



2012 Annual Budget and Capital Improvement Program

City of Oak Creek 2011 Annual Budget

PRINCIPAL OFFICIALS

MAYOR

Richard R. Bolender, April 2012

COMMON COUNCIL

Daniel Jakubczyk, April 2013
First District

Daniel Bukiewicz, April 2012
Second District

Stephen Scaffidi, April 2013
Third District

Michael E. Toman, April 2012
Fourth District

Kenneth Gehl, April 2013
Fifth District

Thomas Michalski, April 2012
Sixth District

ADMINISTRATION

Gerald Peterson, City Administrator

Mark Wyss, Finance Director

Pamela S. Bauer, City Clerk

Barbara A. Guckenberger, City Treasurer

John Edwards, Police Chief

Caesar Geiger, Information Technology Manager

Larry Haskin, City Attorney

Tom Rosandich, Acting Fire Chief

Richard Kulka, Facility Maintenance Superintendent

Douglas Schachtner, Director of Parks, Recreation and Forestry

Michael J. Lampe, Street Superintendent

Judith A. Price, Public Health Officer

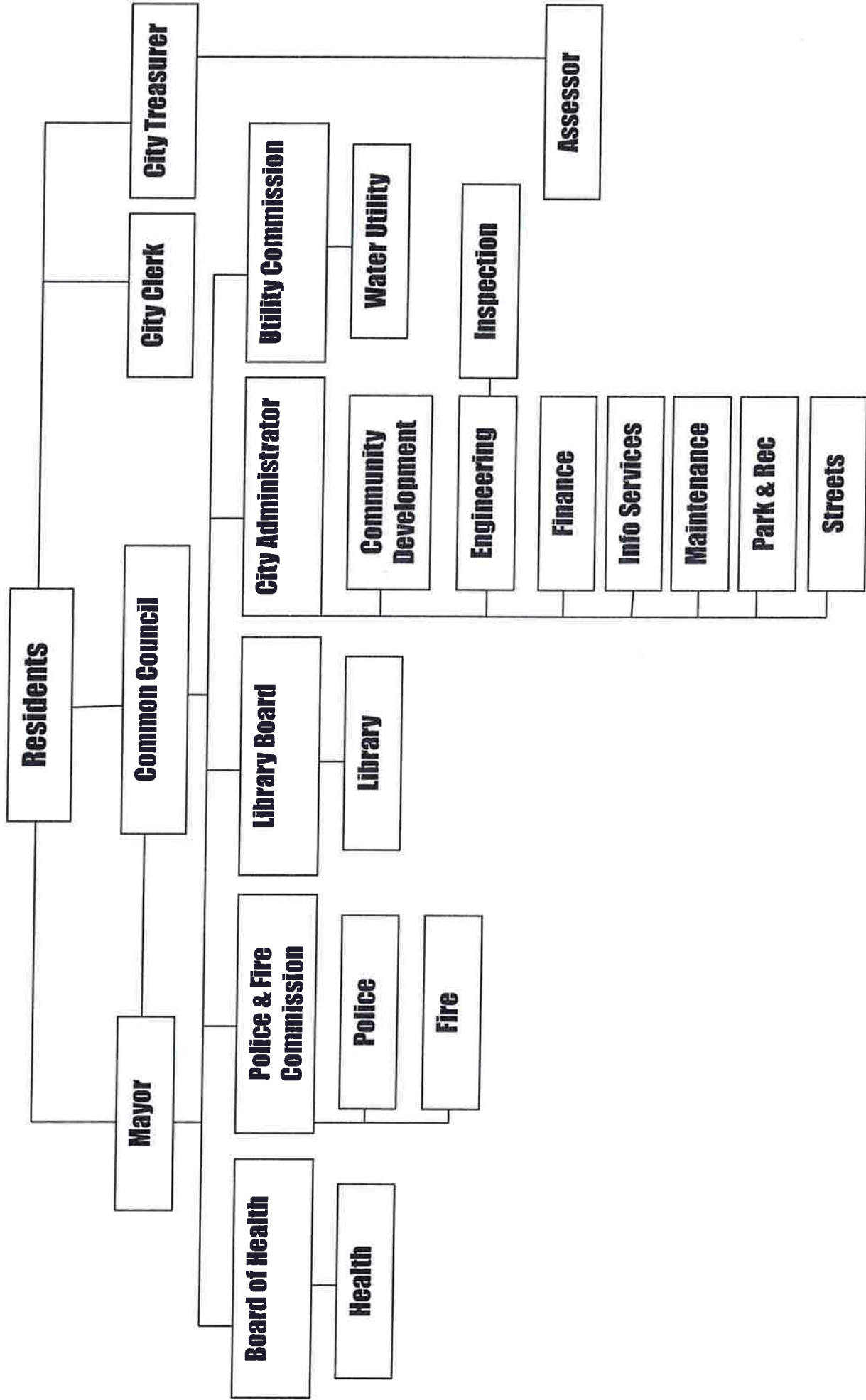
Douglas Seymour, Community Development Director

Michael Simmons, City Engineer

Susan Kaczmarek, Acting City Librarian

Steve Yttri, Utility Manager

City of Oak Creek Organization Chart





Oak Creek

FINANCE
DEPARTMENT

Mark D. Wyss
Finance Director

8640 S. Howell Avenue
Oak Creek, WI 53154

Tel: (414) 768-6514

Fax: (414) 768-9587

Date: September 20, 2011
To: Mayor and Common Council Members

From: City Administrator Gerald Peterson
Finance Director Mark Wyss

Purpose: Transmittal of 2012 Budget

Please accept staff's proposed 2012 City of Oak Creek Budget.

This proposed budget reflects departmental requests, Mayoral directives, and committee recommendations. This budget attempts to maintain the high level of services and programs that the Council, Mayor, and citizens of Oak Creek have come to expect.

This transmittal letter will provide an overview of various factors and issues affecting the budget, and a summary of the budget elements.

MAJOR FACTORS

Discussion points for the 2012 Budget:

1. The 2012 budget continues the trend from the past three budgets with no new property taxes except for growth. For 2012 it is estimated that the City's growth of .48% will generate approximately \$86,000 in additional property taxes.

The City is forbidden to increase property taxes per Wisconsin Act 32 except for new growth and for changes in post 2005 debt service. As enacted, Act 32 puts in place a *permanent levy freeze*. This means that, until new legislation is passed, the City will have no ability to raise property taxes exclusive of growth.

Total Budgeted Revenues for 2012 are 1% less than actual revenues from 2009. This means that the City has had no revenue growth for four consecutive years.

2. Wisconsin Act 32 cut Shared Revenues to the City by 15% (\$157,000) and transportation aid was cut by 10% (\$165,000).
3. General fund expenditures are \$442,815 less (-2%) than the 2011 budget, exclusive of a planned reserve withdrawal of \$899,000 for a partial payout of accumulated sick time.

Even with this reduction in expenditures, there is a structural gap of \$270,985 in the budget as submitted. It is certain some variation in revenues and expenditures from those projected will occur. The sum of these variations will determine the actual budget deficit or surplus for 2012. Mid-year adjustments can always be made if conditions warrant.

4. As a result of Wisconsin Act 10, beginning in 2012 general employees are required to pay 50% of costs related to Wisconsin Retirement withholdings. For 2012 this equates to 5.9% of earnings. Currently police and fire employees are not required to make this contribution.

But this budget has built in the 5.9% contribution from *all employees, including* police and fire employees. If this contribution cannot be obtained via bargaining, it is suggested that any shortfall created would need to be made up from the existing proposed police and fire budgets, not from additional withdrawals from reserves. If this cost savings cannot be realized, the City's structural deficit would grow to approximately \$757,000.

5. Along with the Wisconsin Retirement contribution, Act 10 brought about other changes to how wages and benefits can be enacted. These changes have the ability to allow the City to make decisions as to how to match revenues and expenditures.

Beginning in 2012 the City will be enacting a deductible for health insurance: \$2,000 for families, \$1,500 for two-person families, and \$1,000 for a single plan. It is estimated that these changes will shift costs of approximately \$750,000 to employees and allow the City to reduce or stabilize costs for health insurance.

In an effort to control the costs of Family Medical Leave, the City is also proposing a Paid Time off (PTO) plan that will eliminate sick time and vacation time and replace it with PTO. As part of this plan, it is proposed that the City will pay out accumulated sick time in a manner described in existing union contracts. The payout will occur over a two- to three-year period. Initially, it was planned to make this payment in one installment, however expenditure restraint, estimated to be at 2%, would prevent the City from being able to accomplish this. Once the official expenditure restraint number is available, we will adjust this sick-time payout accordingly.

6. The budget as submitted eliminates the \$2 daily and \$20 annual fee for the recycling yard and reduces the hours of operation of the facility. It is proposed that the recycling yard will be open two days during the week (one of those days with evening hours), and on Saturday.
7. Staff has undergone a review of fees as part of the 2012 budget process but is not requesting any new or increased fees for 2012.
8. This budget contains "step" wage adjustments for all employees so eligible. "Step" increases means that an employee is still moving through the range established for their position. *There is no proposal to adjust the pay ranges themselves* as has been the practice in prior years. This would mean that employees who are at the top of a pay range in 2011 would not see a pay increase in 2012.

Some of the effect of this wage freeze for employees at the top of the pay ranges is offset by the accumulated sick-time payout. Also, should conditions improve during the course of the year, adjustments and/or gain-sharing opportunities could be considered by the Council.

9. The proposed 2012 budget once again budgets for an actual cash contingency fund of \$50,000 within the General Fund – General Government. These funds can only be accessed and expended with specific Council authority.
10. Over the past few years the levy contribution to the Capital Projects Fund has been significantly reduced. In 2006 the levy contribution to this fund was \$3.3 million. By 2009 the levy contribution fell to \$250,640. The budget for 2010 had a -0- contribution from the levy as did 2011. The budget for 2012 continues with no tax levy contribution to CIP.

In 2012, the City will be receiving the balance of the increase in utility aid resulting from the WE power plant expansion. The Council has previously committed these new dollars to go to various large-scale capital projects. Staff feels that this is a prudent and wise use of these funds, as they can be reused as returns from capital investments are realized.

11. The WE Energy mitigation payment contributes \$2.25 million annually to the City of Oak Creek budget. Based on decisions made in 2003-2004 a specific amount is distributed to support the costs of three police officers, three firefighters, 5% of the operating fund of the police and fire departments and 2% of the gross wages of the police and fire departments. This leaves approximately \$1 million that has been placed in the Capital Improvement Fund.

EFFECT OF THE STATE LEVY LIMIT

In their 2011-2013 biennium budget the State Legislature imposed a 0% limit on levy increases for all local units of government, except for growth. This imposed levy limit would allow the City of Oak Creek to increase the levy by \$86,000.

The city also participates in the Expenditure Restraint Program. This is a program in which any municipality with a mill rate of \$5.00 or more can elect to participate. The municipality can receive additional state revenue if their respective budget is maintained under a prescribed limit – a pre-established levy increase reflective of the area CPI, or the municipal growth. For Oak Creek that means an estimated expenditure increase of 2% which we have met.

BUDGET OVERVIEW

1. City Valuations

According to State Department of Revenue figures, the equalized value of all property in the City on 01-01-11 is \$3,055,899,200 a decline in value of 1.9%. The City's Assessed Value decreased to \$3,029,351,400, a change of -8.7%.

Please be advised that, even though the City is not proposing any additional property taxes, *the tax rate will increase for 2012* due to the decrease in property valuation. This will not necessarily result in any additional revenues afforded the City, but it will adjust taxes for individual properties. Certainly, individual tax bills could increase or decrease depending upon how much their individual assessed value may have changed.

2. Revenues

At this point, total General Fund revenues in 2012 are estimated to be approximately \$22,835,960 which is \$33,000 more than the budgeted 2011 revenues of \$22,801,880.

3. Expenditures

General Fund Expenditures in the 2012 budget as submitted are \$23,134,945, exclusive of the extraordinary item of the sick-time payout, a decrease of \$442,815. The bulk of this decrease is related to employee retirement contributions.

4. Fund Balance

It is estimated that the City will have \$7,983,857 in fund balance at the end of 2011, which represents 34% of the operating budget. The 2012 budget as presented utilizes fund balance in the amount of \$270,985 to bridge the structural gap between revenues and expenditures, and \$899,000 for the proposed sick-time payout. The planned use of fund balance would leave a reserve of \$6,813,872 or 28.4%, which still exceeds the City's goal of keeping a fund balance of between 10% and 20%. Bond rating agencies typically look for fund balances in the 25% to 35% range.

OPERATING BUDGET

All departments were instructed to keep non-personnel operating costs at a zero or near-zero increase, wherever possible, recognizing that personnel costs are the majority of the City's expenses. Due to the fluctuating cost of gasoline, and the anticipated increase in electricity and natural gas, this was not completely possible. Areas over which there is more control, such as training, offices supplies, and minor equipment, generally met the zero-increase target. The total General Fund budget, including estimated increases in personnel costs, remained *flat* from 2011 to 2012, due mostly to the employee WRS contributions.

CAPITAL IMPROVEMENT/EQUIPMENT PROGRAM

This budget includes a complete listing of requests. All Capital Improvement project requests and Capital Equipment requests were reviewed by the CIP Committee, and a letter grade was assigned to each request, with major requests left for full Council discussion.

OTHER FUNDS

There are two Special Revenue Funds that are in need of particular consideration for 2012 and beyond:

1. Fund 11 -Solid Waste Fund

The 2011 projected ending fund balance for the Solid Waste Fund is anticipated to be under \$40,000 or 1.3% of operating costs. The 2012 tax levy has been held to the 2011 level, and the City recycling grant has been reduced by \$50,000 to approximately \$87,000. As mentioned earlier in this transmittal, a \$2 daily fee is being eliminated for the recycling center and the operating hours reduced to three days per week.

2. Fund 37 - Emergency Medical Services (EMS)

The tax levy contribution to the EMS Fund was increased in 2008 to \$3,195,000. In 2010, the levy contribution to this fund was increased to \$3,559,000. Along with the levy increase, the Fire Insurance Rebate revenue of \$90,000 was relocated from the General Fund to the EMS fund.

This fund will continue to experience a revenue shortfall into the future unless changes are made on the revenue and/or on the operation side. An introduction of a Fire Inspection Fee has been included in this budget proposal but further changes will need to be made to keep this fund solvent.

The Milwaukee County executive has proposed eliminated the County subsidy for EMS services which would result in a \$275,000 loss in revenue to the fund, which would place the fund in peril.

SUMMARY COMMENTS

In summary, the 2012 budget as proposed was prepared with a balance between the continuation of quality services to Oak Creek citizens and the continuing awareness of the burden on the taxpayers. These are times of fiscal challenges for taxing agencies, particularly the State of Wisconsin and Milwaukee County. We experienced the effects of State fiscal challenges earlier this year. Additional impacts could be felt in 2012 so it is critical for the City of Oak Creek to maintain its record of fiscal stability. With the changes introduced by Acts 10 and 32, new opportunities and further challenges have been presented.

The redistribution of tax levy, coupled with the use of residual CIP funding and a use of reserves has allowed the presentation of a balanced budget. It must be pointed out that a continued freeze to the tax levy while not reducing operational costs or staffing levels, or providing other revenue sources, will continue to create a growing structural deficit. While the use of excess reserve funds is prudent, the City cannot rely on reserves (one-time revenues) to fund its operations (on-going costs).

Certainly there is growth in our future which will provide additional tax base and revenue. Our future holds much promise. Projects such as the Delphi site, the Oakwood and Howell business park, and the lakefront offer tremendous potential for positive change. In the meantime, it is important that we handle the challenges before us in a positive, cooperative fashion, allowing staff to continue to meet the needs of residents and the Mayor and Council to effectively and responsibly grow the community.



Gerald R. Peterson, City Administrator



Mark D. Wyss, Finance Director

ORDINANCE NO. 2637

BY: Ald. Scaffidi

AN ORDINANCE ADOPTING THE
2012 BUDGET AND MAKING APPROPRIATIONS

The Common Council of the City of Oak Creek does hereby ordain as follows:

SECTION 1: As per the requirements of Section 3.01 of the Municipal Code of the City of Oak Creek, the various departments of the municipal government of the City of Oak Creek, having prior hereto duly submitted and filed with the City Administrator an itemized statement of disbursements made to carry out the power and duties of such 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 the department during such year, and of the conditions and management of such fund, together with detailed estimates of the same matters of the respective departments of the City for the current fiscal year, and for the ensuing fiscal year, all formulated in budget form as is required by statutes, and the budget so formulated in detail, prior to the determination of the sum to be financed in whole or in part, by a general property tax, funds on hand and estimated revenues from all sources was available for public inspection and a summary of such budget was duly published in a newspaper of general circulation and a public hearing was held on Monday, November 14, 2011 at the City Hall at 6:00 p.m., where all residents and taxpayers were afforded an opportunity to be heard on all matters pertaining to said proposed budget.

SECTION 2: The Common Council of the City of Oak Creek does hereby adopt the budget hereinafter set out in detail and hereby appropriates under the requirements of the Purchasing Policy for corporate purposes and sums of money or so much thereof as may be needed and deemed necessary to defray all expenses and liabilities for municipal purposes of the fiscal year, commencing on the 1st day of January, 2012 and ending the 31st day of December, 2012.

SECTION 3: The Common Council of the City of Oak Creek does hereby order that a copy of the budget hereby adopted be published in summary form and this ordinance of said budget shall be effective immediately after passage and publication.

Introduced this 14th day of November, 2011.

Passed and adopted this 14th day of November, 2011.



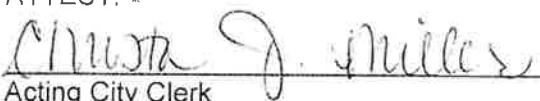
President, Common Council

Approved this 14th day of November, 2011.



