123,450</b>	<b>126,040</b>	<b>128,660</b>	<b>920,205</b>
<i>Capital Budget</i>			221,457	320,598	123,450	126,040	128,660	920,205
<i>Police Total</i>			221,457	320,598	123,450	126,040	128,660	920,205
<b>Public Works</b>								
Crack Filling, Chip Sealing, Mill & Overlay	PW-16-01	2	300,000	300,000	300,000	300,000	300,000	1,500,000
Mendota Ave. Reconstruction	PW-16-02	2	775,000					775,000
Park St. Resurfacing	PW-16-03	3	450,000					450,000
High Rd. Resurfacing	PW-16-04	3	395,000					395,000
Middleton Beach Rd. Reconstruction	PW-16-06	1	153,918	624,000	531,000	574,900		1,883,818
Pickup Truck Replacement	PW-16-07	3	35,500					35,500
Pickup Truck	PW-16-08	3	40,000					40,000
Street Sweeper	PW-16-09	3	200,000					200,000
Brush Truck Replacement	PW-16-10	3	120,000					120,000
Rail Spur Maintenance	PW-16-11	3	50,000					50,000
Century/Hedden: Signal and Turn Lane Improvements	PW-16-12	4	85,000					85,000
Park St. Ped. Safety Improvements	PW-16-13	4	20,000					20,000
Gammon Rd. Ped. Crossing at Woodgate	PW-16-14	5	25,000					25,000
Brush Chipper	PW-16-15	4	60,000					60,000
Asphalt Roller Replacement	PW-16-16	3	20,000					20,000
New Plow Truck	PW-16-17	4	180,000					180,000
Leaf Vacuum	PW-16-18	5	60,000					60,000
Pedestrian Signal Countdown Timers	PW-16-19	4	20,000					20,000
Plow and Salter	PW-16-20	4	12,000					12,000
Retaining Wall Repair	PW-16-21	4	15,000					15,000
Resurface Public Alley	PW-16-22	5	25,000					25,000
Trommel screen	PW-16-23	5	30,000					30,000
Survey Services	PW-16-24	5	20,000					20,000
Scanning Service for Plan Archive	PW-16-25	5	5,000					5,000
Equipment Replacements / Acquisitions	PW-17-01	6		220,000	240,000	250,000	250,000	960,000
<b>Public Works Total</b>			<b>3,096,418</b>	<b>1,144,000</b>	<b>1,071,000</b>	<b>1,124,900</b>	<b>550,000</b>	<b>6,986,318</b>
<i>Capital Budget</i>			3,019,459	1,070,959	1,071,000	1,124,900	550,000	6,836,318
<i>DNR Grant</i>			76,959	73,041				150,000
<i>Public Works Total</i>			3,096,418	1,144,000	1,071,000	1,124,900	550,000	6,986,318
<b>Sewer Utility</b>								
Sewer Main Replacement	SU-16-01	2	192,500	192,500	192,500	192,500	192,500	962,500
<b>Sewer Utility Total</b>			<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>962,500</b>
<i>Sewer Utility</i>			192,500	192,500	192,500	192,500	192,500	962,500
<i>Sewer Utility Total</i>			192,500	192,500	192,500	192,500	192,500	962,500



## City of Middleton 2016 Budget

### Projects & Funding Sources by Department (Continued)

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
<b>Stormwater Utility</b>								
Pheasant Branch Bank Toe Stabilization	SW-16-01	2	20,000					20,000
South Pond Dredging	SW-16-02	2	585,000					585,000
Pheasant Branch Channel Stabilization and Repair	SW-18-01	2			180,000	180,000	180,000	540,000
<b>Stormwater Utility Total</b>			<b>605,000</b>		<b>180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>1,145,000</b>
<i>Stormwater Utility</i>			605,000		180,000	180,000	180,000	1,145,000
<i>Stormwater Utility Total</i>			<b>605,000</b>		<b>180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>1,145,000</b>
<b>Water Utility</b>								
Water Utility Equipment - Skid Steer Loader	WU-16-01	2	40,000					40,000
Water Meter Replacement	WU-16-02	1	150,000	150,000	150,000	150,000	150,000	750,000
Water Main Replacement	WU-16-03	2	440,000	192,500	192,500	192,500	192,500	1,210,000
Water Utility Equipment - Pick Up Truck	WU-16-04	2	45,000	45,000	55,000	45,000	55,000	245,000
<b>Water Utility Total</b>			<b>675,000</b>	<b>387,500</b>	<b>397,500</b>	<b>387,500</b>	<b>397,500</b>	<b>2,245,000</b>
<i>Water Utility</i>			675,000	387,500	397,500	387,500	397,500	2,245,000
<i>Water Utility Total</i>			<b>675,000</b>	<b>387,500</b>	<b>397,500</b>	<b>387,500</b>	<b>397,500</b>	<b>2,245,000</b>
<b>Grand Total</b>			<b>16,783,943</b>	<b>20,558,035</b>	<b>8,113,987</b>	<b>2,538,477</b>	<b>1,938,197</b>	<b>47,930,639</b>



# City of Middleton 2016 Budget

## Projects & Funding Sources by Department – Enterprise Group – Water, Sewer & Golf

City of Middleton, Wisconsin

*Capital Improvement Plan*

2016 thru 2020

### PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
<b>Golf Course</b>								
Patio Upgrade	GC-16-01	2	118,090					118,090
Enclosed Grinder	GC-16-02	2	40,700					40,700
Sprayer	GC-16-03	2	45,000					45,000
Trap Rake	GC-16-04	3	17,000					17,000
Truck	GC-16-05	3	40,000					40,000
Trim/Rough Mower	GC-16-06	3	25,000					25,000
<b>Golf Course Total</b>			<b>285,790</b>					<b>285,790</b>
<i>Golf Course Fund</i>			285,790					285,790
<i>Golf Course Total</i>			<b>285,790</b>					<b>285,790</b>
<b>Sewer Utility</b>								
Sewer Main Replacement	SU-16-01	2	192,500	192,500	192,500	192,500	192,500	962,500
<b>Sewer Utility Total</b>			<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>962,500</b>
<i>Sewer Utility</i>			192,500	192,500	192,500	192,500	192,500	962,500
<i>Sewer Utility Total</i>			<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>192,500</b>	<b>962,500</b>
<b>Stormwater Utility</b>								
Pheasant Branch Bank Toe Stabilization	SW-16-01	2	20,000					20,000
South Pond Dredging	SW-16-02	2	585,000					585,000
Pheasant Branch Channel Stabilization and Repair	SW-18-01	2			180,000	180,000	180,000	540,000
<b>Stormwater Utility Total</b>			<b>605,000</b>		<b>180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>1,145,000</b>
<i>Stormwater Utility</i>			605,000		180,000	180,000	180,000	1,145,000
<i>Stormwater Utility Total</i>			<b>605,000</b>		<b>180,000</b>	<b>180,000</b>	<b>180,000</b>	<b>1,145,000</b>
<b>Water Utility</b>								
Water Utility Equipment - Skid Steer Loader	WU-16-01	2	40,000					40,000
Water Meter Replacement	WU-16-02	1	150,000	150,000	150,000	150,000	150,000	750,000
Water Main Replacement	WU-16-03	2	440,000	192,500	192,500	192,500	192,500	1,210,000
Water Utility Equipment - Pick Up Truck	WU-16-04	2	45,000	45,000	55,000	45,000	55,000	245,000
<b>Water Utility Total</b>			<b>675,000</b>	<b>387,500</b>	<b>397,500</b>	<b>387,500</b>	<b>397,500</b>	<b>2,245,000</b>



## City of Middleton 2016 Budget

### Projects & Funding Sources by Department – Enterprise Group – Water, Sewer & Golf (Continued)

Department	Project#	Priority	2016	2017	2018	2019	2020	Total
<i>Water Utility</i>			675,000	387,500	397,500	387,500	397,500	2,245,000
	<i>Water Utility Total</i>		675,000	387,500	397,500	387,500	397,500	2,245,000
		<b>Grand Total</b>	<b>1,758,290</b>	<b>580,000</b>	<b>770,000</b>	<b>760,000</b>	<b>770,000</b>	<b>4,638,290</b>



# City of Middleton 2016 Budget

## Projects by Funding Source – Tax Increment Districts # 3 & 5

City of Middleton, Wisconsin

*Capital Improvement Plan*

2016 thru 2020

### PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
<b>TIF 3</b>								
Pleasant View Rd Expansion - Design & Construction	PL-16-01	2	776,850	799,850	402,500	407,500	85,000	2,471,700
Bike / Ped Facility Improvements	PL-16-02	2	185,000					185,000
<b>TIF 3 Total</b>			<b>961,850</b>	<b>799,850</b>	<b>402,500</b>	<b>407,500</b>	<b>85,000</b>	<b>2,656,700</b>
<b>TIF 5</b>								
N. Parm Area Stormwater Enhancements Graber Pond	PL-16-03	3	331,000	39,000	39,000			409,000
PW/Util. Equipment to Support New Infrastructure	PL-16-04	3	500,000	500,000	500,000			1,500,000
N. Parm. Area Belle Fontaine Improvements	PL-16-05	2		1,008,000	2,047,000			3,055,000
Pheasant Branch Regional Offline Pond	PL-16-06	n/a	1,385,000					1,385,000
Maywood Traffic Signals	PL-16-07	n/a	140,000					140,000
Parm Area Stormwater Mgmt	PL-16-08	5	450,000					450,000
Parm. Area Interior Realignment of Roadways	PL-16-09	4	1,500,000	2,500,000				4,000,000
Pheasant Branch Stormwater Quality Vegetation Mgmt	PL-16-10	3	250,000	250,000	250,000			750,000
Century Traffic Management, Nursery to Parmenter	PL-16-11	4	1,788,000	1,788,000				3,576,000
Pheasant Branch Biofilter & Water Quality Imp.	PL-16-12	2	250,000	250,000				500,000
Lakeview Park Ecological Restoration Sites/Trails	PL-16-13	n/a	50,000					50,000
Housing Master Plan	PL-16-14	n/a	75,000					75,000
N. Parm. Area Road Improvements	PL-17-01	2		1,008,000	2,047,000			3,055,000
Century/Allen Roundabout	PL-17-02	n/a		761,000				761,000
Tribecca Parking Structure	PL-17-03	2		9,000,000				9,000,000
<b>TIF 5 Total</b>			<b>6,719,000</b>	<b>17,104,000</b>	<b>4,883,000</b>			<b>28,706,000</b>
<b>GRAND TOTAL</b>			<b>7,680,850</b>	<b>17,903,850</b>	<b>5,285,500</b>	<b>407,500</b>	<b>85,000</b>	<b>31,362,700</b>



## City of Middleton 2016 Budget

---

### Tax Incremental District #3 (TID #3) Financial Statement

#### FINANCIAL INFORMATION:

Fund Statement Is Being Developed As of the 9/8/15 Publication Date



## City of Middleton 2016 Budget

---

**Tax Incremental District #5 (TID #5) Financial Statement**

**FINANCIAL INFORMATION:**

**Fund Statement Is Being Developed As of the 9/8/15 Publication Date**



**APPENDICES**



### Appendix A: Glossary

The following is a list of the specialized governmental budgeting and accounting terms that may be found in this budget:

**ACCRUAL ACCOUNTING** - Accounting transactions that are recognized in the period they occur. Revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period incurred.