Mayor

ATTEST: -



Acting City Clerk

Vote: Ayes 6 Noes 0

City of Oak Creek
Summary 2012 Budget and Appropriations
as Revised and Approved by the Common Council
November 14, 2011

FUND	Number	Budget
General Fund	10	
General Government		5,661,880
Public Safety		10,872,220
Health/Social Services		657,950
Public Works		3,806,365
Leisure		2,136,530
Other		899,000
Total Appropriations		<u><u>\$24,033,945</u></u>

FUND					
Other Funds	Number	Budget	Other Funds	Number	Budget
Solid Waste	11	1,487,290	Future Improvements	34	0
Donations	12	232,000	Impact Fee Escrow	35	0
We Power Mitigation	19	1,055,165	Health Insurance	36	6,158,800
General Debt	20	497,125	EMS	37	4,795,220
Debt Amortization	21	0	Storm Water Utility	38	597,450
Debt Service TID #4	26	360,500	Police Assets	39	15,000
Debt Service TID #5	27	350	Capital Projects	40	6,118,232
Debt Service TID #6	28	156,240	Developer Agreements	41	100,000
Debt Service Police Station	29	1,045,166	TID #7-Capital Projects	43	4,037,500
Special Assessments	30	0	TID #8-Capital Projects	45	9,000,000
Economic Development	31	173,110	TID #9-Capital Projects	51	6,590,000
Park Development Escrow	32	0	TID #10-Capital Projects	52	4,500,000
Low Income Loan	33	4,100			
Total Expenses - All Funds					<u><u>\$70,957,193</u></u>

General Property Tax Rate Per Thousand of Assessed Valuation

2010 Assessed Value	3,316,366,400	106.34%	Ratio
2011 Assessed Value	3,029,351,400	98.51%	Ratio

State	0.17		
County	5.93	First Dollar Credit	\$59.73
MMSD	1.54	Lottery Credit	\$79.06
City of Oak Creek	6.31		
Oak Creek-Franklin School District	8.96		
MATC	1.98		

Total: \$24.89

Less Credits:

Milwaukee County Sales Tax Credit	(1.12)
State School Tax Credit	(1.49)

Net Tax Rate: \$22.28

CITY OF OAK CREEK 2012 BUDGET

	Tax Rates per \$1000 of Assessed Value									
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
State	\$ 0.17	\$ 0.16	\$ 0.17	\$ 0.17	\$ 0.17	\$ 0.21	\$ 0.19	\$ 0.20	\$ 0.23	\$ 0.21
County	5.93	5.18	5.15	5.14	4.83	5.83	5.43	5.87	6.88	6.83
MMSD	1.54	1.35	1.32	1.33	1.26	1.52	1.42	1.55	1.80	1.81
City Of OC	6.31	5.78	5.79	5.79	5.82	6.95	6.90	6.98	8.82	8.83
School	8.96	8.39	8.59	8.22	7.62	8.07	7.87	8.30	10.05	9.63
MATC	1.98	1.80	1.90	1.89	1.74	2.07	1.88	1.96	2.24	2.14
Gross Tax	<u>24.89</u>	<u>22.66</u>	<u>22.92</u>	<u>22.54</u>	<u>21.44</u>	<u>24.65</u>	<u>23.69</u>	<u>24.86</u>	<u>30.02</u>	<u>29.45</u>
School Tax Credit	-1.12	-0.99	-1.33	-1.29	-1.15	-1.25	-1.01	-1.06	-1.35	-1.32
County Sales Tax Credit	-1.49	-1.38	-1.02	-1.06	-1.00	-1.25	-1.18	-1.27	-1.46	-1.40
NET TAX RATE	\$ 22.28	\$ 20.29	\$ 20.57	\$ 20.19	\$ 19.29	\$ 22.15	\$ 21.50	\$ 22.53	\$ 27.21	\$ 26.73
Ratio of Assessed to Equalized Value	98.51%	106.34%	100.56%	98.17%	101.51%	86.12%	96.30%	99.97%	88.09%	93.41%
First Dollar Credit	\$ 59.73	\$ 61.63	\$ 61.26	\$ 31.13						
Lottery Credit	\$ 79.06	\$ 77.71	\$ 69.88	\$ 71.83	\$ 78.16	\$ 80.21	\$ 73.94	\$ 79.04	\$ 76.99	\$ 70.44

2011 Tax Rates for 2012 collection

1/13/2012

TAXING AGENCY:	BASE VALUE	TOTAL ASSESSED	CERTIFIED TAX LEVY	EQUALIZED TAX RATE PER \$1000	TOTAL TAX LEVY	TIF LEVY	ASSESSED TAX RATE PER \$1000	ASSESSED TAX RATE PER DOLLAR
STATE*	3,088,952,200	3,029,351,400	\$524,214.11	0.169706126	\$524,214.11	\$0.00	0.173044999	\$0.000173045
COUNTY*	3,055,899,200	3,029,351,400	\$17,757,242.30	5.810807601	\$17,949,306.32	\$192,064.62	5.925132001	\$0.005925132
MMSD*	3,055,899,200	3,029,351,400	\$4,618,681.00	1.511398347	\$4,668,637.25	\$49,956.25	1.541134267	\$0.001541134
CITY OF OAK CREEK*	3,055,899,200	3,029,351,400	\$18,909,370.00	6.187825174	\$19,113,896.19	\$204,526.19	6.309567185	\$0.006309567
SCHOOL*	3,055,899,200	3,029,351,400	\$26,842,955.00	8.783979197	\$27,133,291.86	\$290,336.86	8.956799091	\$0.008956799
MATC*	3,055,899,200	3,029,351,400	\$5,946,474.00	1.945899917	\$6,010,791.83	\$64,317.83	1.984184413	\$0.001984184
TOTALS:								
COUNTY SALES TAX CREDIT*	3,055,899,200	3,029,351,400	\$74,598,936.41		\$75,400,138.16	\$801,201.75		\$0.024889861
			\$3,340,307.66	\$1.093069	\$3,376,436.86 **	\$36,129.20	\$1.11457418	\$0.001493089
			\$71,258,628.75		Exempt Comp-TIF*	\$765,072.54		\$0.001114574
			(\$4,523,089.74)			107,605.04		\$0.022282198
			\$66,735,539.01			\$872,677.58		

CREDITS:

SCHOOL TAX CREDIT	\$0.001493089			1.493088501	\$4,523,089.74			
COUNTY SALES TAX	\$0.001102648			1.102647801	\$3,340,307.66			
FIRST DOLLAR CREDIT	\$6,900	\$59.73						
LOTTERY CREDIT*	\$8,700	\$79.06						

TOTAL*

EQUALIZED VALUATION*	3,088,952,200							
TIF INCREMENT*	33,053,000							
BASE	3,055,899,200							
ASSESSED VALUATION*	3,029,351,400							
Assessment Ratio*		98.07%						

2011 rate	22.2821993
2010 rate	20.2868112
	1.995388053

effective rate:	\$22.28
effective rate:	\$20.29
difference:	\$1.995

CITY OF OAK CREEK 2012 BUDGET

10 Year Change in Tax Rate & Tax Levy

<u>Year of Levy/Collection</u>	<u>City Tax Levy</u>	<u>Change</u>	<u>City Tax Rate/\$1,000</u>	<u>Change</u>	<u>Change in CPI +</u>
2010/2011	\$ 18,909,370	0.5%	\$ 6.31	9.2%	3.1%
2010/2011	\$ 18,819,420	-0.2%	\$ 5.78	-0.2%	1.6% *
2009/2010	\$ 18,861,420	-0.5%	\$ 5.79	0.0%	-0.4%
2008/2009	\$ 18,954,380	1.4%	\$ 5.79	-0.5%	3.8%
2007/2008	\$ 18,685,140	2.9%	\$ 5.82	-16.3%	2.8%
2006/2007	\$ 18,164,740	4.0%	\$ 6.95	0.7%	3.2%
2005/2006	\$ 17,461,998	2.6%	\$ 6.90	-1.1%	3.4%
2004/2005	\$ 17,013,363	3.0%	\$ 6.98	-20.9%	2.7%
2003/2004	\$ 16,513,363	1.6%	\$ 8.82	-0.1%	2.3%
2002/2003	\$ 16,251,239	1.3%	\$ 8.83	-1.9%	1.6%
2001/2002	\$ 16,035,696		\$ 9.00		
Average:		1.7%		-3.1%	2.4%

* Thru November 2011

+ Consumer Price Index, all urban consumers, not seasonally adjusted (CPI-U)

The Tax Rate

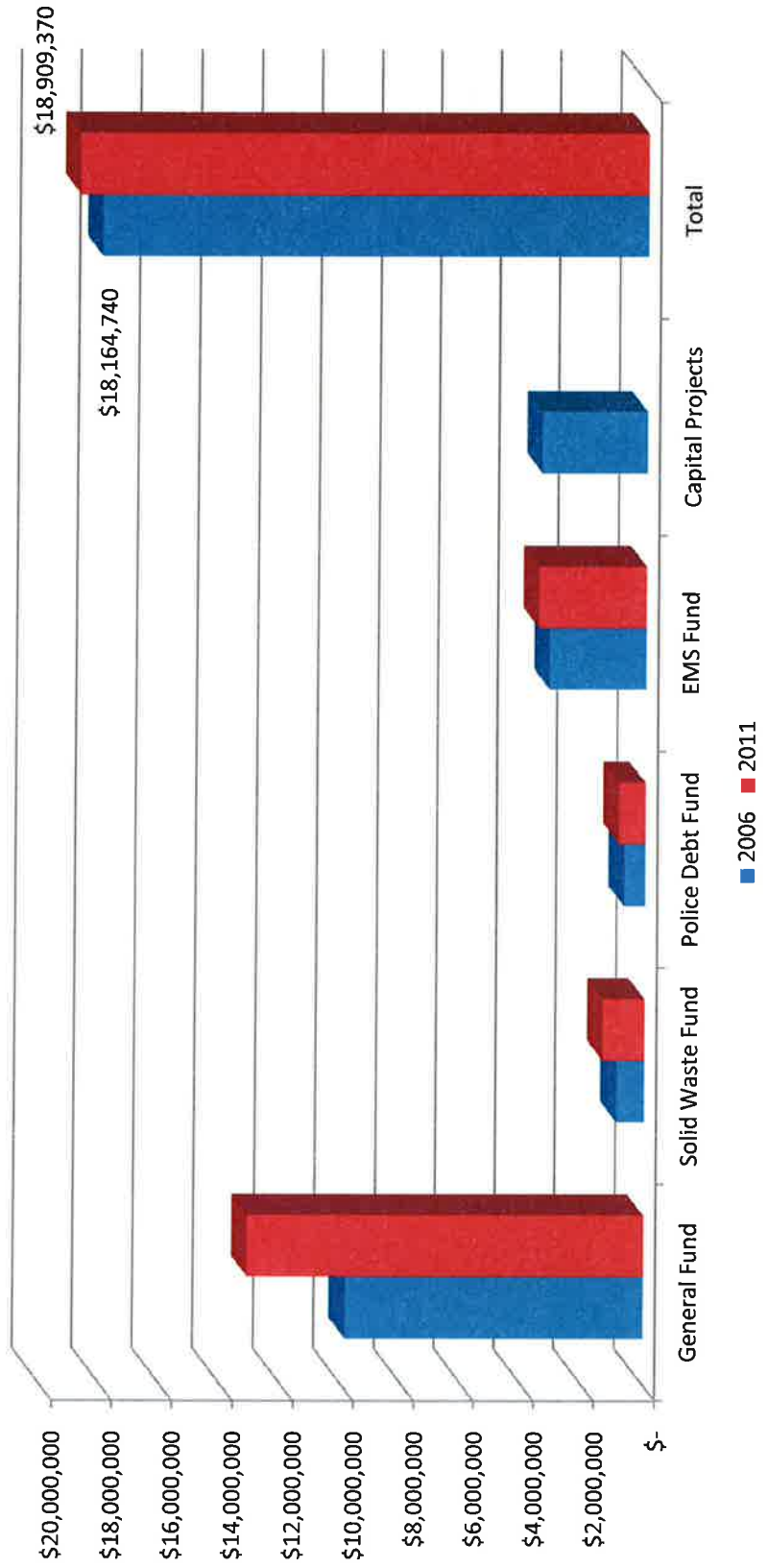
**Tax Rates
(By Budget Year)**



The Tax Levy

- The total tax levy to fund the 2012 budget is \$18,909,370
- This is up \$89,956 from 2010 (all growth related)
- From 2006 to 2011 the total levy has increased by \$745,000, an average annual growth rate of .8%
- From 2006 to 2011 inflation has averaged 2.3%

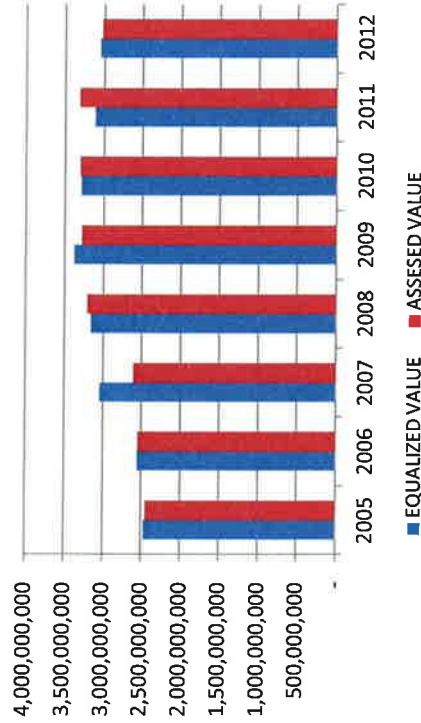
**Tax Levy
2006 vs 2011 Levy**



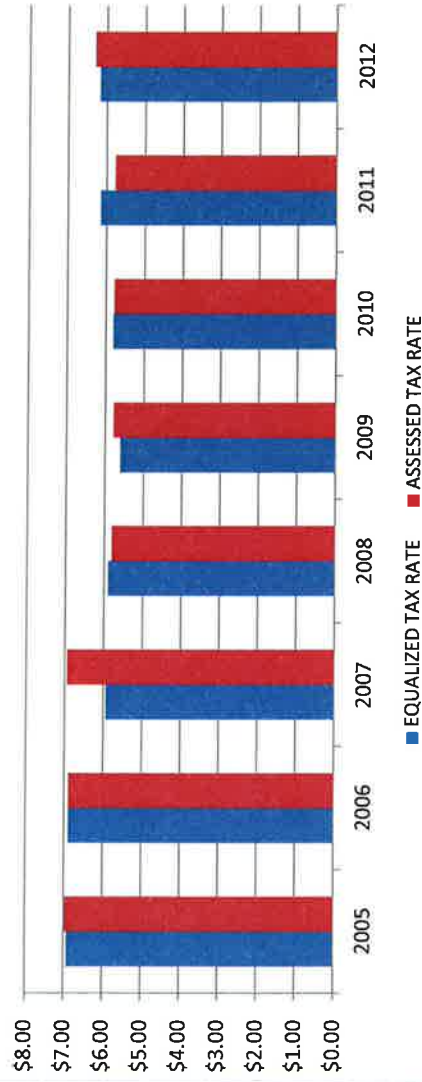
CITY OF OAK CREEK 2012 ANNUAL BUDGET 8 YEAR HISTORY OF CITY'S TAX RATE AND VALUES

	2005	2006	2007	2008	2009	2010	2011	2012
EQUALIZED VALUE	2,469,572,500	2,550,239,400	3,046,431,800	3,160,910,400	3,380,874,000	3,293,533,700	3,113,583,000	3,055,899,200
ASSESSED VALUE	2,449,930,570	2,549,618,560	2,609,342,280	3,208,917,730	3,283,663,300	3,308,303,500	3,316,366,400	3,029,351,400
RATIO	99.97%	96.30%	86.12%	101.50%	98.17%	100.56%	106.34%	98.51%
Assessed Tax Rate	\$6.98	\$6.90	\$6.95	\$5.82	\$5.79	\$5.79	\$5.78	\$6.31
Equalized Tax Rate	\$6.93	\$6.90	\$5.95	\$5.91	\$5.62	\$5.82	\$6.16	\$6.19

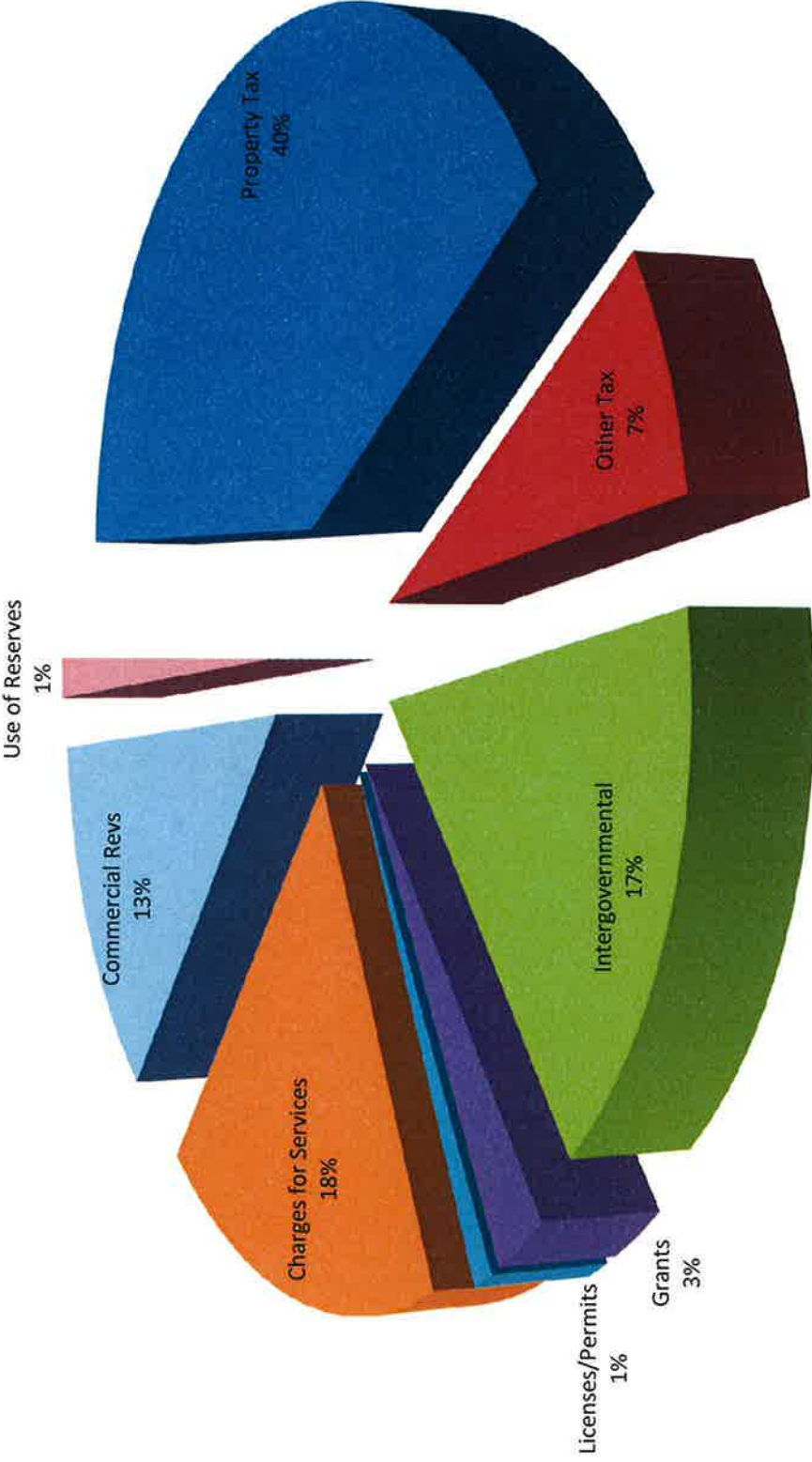
OAK CREEK 2012 BUDGET 8 YEAR HISTORY OF VALUES



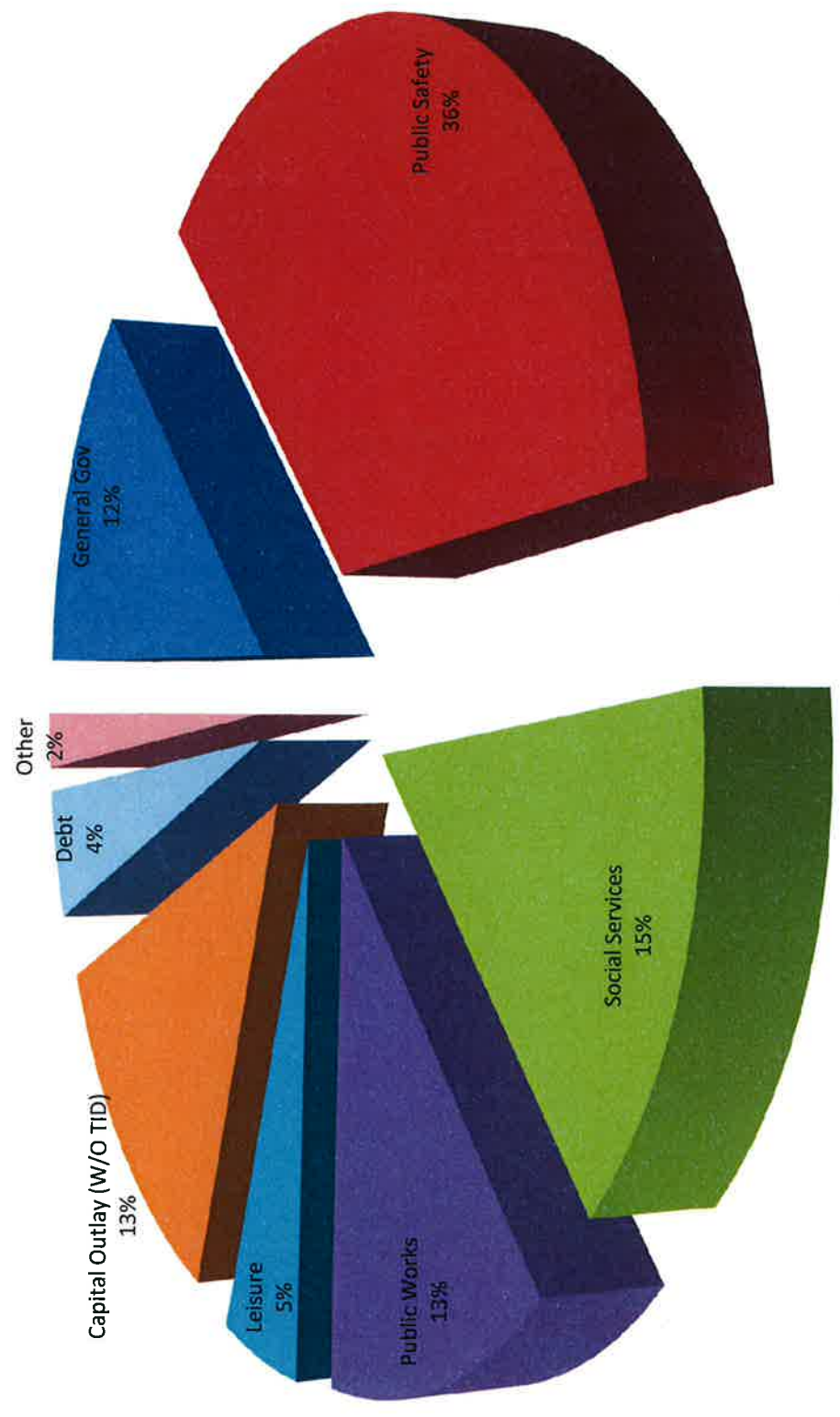
OAK CREEK 2012 BUDGET 8 YR HISTORY-TAX RATES



2012 City-Wide Revenues (Exclusive of TID's)



Expenditures by Category



Seven Year Gross Property Tax Rates for Municipalities in Milwaukee County: 2004 - 2010

	2004	2005	2006	2007	2008	2009	2010
Bayside	\$ 25.71	\$ 24.82	\$ 23.80	\$ 22.10	\$ 21.87	\$ 24.08	\$ 26.31
Brown Deer	\$ 25.84	\$ 24.92	\$ 24.84	\$ 22.68	\$ 22.43	\$ 25.69	\$ 28.24
Fox Point	\$ 24.88	\$ 23.83	\$ 22.96	\$ 21.48	\$ 21.19	\$ 23.51	\$ 26.23
Greendale	\$ 27.69	\$ 26.64	\$ 22.98	\$ 22.34	\$ 22.66	\$ 24.35	\$ 27.18
Hales Corners	\$ 24.80	\$ 24.03	\$ 21.95	\$ 20.64	\$ 20.79	\$ 22.58	\$ 25.68
River Hills	\$ 23.95	\$ 23.81	\$ 22.34	\$ 20.78	\$ 20.35	\$ 22.20	\$ 24.49
Shorewood	\$ 27.07	\$ 25.62	\$ 23.55	\$ 22.91	\$ 23.41	\$ 25.73	\$ 28.40
West Milwaukee	\$ 31.01	\$ 30.28	\$ 27.22	\$ 25.55	\$ 25.50	\$ 27.34	\$ 30.58
Whitefish Bay	\$ 23.25	\$ 22.89	\$ 21.14	\$ 20.30	\$ 20.05	\$ 21.47	\$ 24.14
Cudahy	\$ 26.29	\$ 26.72	\$ 24.04	\$ 22.57	\$ 23.26	\$ 25.18	\$ 27.09
Franklin	\$ 25.86	\$ 24.46	\$ 22.54	\$ 20.70	\$ 21.23	\$ 22.46	\$ 25.45
Glendale	\$ 24.13	\$ 23.63	\$ 22.56	\$ 21.09	\$ 21.36	\$ 22.79	\$ 24.13
Greenfield	\$ 24.64	\$ 23.60	\$ 21.96	\$ 20.55	\$ 20.74	\$ 22.81	\$ 26.33
Milwaukee	\$ 25.30	\$ 25.07	\$ 23.53	\$ 21.02	\$ 21.31	\$ 24.16	\$ 26.96
Saint Francis	\$ 27.71	\$ 26.79	\$ 24.04	\$ 22.05	\$ 21.94	\$ 23.87	\$ 27.00
South Milwaukee	\$ 24.37	\$ 23.96	\$ 22.53	\$ 21.60	\$ 20.87	\$ 23.56	\$ 26.03
Wauwatosa	\$ 22.63	\$ 22.14	\$ 20.26	\$ 19.24	\$ 19.11	\$ 21.32	\$ 23.43
West Allis	\$ 26.66	\$ 26.29	\$ 24.04	\$ 22.41	\$ 22.39	\$ 24.06	\$ 27.50
Milwaukee							
County average	\$ 25.66	\$ 24.97	\$ 23.13	\$ 21.67	\$ 21.69	\$ 23.73	\$ 26.40
Oak Creek	\$ 23.96	\$ 22.34	\$ 21.49	\$ 18.96	\$ 19.59	\$ 20.86	\$ 23.07

In both 2009 and 2010 Oak Creek's combined tax rate was the lowest in Milwaukee County.

Source: Public Policy Forum: 2011

City of Oak Creek 2012 Annual Budget

Budget Summaries

The Budget Summaries are condensed versions of the different funds that appear throughout the 2011 Annual Budget book. These pages are included to provide the easiest means to summarize the City's financial operations. The format is close to the state requirements except that interfund transfers are not double counted. On the budget page used for publication in the paper for official notice when the transfer is made from the first fund it is counted and it is counted again as an expense when it is paid out of the second fund. Since the interfund transfers represent such a large part of the City's financial activity a legend is included below to explain the acronyms that appear under the Interfund Transfers section of the summary pages.

Number	Name
--------	------

General Purpose Funds

10	General Fund
12	Health Grants and Donations
36	Health Insurance

Debt Funds

20	General Debt (Street Garage)
21	Debt Amortization
26	Debt TIF #4 (Rosen-Mahn Court)
27	Debt TIF #5 (Milwaukee Steel)
28	Debt TIF #6 (DeMattia)
29	Debt Police Station

Special Revenue Funds

11	Solid Waste
19	WE Power Mitigation
30	Special Assessments
31	Economic Development (CDA)
32	Park Development Escrow
33	Low Income Loan
34	Development Agreement Future Improvements
35	Impact Fee Escrow
37	Emergency Medical Services
38	Storm Water Utility
39	Asset Forfeiture

Capital Improvement Funds

40	Capital Improvements
41	Developer Agreements
43	Capital Improvements TID #7 (27 th Street)
45	Capital Improvements TID #8 (Oakwood Business Park)
51	Capital Improvements TID #9 (13 th Street)
52	Capital Improvements TID #10 (Bucyrus)

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48	City Assessor	27
50	City Attorney	29
55	Community Development	32
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61	Municipal Court	40
63	Emergency Management	42
65	Fire	42
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Special Revenue Funds

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The General Fund

City of Oak Creek 2012 Annual Budget

Fund Name: General Fund -- Fund 10

Fund Description:

The General Fund is the primary operating fund of the City. It is used to account for all funds not otherwise accounted for in other funds. It serves as the collection point for the widest variety of City revenues. Unlike all other funds, the dollars left over at the end of the year in each department or division's accounts reverts back to the General Fund balance to be reallocated the next year.

Fund Objectives:

The General Fund as the primary fund of the City needs to have adequate resources to handle shortfalls in revenue and the expenses related to unexpected emergencies. The Common Council continues two goals for 2012:

1. Maintain a "Contingency Reserve" of one (1.0 %) percent of General Fund Operating expenses.
2. Maintain a "Designated Carry-over Balance" of ten (10%) percent to twenty (20%) of general fund operating expenses.

Future Issues

The City faces a growing structural budget deficit in its general fund. A levy freeze enacted by the Wisconsin State Legislature and signed into law by the Governor puts in place a permanent levy cap, holding growth in tax revenues to new construction only. For 2012, the City is allowed a .48% increase to its levy, resulting in additional revenues of approximately \$86,000. Beginning in 2012, all non-protective employees begin contributing 5.9% of their wages to the Wisconsin Retirement System. This requirement was not made of police officer and firefighters, so the City will contribute 21.5% of their salaries to WRS on their behalf.

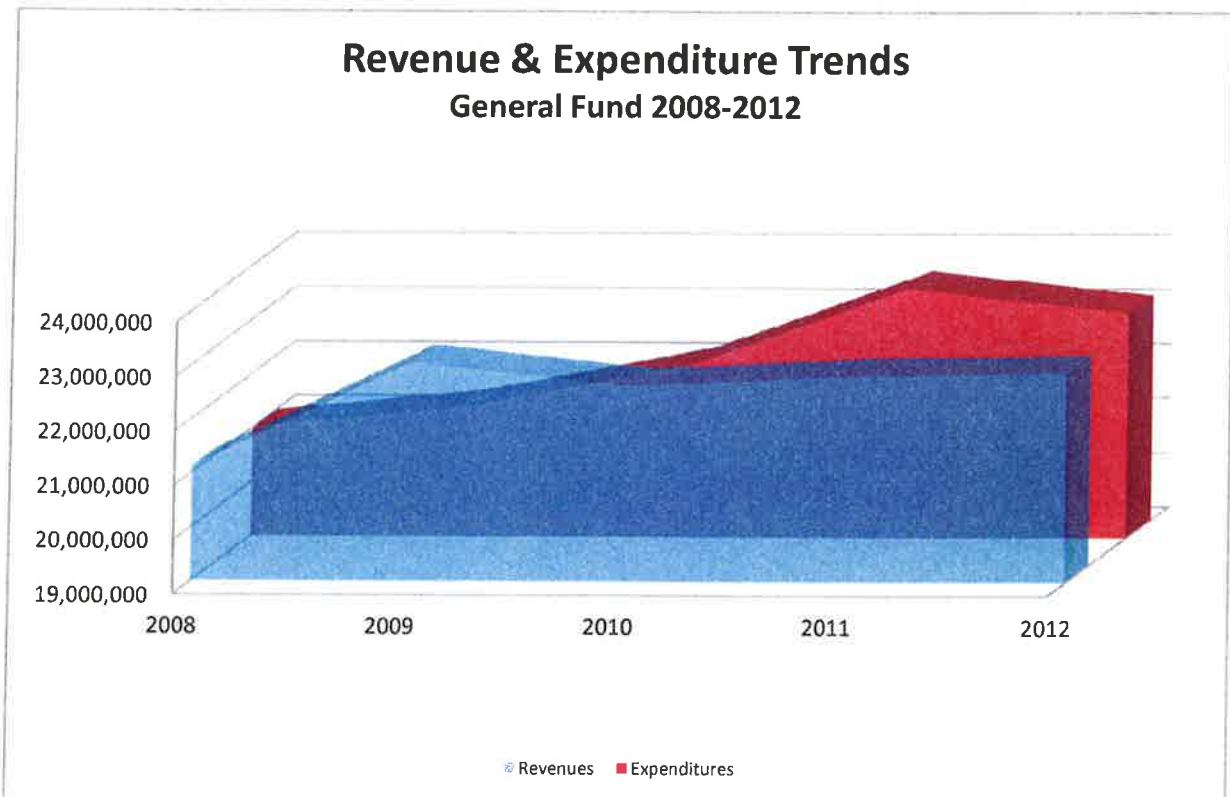
Wisconsin Act 10 and Wisconsin Act eliminated collective bargaining rights for all general municipal employees. Protective service employees have retained their collective bargaining rights. Acts 10 and 32 also removed for all collective bargaining plan design for health insurance plans.

Additionally, the City has eliminated vacation and sick time for all non-represented, general, and management employees and replaced it with paid time off. As part of the elimination of sick time, the City has chosen to pay out half of all accumulated sick time to employees who have earned this benefit. This is a payout that generally would have occurred at retirement.

The issues of State-shared revenues and revenue limits continue to dominate Wisconsin's political scene. The future status of shared revenues remains unclear, as does the potential limit on municipal revenues.

City of Oak Creek 2012 Annual Budget

Fund / Department	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
General Fund Summary						
Beginning Balance	\$6,062,306	\$6,188,402	\$7,817,357	7,643,918	8,254,137	7,983,857
Revenues						
Taxes	12,090,250	13,352,880	13,201,414	13,159,145	13,159,410	13,145,595
Other Taxes	1,705,812	1,761,183	2,015,076	1,757,000	2,112,930	2,143,000
State Shared Revenues	3,839,258	4,612,371	4,622,098	4,704,480	4,657,250	4,379,315
Other Intergovernmental	436,074	405,803	406,348	316,580	288,380	289,580
Licenses and Permits	557,644	445,968	463,027	540,125	498,845	509,325
Charges for Services	551,346	548,581	401,362	502,900	417,575	494,600
Public Health and Safety	96,484	94,876	73,949	43,900	36,570	26,500
Commercial Revenues	1,846,430	1,804,333	1,422,075	1,652,750	1,542,825	1,583,945
Expenditure Offset	0	0	0	125,000	0	292,100
Transfers	0	0	0	0	0	0
Total Revenues	\$21,123,298	\$23,025,995	\$22,605,349	\$22,801,880	\$22,713,785	\$22,863,960
Expenditures						
General Government	5,225,971	5,469,916	5,488,783	5,903,385	5,663,620	5,661,880
Public Safety	9,820,735	10,125,832	10,711,694	11,108,110	10,998,610	10,872,220
Health	569,632	511,519	544,132	668,960	590,460	657,950
Public Works	3,547,290	3,412,000	3,421,017	3,758,410	3,647,960	3,806,365
Leisure Services	1,833,574	1,877,773	2,002,943	2,138,895	2,083,415	2,136,530
Accumulated Sick Time Payout						899,000
Total Expenditures	\$20,997,202	\$21,397,040	\$22,168,569	\$23,577,760	\$22,984,065	\$24,033,945
Use of Reserves	\$0	\$0	\$0	\$775,880	\$270,280	\$1,169,985
Ending Fund Balance	\$6,188,402	\$7,817,357	\$8,254,137	\$6,868,039	\$7,983,857	\$6,813,872
Fund Balance Percentage	29.5%	36.5%	37.2%	29.1%	34.7%	28.4%