**AD VALOREM TAXES** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation multiplied by the mill or tax rate.

**ANNUAL BUDGET** – A financial plan of City expenditures and estimated revenues for a one-year period and including a plan of anticipated goals and accomplishments for that one-year period.

**APPROPRIATION** - A fiscal authorization that is approved by the Common Council permitting monetary obligations and annual expenditures against estimated revenues.

**ASSESSED VALUATION** - A valuation set upon real estate and certain personal property by the City's assessor for a basis for levying property taxes.

**ASSETS** – Property owned by a government which has a monetary value.

**BALANCED BUDGET** - A calculation in which total budgeted disbursements are equal to total estimated resources. Total estimated resources are estimated revenues plus the beginning cash carried over from the prior fiscal year.

**BOND (Debt Instrument)**- A written promise to pay a specified sum of money (called the principal amount or face value) at a specified future due date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (called the interest rate). Bonds are typically used for long-term debt to finance expenditures with a useful life in excess of one year.

**BUDGET AMENDMENT** – Common Council authorization to revise a budget appropriation. An affirmative vote of at least two thirds of Common Council members is required for approval.

**BUDGET CALENDAR** - A schedule of key dates for the preparation and adoption of the budget.

**CAPITAL ASSETS** – Assets that have a purchase cost of at least \$5,000 or more and have a useful life of greater than one year. See also Fixed Assets.

**CAPITAL EXPENDITURES** – Expenditures for the acquisition of fixed assets.

**CAPITAL IMPROVEMENT PLAN (CIP)** – A five year projection of all planned capital replacements and acquisitions of additional City facilities, streets, sidewalk, trails, and vehicle purchases.

**CAPITAL PROJECT FUND** – A fund used to account for the acquisition or construction of major capital expenditures other than those financed by proprietary funds. The City of Middleton capital project funds are: Public Works Construction and Acquisition, Public Lands Construction and Acquisition and Other Capital Projects and Acquisition.

**CONTINGENCY** – Funds set aside in a fund for transfer to specific budget line items as a supplemental appropriation as approved by a majority of two thirds vote of Common Council members.



### Appendix A: Glossary (Continued)

**DEPARTMENT** – A major organizational unit in the City which provides programs and services in a specific area of responsibility. Within a department there may be subordinate organizational units referred to as Cost Centers or Divisions. For example, within the Police Department, there are three major Cost Centers or Divisions; Administration, Field Services and Dispatch.

**DEBT** - An obligation resulting from the borrowing of money to be repaid with interest over a period of time. Debt instruments include bonds, notes, capital leases and land contracts.

**DEBT SERVICE** - Payment of principal and interest to lenders or creditors on outstanding debt.

**DEBT SERVICE FUND** - A fund used to account for the payment of principal and interest on various types of general obligation debt other than those payable from proprietary funds.

**DEPRECIATION** - Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**ENTERPRISE FUND** - A fund used to account for operations that provide goods or services to the general public and are financed primarily through specific and unique user charges. Enterprise funds can only be credited to their respective fund and used solely for expenditures in those funds. The City of Middleton enterprise funds are: Water, Sewer and Golf Course.

**EQUALIZED VALUE** - The State's estimate of the full value of property; used to apportion property tax levies of counties, school districts and municipalities among tax districts.

**EXPENDITURES** - These are any outflow of dollars from a fund and include current operating expenses, debt service, and capital outlay payments.

**FISCAL YEAR (FY)** - The annual 12 month accounting period that begins on January 1 and ends on December 31.

**FIXED ASSETS** – Assets of long-term character which are intended to continue to be held or used such as buildings, land, machinery, furniture and equipment.

**FRINGE BENEFITS** – Contributions made by the City including those related to salaries and those related to the welfare of City employees, such as health and dental benefits. Specifically these include the City's cost of retirement, workers compensation and unemployment compensation.

**FTE** – Full-time equivalent position. One FTE equals 2,080 annual hours or 40 hours per week, with the exception of Police Officer positions. One FTE for these positions equals 1,950 annual hours.

**FUND** - An accounting entity with a self-balancing set of accounts containing its own assets, liabilities and fund balance. A fund is established for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE** - The difference between assets and liabilities of a governmental fund.

**GENERAL FUND** - A fund used to account for general purpose revenues without specific definition or designated purpose that finance basic governmental activities such as general government, public safety, public works, health and human services, leisure and development related activities.



### Appendix A: Glossary (Continued)

**GENERAL OBLIGATION (GO) BONDS** – Bonds that are backed by the full faith and credit of the City. GO bonds constitute a pledge by the City to levy a tax if necessary to generate revenue to repay the bonds.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** – An organization that sets accounting standards specifically for governmental entities at the state and local level.

**GRANTS** – A financial gift, donation or award that is made from a funding source, usually a governmental entity, to the City for the acquisition of goods, services or land. The grant award agreement defines the City's responsibilities and duties to be exchanged for the grant. Grants are usually designated for a specific purpose of program.

**INTERGOVERNMENTAL REVENUE** - Revenue received from another government such as in the form of grants and shared revenues. Typically, these contributions are made to local governments from the State and Federal governments and are made for specified purposes.

**LEVY** - The total amount to be raised by general property taxes, for general purposes stated in the budget to support general City activities.

**LINE-ITEM BUDGET** – A budget format focusing on single, individual expense items. For example, a line item would be office supplies, or fuel, or contractual services, or telephone expenses.

**LONG-TERM DEBT** - Debt with a maturity of more than one year after the date of issuance.

**MILL** - A monetary unit used only in calculations, worth one thousandth of a dollar. Typically the tax rate is referred to as the mill rate.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING** – Under this basis of accounting, revenues are recorded when susceptible to accrual when they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the incurred period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as liabilities when due.

**OPEB** – Other Post-Employment benefits. Upon retirement an employee's sick leave balance is converted to a monetary equivalent and accounted for in OPEB Special Revenue Fund 207. The retired employee may then use their retired balance to offset health related costs, such as health insurance premiums, until the balance is depleted.

**OPERATING TRANSFER** – One-time or recurring monetary transfer between funds.

**PAYMENT IN LIEU OF TAXES** – A payment that a property owner not subject to taxation makes to a government to compensate it for services that the property owner receives that normally are financed through property taxes.



### Appendix A: Glossary (Continued)

**PROPRIETARY FUND** - Used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities - where net income and capital maintenance are measured - are accounted for through proprietary funds.

**REVENUES** - All monetary amounts that the government receives as income or funds to finance governmental disbursements. It includes but not limited to such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**SHARED REVENUES** - Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of government.

**SPECIAL ASSESSMENT** - A charge made against certain properties to defray all or part of the cost of a specific capital improvement that benefits primarily those properties.

**SPECIAL REVENUE FUND** - A fund used to account for the revenues from specific sources with specific definitions or requirements about their use. They are usually required by statute, ordinance, or administrative action to finance specific activities of government.

**TAX INCREMENT FINANCING (TIF)** – This is a public financing method that is used as an incentive for development in a tax increment district. Tax increment is defined as the amount of property taxes generated from a development less the amount of taxes generated prior to the development or referred to as the base tax amount.

**TAX INCREMENT DISTRICT (TID)** – A geographical area designated for development. The City financially contributes to the cost of the development by flowing tax increment dollars to a developer. The legal test for creating the district is referred to as the BUT FOR test; the development would not have occurred but for the generation of new property taxes and the related development.

**TAXES** - Compulsory charges levied by a government for the purpose of financing services performed for a common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.



**Appendix B: Acronyms & Abbreviations**

**APA** – American Planning Association

**APWA** – American Public Works Association

**BOCA** – Building Officials & Code Association

**CDBG** – Community Development Block Grant

**CIP** – Capital Improvement Plan

**DNR** – Wisconsin Department of Natural Resources

**DOR** – Wisconsin Department of Revenue

**FEMA** – Federal Emergency Management Association

**GASB** – Governmental Accounting Standards Board

**GFOA** – Government Finance Officers Association of the U.S. & Canada

**GIS** – Geographic Information System

**IACP** – International Association of Chiefs of Police

**ICMA** – International City/County Management Association

**LWM** – League of Wisconsin Municipalities

**MUD** – Municipal Utility District

**NLC** – National League of Cities

**NRPA** – National Recreation & Park Association

**PRIMA** – Public Risk Insurance Management Association

**TID** – Tax Increment District

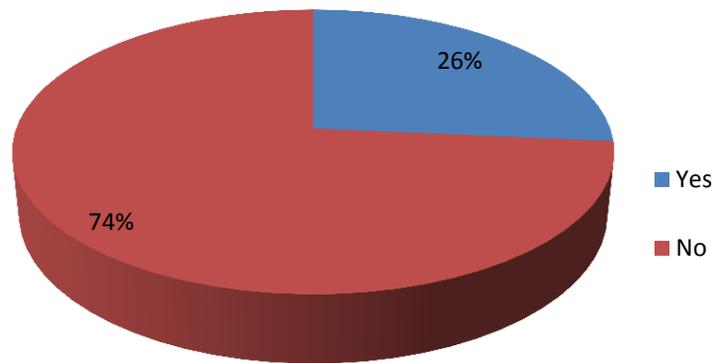
**TIF** – Tax Increment Financing



**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 1: Did you respond to the 2012, 2013 or 2014 Citizen Satisfaction Survey?

Answer Options	Response Percent	Response Count
Yes	26.42%	395
No	73.58%	1,100

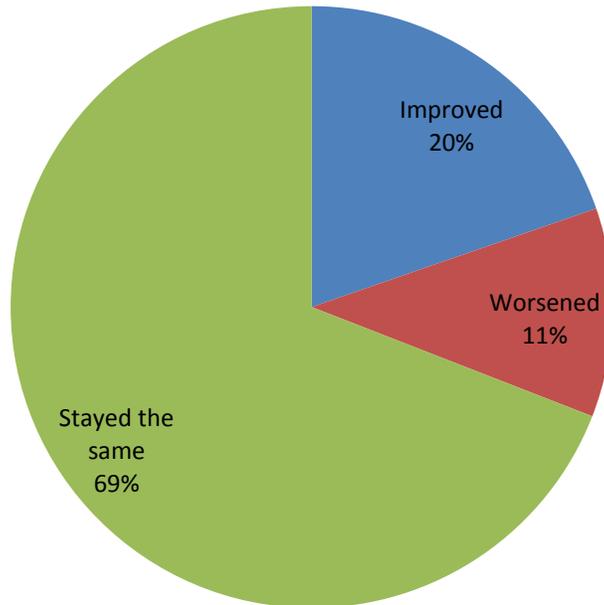




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 2: Do you believe that City services have improved, worsened, or stayed the same in the past 12 months?

Answer Options	Response Percent	Response Count
Improved	19.69%	293
Worsened	11.22%	167
Stayed the same	69.09%	1028

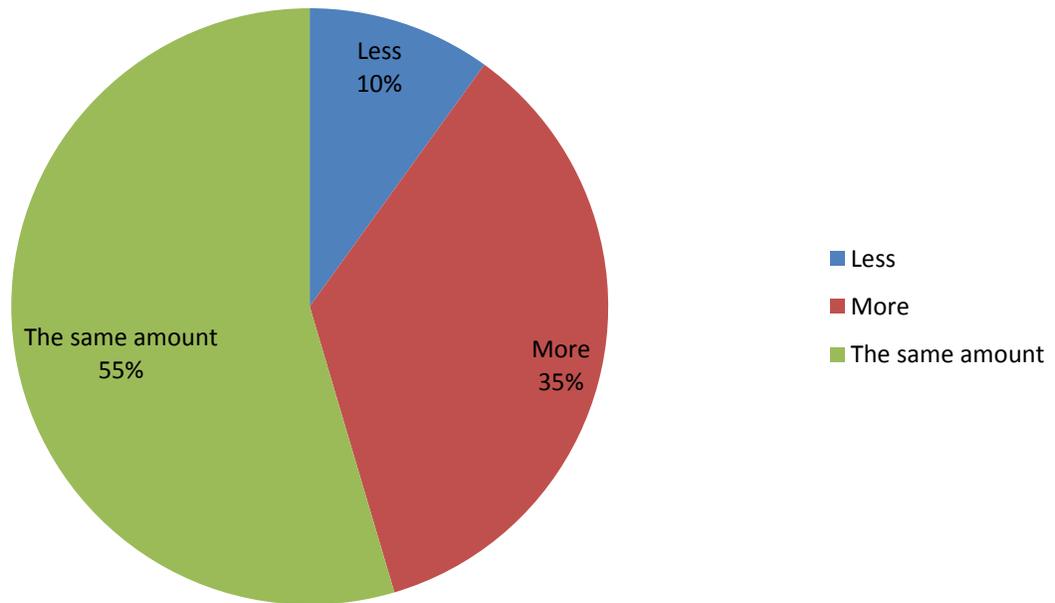




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 3: Given that street maintenance was the top short term spending priority in last year’s survey, the City continued to increase the amount invested- from \$905,000 in 2013 to \$1,109,700 in 2014 to \$1,283,000 in 2015. Do you believe that the City should spend more, less, or the same amount on street maintenance and reconstruction in 2016?

Answer Options	Response Percent	Response Count
Less	9.95%	126
More	35.47%	449
The same amount	54.58%	691





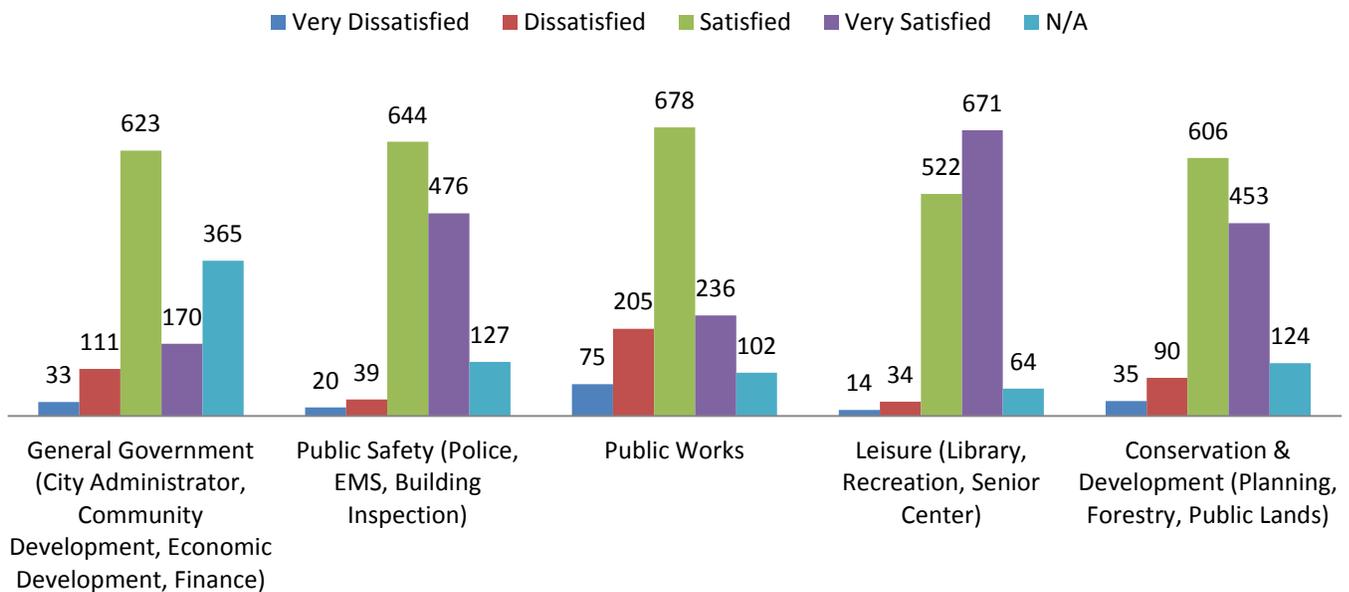
## City of Middleton 2016 Budget

### APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 4: Please rate your level of satisfaction with City services by program area

Answer Options	N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
General Government (City Administrator, Community Development, Economic Development, Finance)	365	33	111	623	170
Public Safety (Police, EMS, Building Inspection)	127	20	39	644	476
Public Works (Engineering, Streets, Water Resources)	102	75	205	678	236
Leisure (Library, Recreation, Senior Center)	64	14	34	522	671
Conservation & Development (Planning, Forestry, Public Lands)	124	35	90	606	453

### Satisfaction by Program Area



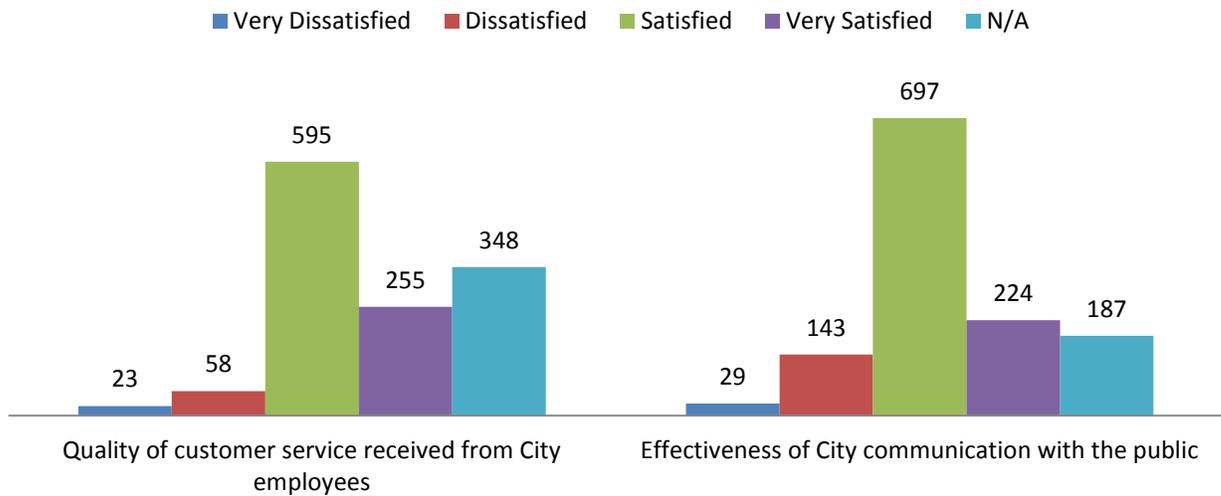


**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 5: Please rate your level of satisfaction with City staff service delivery and communication

Answer Options	N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Quality of customer service received from City employees	348	23	58	595	255
Effectiveness of City communication with the public	187	29	143	697	224

**Satisfaction with Service Delivery & Communication**



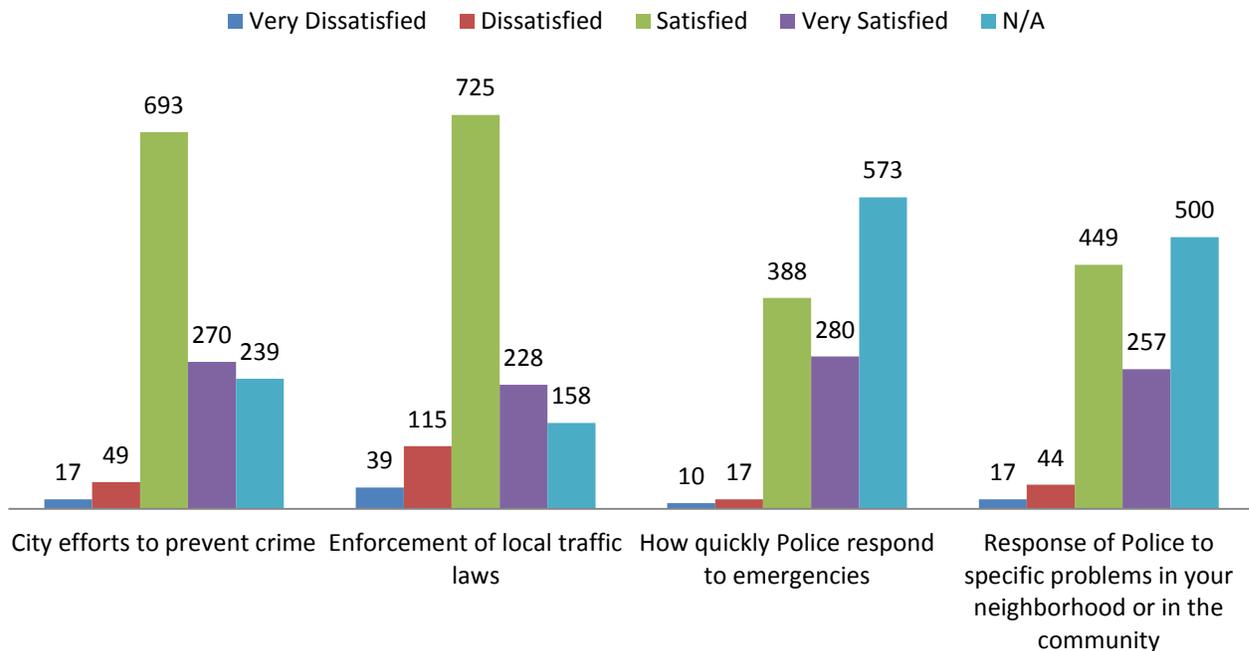


**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 6: Please rate your level of satisfaction with the following Police services

Answer Options	N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
City efforts to prevent crime	239	17	49	693	270
Enforcement of local traffic laws	158	39	115	725	228
How quickly Police respond to emergencies	573	10	17	388	280
Response of Police to specific problems in your neighborhood or in the community	500	17	44	449	257