City of Oak Creek 2012 Annual Budget

Fund / Department	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
General Fund						
Beginning Fund Balance	\$6,062,291	\$6,188,402	7,817,357	7,643,918	8,254,137	7,983,857
Revenues						
Taxes						
300.00 General Property	12,090,250	13,352,880	13,201,414	13,159,145	13,159,410	13,145,595
301.00 Omitted Property	10,155	0	4,680	0	3,990	0
302.00 Utility Tax Equivalent	1,152,332	1,250,147	1,485,980	1,275,000	1,525,000	1,625,000
303.00 Motel/Hotel Room	400,180	400,000	400,000	400,000	400,000	400,000
304.00 Mobile Trailer Fees	77,985	74,810	80,453	75,000	80,000	80,000
305.00 Written Off Delinquent Taxes	1,677	52	1,883	0	31,070	0
306.00 Tax District Reimbursement	11,955	4,151	21,415	0	49,870	15,000
307.00 Motor Fuel Tax Refund	3,890	4,167	4,073	7,000	7,000	7,000
308.00 Ag Use Value Penalty	27,555	11,182	0	0	0	0
309.00 Liberty Woods Penalty	20,083	16,674	16,592	0	16,000	16,000
Subtotal	\$13,796,062	\$15,114,063	\$15,216,490	\$14,916,145	\$15,272,340	\$15,288,595
State Shared Revenues						
310.00 Per Capita Population 35,000	1,223,213	1,223,212	1,042,508	1,039,730	1,042,500	883,700
312.00 Special Utility	694,513	1,494,912	1,711,245	1,750,000	1,700,000	1,700,000
315.00 State Aid - Roads	1,549,638	1,543,546	1,635,007	1,650,000	1,650,000	1,480,715
316.00 Expenditure Restraint Program	371,894	350,701	233,338	264,750	264,750	314,900
Subtotal	\$3,839,258	\$4,612,371	\$4,622,098	\$4,704,480	\$4,657,250	\$4,379,315
Other Intergovernmental						
314.00 Fire Insurance Dues (moved to EMS)	87,210	90,692	0	0	0	0
315.50 State Aid - Computer Aids	173,190	146,780	152,203	150,000	136,920	136,000
318.00 Other State Aids	6,010	5,950	4,954	0	0	0
320.25 Police State Training	9,641	0	9,530	0	10,080	10,000
320.32 FAST - Cops in Schools-School	100,196	103,973	109,111	111,580	111,580	113,580
320.40 Universal 2004 Hiring Grant	0	0	0	0	0	0
322.00 DOJ Cease	5,000	6,297	580	0	0	0
323.00 Health Block Grant	41,818	0	1,786	30,000	0	0
327.00 County & Misc. Grants	2,261	3,911	4,646	0	0	0
328.00 State of Wisconsin Grant	5,001	0	56,277	0	4,800	5,000
329.00 Development CDBG	5,747	48,200	67,261	25,000	25,000	25,000
Subtotal	\$436,074	\$405,803	\$406,348	\$316,580	\$288,380	\$289,580
Licenses and Permits						
330.00 Combination Class A	6,010	6,450	10,234	10,000	10,500	10,000
330.10 Combination Class B	19,800	20,855	20,101	21,000	21,000	21,000
330.20 Beer Class A	125	100	820	250	1,050	250
330.30 Beer Class B	1,735	788	1,397	750	780	1,000
330.35 Wine Class C	300	408	380	250	420	400
330.40 Publishing Fees	570	690	930	700	750	750
331.00 Operators Licenses	8,270	10,810	16,145	16,500	16,500	17,000
332.00 Amusement Devices	6,175	5,725	6,075	6,000	11,000	6,000
332.10 Amusement Operators	3,000	2,700	3,000	2,750	2,500	2,800
333.00 Electrical Licenses	4,590	3,990	3,740	4,500	4,500	4,500
334.00 Misc Business Licenses	0	9,540	9,163	6,500	6,500	8,000
334.10 Misc Non-Business Licenses	46	88	81	100	100	100
334.20 DATCP Licenses	9,722	9,824	9,838	19,300	13,400	13,900
334.30 FSRL Licenses	23,140	31,544	31,399	36,000	46,600	44,000
334.40 Late Sanitarian License Renewal	450	270	180	200	1,620	200
335.00 Landfill License	0	675	675	500	500	500
336.00 Landfill Permits	300	300	525	525	525	525
337.00 Building Permits	252,542	163,662	177,341	210,000	210,000	210,000
337.05 Building Plan Review	20,350	38,035	23,070	20,000	22,300	22,000
337.10 Electrical Permits	91,807	73,636	73,535	86,000	66,000	70,000
337.20 Plumbing Permits	82,952	44,943	51,990	75,000	52,000	55,000
337.30 Plumbing Plan Review	0	0	0	0	0	0
338.00 Street Opening/Driveway	14,978	13,067	13,302	15,000	8,000	13,000
338.10 Erosion Control	10,367	7,368	8,691	8,000	2,000	8,000
339.00 Other Permits	415	500	415	300	300	400
Subtotal	\$557,644	\$445,968	\$463,027	\$540,125	\$498,845	\$509,325

City of Oak Creek 2012 Annual Budget

Fund / Department	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Charges For Services						
340.00 Weed Cutting	14,593	28,762	11,289	2,500	2,500	10,000
340.05 Weed Cutting - Tax Roll	19,107	19,820	0	5,000	5,000	5,000
340.10 Property Status Reports	4,650	5,390	3,620	3,000	3,000	4,500
340.40 Photo Copies - Other	2,141	2,649	1,929	1,500	1,750	2,000
340.50 Postage Cost Reimbursement	32	48	50	200	200	100
340.60 Utility Charge For Service	39,700	40,900	42,100	45,000	45,000	45,000
341.00 Animal Licenses	0	0	0	0	0	0
341.20 Animal License Processing	12,509	16,520	14,869	11,000	11,300	15,000
342.00 Zoning Appeal Fees	1,000	700	500	500	500	500
342.10 Rezoning Petition & Fees	775	1,550	2,325	1,000	1,500	1,000
342.20 Conditional Use Requests	16,000	8,400	5,075	5,000	5,000	5,000
342.30 Text Amendment Requests	500	1,000	0	0	0	0
342.40 ROW Vacation Fee	60	53	0	0	575	0
342.50 Map Amendments	775	2,325	775	1,000	1,000	1,000
342.60 Filing Fees C.S.M.	5,550	6,035	2,100	3,500	3,950	3,500
342.70 Plan Commission Fees	8,950	7,550	7,000	1,000	3,950	7,000
342.75 Landscape Plan Review	3,165	1,815	1,050	3,600	1,500	2,500
342.80 Subdivision Plat Fees	950	0	475	500	0	500
342.90 Map Sales	26	89	5	300	0	100
343.00 State DWI Seizures	5,016	-550	3,305	1,600	500	1,600
344.00 Police/Fire Report Copies	2,050	2,367	2,686	2,200	2,200	2,200
345.00 Engineering Fees - City	127,014	138,873	89,289	150,000	130,000	130,000
345.10 Engineering Fees - Utility	7,350	1,390	2,582	4,000	4,000	4,000
345.20 Engineering Fees - Developer	18,026	3,073	5,275	25,000	0	10,000
345.30 Engineering Fees - TIF	8,520	0	0	15,000	0	25,000
345.50 Highway Service Fees	47,461	67,571	4,219	20,000	0	20,000
345.70 Grading Bond Forfeitures	0	0	0	0	0	0
346.10 Sales of Culvert Pipe	11,616	12,516	13,965	7,500	6,000	10,000
346.20 Culvert Installation	5,838	2,328	1,351	5,000	2,000	2,500
346.40 Street Excavation Repairs	0	0	0	0	0	0
347.00 Recreation Program Charges	156,987	149,252	158,338	155,000	160,000	160,000
348.00 Library Fees	24,983	21,057	19,330	25,000	20,100	19,000
348.10 Federated Library System	296	258	683	500	250	500
348.20 Photo Copies - Library	4,487	4,460	5,147	5,400	5,000	5,000
349.00 Misc Charges For Service	1,220	2,380	2,030	2,100	800	2,100
Subtotal	\$551,346	\$548,581	\$401,362	\$502,900	\$417,575	\$494,600
Public Health & Safety						
350.00 Police Special Event Fees	1,385	8,244	2,203	1,400	1,400	2,000
350.10 County Constable Fees	0	0	0	0	0	0
351.10 Claims for Fire Calls	0	0	0	0	0	0
352.00 School Health Services	285	0	0	0	0	0
352.10 Clinic Fees	57,021	41,467	34,101	40,000	27,500	22,000
352.20 Sanitarian Pre-Inspection Fees	2,377	4,432	2,696	2,500	2,500	2,500
352.30 Sanitarian Re-Inspection Fees	0	0	0	0	0	0
352.40 Reg Sanitarian Serv-Franklin	35,201	40,283	34,929	0	4,995	0
355.00 Miscellaneous Service Charges	215	450	20	0	175	0
Subtotal	\$96,484	\$94,876	\$73,949	\$43,900	\$36,570	\$26,500
Commercial Revenue						
360.00 Interest on Investments	471,767	657,573	321,684	575,000	330,000	450,000
360.10 Interest on Taxes	55,687	90,814	81,638	75,000	119,000	91,720
360.30 Interest on Invoices	2,337	22	484	0	0	0
361.00 Land Rentals	265	100	265	250	250	290
361.50 T-Mobile Lease Payments	23,900	23,900	23,900	23,900	23,900	23,900
361.60 AT&T Cell Tower Lease	2,000	24,000	24,000	24,000	24,000	24,000
361.70 Verizon Cell Lease	0	0	0	25,500	25,500	25,500
363.00 Insurance Incentives	49,853	74,151	68,781	50,000	50,000	60,000
363.01 P-Card Rebates	0	0	0	0	4,370	6,535
364.00 Insurance Recovery-General	3,847	3,333	3,293	0	1,560	1,500
364.05 Insurance Recovery-Lights	11,984	22,174	8,906	0	12,550	10,000
364.10 Insurance Recovery-Police	1,453	17,284	1,721	0	340	0
364.20 Insurance Recovery-Fire	0	1,487	0	0	0	0
364.30 Insurance Recovery-Streets	6,017	0	120	0	0	0
365.00 Cable TV Franchise Fees	341,715	362,296	353,754	352,000	360,000	360,000

City of Oak Creek 2012 Annual Budget

Fund / Department	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
365.50 AT&T Video Service Fees	26,490	36,738	80,416	66,500	80,000	85,000
366.00 Sale of City Equip-Other	2,277	8,076	1,643	3,100	7,700	5,000
366.10 Sale of City Equip-Police	6,558	11,338	4,075	5,000	350	5,000
368.00 Miscellaneous Revenue	2,339	12,036	6,459	2,500	4,700	5,000
368.50 Retiree Drug Subsidy Program	84,244	0	0	0	0	0
368.60 FEMA Reimb-Disaster Aid	318,607	3,784	12,718	0	102,105	0
369.00 Court Fines	421,240	450,877	422,518	445,000	395,000	428,000
369.10 False Alarm Penalties	13,850	4,350	5,700	5,000	1,500	2,500
Subtotal	\$1,846,430	\$1,804,333	\$1,422,075	\$1,652,750	\$1,542,825	\$1,583,945
Interfund Transfers						
Expenditure Offset	0	0	0	125,000	0	292,100
Subtotal	\$0	\$0	\$0	\$125,000	\$0	\$292,100
Total Revenues Generated	\$21,123,298	\$23,025,995	\$22,605,349	\$22,801,880	\$22,713,785	\$22,863,960
Expenditure Summary						
40 General Government	2,536,147	2,508,802	2,563,349	2,655,550	2,470,440	2,497,810
41 Building Maintenance	511,190	538,229	547,783	623,825	612,250	612,915
42 Administration	227,610	235,656	165,776	251,935	243,355	247,685
43 Information Technology	543,877	592,234	623,537	705,560	701,375	708,225
44 City Clerk	502,157	256,085	246,274	260,415	256,130	252,250
45 Finance	0	317,609	307,392	333,675	328,460	311,895
46 City Treasurer	170,827	201,370	211,434	226,135	222,840	221,015
48 City Assessor	180,592	220,856	219,668	245,720	245,720	234,190
50 Legal Department	243,774	288,643	287,340	292,970	287,120	284,605
55 Community Development	309,797	310,432	316,230	307,600	295,930	291,290
60 Police	7,870,538	8,136,337	8,639,562	8,876,060	8,825,240	8,642,930
62 Municipal Court	0	0	0	179,905	179,905	207,985
63 Emergency Operations	15,204	16,352	15,829	33,700	23,950	31,200
65 Fire Non-EMS Operations	1,316,449	1,348,561	1,433,532	1,354,690	1,322,410	1,333,135
70 Building Inspection	618,544	624,582	622,771	663,755	647,105	656,970
75 Health	569,632	511,519	544,132	668,960	590,460	657,950
81 Engineering	966,240	941,044	747,618	868,330	782,680	820,220
83 Streets	2,581,050	2,470,956	2,673,399	2,890,080	2,865,280	2,986,145
90 Parks, Recreation and Forestry	1,081,461	1,119,930	1,210,710	1,275,175	1,255,855	1,283,550
95 Library	752,113	757,843	792,233	863,720	827,560	852,980
99 Accumulated Sick Leave Payout	0	0	0	0	0	899,000
Total Expenditures	\$20,997,202	\$21,397,040	\$22,168,569	\$23,577,760	\$22,984,065	\$24,033,945
<i>Use of Reserves</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$775,880</i>	<i>\$270,280</i>	<i>\$1,169,985</i>
Ending Fund Balance	<u>\$6,188,387</u>	<u>\$7,817,357</u>	<u>\$8,254,137</u>	<u>\$6,868,039</u>	<u>\$7,983,857</u>	<u>\$6,813,872</u>
Unreserved		\$5,486,194	\$5,956,812	\$4,593,039	\$4,784,857	\$4,513,872
Reserved		\$1,521,395	\$1,521,395	\$1,500,000	\$1,500,000	\$1,500,000
Designated		\$775,930	\$775,930	\$775,000	\$1,699,000	\$800,000
Fund Balance Percentage	29.5%	36.5%	37.2%	29.1%	34.7%	28.4%

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Department: General Government

Program Description

The General Government category includes the Common Council, all citizen boards, commissions, committees and election activities, insurance coverages and all costs associated with the general operation of the City.

The Common Council, which consists of an elected part-time Mayor and six elected part-time Alderpersons, represents the residents of the City of Oak Creek. The Common Council is responsible for setting City policies. According to State Statutes, it manages and controls City property, finances and public services, acting for the health, safety and welfare of the public.

2012 Objectives

1. Continue to develop long-range planning for City facilities and roads, and review funding options to accomplish plans without raising taxes.
2. Consider options for the City Hall Complex; review reports from the ad hoc Civic Center Design Steering Committee, and determine action to take related to the City Hall and Library.
3. Continue to take a proactive stance on development in the area of S. 27th Street, including maintaining regular communication with the City of Franklin.
4. Continue plans to redevelop the former Delphi automotive site.
5. Continue the redevelopment of the lakefront.
6. Take a proactive approach to business to foster economic development and job growth.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
General Government - 40					
Direct Employee Costs					
105 Salaries, Part Time	93,057	115,930	78,270	78,270	79,030
110 Salaries, Overtime	0	0			
125 Car Allowance	13,739	13,800	13,800	13,800	13,800
130 Retirement	7,050	8,056	10,110	8,500	5,400
135 Social Security	7,391	7,882	5,990	5,990	6,100
145 Unemployment Compensation	270	128			
160 Insurance, Work Comp	305	415	530	530	530
175 Insurance, Group Life	88	116	100	100	100
185 Section 125 Expenses	49	0	0	0	
Subtotal	\$121,949	\$146,327	\$108,800	\$107,190	\$104,960
Indirect Employee					
200 Travel/Training	2,177	355	750	750	1,500
205 Recruitmnt/Testng/Physicals	1,684	777			
210 Expense Allowance	283	92	300	300	300
225 Recognition	2,089	1,636	1,500	1,500	1,500
Subtotal	\$6,233	\$2,860	\$2,550	\$2,550	\$3,300
Utility Costs					
315 Telephone	898	1,944	900	2,400	2,500
330 Street Lighting	454,923	455,896	450,000	445,000	450,000
Subtotal	\$455,821	\$457,840	\$450,900	\$447,400	\$452,500
Supplies					
400 Office Supplies	1,618	1,762	1,200	1,200	1,200
410 Printing and Copying	7,689	6,401	7,000	7,000	7,000
415 Postage	3,358	10,336	7,500	7,500	7,500
420 Dues and Publications	13,938	16,642	17,000	17,000	17,000
425 Advertising and Promotions	508	0	500	250	500
450 Public Information	7,763	8,848	9,000	9,000	9,000
460 Minor Equipment	0	0			
494 Leased Major Equipment	4,565	4,645	4,500	4,500	4,500
495 Miscellaneous	1,134	1,332	1,500	1,500	1,500
Subtotal	\$40,573	\$49,966	\$48,200	\$47,950	\$48,200
Other Services					
503 Section 125 Plan Administration	573	1,075	750	1,000	1,000
504 Retiree Medicare Premiums	185,000	185,000	185,000	170,000	170,000
505 Retiree Health Insurance	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
514 Engineering/Consulting	250	21,030	0	0	0
525 Outside Legal Services	60,429	75,422	75,000	95,000	65,000
535 Insurance	159,259	164,198	150,000	150,000	155,000
545 Legal Notices	9,359	5,077	7,500	5,500	7,500
560 Tax Assessment Refunds	47,673	55,484	20,000	15,000	20,000
565 Election Costs	18,347	15,864	12,500	4,500	25,000
575 Claims	5,732	55,851	50,000	35,000	45,000
576 Sales Tax	3,448	2,453	3,500	3,500	3,500
580 CDBG Grantee Expenses	48,200	67,261	25,000	25,000	25,000
581 Board of Review	1,144	946	6,000	6,000	6,000
583 Civil Service Commission	1,093	1,886	2,750	2,750	2,750
584 Board of Zoning Appeals	2,299	3,173	2,000	2,000	2,000
585 Plan Commission	4,809	4,585	5,000	5,000	5,000
586 Celebrations Commission	28,858	27,000	25,000	25,000	25,000
587 Cable Advisory Council	0	0			

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
588 Police and Fire Commission	3,997	8,884	5,000	5,000	5,000
590 Board of Health	2,743	2,923	3,500	3,500	3,500
592 Historical Society	3,234	1,472	0	0	0
593 County Animal Control	60,384	54,169	62,000	62,000	68,000
594 Miscellaneous Boards	0	14	100	100	100
595 Miscellaneous/Rate Stabilization	154	118	2,500	2,500	2,500
596 Weed Commissioner	40,195	0	0	0	0
Subtotal	\$1,887,180	\$1,953,885	\$1,843,100	\$1,818,350	\$1,836,850
Maintenance					
600 Office Equip Maintenance	0	50	2,000	2,000	2,000
645 Street Lighting System	-2,954	-47,579			
Subtotal	-\$2,954	-\$47,529	\$2,000	\$2,000	\$2,000
998 Reserve for Unsettled Wages	0	0	100,000	45,000	
999 Contingency	0	0	100,000		50,000
Subtotal	0	0	200,000	45,000	50,000
Total	\$2,508,802	\$2,563,349	\$2,655,550	\$2,470,440	\$2,497,810

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Facility Maintenance - 41

Program Description

The Facilities Maintenance Division is responsible for the care and upkeep of all City owned buildings, and all equipment associated with these buildings. Some of the things would include all HVAC equipment, electrical systems, plumbing systems, building generators, phone and voicemail systems, data and phone cabling, building cleaning and some remodeling projects.