**Satisfaction with Police Services**

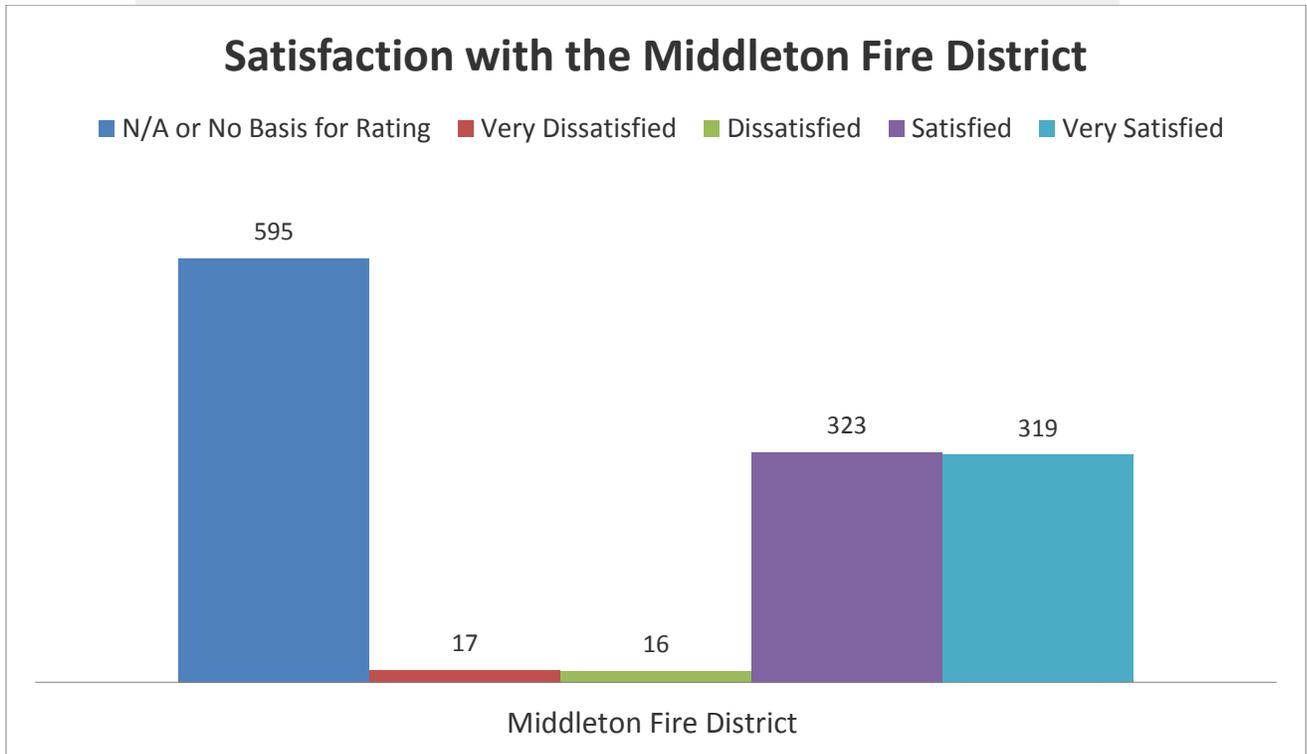




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 7: Please rate your level of satisfaction with the Middleton Fire District

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
595	17	16	323	319

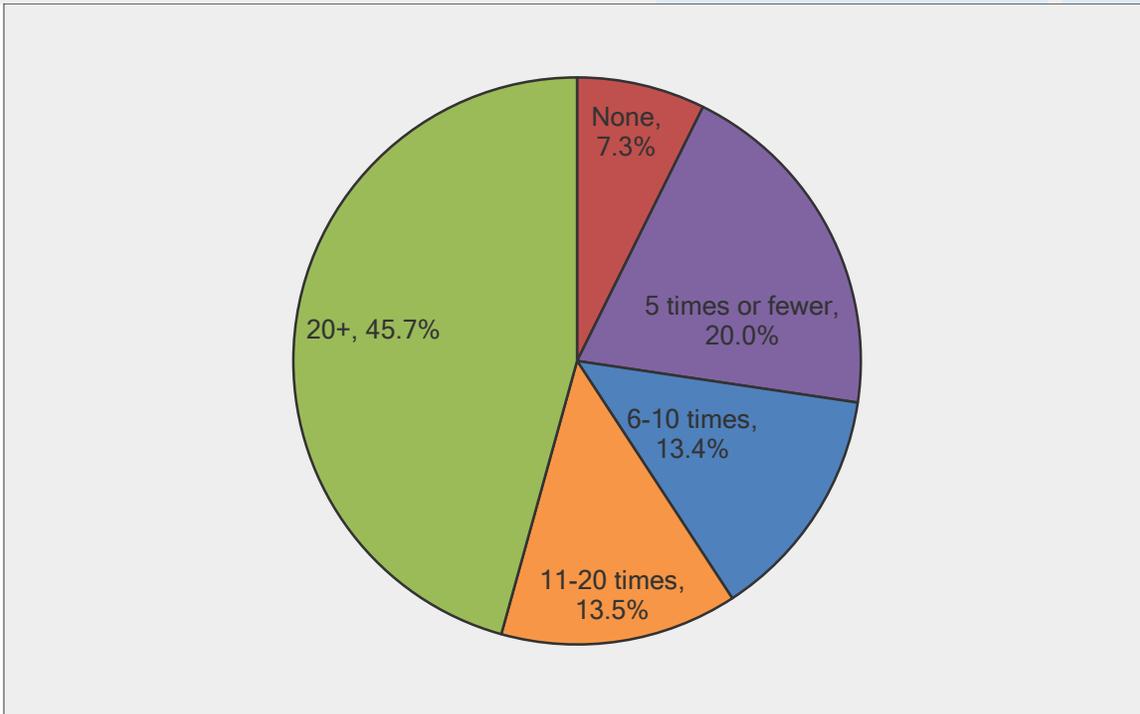




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 8: Approximately how many times did you or other members of your household utilize Parks and Conservancy Lands, Recreation Programs, Aquatics, Athletics, Splashpad, Summer Programs, Youth Center, and/ or Trails, etc. during the past year?

None	7.3%	22
5 times or fewer	20.0%	58
6-10 times	13.4%	51
11-20 times	45.7%	32
20+	47.6%	148

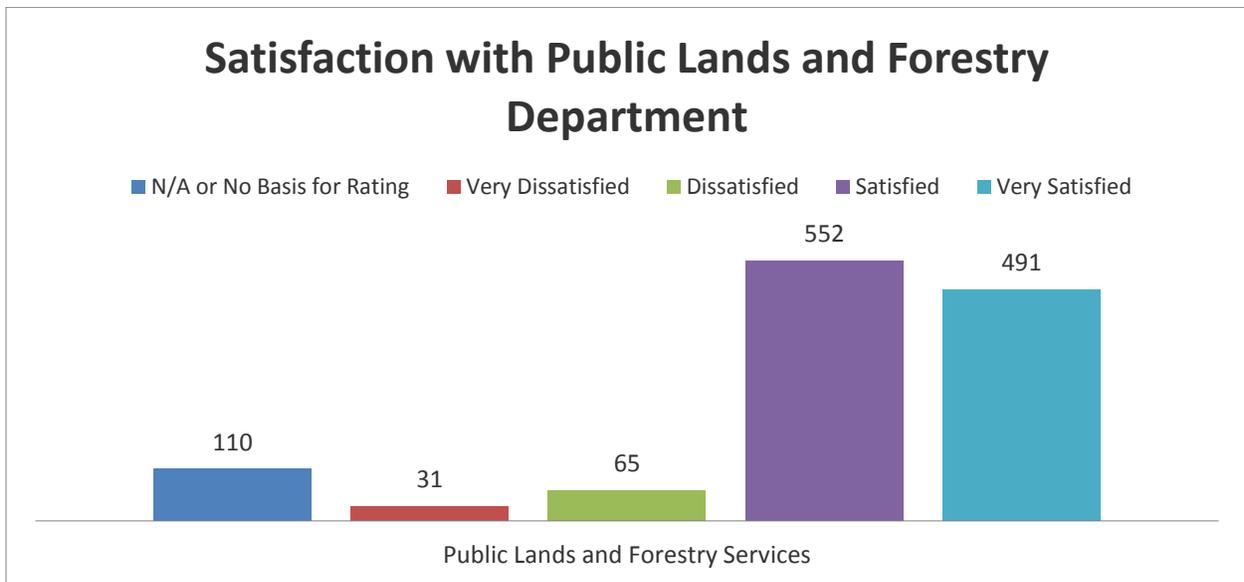




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 9: Please rate your level of satisfaction with Public Lands and Forestry

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
110	31	65	552	491

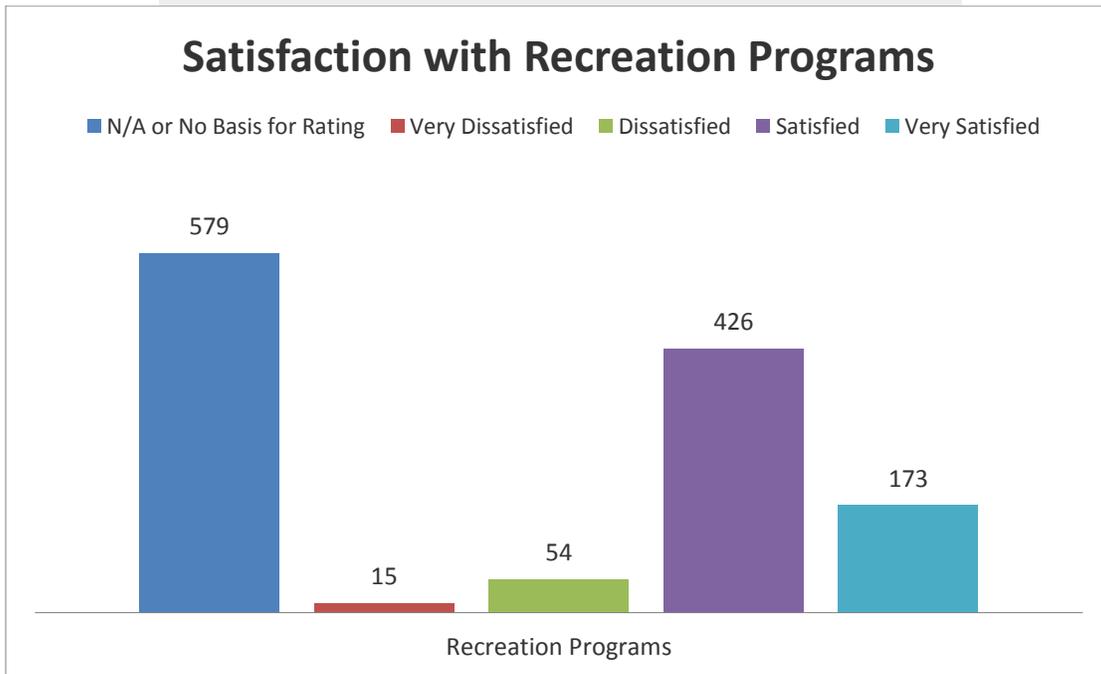




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 10: Please rate your level of satisfaction with Recreation Programs

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
579	15	54	426	173



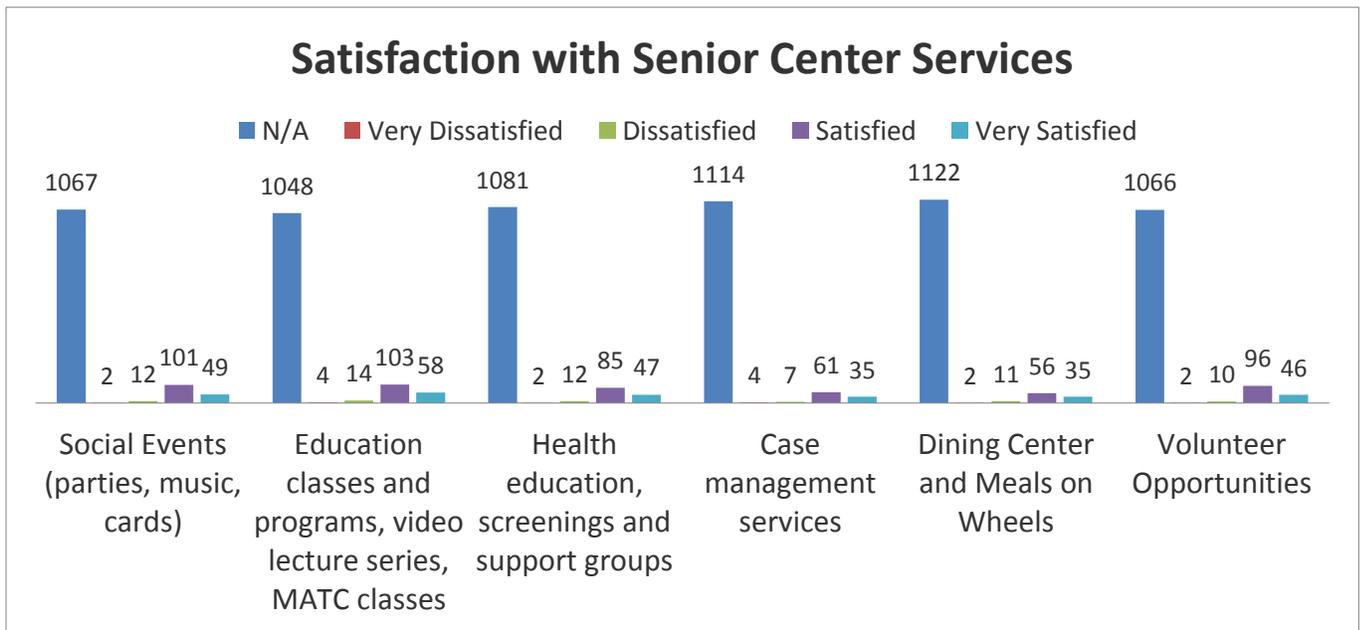


## City of Middleton 2016 Budget

### APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 11: Please rate your level of satisfaction with the following Senior Center services

Answer Options	N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Social events (parties, music, cards)	1067	2	12	101	49
Education classes and programs, video lecture series, MATC classes	1048	4	14	103	58
Health education, screenings and support groups	1081	2	12	85	47
Case management services	1114	4	7	61	35
Dining Center and Meals on Wheels	1122	2	11	56	35
Volunteer Opportunities	1066	2	10	96	46

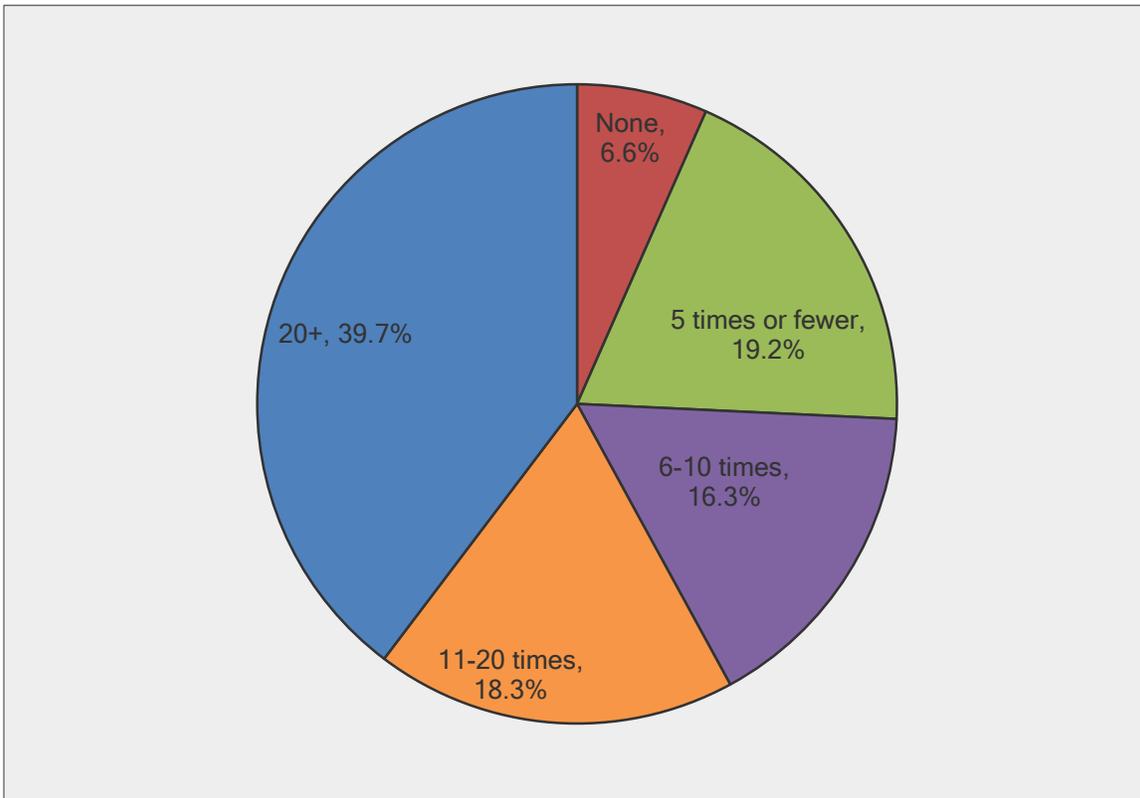




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 12: Approximately how many times did you or other members of your household visit the Middleton Public Library during the past year?

None	6.6%	81
5 times or fewer	19.2%	235
6-10 times	16.3%	200
11-20 times	18.3%	224
20+	39.7%	487

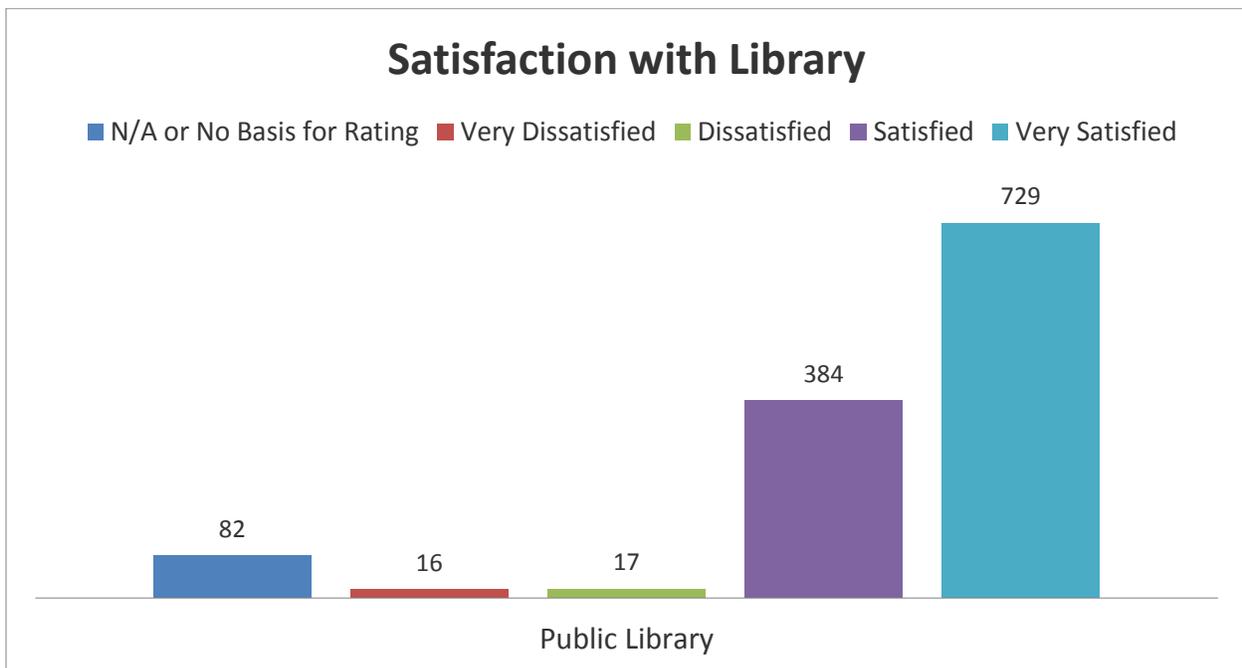




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 13: Please rate your level of satisfaction with the Library

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
82	16	17	384	729

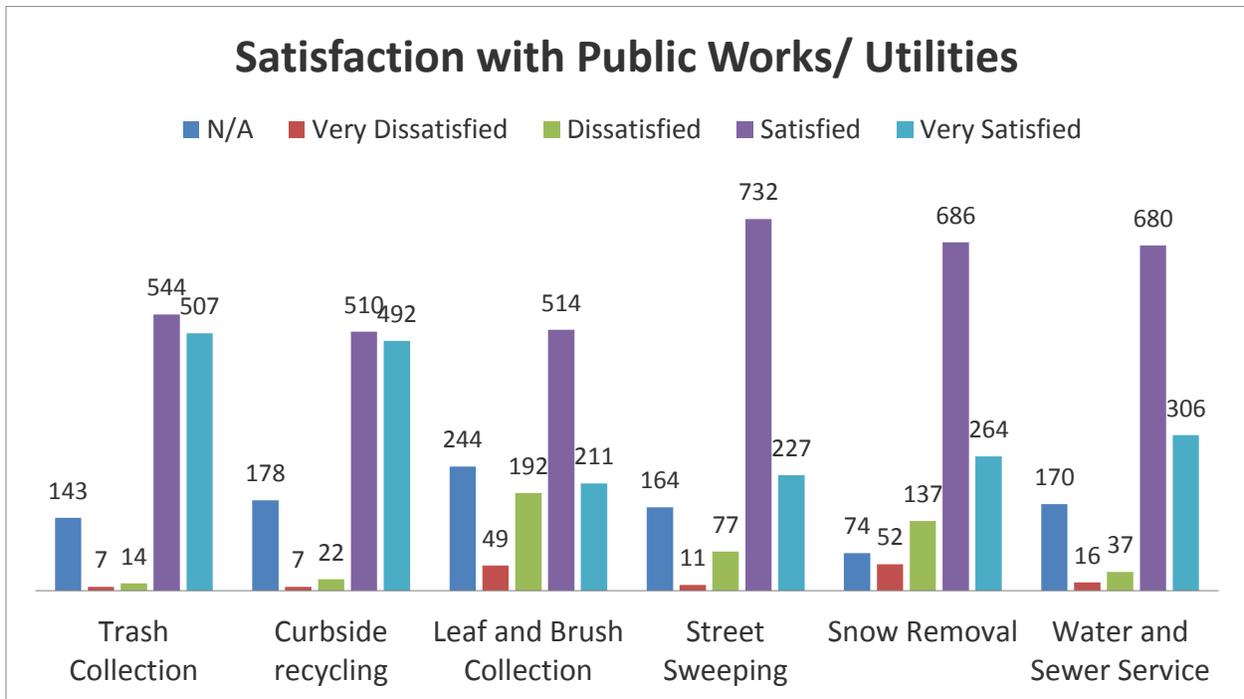




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 14: Please rate your level of satisfaction with each of the following items