2012 Objectives:

1. Work on finishing the street garage exterior wall to correct the condensate problem.
2. Get prices and have the inside of fire station three repainted.
3. Work with finance and administrator to consolidate maintenance budgets from other departments into one.
4. Get new roof install on fire station two.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Building Maintenance - 41					
Direct Employee Costs					
100 Salaries, Full Time	134,938	139,105	138,200	138,200	140,600
105 Salaries, Part Time	132,484	134,174	158,150	158,150	162,100
110 Salaries, Overtime	1,155	927	1,500	1,500	1,500
130 Retirement	28,742	30,164	31,600	30,000	17,300
135 Social Security	20,943	20,918	21,495	21,495	23,160
145 Unemployment Compensation		0	0	0	0
150 Insurance, Active Employees	21,180	21,300	23,400	23,400	26,100
160 Insurance, Work Comp	10,303	14,657	13,600	13,600	12,525
165 Insurance, Disability	470	509	480	480	500
170 Insurance, Dental	1,440	2,760	1,560	1,560	1,680
175 Insurance, Group Life	1,058	1,140	1,080	1,080	1,100
180 Longevity	60	60	60	60	0
185 Section 125 Administration		0	0	0	0
Subtotal	\$352,773	\$365,714	\$391,125	\$389,525	\$386,565
Indirect Employee					
200 Travel/Training	0	0	2,500	1,000	2,500
205 Recruitmnt/Testng/Physicals	418	546	1,000	750	1,000
215 Uniforms and Clothing	129	253	500	500	500
Subtotal	\$547	\$799	\$4,000	\$2,250	\$4,000
Utility Costs					
300 Electricity	39,082	41,174	48,000	46,320	51,650
305 Water and Sewer	2,882	3,058	3,500	3,380	3,750
310 Natural Gas	21,804	19,833	33,400	32,230	27,500
315 Telephone	38,244	38,149	44,000	42,460	42,000
325 Heating Oil	305	0	200	195	200
Subtotal	\$102,317	\$102,214	\$129,100	\$124,585	\$125,100
Supplies					
400 Office Supplies		217	100	100	100
420 Dues and Publications		160	200	200	200
430.10 City Hall/Library/Streets	17,350	16,259	16,300	16,300	16,300
430.20 Police	10,685	8,326	12,000	12,000	12,000
430.30 Fire	5,909	7,510	7,800	7,800	7,800
440 Medical & Safety	295	539	500	500	500
455 Small Tools	32	252	100	100	100
460 Minor Equipment	997	0	1,000	1,000	1,000
Subtotal	\$35,268	\$33,263	\$38,000	\$38,000	\$38,000
Other Services					
517.10 City Hall/Library/Streets Carpet	4,867	5,845	11,500	11,500	10,500
517.20 Police Carpeting Cleaning	7,321	6,635	9,500	9,500	7,500
517.30 Police Windows	1,272	0	0	0	0
517.40 Fire Carpet Cleaning	1,740	1,740	2,500	2,500	2,500
Subtotal	\$15,200	\$14,220	\$23,500	\$23,500	\$20,500

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Maintenance					
620 Building Maintenance	29,586	27,176	32,500	28,950	32,500
635 Equipment Rental		0	100	100	100
Subtotal	\$29,586	\$27,176	\$32,600	\$29,050	\$32,600
Vehicles					
700 Vehicle Maintenance	93	1,139	1,500	1,340	1,500
710 Gas/Oil/Fluids	2,445	3,258	4,000	4,000	4,650
Subtotal	\$2,538	\$4,397	\$5,500	\$5,340	\$6,150
Total	\$538,229	\$547,783	\$623,825	\$612,250	\$612,915

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: City Administrator's Office

Program Description

The City Administrator is charged with multiple functions including oversight and day-to-day direction of city departments and operations to ensure that they operate in the most efficient and effective means possible. The City Administrator is responsible to the Mayor and Common Council. The Administration office is responsible for personnel-related activities including, but not limited to, development of benefit structures, policies, recordkeeping, and labor contract negotiation, implementation, and interpretation.

Objectives:

1. Negotiate contracts with the Police and Fire unions, minimizing outside legal costs.
2. Assist with development efforts throughout the city; maintain weekly communication with elected officials and department managers.
3. Keep up-to-date on developments in other legislative bodies that have an effect on the City; keep the Common Council advised of potential fiscal ramifications.
4. Monitor the timing and amount of public utility aid (state aid from the power plant) and suggest capital spending alternatives for Council consideration.
5. Continue to work on economic development issues, including but not limited to the remediation and redevelopment of the Lakefront, Delphi, 27th Street, and Howell Avenue at Oakwood Road sites.
6. Continue to work with the committee, staff and others to advance the 27th Corridor project.
7. Work with the Common Council, the Personnel Committee, and staff to update City personnel policies as needed.
8. Monitor progress by departments on the implementation of CVMIC recommendations.
11. Monitor health and dental insurance utilization – continue to search for the most cost effective method for providing these benefits.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
City Administrator - 42					
Direct Employee Costs					
100 Salaries, Full Time	167,307	115,467	175,200	175,200	178,600
105 Salaries, Part Time		0	0	0	0
110 Salaries, Overtime	3	0	500	500	500
125 Car Allowance	3,600	1,200	3,600	3,600	3,600
130 Retirement	18,058	12,315	20,330	15,000	10,530
135 Social Security	12,873	8,684	13,410	13,410	13,675
150 Insurance, Active Employees	21,180	10,500	23,400	23,400	26,100
160 Insurance, Work Comp	432	674	845	845	610
165 Insurance, Disability	470	372	500	500	500
170 Insurance, Dental	1,440	760	1,610	1,610	1,680
175 Insurance, Group Life	476	214	540	540	540
180 Longevity	0	0	0	0	0
185 Section 125 Administration	49	49	100	100	100
Subtotal	\$225,888	\$150,235	\$240,035	\$234,705	\$236,435
Indirect Employee					
200 Training/Travel	5,054	466	6,500	4,000	6,000
205 Recruitment/Testing/Physicals	0	12,516	0	0	0
210 Expense Allowance	273	0	200	200	200
Subtotal	\$5,327	\$12,982	\$6,700	\$4,200	\$6,200
Utility Costs					
315 Telephone	1,958	638	1,200	1,200	1,200
Subtotal	\$1,958	\$638	\$1,200	\$1,200	\$1,200
Supplies					
400 Office Supplies	200	145	500	500	500
410 Printing and Copying	533	350	1,000	500	850
415 Postage	183	84	500	250	400
420 Dues and Publications	1,317	1,342	1,600	1,600	1,600
460 Minor Equipment	0		250	250	250
495 Miscellaneous		0	150	150	150
Subtotal	\$2,233	\$1,921	\$4,000	\$3,250	\$3,750
Maintenance					
600 Office Equip Maintenance	250				100
Subtotal	\$250	\$0	\$0	\$0	\$100
Total	\$235,656	\$165,776	\$251,935	\$243,355	\$247,685

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Information Technology

Program Description

This department is responsible for the installation, administration, trouble-shooting, and maintenance of all City computers, networks, websites, cell phones and GIS technology. All computer hardware and software issues and concerns are the direct responsibility of the Information Technology Manager. Service and support is provided to City employees in-house. This department provides on-going software training. The Information Technology department is centralizing GIS computing, software, databases and connectivity functions to provide better support for staff and consistency between computer users.

Objectives:

1. Complete the purchase and installation of all new City software and hardware in the 2011 budget by December, 2012.
2. Coordinate and implement the installation of a fiber network ring for the City and Water Utility buildings.
3. Continue to coordinate with City departments the planning and development of a comprehensive citywide database to store city records, documents and data electronically.
4. Work with various departments to plan and integrate existing City data in the City GIS information system for use by City departments.
5. Using GIS keep City maps, easements, zoning & databases current.
6. Continue to integrate Microsoft SharePoint services within city departments.
7. Provide instruction/training/support for an Microsoft Office user group for City staff and additional training for new City computer users.
8. Set standards and provide for the maintenance/update of the City and the CDA web sites and Intranet usage/protection as needed during the year.
9. Update and maintain City information on the cable stations (Channel 25 and 99).
10. Administer city cell phones.
11. Update the 5-Year plan for yearly migration and replacement of computer hardware in conjunction with network/connectivity upgrades by September 2012.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Information Technology - 43					
Direct Employee Costs					
100 Salaries, Full Time	258,660	268,539	320,030	320,030	325,150
105 Salaries, Part Time	22,551	34,218	0	0	0
125 Car Allowance	3,600	3,600	3,600	3,600	5,400
130 Retirement	30,090	33,194	37,100	33,000	19,200
135 Social Security	22,043	22,836	24,500	24,500	24,400
150 Insurance, Active Employees	50,580	53,700	75,600	75,600	81,900
160 Insurance, Work Comp	773	1,754	2,200	2,200	1,585
165 Insurance, Disability	940	1,018	1,190	1,190	1,190
170 Insurance, Dental	3,600	3,960	5,200	5,200	5,460
175 Insurance, Group Life	635	813	780	780	780
180 Longevity	205	240	210	210	210
185 Section 125 Administration	8	0	100	100	100
Subtotal	\$393,685	\$423,872	\$470,510	\$466,410	\$465,375
Indirect Employee					
200 Travel/Training	2,103	1,619	4,000	4,000	4,000
205 Recruitment/Physicals	243	10	400	565	0
Subtotal	\$2,346	\$1,629	\$4,400	\$4,565	\$4,000
Utility Costs					
315 Telephone	3,335	3,436	2,000	2,000	2,000
320 Data Lines	5,497	8,528	7,000	7,000	8,000
Subtotal	\$8,832	\$11,964	\$9,000	\$9,000	\$10,000
Supplies					
400 Office Supplies	179	234	500	400	400
405 Computer Network Software	13,903	16,667	15,000	15,000	15,000
410 Printing & Copying	5	0	700	500	500
415 Postage	183	8	100	150	150
420 Dues & Publications	740	666	700	700	700
460 Minor Equipment	3,320	3,292	3,000	3,000	3,000
495 Miscellaneous	261	4,988	5,000	5,000	5,000
Subtotal	\$18,591	\$25,855	\$25,000	\$24,750	\$24,750
Other Services					
550 Consulting	2,494	97	5,000	5,000	5,000
551 Data Services	24,061	25,775	26,500	26,500	26,000
552 Annual License Fees	122,903	122,190	147,150	147,150	155,100
Subtotal	\$149,458	\$148,062	\$178,650	\$178,650	\$186,100
Maintenance					
600 Office Equip Maintenance	0	2,422			
605 Computer Maintenance	16,648	8,458	15,000	15,000	15,000
606 Computer Service Contracts	2,674	1,275	3,000	3,000	3,000
Subtotal	\$19,322	\$12,155	\$18,000	\$18,000	\$18,000
Total	\$592,234	\$623,537	\$705,560	\$701,375	\$708,225

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: City Clerk

Program Description

The City Clerk's office is the operational center for the City's flow of information, not only within the City and its departments, but also between the government and the public.

The City Clerk's office is responsible for the City's record keeping functions, which include, but are not limited to: serving as clerical support staff for the Mayor and Common Council and the various boards and commissions; monitoring compliance with the Wisconsin Open Meetings and Open Records laws by all subunits of government; administering the election process, alcohol beverage and miscellaneous business licensing, property status verifications and insurance coverages; and implementing State law and Municipal Code requirements.

The City Clerk's office is also responsible for providing budgetary and audit information and overseeing investments.

2012 Objectives:

1. Continue to work with the Information Technology Manager to refine a proposal to use CD-ROM technology for recordkeeping; train clerical staff in proper techniques of electronic document storage; continue the ongoing reorganization and consolidation of archived records.
2. Monitor and maintain the highest safe level of return on City investments. Work with the Finance Committee to review the Investment Policy and discuss current and potential investments.
3. Provide 24 hours of professional and computer training to each staff person.
6. Ensure current Chief Election Inspectors are recertified for the period 1/1/12 through 12/31/13 and continue recruitment of new Chief Inspectors during 2012, also to receive certification training.
7. Recruit and train Election Officials for major 2012 elections by August 31, 2012.
8. Implement voter registration drives, voter ID public information, and related activities by June 30, 2012.
7. Ensure affected Board of Review members receive recertification training by June 2012.
8. Continue participation in the TIF working group as an ongoing objective.
9. Continue with training/overseeing of Deputy City Clerk during 2012, including professional and computer training courses.
10. Continue with training/overseeing Clerk-Secretary during 2012, including professional and computer training courses.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Actual
City Clerk - 44					
Direct Employee Costs					
100 Salaries, Full Time	179,225	181,374	182,480	182,480	185,925
105 Salaries, Part Time	0	0	0	0	0
110 Salaries, Overtime	-206	729	2,000	2,000	2,000
130 Retirement	21,293	20,418	22,410	18,250	11,850
135 Social Security	15,354	13,397	13,960	13,960	14,250
150 Insurance, Active Employees	32,400	22,200	29,400	29,400	29,100
160 Insurance, Work Comp	448	746	935	935	675
165 Insurance, Disability	705	765	710	710	710
170 Insurance, Dental	3,240	2,800	3,600	3,600	2,940
175 Insurance, Group Life	437	595	600	600	600
180 Longevity	135	120	120	120	0
185 Section 125 Administration	99	98	100	100	100
Subtotal	\$253,130	\$243,242	\$256,315	\$252,155	\$248,150
Indirect Employee					
200 Travel/Training	2,154	2,371	2,500	2,375	2,500
205 Recruitment and Physicals		10	0	0	0
Subtotal	\$2,154	\$2,381	\$2,500	\$2,375	\$2,500
Utility Costs					
315 Telephone	0		0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Supplies					
400 Office Supplies	127	36	500	500	500
420 Dues and Publications	360	360	400	400	400
460 Minor Equipment	224	0	300	300	300
Subtotal	\$711	\$396	\$1,200	\$1,200	\$1,200
Other Services					
595 Miscellaneous	90	255	300	300	300
Subtotal	\$90	\$255	\$300	\$300	\$300
Maintenance					
600 Office Equip Maintenance	0	0	100	100	100
Subtotal	\$0	\$0	\$100	\$100	\$100
Total	\$256,085	\$246,274	\$260,415	\$256,130	\$252,250

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Finance

Program Description

The Finance Department handles most of the City's financial and accounting functions which include, but are not limited to, processing accounts payable and receivables, billing for weed cutting, developer and utility charges; handling payroll and other personnel related activities; administering all special assessments; preparing charges for the annual tax roll; preparing the annual budget; implementing internal auditing procedures and working with the City auditors in preparation of the annual financial statement.

2012 Goals

1. Continue pursuit of automating payroll process to save time, money, and reduce the potential risk of payroll errors. Initiating Employee Self-service Portal first quarter of 2012, time and attendance by third quarter of 2012.
2. Continue to develop long-term capital financing plan for host of potential projects including Delphi, Lakeview Village, library, Drexel Avenue, etc.
3. Work to develop strategies to mitigate loss of shared revenue and property tax freeze moving into 2013.
4. Find ways to minimize length of Tax Incremental Districts to enable value of new development to have a positive impact on the general tax levy as quickly as possible.
5. Work with Department of Development and Administrator toward crafting development agreements that encourage growth, diversify the revenue base, and minimize the length of TIF districts.
6. Continue to work with Finance Committee to analyze and research optimal strategies to help to fortify city's financial future.
7. Beginning first phase of establish an annual Comprehensive Annual Finance Report for the city of Oak Creek, the first time the City has sought to complete a CAFR.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Finance - 45					
Direct Employee Costs					
100 Salaries, Full Time	205,768	185,911	202,860	198,000	197,830
110 Salaries, Overtime	0	44	0	0	500
130 Retirement	18,644	19,797	22,620	21,000	11,100
135 Social Security	15,049	13,794	15,520	15,520	15,100
150 Insurance, Active Employees	32,400	35,400	39,000	39,000	40,200
160 Insurance, Work Comp	453	878	1,100	500	800
165 Insurance, Disability	744	763	710	705	710
170 Insurance, Dental	3,240	3,600	3,960	3,960	3,780
175 Insurance, Group Life	685	554	600	600	600
180 Longevity	170	240	240	240	0
185 Section 125 Administration	103	49	105	50	175
Subtotal	\$277,256	\$261,030	\$286,715	\$279,575	\$270,795
Indirect Employee					
200 Travel/Training	491	3,014	3,100	2,800	2,750
205 Recruitment and Physicals	52	0	100	0	100
Subtotal	\$543	\$3,014	\$3,200	\$2,800	\$2,850
Supplies					
400 Office Supplies	271	722	450	450	500
420 Dues and Publications	85	162	160	160	200
460 Minor Equipment	1,328	0	300	150	650
Subtotal	\$1,684	\$884	\$910	\$760	\$1,350
Other Services					
530 Audit	37,845	42,323	42,500	45,000	36,500
595 Miscellaneous	66	16	250	200	250
Subtotal	\$37,911	\$42,339	\$42,750	\$45,200	\$36,750
Maintenance					
600 Office Equip Maintenance	215	125	100	125	150
Subtotal	\$215	\$125	\$100	\$125	\$150
Total	\$317,609	\$307,392	\$333,675	\$328,460	\$311,895

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Department: Treasurer's Office

Program Description

The Treasurer's office is responsible for the accounting, collection, security, and deposit of all City funds in accordance with Wisconsin State Statutes and City ordinances.