Answer Options	N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Trash collection	143	7	14	544	507
Curbside recycling	178	7	22	510	492
Leaf & brush collection	244	49	192	514	211
Street sweeping	164	11	77	732	227
Snow removal	74	52	137	686	264
Water & Sewer service	170	16	37	680	306



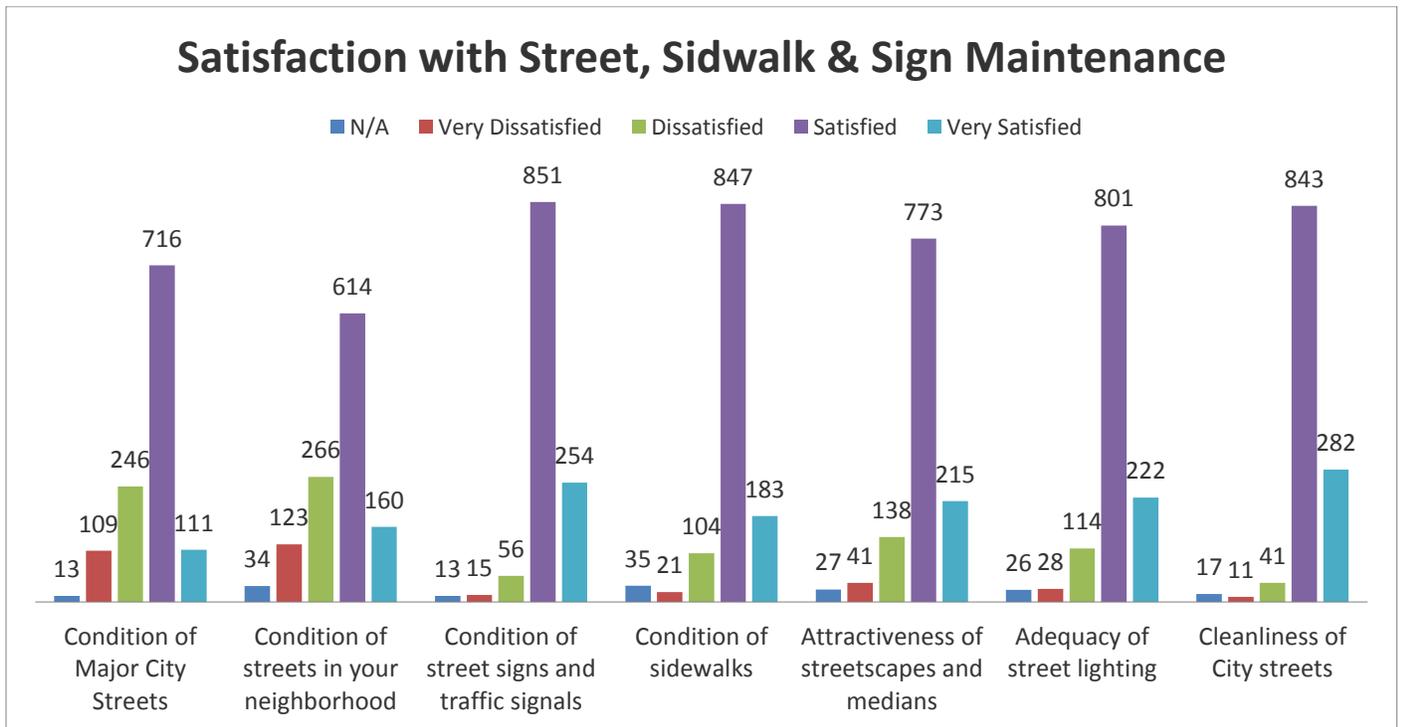


## City of Middleton 2016 Budget

### APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 15: Please rate your level of satisfaction with each of the following items

Answer Options	N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
Condition of major City streets	13	109	246	716	111
Condition of streets in your neighborhood	34	123	266	614	160
Condition of street signs and traffic signals	13	15	56	851	254
Condition of sidewalks	35	21	104	847	183
Attractiveness of streetscapes and medians	27	41	138	773	215
Adequacy of street lighting	26	28	114	801	222
Cleanliness of City streets	17	11	41	843	282

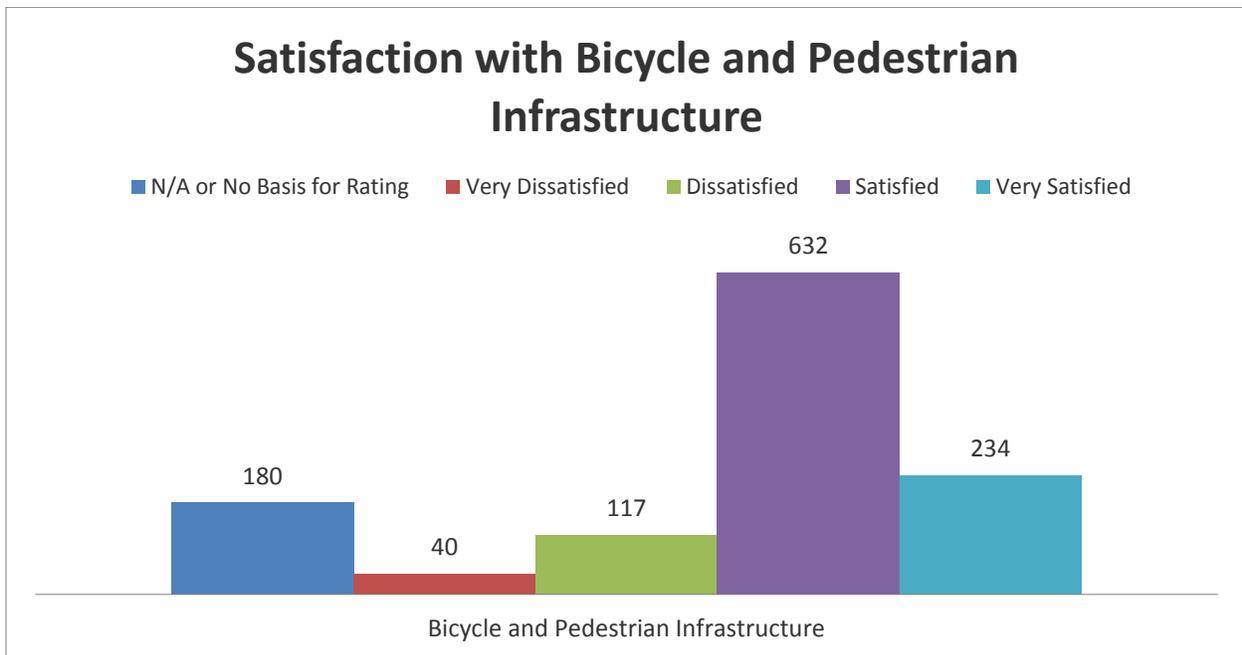




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 16: Please rate your level of satisfaction with the City’s efforts to provide safe bicycle and pedestrian facilities

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
180	40	117	632	234

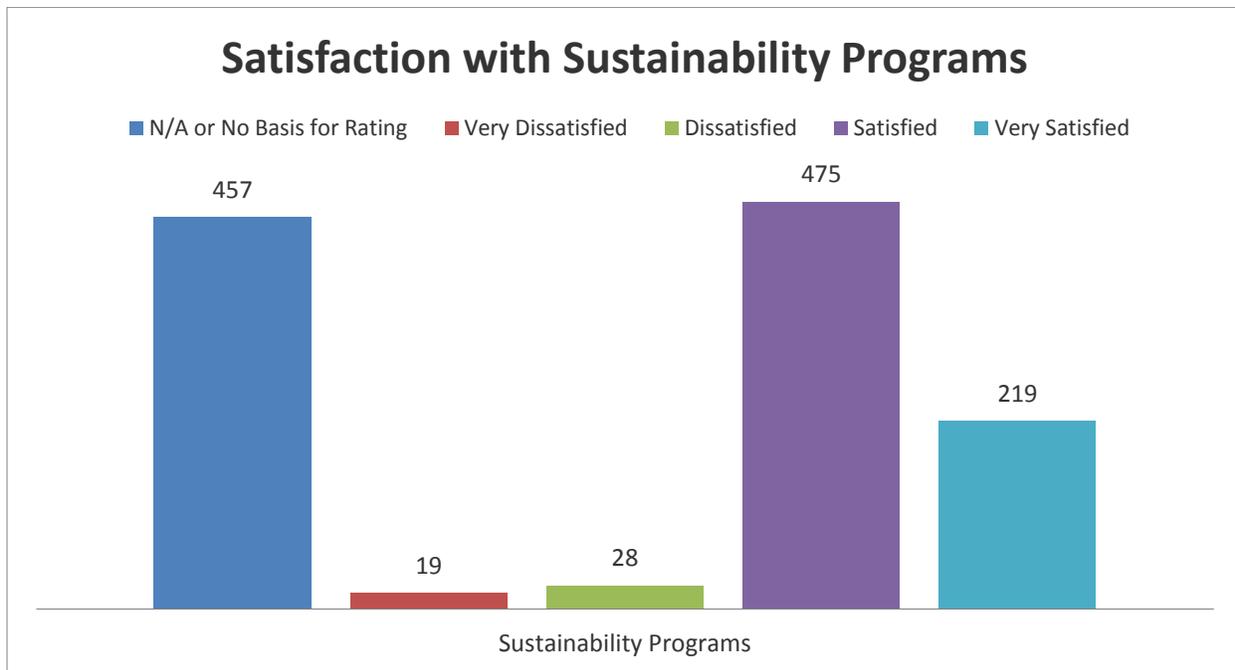




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 17: Please rate your level of satisfaction with the Sustainability programs initiated by the City of Middleton

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
457	19	28	475	219

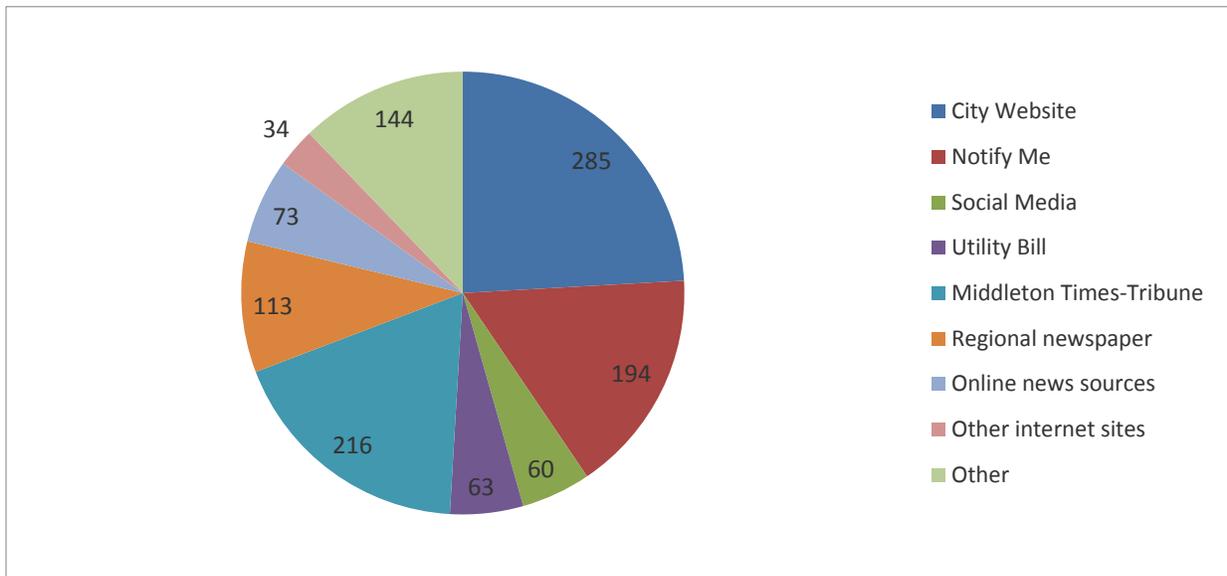




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 18: Which of the following do you use to get information about the City of Middleton?

Answer Options	Response Percent	Response Count
City website	24.1%	285
Notify Me (City email notification system - sign up at: <a href="http://www.ci.middleton.wi.us/list.aspx">http://www.ci.middleton.wi.us/list.aspx</a> )	16.4%	194
Social media (e.g. Facebook, Twitter, etc)	5.1%	60
Utility bill	5.3%	63
Middleton Times-Tribune	18.3%	216
Regional newspaper (e.g. Wisconsin State Journal, Capital Times, Isthmus)	9.6%	113
Online news sources	6.2%	73
Other Internet sites	3.0%	34
Other (please specify)	12.2%	144

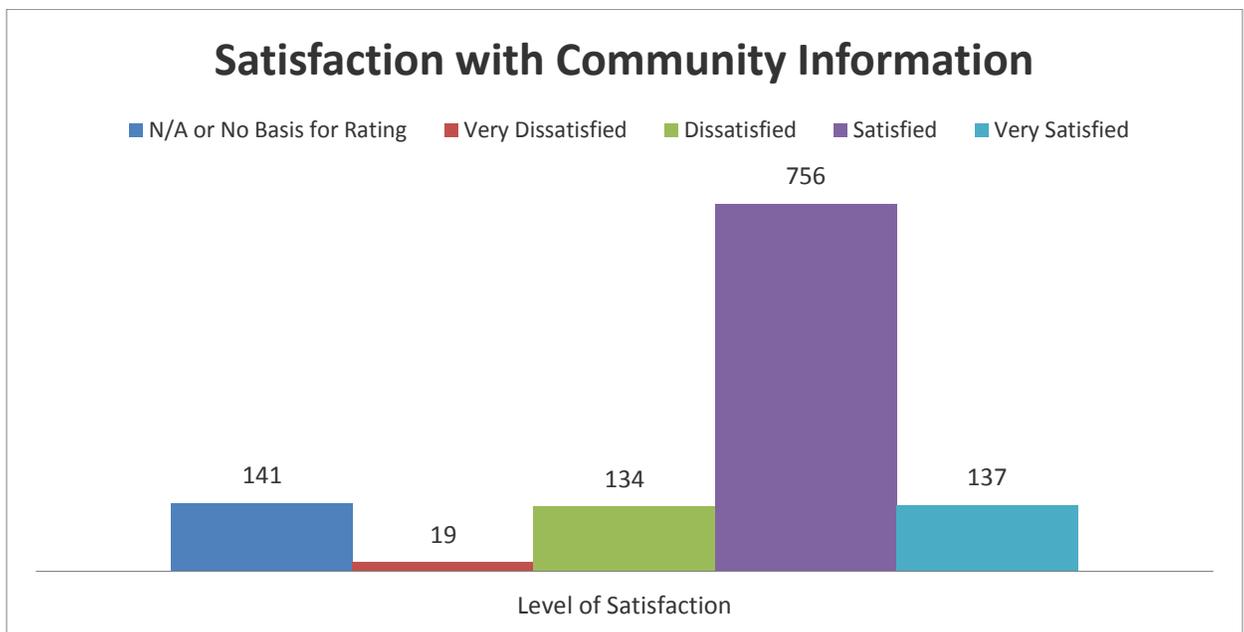




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 19: Please rate your level of satisfaction with Community Information

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
141	19	134	756	137

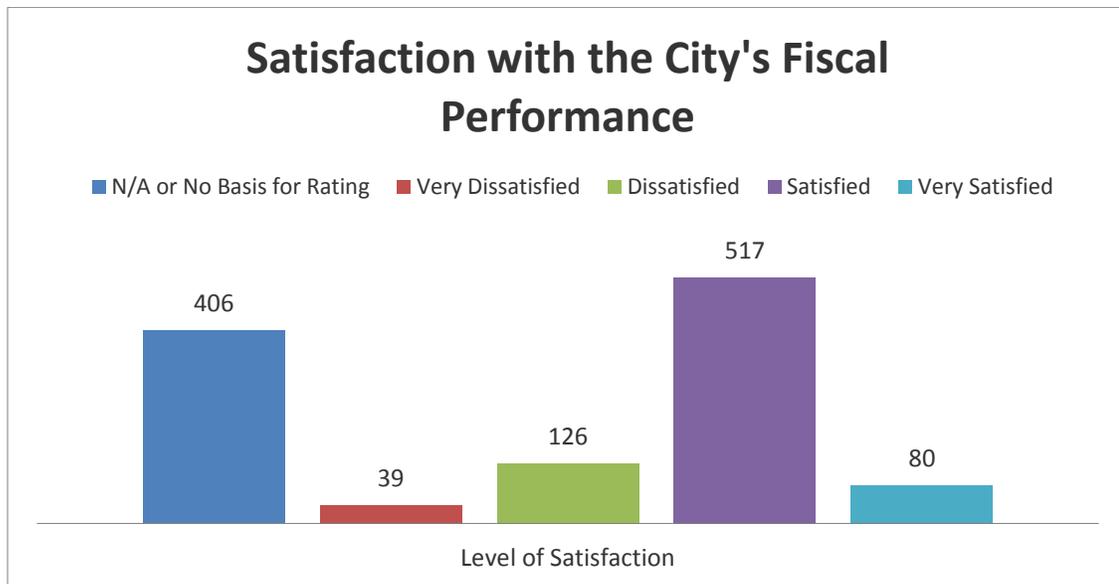




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 20: Please rate your level of satisfaction with the City's fiscal performance

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
406	39	126	517	80

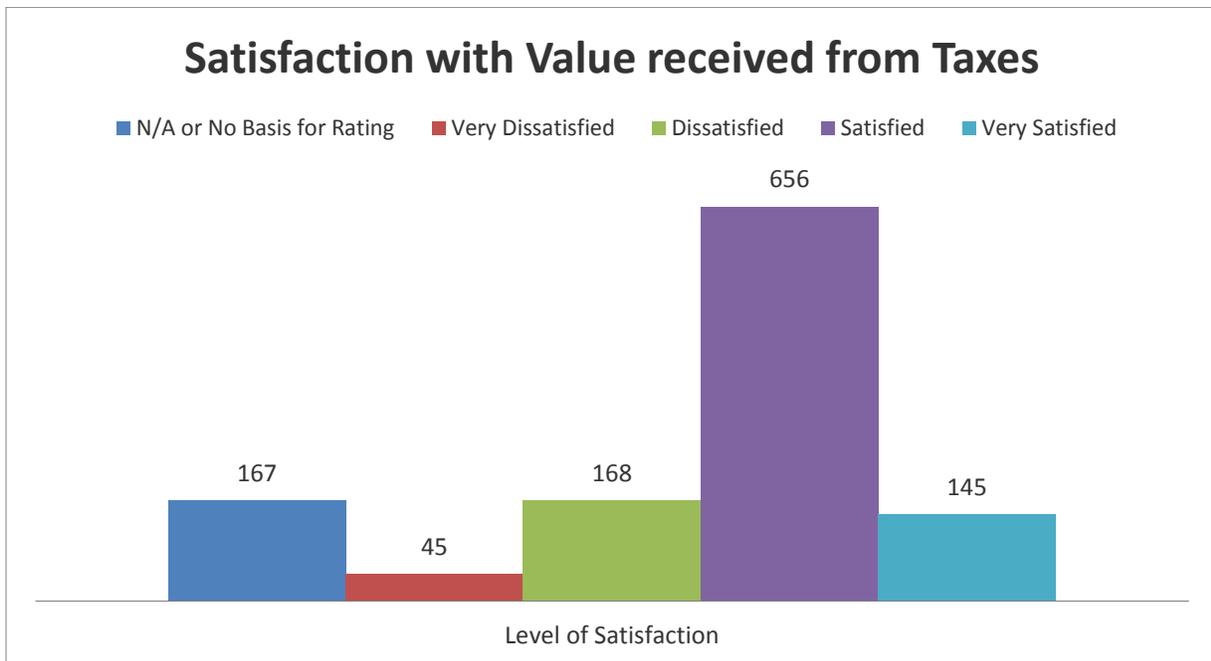




**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 21: Please rate your level of satisfaction with the value you receive from your taxes regarding overall City services and programs

N/A or No Basis for Rating	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
167	45	168	656	145





**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 22: Please rank the following services/ departments in order of those that should receive more staff attention and funding focus short term (in the next two years)

**Ranking Results**

<b>Priority Ranking</b>	<b>Department/Service</b>	<b>Average Ranking</b>
1	Public Works (traffic flow, snow/ice control, sidewalks, storm water management, street lighting, refuse collection, recycling, leaf & brush collection, fleet maintenance, etc.)	4.13
2	Street Maintenance	4.38
3	Police	4.81
4	Public Lands, Recreation and Forestry (Pheasant Branch Conservancy, parks, trails, Bauman Aquatic Center, recreation, etc.)	5.16
5	EMS	5.25
6	Fire	5.53
7	Library	5.67
8	Planning and Community Development (City planning, community development, economic development, sustainability)	5.86
9	Public Transit	6.98
10	Senior Center	8.11
11	Pleasant View Golf Course	9.86



**APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS**

Question 23: Please rank the following services/departments in order of those that should receive more staff attention and funding focus long term (realized in greater than 2 years)

**Ranking Results**

<b>Priority Ranking</b>	<b>Department/Service</b>	<b>Average Ranking</b>
1	Other Public Works (traffic flow, snow/ice control, sidewalks, storm water management, street lighting, refuse collection, recycling, leaf & brush collection, fleet maintenance, etc.)	4.43
2	Street Maintenance	4.71
3	Police	4.88
4	EMS	5.11
5	Public Lands, Recreation and Forestry (Pheasant Branch Conservancy, parks, trails, Bauman Aquatic Center, recreation, etc.)	5.13
6	Planning and Community Development (City planning ,community development, economic development, sustainability)	5.31
7	Fire	5.34
8	Library	5.80
9	Public Transit	7.05
10	Senior Center	8.12
11	Pleasant View Golf Course	9.98