The Treasurer's office collects and receipts all monies received by the City of Oak Creek. This office advises the Finance Director on daily deposits, to ensure the highest interest earning potential for the City. Tax statements- Real Estate and Personal Property, are sent to property owners from this office. Collection of taxes, disbursement of all taxing district portions of the tax bill and final settlement of taxes to the County are prepared and completed by this office. Pet license issuance is also provided by the Treasurer's office.

2011 Objectives – Status through July 31st:

1. Mail 100% of the Real Estate and Personal Property tax bills by December 14, 2011.
Status: Anticipate mailing of 2011 tax bills on December 9, 2011.
2. Collect 98.9% of the Personal Property tax bill amount by June 1, 2011, following Resolution No 10566-111505 for the handling of delinquent Personal Property tax to reduce the loss of revenue owed to the City.
Status: Collected 98.9%.
3. Collect Real Estate taxes of 97% by July 31, 2011 to provide additional revenue in interest on delinquent taxes and at the same time increase interest income on City investments. Mail delinquent notices by June 30, 2011. Implement changes for collection of taxes at City Hall (beginning December 2010) due to staffing issues, to maintain costs and improve efficiency in 2011.
Status: Collected 96.9% - same as previous year. Mailed delinquent notices by June 30, 2011. Implemented beneficial changes for collection of taxes at City Hall.
4. Work with the City Clerk and Finance Director to monitor and maintain the highest safe level of return on City investments and update Investment Policy as necessary.
Status: We worked with current and potential financial institutions and moved available funds from the LGIP to other types of investments that offered substantially higher rates of return, to increase interest earnings. A review of the investment policy will be done by the newly established Finance Committee when time permits.
5. Work within the Treasurer's Department to reduce costs and increase efficiency by reducing paper copies and improving cash receipting procedures. Meet with staff to discuss innovative ideas and assess strengths and weaknesses; make changes accordingly.
Status: We continue to work toward electronic data to reduce paper and to update cash receipting procedures to improve efficiency & accuracy. I will talk with staff this Fall, about duties that utilize their individual strengths. Changes may be made accordingly.
6. Improve reconciliation of the health insurance fund and general fund accounts by restructuring part-time staff.
Status: This Fall we will discuss the possibility of using part-time staff to assist with reconciliation. The Treasurer's office has also worked with the Finance Department on improvements in the process.
7. Full- and/or part-time staff to attend educational classes to improve job knowledge and skills. Treasurer to attend Local Government Meetings/Conferences, and Advanced Treasurer's Classes or Master Academy at the Treasurer's Institute. Continue to earn experience points required to complete Certification for Municipal Treasurer of Wisconsin; although, it is difficult to find time with only one full-time staff person. If not completed in 2010, will work with Account Clerk II to attain the powers and duties of Notary Public.
Status: Staff is looking at computer classes or other training options for Fall. Treasurer completed Master Academy at the Treasurer's Institute; will attend other meetings and the MTAW Fall Conference. Treasurer is on the newsletter committee for the MTAW which provides experience points toward certification. Discon-

City of Oak Creek 2012 Annual Budget

Goals and Objectives

tinued working with Account Clerk II to attain the powers and duties of Notary Public since the City no longer offers this service to the public.

8. Monitor monthly mobile home parking fees to ensure timely and accurate collections.
Status: The invoice process has made the collection of payments more efficient and easier to monitor.
9. Review current Pet Licensing procedures to reduce processing time and improve efficiency.
Status: Working with IT Manager to find an affordable, electronic program to replace the manual pet license procedures currently being used.
10. Create job duties procedural manuals for full- and part-time personnel to improve proficiency during absences and ease the transition due to change in personnel and lack of full-time staff. If not complete, update current cash receipting manuals to reflect software changes and to improve consistency and accuracy.
Status: We have made some progress with creating job duties procedural manuals and will continue until complete. We are still working on the cash receipting manual but hope to finish this year.
11. Will update all job descriptions as needed.
Status: Continual project.

2012 Objectives:

1. Mail 100% of the 2012 Real Estate and Personal Property tax bills by December 14, 2012.
2. Collect 98.9% of the 2011 Personal Property tax bill amount by June 1, 2012, following Resolution No 10566-111505 for the handling of delinquent Personal Property tax to reduce the loss of revenue owed to the City.
3. Collect 2011 Real Estate taxes of 97% by end of tax collection period, to provide additional revenue in interest on delinquent taxes and at the same time increase interest income on City investments. Mail delinquent notices by June 30, 2012. Will implement efficient, cost saving changes for collection of taxes at City Hall.
4. Work with the City Clerk, Finance Director and Finance Committee to monitor and maintain the highest safe level of return on City investments; and update Investment Policy and Internal Control Policy as necessary.
5. Work within the Treasurer's Department to reduce costs and increase efficiency by reducing paper copies and improving cash receipting procedures. Continue to discuss innovative ideas and individual strengths and make changes accordingly.
6. Process reconciliation of the health insurance fund and general fund accounts timely. We will continue to look for additional ways to expedite the process.
7. Full- and/or part-time staff to attend educational classes to expand job knowledge and skills. Treasurer to attend Local Government Meetings/Conferences, and Advanced Treasurer's Classes or Master Academy at the Treasurer's Institute. Continue to earn experience points required to complete Certification for Municipal Treasurer of Wisconsin (CMT).
8. Monitor monthly mobile home parking fees to ensure timely and accurate collections.
9. Utilize electronic Pet Licensing program to reduce processing time and improve efficiency. If electronic program is not feasible, will continue to look for other processing options.
10. Work toward completing job duties procedural manuals for full- and part-time personnel to improve proficiency during absences and ease the transition due to change in personnel and lack of full-time staff. If not done in 2011, will complete cash receipting manuals; otherwise, will update as needed.
11. Will update all job descriptions as needed.

City of Oak Creek 2012 Annual Budget

Goals and Objectives

12. Due to the open structure of the Treasurer's office we will strive to increase security and improve our professional image to the public. We will discuss suitable attire, types and levels of communication between City employees and to the public and will establish ground rules for professional and respectful office behavior. We will also address limiting access to our office to City employees who must enter in order to conduct City business.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
City Treasurer - 46					
Direct Employee Costs					
100 Salaries, Full Time	109,163	113,131	119,200	119,200	118,600
105 Salaries, Part Time	20,655	21,532	22,890	22,890	23,900
110 Salaries, Overtime		0	500	500	500
130 Retirement	14,447	15,141	16,100	14,000	8,500
135 Social Security	9,963	10,154	10,200	10,200	10,200
150 Insurance, Active Employees	29,400	32,400	34,800	34,800	37,200
160 Insurance, Work Comp	326	611	770	770	550
165 Insurance, Disability	470	509	500	500	500
170 Insurance, Dental	2,160	2,400	2,400	2,400	2,520
175 Insurance, Group Life	359	410	360	360	360
180 Longevity	55	60	120	120	0
185 Section 125 Administration	49	49	100	100	100
Subtotal	\$187,047	\$196,397	\$207,940	\$205,840	\$202,930
Indirect Employee					
200 Travel/Training	1,516	1,385	1,825	1,775	1,825
205 Recruitment/Testing	0	115			
Subtotal	\$1,516	\$1,500	\$1,825	\$1,775	\$1,825
Utility Costs					
315 Telephone	189	591	500	325	500
Subtotal	\$189	\$591	\$500	\$325	\$500
Supplies					
400 Office Supplies	1,480	1,245	1,200	1,200	1,200
410 Printing and Copying	2,297	1,586	3,800	3,000	3,200
415 Postage	7,956	8,643	9,200	9,100	9,300
420 Dues and Publications	447	412	470	400	460
460 Minor Equipment	313	935	1,000	1,000	1,400
Subtotal	\$12,493	\$12,821	\$15,670	\$14,700	\$15,560
Maintenance					
600 Office Equip Maintenance	125	125	200	200	200
Subtotal	\$125	\$125	\$200	\$200	\$200
Total	\$201,370	\$211,434	\$226,135	\$222,840	\$221,015

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Department: Assessor's Office

Program Description

The Assessor's Office is responsible for discovering, listing and placing a fair market value on all real and personal property according to State laws to equitably distribute the local tax burden. Preparation of the annual assessment roll is the end result of each year's work. Personnel in this department assist the public in obtaining assessment information on agricultural, residential, commercial, manufacturing properties, and manufactured housing units in the City.

In 1994 the City hired a contract assessor to act as City Assessor. With that change, the City Clerk assumed the day-to-day supervision of this office.

Goals for 2012:

1. Complete manufactured housing unit fieldwork, prepare assessments and report annual manufactured housing unit valuations to the Treasurer's Office by January 30, 2012.
2. Continue to work with the Information Technology Office on efficient transfer of data between the Personal Property Program and Real Estate –Univers Program with GCS computer systems; resolve IT issues with Milwaukee County ownership program (Laredo) as they implement changes throughout the year.
3. Tyler staff to prepare and mail personal property self-reporting forms by January 15, 2012; complete the review and posting of values to the Personal Property Program and GCS systems by May 1, 2012.
4. Complete the 2012 assessment roll by June 30, 2012.
5. Provide 24 hours of professional and computer training to staff.
6. Continue to train/oversee the existing part-time Clerk-Secretaries in accordance with their job descriptions, with attendance at training seminars as may be necessary. Recommend attendance at Board of Review certification presented by John Macy in spring of 2011.
7. Continue to work with the Contract Assessor and staff to streamline operations in the Assessor's Office by meeting weekly with the Contract Assessor, Clerk and Assessment Technician for status of projects and prioritizing workload and issues.
8. If funding is available, continue the process of scanning original documents, including reorganizing and consolidating archived records.
9. Conduct annual Board of Review.
10. Negotiate renewal contract with Tyler Technologies for period beginning 11/1/12.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
City Assessor - 48					
Direct Employee Costs					
100 Salaries, Full Time	48,840	50,193	50,800	50,800	50,800
105 Salaries, Part Time	33,689	28,463	36,000	36,000	38,300
110 Salaries, Overtime	427	0	500	500	500
130 Retirement	8,860	8,653	10,220	10,220	5,250
135 Social Security	6,377	5,765	6,640	6,640	6,800
145 Unemployment Compensation	0	0			
150 Insurance, Active Employees	3,000	16,200	17,400	17,400	18,600
160 Insurance, Work Comp	209	629	790	790	570
165 Insurance, Disability	235	255	240	240	240
170 Insurance, Dental	400	1,200	410	410	410
175 Insurance, Group Life	98	120	120	120	120
180 Longevity	105	49	100	100	0
Subtotal	\$102,240	\$111,527	\$123,220	\$123,220	\$121,590
Indirect Employee					
200 Travel/Training	399	358	400	400	600
205 Recruitment/Testing		0	0	0	0
Subtotal	\$399	\$358	\$400	\$400	\$600
Supplies					
400 Office Supplies	2,421	1,841	2,000	2,000	1,900
410 Printing and Copying	1,079	160	500	500	500
415 Postage	1,092	1,052	8,000	8,000	1,500
420 Dues and Publications	778	476	1,000	1,000	1,000
460 Minor Equipment	200	0	500	500	500
495 Miscellaneous	100	99	100	100	100
Subtotal	\$5,670	\$3,628	\$12,100	\$12,100	\$5,500
Other Services					
514 Contract Assessment Services	85,000	91,000	94,500	94,500	91,000
520 Fee for State Manuf Assessments	27,303	12,865	15,000	15,000	15,000
Subtotal	\$112,303	\$103,865	\$109,500	\$109,500	\$106,000
Maintenance					
600 Office Equip Maintenance	244	290	500	500	500
Subtotal	\$244	\$290	\$500	\$500	\$500
Total	\$220,856	\$219,668	\$245,720	\$245,720	\$234,190

CITY OF OAK CREEK 2012 ANNUAL BUDGET

Goals and Objectives

Department: Legal

Program Description

The City Attorney's office provides legal advice to the Mayor and Common Council, the City Administrator and all department heads. The City Attorney attends all Common Council meetings and meetings of other boards and commissions and committees upon request. The City Attorney's office defends the City and the different boards and commissions in litigation and represents the City as plaintiff in actions to collect delinquent personal property taxes, damage to City property caused by the negligence of others, and when otherwise directed by the Common Council. The City Attorney's office prosecutes municipal ordinance violations in municipal court and in Milwaukee County Circuit Court in those instances where defendants appeal convictions or file jury demands. The services of the City Attorney, Assistant City Attorney, support staff and outside legal services are provided from this budget.

Objectives:

1. Complete acquisition of the DuPont, EPEC and Connell properties and assist the staff, outside legal counsel, the City's environmental consulting firm, DNR, EPA and other stakeholders regarding the redevelopment of the lakefront property.
2. Complete the Zielinski litigation.
3. Continue to work with the staff to assist in the cleanup of nuisance properties.
4. Work with outside counsel to resolve the claim against Angus Young and Associates and VJS regarding the street garage expansion construction defect issues.
5. Provide legal advice regarding possible relocation of City Hall and the Library.
6. Provide legal advice regarding future use of the City Hall property if City Hall and the Library are relocated.
7. Provide legal advice on construction contracts for Drexel Avenue and possible reconstruction of City Hall and/or the Library.
8. Provide legal counsel to the City regarding redevelopment of the Delphi site.
9. Continue to work with staff regarding ongoing multiple TIF related issues.
10. Successfully defend the excessive assessment claims of Farm and Fleet and Cummins Power.

11. Assist the staff in addressing closeout issues for residential subdivisions including issues related to storm water detention ponds.
12. Assist inspection staff in the prosecution of raze orders.
13. Assist outside counsel in defense of the duty disability claim of David J. Roszina.
14. Represent the City vigorously in the collection of delinquent property taxes.
15. Prosecute those persons charged with operating while under the influence that file jury demands in the Circuit Court.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
City Attorney - 50					
Direct Employee Costs					
100 Salaries, Full Time	93,359	96,065	95,700	96,700	96,700
105 Salaries, Part Time	26,845	20,104	13,300	13,300	13,500
125 Car Allowance	1,800	1,800	1,800	1,800	1,800
130 Retirement	9,996	10,522	11,100	10,000	5,700
135 Social Security	9,298	8,719	8,340	8,340	8,450
150 Insurance, Active Employees	14,700	16,200	17,400	17,400	18,600
160 Insurance, Work Comp	331	806	1,015	1,015	730
165 Insurance, Disability	235	255	240	240	240
170 Insurance, Dental	1,080	1,200	1,200	1,200	1,260
175 Insurance, Group Life	527	572	575	575	575
185 Section 125 Administration	53	57	50	50	50
Subtotal	\$158,224	\$156,300	\$150,720	\$150,620	\$147,605
Indirect Employee					
200 Travel/Training	688	1,504	2,750	2,000	2,500
Subtotal	\$688	\$1,504	\$2,750	\$2,000	\$2,500
Supplies					
400 Office Supplies	0	248	200	200	200
415 Postage	145	90	300	300	300
420 Dues and Publications	1,144	3,352	6,500	6,500	6,500
Subtotal	\$1,289	\$3,690	\$7,000	\$7,000	\$7,000
Other Services					
525 Outside Legal Services	121,260	121,481	130,000	125,000	125,000
545 Legal Notices/Recordings	7,182	4,365	2,500	2,500	2,500
Subtotal	\$128,442	\$125,846	\$132,500	\$127,500	\$127,500
Total	\$288,643	\$287,340	\$292,970	\$287,120	\$284,605

* \$33,500 is used to fund Assistant City Attorney

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Department: Community Development

Program Description:

The Department of Community Development is the agency responsible for assisting the leaders and citizens of Oak Creek in defining and achieving their long-term vision for the community and its neighborhoods through the use of sound land use planning. The Department serves as the focal point for all new development proposed in the City and processes all rezoning, Official Map and Conditional Use Permit requests. The Department also serves as staff to the Plan Commission and Community Development Authority. Since 2007, with the addition of a Zoning Administrator/Planner, the Department has taken on the additional role of Zoning Code Enforcement.

Objectives:

1. To work with the Community Development Authority, Plan Commission and Common Council to implement the recommendations of the adopted Comprehensive Plan, Lakefront Redevelopment Plan, Delphi & Civic Center plans and 27th Street plans.
2. To process all requested zoning, land division, and Official Mapping matters within statutory time limits; to process all interdepartmental permits and forms within statutory limits.
3. To work closely with the Community Development Authority (CDA) to implement programs; that will, on behalf of the City, be proactive and aggressive in the areas of business and industrial retention, expansion, and construction.
4. To provide appropriate oversight and monitoring of Community Development Block Grant (CDBG) Program projects, and to propose non public service projects to utilize the City's allocation of funds.
5. To oversee zoning code enforcement activities for the City, and to provide a year end report to the Council on the status of the program.
6. To work with the Parks and Recreation Department to implement the Parks and Open Space Plan and to apply for funds for acquisition and development of parks as appropriate.
7. To maintain ongoing communication with elected officials and appointed officials.
8. To complete a monitoring report for the status of objectives in the adopted comprehensive plan, and to complete the process for updating of the plan started in 2011.
9. To monitor the function and content of the department's web page on a weekly basis.
10. To maintain the citywide database of businesses.
11. To provide opportunities for continuing education to staff in order to meet the accreditation requirements for the American Institute of Certified Planners (AICP)
12. To manage and monitor public service programming and scheduling for the City's public access channels (25 & 99)

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Community Development - 55					
Direct Employee Costs					
100 Salaries, Full Time	212,848	223,290	202,400	202,400	200,700
105 Salaries, Part Time	11,299	11,436	11,440	11,440	11,440
110 Salaries, Overtime	0	0	400	400	400
130 Retirement	24,070	25,636	24,800	21,000	12,500
135 Social Security	17,437	17,380	16,360	16,360	16,200
145 Unemployment Compensation	0	0			
150 Insurance, Active Employees	27,785	23,205	23,520	26,000	23,800
160 Insurance, Work Comp	590	719	620	620	700
165 Insurance, Disability	834	904	800	800	800
170 Insurance, Dental	2,130	3,366	1,840	1,840	1,800
175 Insurance, Group Life	484	511	530	530	500
180 Longevity	51	98	50	50	0
185 Section 125 Administration	107	98	80	80	100
Subtotal	\$297,635	\$306,643	\$282,840	\$281,520	\$268,940
Indirect Employee					
200 Travel/Training	4,012	1,541	3,850	3,500	3,500
205 Recruitment and Testing	0	0	0		0
Subtotal	\$4,012	\$1,541	\$3,850	\$3,500	\$3,500
Utility Costs					
315 Telephone	1,083	1,543	1,200	1,200	1,200
Subtotal	\$1,083	\$1,543	\$1,200	\$1,200	\$1,200
Supplies					
400 Office Supplies	990	332	500	500	500
410 Printing and Copying	790	387	750	750	750
415 Postage	1,359	1,531	2,400	2,400	2,400
420 Dues and Publications	1,220	1,535	1,200	1,200	1,140
Subtotal	\$4,359	\$3,785	\$4,850	\$4,850	\$4,790
Other Services					
514 Consulting		0	10,000	0	10,000
545 Legal Notices	1,814	1,689	2,000	2,000	800
574 Recording and Review Fees	407	404	1,200	1,200	400
Subtotal	\$2,221	\$2,093	\$13,200	\$3,200	\$11,200
Maintenance					
600 Office Equip Maintenance	225	244	360	360	360
Subtotal	\$225	\$244	\$360	\$360	\$360
Vehicles					
700 Vehicles Maintenance	324	141	1,000	1,000	1,000
710 Gas/Oil/Fluids	145	240	300	300	300
715 Tires	428	0	0	0	0
Subtotal	\$897	\$381	\$1,300	\$1,300	\$1,300
Total	\$310,432	\$316,230	\$307,600	\$295,930	\$291,290

City of Oak Creek 2012 Annual Budget

Department: Police

Program Description

The Police Department is charged with protecting the lives and property of the citizens of Oak Creek and visitors to the community. In order to do this, the Police Department must progressively design and execute programs of community service, crime prevention, and anti-crime education, as well as programs to identify and apprehend those who commit crimes. The Police Department has based its responses to the community in its Mission Statement and Statement of Values. Both internally and externally, the Police Department is striving to improve, and as such, is working closely with the community to define priorities. The community of Oak Creek has entrusted to the Police Department the authority and responsibility to serve the needs of the community while preserving peace and dignity and protecting the rights of all. Placing the needs of the community first, the Police Department will work toward the following goals in 2012:

Objectives - Administrative:

1. Continue with at least one customer satisfaction survey that randomly samples the level of satisfaction, both actual and perceived, of the citizens that have contact with the Police Department or live within the City. .
2. Continue to maintain the current level of technical, professional and management training offered to members of the department. Our goal is to provide approximately 5,000 hours of annual training which includes mandatory in-service training, state-required instructor re-certifications, and monthly in-house training.
3. Continue to work with the School District providing the School Resource Officer Program in both the Senior High School and Middle Schools.
4. Continue the process of the annual review of mandated department policies, which includes a yearly review and update of all General Orders and Special Orders. Implement policy and procedural changes as necessary.
5. Dispatch:
 - a. Provide continual annual training for the dispatchers to enhance skills for police and fire dispatching.
 - b. Review and edit, where required, the yearly evaluation forms and guidelines.
 - c. Continue to work on accurate Time System entries.
 - d. Attain full staffing levels within dispatch center.
 - e. Maintain efficient and accurate Emergency Medical Dispatching (Pre-Arrival Instructions) to those in need of same for Uncontrolled Bleeding, CPR/PNB, and Choking.
 - f. Continue to work on meeting and sustaining our 1-minute fire dispatching goal.
6. Clerical:
 - a. Work with Phoenix Group, Phoenix User Group and the Info. Tech. Manager to continue enhancing our computer software programs.
 - b. Store and destroy appropriate records according to the Records Retention Ordinance.

Objectives - Operational:

1. Continue the development of our Community Resource Program, which would include the following:
 - a. Continue to solicit donations from the local business community to support crime prevention programs in the City of Oak Creek with a donation goal of \$4,000.
 - b. Maintain or increase the current participation level of National Night Out and continue to develop programs for year round "Special Events" sponsored by National Night Out funding.
 - c. Maintain a minimum of eight community safety events (examples: Bike Rodeo, Child Identification Programs, Oak Creek Health & Safety Fair, Teen Nights, National Night Out and Crime Stoppers).
 - d. Continue liaison in community organizations (Oak Creek Community Center, Apartment Managers Compact and Crime Stoppers) to better serve the community and to spread the crime prevention message.
 - e. Continue development of the Property/Apartment Management Program by introducing the CRIME FREE Multi-Housing Program and actively pursue inactive complexes and their managers.

City of Oak Creek 2012 Annual Budget

- f. Continue to develop and sponsor educational courses for the residents of Oak Creek such as the Women's Danger Awareness and Self Defense Course.
 - g. Continue the Neighborhood Watch Program by sponsoring meetings in targeted areas of the community.
 - h. Utilize the Oak Creek/Franklin School District and private sector schools as a conduit for quick and effective communications on safety issues pertaining to children in the community.
2. Continue the development of our Drug Unit, which would include:
 - a. Initiate and complete investigations that would lead to the acquisition of ten (10) search warrants being served in conjunction with the Emergency Response Unit.
 - b. Full-time Drug Unit officers to set up and work with patrol officers in conducting special drug interdictions/investigations for a minimum of five (5) separate dates.
3. The goals and objectives for the Traffic Unit include:
 - a. Maintain a minimum of 90% conviction rates in all cases involving charges of Operating While Under the Influence of an Intoxicant that are adjudicated.
 - b. Issue citations in a minimum of 70% of multi-vehicular traffic crashes that occur within the City.
 - c. Deploy radar speed trailers in identified problem areas a minimum of 75 times.
 - d. Assign officers to specific traffic complaint areas and intersection violation enforcement throughout the year.
 - e. Monitor the activity of the traffic unit regarding bias-based policing practices by checking a sampling of 3 officers' activity on a bi-annual basis.
 - f. Individual shift Lieutenants, supervised by the Captain of Operations will monitor daily shift logs to ensure that citizens are receiving the "Guide For Citizen Contacts" brochure on all self-initiated stops.
4. To continue and improve the quality of our criminal and civil investigations.
 - a. Continue monthly training for Evidence Technicians in conjunction with advanced specialized training when available. Begin certification testing for Evidence Technicians who want board recognized certification.
 - b. Conduct two audits of the property room—one during the first quarter and one during the third quarter.
5. To supplement the Patrol Bureau in the following areas:
 - a. Utilize the Bicycle Patrol Unit for special events such as 4th of July, high school football games and special requests for patrol.
 - b. Maintain current level of K-9 activity, i.e., calls/crime prevention presentations/training (will compare number of call outs last year to current year).
6. Patrol Division:
 - a. Maintain a culture of ethical behavior and professional tactical communication within the Patrol Division.
 - b. Maintain a high level of professionalism centered on quality, thorough investigations and follow up.
 - c. Proactive addressing of concerns, trends and problems concerning public safety in the City of Oak Creek – problem solving oriented.
 - d. Maintain a high level of officer/citizen safety, proficiency and job skills through monthly use of force training and roll call training.
 - e. Maintain an atmosphere of teamwork between all 3 shifts, the Detective Bureau and Dispatch through cooperation, planning, joint operations and intelligence sharing.
 - f. Maintain consistency between all 3 patrol shifts in areas of protocol, tactics, discipline, evaluation and coaching of officers. This will be maintained through coordination and conferencing between shift commanders and the Captain of Operations.
7. Within the first three months of 2012, the following listed specialty units—Crisis Negotiators, Emergency Response Unit, Evidence Technician Unit, Field Training Officers and Use of Force Officers—will be required to provide Goals and Objectives related to the Unit's operation to the Chief's Office. At the end of 2012, Unit Commanders will forward to the Chief's Office a written report of the outcome of their submitted Goals and Objectives. The written report itself is for police administrative review only.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
100% Original - 2006,2007,2008 TO 2010-5% Operating Costs and 2% Direct Employee Costs					
to WE Energies Fund 19					
Police - 60					
Direct Employee Costs					
100 Salaries, Full Time	4,663,896	4,917,905	5,141,790	5,043,200	5,064,460
105 Salaries, Part Time	70,992	77,975	73,780	67,700	81,920
110 Salaries, Overtime	299,691	298,277	289,500	323,100	295,000
115 Salaries, Holiday Pay	93,422	102,163	100,500	94,500	100,500
120 Special Pay Allowances	112,663	120,350	124,155	124,155	118,800
129 Non-Worked Paid Time		0			
130 Retirement	951,113	1,020,318	1,006,560	1,027,300	696,100
135 Social Security	397,915	413,563	398,990	398,990	398,500
145 Unemployment Compensation	0	0			
150 Insurance, Active Employees	957,116	1,096,214	1,146,600	1,146,600	1,262,100
160 Insurance, Work Comp	124,246	165,870	143,215	143,215	167,250
165 Insurance, Disability	18,276	19,447	18,760	18,760	18,760
170 Insurance, Dental	72,355	74,757	78,960	78,960	84,220
175 Insurance, Group Life	6,066	6,683	6,350	6,350	7,100
180 Longevity	9,130	9,686	9,250	9,250	9,220
185 Section 125 Administration	1,101	678	700	700	700
Subtotal	\$7,777,983	\$8,323,886	\$8,539,110	\$8,482,780	\$8,304,630
Indirect Employee					
200 Travel/Training	25,970	38,102	32,500	42,500	32,500
205 Recruitment/Testing/Physicals	17,133	21,680	20,000	18,000	18,000
210 Expense Allowance	782	1,020	1,000	1,000	1,000
215 Uniforms and Clothing	11,916	10,914	10,400	8,000	8,000
220 Tuition Reimbursement	34,858	39,380	34,600	34,600	29,100
225 Recognition	3,178	2,153	2,000	2,000	2,000
Subtotal	\$93,837	\$113,249	\$100,500	\$106,100	\$90,600
Utility Costs					
300 Electricity	67,687	84,064	77,000	73,000	78,000
305 Water and Sewer	2,311	3,716	3,600	3,600	4,000
310 Natural Gas	38,181	70,894	60,000	45,000	50,000
315 Telephone	53,668	47,091	50,000	50,000	50,000
320 Data Lines					
Subtotal	\$161,847	\$205,765	\$190,600	\$171,600	\$182,000
Supplies					
400 Office Supplies	12,701	13,518	12,000	12,000	12,000
405 Computer Hardware Software		0			
410 Printing and Copying	6,913	6,300	6,000	6,000	6,000
415 Postage	5,103	6,280	3,500	3,500	3,500
420 Dues and Publications	4,867	6,840	6,100	6,100	5,900
425 Advertising and Promotions	1,564	1,526	2,500	2,500	1,500
426 Crime Prevention	11,732	12,667	12,000	12,000	9,000
430 Sick Time Payout		289			
440 Medical and Safety	4,045	0	5,500	5,500	5,500
460 Minor Equipment	2,992	5,835	7,000	7,000	6,000
470 Audio Visual/Photo Supplies	2,631	7,008	3,000	3,000	3,000
480 Fire Equipment	864	3,510	1,000	600	750
485 Police Equipment	12,143	10,000	15,000	15,000	15,000
486 Ammunition/Armory	19,250	18,729	21,000	21,000	21,000
486.10 ERU Equipment	10,118	22,021	10,000	10,000	10,000
487 Police Auxiliary	2,090	10,429	1,500	1,500	1,500

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
100% Original - 2006,2007,2008 TO 2010-5% Operating Costs and 2% Direct Employee Costs					
488 Police Special Operations	7,037	1,538	4,000	4,000	4,000
488.10 DWI Enforcement	623	4,062	1,000	400	400
489 Drug & Violence Grant		1,003			
490 Police Vehicles	143,829	125,913	133,500	133,000	152,000
490.10 Police Vehicles Equipment	11,155	10,512	10,000	10,000	15,000
493 Canine Operations	4,330	4,765	4,500	4,500	4,500
494 Leased Major Equipment	8,286	9,200	0		
495 Miscellaneous	5,118	6,278	5,000	3,500	3,500
Subtotal	\$277,391	\$288,223	\$264,100	\$261,100	\$280,050
Other Services					
500 County Prisoner Fees	33,184	33,871	32,000	32,000	0
501 Bail Bond					
514 Engineering/Consultant		4,380			
517 Building Cleaning					
525 Attorney/Legal	77,972	25,000	25,000	50,000	25,000
Subtotal	\$111,156	\$63,251	\$57,000	\$82,000	\$25,000
Maintenance					
600 Office Equip Maintenance	2,620	4,641	4,250	4,250	4,250
605 Computer Maintenance					
610 Radio Equip/Maintenance	12,810	20,854	20,000	20,000	20,000
615 Grounds Maintenance	6,094	7,811	7,500	7,500	7,500
620 Building Maintenance	22,263	31,184	35,000	35,000	43,500
Subtotal	\$43,787	\$64,490	\$66,750	\$66,750	\$75,250
Vehicles					
700 Vehicle Maintenance	29,742	38,582	37,000	30,000	32,000
705 Equip Maint/Fire Range Repairs	2,778	8,796	3,500	7,700	3,500
710 Gas/Oil/Fluids	114,642	169,625	150,000	150,000	186,000
715 Tires	11,627	14,684	14,000	14,000	10,000
Subtotal	\$158,789	\$231,687	\$204,500	\$201,700	\$231,500
Total	\$8,624,790	\$9,290,551	\$9,422,560	\$9,372,030	\$9,189,030

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
In 2006,2007,2008 & 2009 95% of Operating Costs-5% to WE Energies Fund 19					
In 2006,2007,2008 & 2009 98% of Direct Employee Costs-2% to WE Energies Fund 19					
Police - 60					
Direct Employee Costs					
100 Salaries, Full Time	4,402,030	4,625,684	4,841,090	4,742,500	4,765,360
105 Salaries, Part Time	69,572	70,593	72,380	66,300	80,520
110 Salaries, Overtime	285,720	327,771	276,400	310,000	281,900
115 Salaries, Holiday Pay	88,388	88,590	96,000	90,000	96,000
120 Special Pay Allowances	106,072	110,547	116,215	116,215	110,900
130 Retirement	895,841	928,562	944,260	965,000	651,100
135 Social Security	376,821	387,348	375,850	375,850	375,300
145 Unemployment Compensation		0			
150 Insurance, Active Employees	892,634	961,086	1,072,500	1,072,500	1,182,200
160 Insurance, Work Comp	114,765	135,068	134,725	134,725	154,500
165 Insurance, Disability	17,220	18,771	17,650	17,650	17,650
170 Insurance, Dental	67,492	71,383	73,860	73,860	78,820
175 Insurance, Group Life	5,890	5,856	6,150	6,150	6,900
180 Longevity	8,947	9,139	9,050	9,050	9,020
185 Section 125 Administration	1,079	1,365	650	650	650
Subtotal	\$7,332,471	\$7,741,763	\$8,036,780	\$7,980,450	\$7,810,820
Indirect Employee					
200 Travel/Training	24,054	38,345	30,875	40,375	30,875
205 Recruitment/Testing/Physicals	16,283	32,127	19,000	17,100	17,100
210 Expense Allowance	743	379	950	950	950
215 Uniforms and Clothing	11,320	9,764	9,880	7,600	7,600
220 Tuition Reimbursement	33,115	28,492	32,870	32,870	27,645
225 Recognition	3,019	2,909	1,900	1,900	1,900
Subtotal	\$88,534	\$112,016	\$95,475	\$100,795	\$86,070
Utility Costs					
300 Electricity	64,303	69,611	73,150	69,350	74,100
305 Water and Sewer	2,195	2,210	3,420	3,420	3,800
310 Natural Gas	36,272	28,394	57,000	42,750	47,500
315 Telephone	50,984	49,143	47,500	47,500	47,500
Subtotal	\$153,754	\$149,358	\$181,070	\$163,020	\$172,900
Supplies					
400 Office Supplies	12,066	9,830	11,400	11,400	11,400
410 Printing and Copying	6,568	5,708	5,700	5,700	5,700
415 Postage	4,847	5,150	3,325	3,325	3,325
420 Dues and Publications	4,624	6,468	5,795	5,795	5,605
425 Advertising and Promotions	1,486	502	2,375	2,375	1,425
426 Crime Prevention	11,145	12,663	11,400	11,400	8,550
440 Medical and Safety	3,843	5,493	5,225	5,225	5,225
460 Minor Equipment	2,843	6,365	6,650	6,650	5,700
470 Audio Visual/Photo Supplies	2,499	157	2,850	2,850	2,850
480 Fire Equipment	820	187	950	570	715
485 Police Equipment	11,536	70,852	14,250	14,250	14,250
486 Ammunition/Armory	18,287	19,396	19,950	19,950	19,950
486.10 ERU Equipment	9,612	8,147	9,500	9,500	9,500
487 Police Auxiliary	1,986	728	1,425	1,425	1,425
488 Police Special Operations	6,685	1,187	3,800	3,800	3,800
488.10 DWI Enforcement	592	46	950	380	380

City of Oak Creek 2012 Annual Budget

Fund / Department		2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
In 2006,2007,2008 & 2009 95% of Operating Costs-5% to WE Energies Fund 19						
490	Police Vehicles	136,638	112,343	126,825	126,350	144,400
490.10	Police Vehicles Equipment	10,597	9,726	9,500	9,500	14,250
493	Canine Operations	4,113	5,027	4,275	4,275	4,275
494	Leased Major Equipment	7,871	0	0	0	0
495	Miscellaneous	4,862	8,707	4,750	3,325	3,325
	Subtotal	\$263,520	\$289,909	\$250,895	\$248,045	\$266,050
 Other Services						
500	County Prisoner Fees	31,525	35,468	30,400	30,400	0
525	Attorney/Legal	74,078	86,203	23,750	47,500	23,750
	Subtotal	\$105,603	\$125,832	\$54,150	\$77,900	\$23,750
 Maintenance						
600	Office Equip Maintenance	2,489	2,671	4,040	4,040	4,040
610	Radio Equip/Maintenance	12,170	16,240	19,000	19,000	19,000
615	Grounds Maintenance	5,789	5,900	7,125	7,125	7,125
620	Building Maintenance	21,154	22,510	33,250	33,250	33,250
	Subtotal	\$41,602	\$47,321	\$63,415	\$63,415	\$63,415
 Vehicles						
700	Vehicle Maintenance	28,259	30,052	35,150	28,500	30,400
705	Equip Maint/Fire Range Repairs	2,639	5,624	3,325	7,315	3,325
710	Gas/Oil/Fluids	108,910	124,699	142,500	142,500	176,700
715	Tires	11,045	12,988	13,300	13,300	9,500
	Subtotal	\$150,853	\$173,363	\$194,275	\$191,615	\$219,925
	 Total	 \$8,136,337	 \$8,639,562	 \$8,876,060	 \$8,825,240	 \$8,642,930