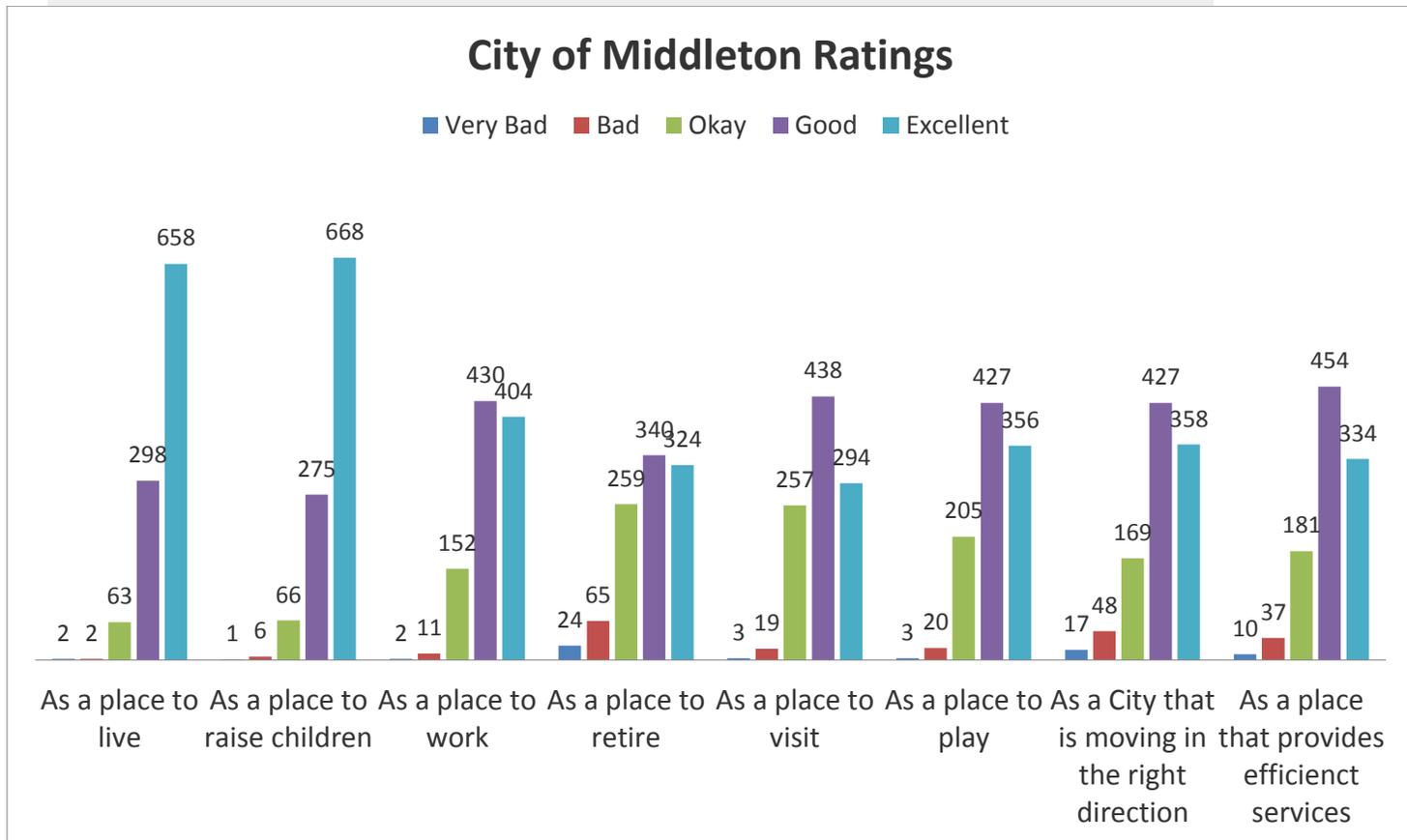


## City of Middleton 2016 Budget

### APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 24: Please rate the City of Middleton overall

Answer Options	Very Bad	Bad	Okay	Good	Excellent
As a place to live	2	2	63	298	658
As a place to raise children	1	6	66	275	668
As a place to work	2	11	152	430	404
As a place to retire	24	65	259	340	324
As a place to visit	3	19	257	438	294
As a place to play	3	20	205	427	356
As a City that is moving in the right direction	17	48	169	427	358
As a place that provides efficient services	10	37	181	454	334

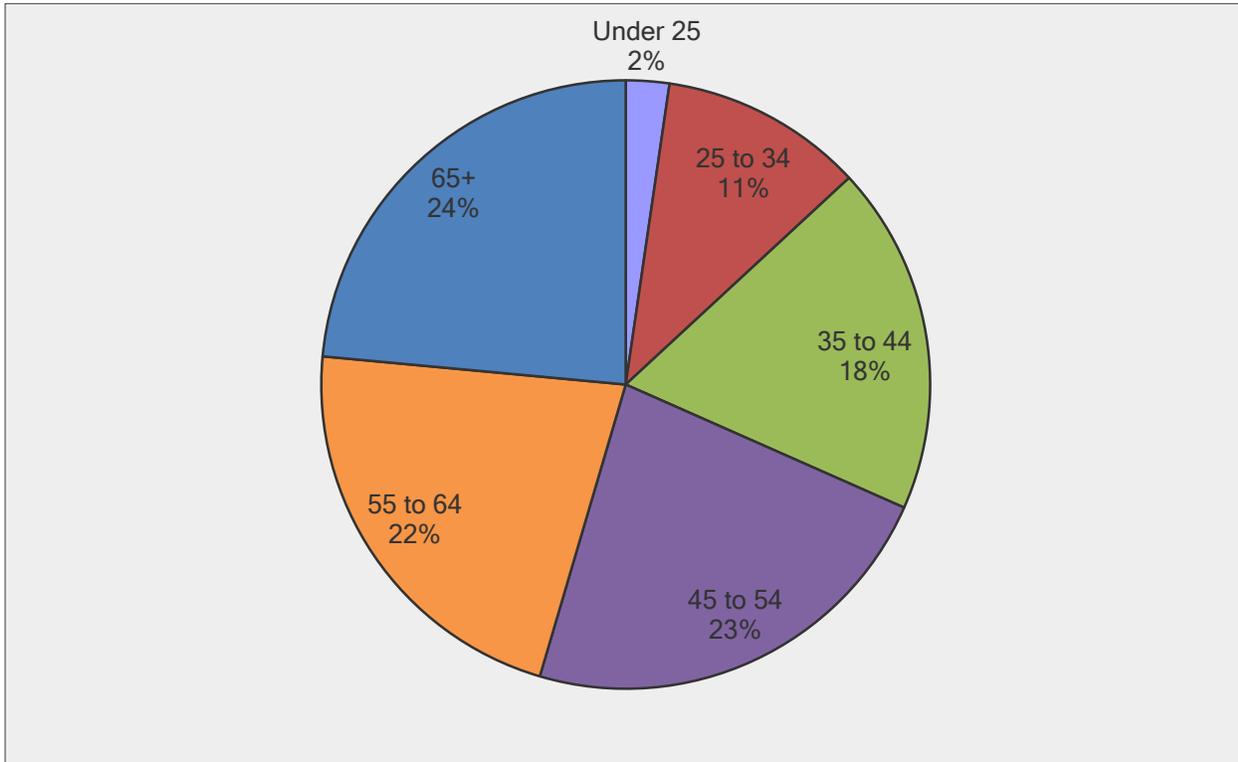




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 25: Age

Answer Options	Response Percent	Response Count
Under 25	2.3%	24
25 to 34	10.8%	111
35 to 44	18.5%	190
45 to 54	22.9%	235
55 to 64	21.9%	225
65+	23.5%	241

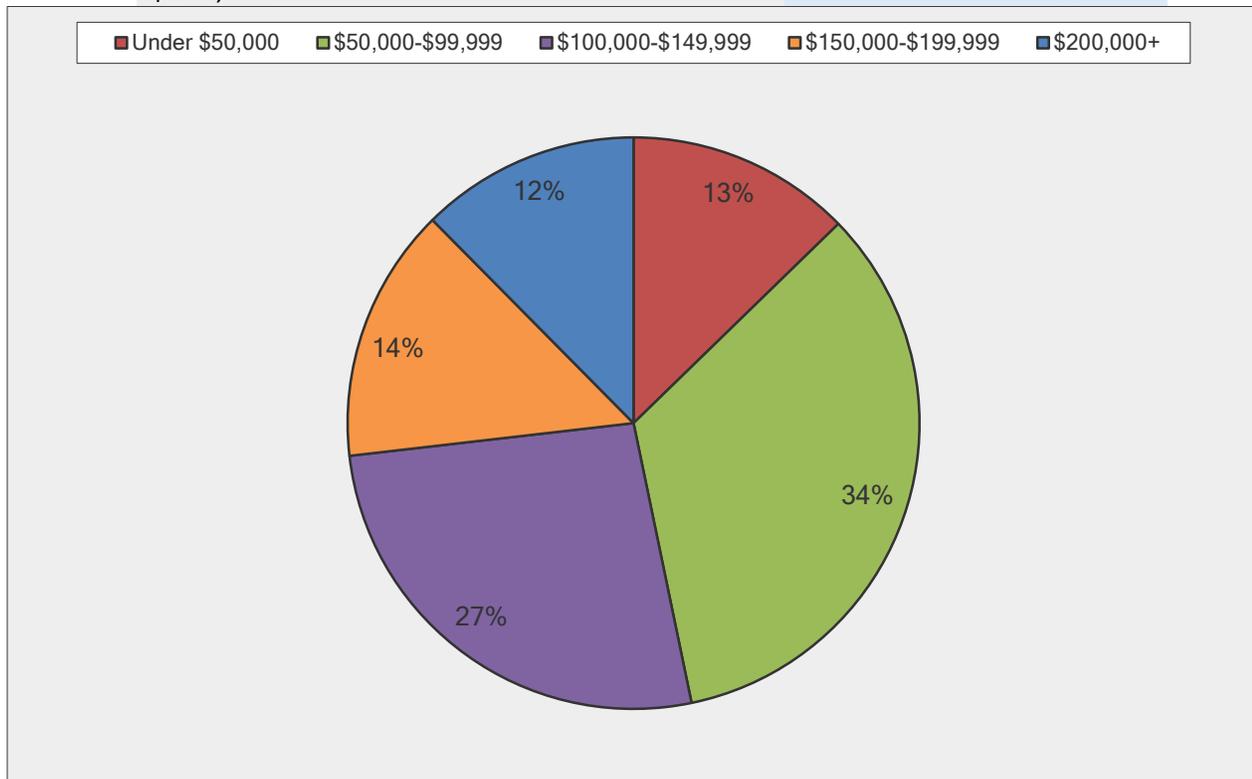




APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 26: What is your approximate average household income?

Answer Options	Response Percent	Response Count
Under \$50,000	12.7%	91
\$50,000-\$99,999	34.0%	244
\$100,000-\$149,999	26.4%	189
\$150,000-\$199,999	14.4%	103
\$200,000+	12.4%	89





APPENDIX C: 2015 CITIZEN SATISFACTION SURVEY RESULTS

Question 27: Which race/ethnicity best describes you?

Answer Options	Response Percent	Response Count
African American	0.5%	4
American Indian / Alaskan Native	0.5%	4
Asian	1.9%	16
Caucasian	91.5%	761
Hispanic or Latino	1.2%	10
Other	2.0%	17
Two or More Races/Ethnicities	2.4%	20