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Municipal Court

Program Description

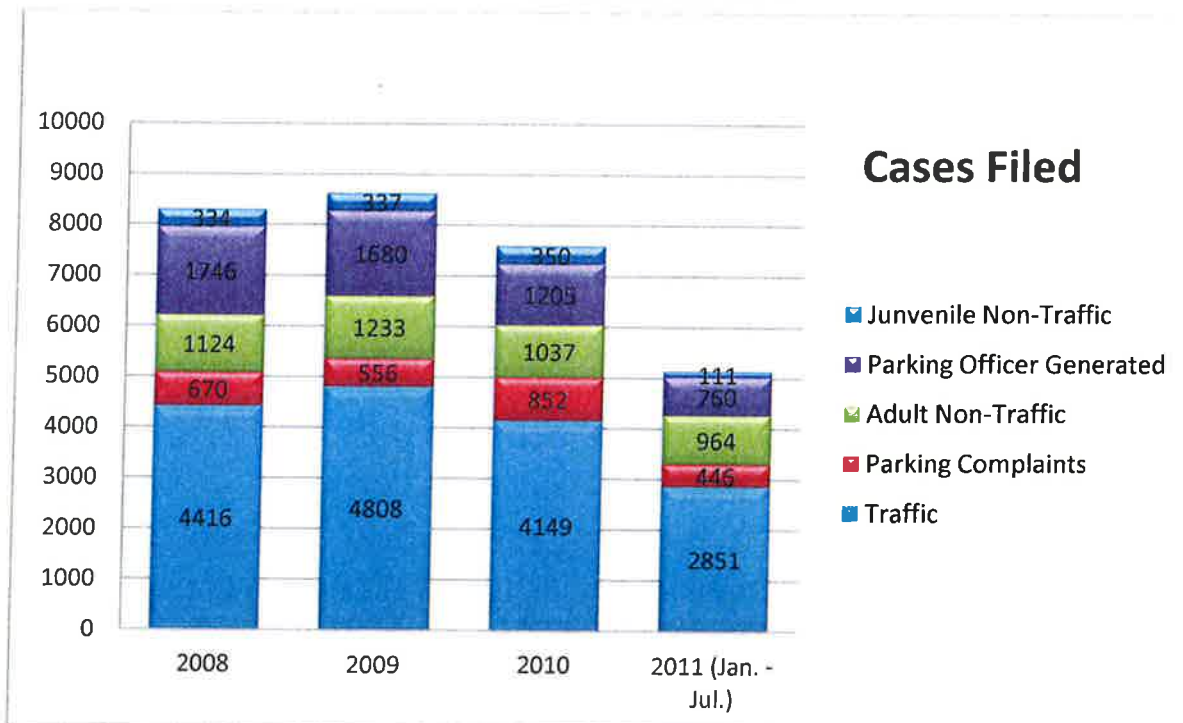
The City of Oak Creek Municipal Court has exclusive jurisdiction over all traffic and ordinance violations that occur within the city limits, including, first offense drunk or drugged driving, loitering, shoplifting, disorderly conduct, building and health code violations. The court also hears juvenile matters, such as truancy, underage drinking, drug offenses and curfew violations. Municipal courts handle a significant portion of the statewide court caseload in these areas.

The forfeitures paid to the municipal court are paid into the city's general fund as commercial revenues. A review of the general fund revenues from 2009 to 2011 shows that commercial revenues have grown from 6% to 11% of the total general fund revenues. Municipal court forfeitures remain the largest source of commercial revenues paid to the city, second only to interest income on investments.

Therefore while the purpose of the City of Oak Creek Municipal Court is to help citizens resolve their disputes peacefully, and to dispense justice fairly, impartially and according to the rule of law, it cannot be denied that the forfeitures collected by the court are becoming increasingly important to the city's budget.

Objectives:

1. Continue to adjudicate fairly and impartially all traffic and ordinance violations occurring within the city limits.
2. Assess and improve collection of forfeitures.
3. Continue working to implement electronic citations by improving interface between TraCs and Phoenix software.
4. Increase efficiencies while holding costs at present level.



City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Municipal Court - 61					
Direct Employee Costs					
100 Salaries, Full Time	0	0	91,220	91,220	91,220
105 Salaries, Part Time			27,920	27,920	29,100
110 Salaries, Overtime	0	0	1,000	1,000	1,000
120 Salaries, Special Pay Allowance			1,000	1,000	1,000
130 Retirement	0	0	12,000	12,000	5,400
135 Social Security	0	0	9,110	9,110	9,200
150 Insurance, Active Employees	0	0	23,400	23,400	26,100
160 Insurance, Work Comp	0	0	500	500	500
165 Insurance, Disability	0	0	475	475	475
170 Insurance, Dental	0	0	1,610	1,610	1,670
175 Insurance, Group Life	0	0	250	250	250
180 Longevity	0	0	100	100	0
185 Section 125 Administration	0	0	100	100	100
Subtotal	\$0	\$0	\$168,685	\$168,685	\$166,015
Indirect Employee					
200 Travel/Training	0	0	1,500	1,500	1,500
205 Recruitment/Testing/Physicals	0	0	2,500	2,500	1,000
215 Uniforms and Clothing	0	0	500	500	600
220 Tuition Reimbursement	0	0	570	570	570
Subtotal	\$0	\$0	\$5,070	\$5,070	\$3,670
Supplies					
400 Office Supplies	0	0	1,000	1,000	1,000
405 Computer Hardware Software					2,000
410 Printing and Copying	0	0	1,000	1,000	1,000
415 Postage	0	0	2,500	2,500	2,500
420 Dues and Publications	0	0	400	400	400
460 Minor Equipment	0	0	0	0	150
Subtotal	\$0	\$0	\$4,900	\$4,900	\$7,050
Other Services					
500 County Prisoner Fees	0	0	0	0	30,000
595 Miscellaneous	0	0	1,000	1,000	1,000
Subtotal	\$0	\$0	\$1,000	\$1,000	\$31,000
Maintenance					
600 Office Equip Maintenance	0	0	250	250	250
605 Computer Maintenance					
Subtotal	\$0	\$0	\$250	\$250	\$250
Capital Outlay					
910 Office Equipment					
Subtotal					
Total	\$0	\$0	\$179,905	\$179,905	\$207,985

City of Oak Creek 2012 Annual Budget

Department: Fire Service

Program Description

Through Emergency Medical Services, the preservation of human life is the primary responsibility of the Fire Department at fires and other emergencies, which include traffic accidents, roadway incidents, aircraft crashes, floods, windstorms, and hazardous materials emergencies. Disaster Planning is done in anticipation of large-scale emergencies, which may require response of personnel and equipment from surrounding communities.

Monthly Performance Indicators Report

In our constant effort to improve service and efficiency, we will monitor "Performance Indicators" as identified by our staff on a monthly by a statistical and an operation-effectiveness basis. This initiative will allow us to identify, in a timely manner, trends, which may be developing in both administrative and operational areas. These performance indicators are:

- Training/Safety
- Overtime
- Grid Activity
- Response Times
- Fire Loss/Save Ratio
- Life Safety Loss/Save Ratio
- Fire/EMS field hours
- Total incident activity

2012 Goals & Objectives

Administrative:

1. Continue the transition to the Telestaff staffing software. This goal will be measured by the following objectives:
 - a. Identify any changes in staffing procedures and change as needed; work the written procedures out with the Union.
 - b. Establish any software and hardware updates that are necessary to transition to paperless environment for staffing purposes.
 - c. Send two staff members to a conference for ongoing improvement of our Telestaff capabilities.

Operational:

1. Participate and monitor all activity related to the I-94 construction and finalize plans for emergency response with impacted agencies for a unified coordinated safe response. This goal will be measured by the following objectives:
 - a. Update the operational plan with the city of Milwaukee for response to the expressway in the construction zone, specifically the Mitchell interchange.
 - b. Establish pre-designated Flight for Life landing zones and develop water supply operations plan in the construction zone.
2. Update all personnel to have the ability to response to hazardous material situations and perform to a Level B operations and be capable of assisting the regional HAZMAT team for a Level A incident. This goal will be measured by the following objectives:
 - a. Train all personnel to the Operations Level Hazardous Materials certified.

City of Oak Creek 2012 Annual Budget

- b. Review and revise operational plan for Level A Hazardous Material operations and support for the Milwaukee Regional Hazardous Materials Team – revise MABAS box card to reflect change.
 - c. Participate in the MABAS Division 107 Level B Hazardous Materials Team training and response exercises.
3. Continue to work with develops and builders to improve the process for getting buildings through the planning and design phase to the ground breaking, building, and final occupancy.

Planning

1. Implement the plan for fire station one and two.
 - a. Put the reconstructing of Fire Station 1 as a number one priority
 - b. Concurrent to objective b., choose an Architectural firm for the design of Fire Station #1.
 - c. Prepare a budget for Station 2 facility issues, remodeling and storage.
 - d. Develop a budget for the new Fire Station #1 construction project.

Logistics

1. Continue the radio communication transition to the narrow banding by 2013 to ensure interoperability with all local protective services, and State and Federal emergency response agencies. Train all personnel on the use of these frequencies. This goal will be measured by the following objectives:
 - a. Complete the rebanding process and provide training necessary for the new communication template.
 - b. Add appropriate control bases and FCC licenses for the Division 107 back up dispatch center located at the Oak Creek Emergency 9-1-1 Dispatch Center.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Emergency Operations - 63					
Direct Employee Costs					
110 Salaries, Overtime	1,641	1,400	7,500	4,000	6,500
130 Retirement	410	297			
135 Social Security	73	102			
Subtotal	\$2,124	\$1,799	\$7,500	\$4,000	\$6,500
Indirect Employee					
200 Travel/Training	2,127	365	5,000	1,000	4,500
210 Expense Allowance	69	93	1,000	1,000	1,000
Subtotal	\$2,196	\$458	\$6,000	\$2,000	\$5,500
Utility Costs					
300 Electricity	21	21	0	0	0
315 Telephone	10,584	10,235	12,500	12,500	12,500
Subtotal	\$10,605	\$10,256	\$12,500	\$12,500	\$12,500
Supplies					
400 Office Supplies	192	0	250	250	250
410 Printing and Copying	0	0	1,000	500	750
415 Postage	0	0	50	50	50
420 Dues and Publications	80	40	1,000	250	750
470 Audio Visual/Photo Supplies	0	0	400	400	400
495 Miscellaneous	1,155	2,705	3,000	3,000	2,750
Subtotal	\$1,427	\$2,745	\$5,700	\$4,450	\$4,950
Maintenance					
625 Warning System Maintenance	0	571	2,000	1,000	1,750
Subtotal	\$0	\$571	\$2,000	\$1,000	\$1,750
Total	\$16,352	\$15,829	\$33,700	\$23,950	\$31,200

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
100% Original budget not split into Fire vs. EMS & WE Energies					
Fire - 65					
Direct Employee Costs					
100 Salaries, Full Time	3,355,760	3,621,789	3,681,610	3,581,310	3,688,210
105 Salaries, Part Time	22,745	29,429	29,850	29,850	42,110
110 Salaries, Overtime	266,000	346,373	284,510	274,100	285,000
115 Salaries, Holiday Pay	33,000	21,429	38,800	38,800	38,800
120 Special Pay Allowances	73,925	77,250	79,510	79,510	80,100
125 Car Allowance	4,800	4,800	4,800	4,800	4,800
130 Retirement	730,000	827,280	797,450	781,640	584,850
135 Social Security	286,720	309,062	289,490	287,330	290,480
150 Insurance, Active Employees	665,760	718,014	809,520	809,520	846,000
160 Insurance, Work Comp	126,400	171,544	163,270	163,270	159,605
165 Insurance, Disability	11,750	13,057	12,760	12,760	12,570
170 Insurance, Dental	48,300	52,788	55,970	55,970	56,580
175 Insurance, Group Life	4,195	4,661	5,300	5,300	5,300
180 Longevity	4,750	4,695	4,460	4,460	5,060
185 Section 125 Administration	800	1,225	1,025	1,025	1,225
Subtotal	\$5,634,905	\$6,203,396	\$6,258,325	\$6,129,645	\$6,100,690
Indirect Employee					
200 Travel/Training	13,000	34,916	15,300	15,300	32,030
205 Recruitmnt/Testng/Physicals	2,400	6,541	6,400	4,000	6,400
210 Expense Allowance	600	2,033	1,500	1,500	1,500
215 Uniforms and Clothing	49,295	38,889	49,295	49,295	45,000
220 Tuition Reimbursement	25,500	22,449	36,700	36,700	21,000
Subtotal	\$90,795	\$104,828	\$109,195	\$106,795	\$105,930
Utility Costs					
300 Electricity	41,800	20,295	43,200	40,000	43,000
Electricity #1	0	4,763			
Electricity #2	0	4,089			
Electricity #3	0	9,511			
305 Water and Sewer	5,300	2,403	5,500	4,700	5,000
Water and Sewer #1	0	779			
Water and Sewer #2	0	460			
Water and Sewer #3	0	935			
310 Natural Gas	47,300	15,454	48,600	30,000	30,000
Natural Gas #1	0	2,244			
Natural Gas #2	0	3,485			
Natural Gas #3	0	8,253			
315 Telephone	15,000	11,508	14,000	11,000	12,000
Telephone #1	0				
Telephone #2	0	271			
Telephone #3	0	2,084			
Subtotal	\$109,400	\$86,534	\$111,300	\$85,700	\$90,000
Supplies					
400 Office Supplies	3,300	2,138	3,300	3,300	3,000
410 Printing and Copying	1,400	1,212	1,400	1,400	1,400
415 Postage	500	698	800	1,000	2,200

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
100% Original budget not split into Fire vs. EMS & WE Energies					
420 Dues and Publications	2,300	2,778	3,000	3,000	3,300
425 Advertising and Promotions	200	0	200	200	200
427 Public Education	4,500	2,865	7,000	7,000	6,000
430 Housekeeping	1,000	1,562	1,300	1,300	1,300
440 Medical and Safety	29,500	24,957	29,500	29,500	29,500
460 Minor Equipment	8,900	9,408	13,400	13,400	14,400
470 Audio Visual/Photo Supplies	800	366	800	800	800
480 Fire Equipment	7,500	7,607	10,000	10,000	10,000
495 Miscellaneous	300	51	300	300	300
Subtotal	\$60,200	\$53,642	\$71,000	\$71,200	\$72,400
Other Services					
506 Hazard Response Unit	21,500	18,593	18,500	18,500	17,000
523 Administration Billing Fee	84,000	82,723	82,000	69,000	72,000
525 Outside Legal Services	20,000	47,705	20,000	15,000	20,000
Subtotal	\$125,500	\$149,021	\$120,500	\$102,500	\$109,000
Maintenance					
600 Office Equip Maint	600	85	600	800	900
Office Equip Maint #1	0	102			
Office Equip Maint #2	0				
Office Equip Maint #3	0	190			
610 Radio Maintenance	11,500	15,010	13,000	13,000	13,000
615 Grounds Maintenance	1,500	178	2,300	1,000	2,300
Grounds Maintenance #1	0	56			
Grounds Maintenance #2	0	32			
Grounds Maintenance #3	0	3,296			
620 Building Maintenance	14,000	3,891	30,000	30,000	30,000
Building Maintenance #1	0	1,954			
Building Maintenance #2	0	3,490			
Building Maintenance #3	0	29,393			
Subtotal	\$27,600	\$57,677	\$45,900	\$44,800	\$46,200
Vehicles					
700 Vehicle Maintenance	30,000	33,614	36,000	30,000	36,000
705 Equipment Maintenance	5,600	3,107	5,600	5,600	5,600
710 Gas/Oil/Fluids	64,000	33,578	37,000	43,000	54,000
715 Tires	2,500	1,650	2,500	2,500	2,500
Subtotal	\$102,100	\$71,949	\$81,100	\$81,100	\$98,100
Capital Outlay					
905 Computer Equipment					
915 Equipment		14,951			15,000
Subtotal		\$14,951	\$0	\$0	\$15,000
Total	\$6,150,500	\$6,741,998	\$6,797,320	\$6,621,740	\$6,637,320

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Fire - 65	2009	2010	2010	2010	2012
	22.00%	22.00%	22.00%	22.00%	22.00%
Direct Employee Costs					
100.00 Salaries, Full Time	691,120	745,014	753,570	725,000	753,200
105.00 Salaries, Part Time	9,818	11,730	6,430	6,430	9,100
110.00 Salaries, Overtime	87,216	68,164	49,510	48,000	53,000
115.00 Salaries, Holiday Pay	6,872	3,810	7,550	7,550	7,550
120.00 Special Pay Allowances	14,995	15,921	16,250	16,250	16,300
125.00 Car Allowance	1,056	1,056	1,030	1,030	1,030
130.00 Retirement	163,596	170,296	163,200	161,000	120,000
135.00 Social Security	62,239	63,769	59,280	59,280	59,500
150.00 Insurance, Active Employees	140,885	146,578	165,740	165,740	173,730
160.00 Insurance, Work Comp	24,417	34,791	33,810	33,810	29,945
165.00 Insurance, Disability	2,415	2,649	2,600	2,600	2,600
170.00 Insurance, Dental	10,207	10,777	11,460	11,460	11,570
175.00 Insurance, Group Life	913	988	1,200	1,200	1,200
180.00 Longevity	931	1,014	910	910	1,500
185.00 Section 125 Administration	229	257	220	220	260
Subtotal	\$1,216,909	\$1,276,814	\$1,272,760	\$1,240,480	\$1,240,485
Indirect Employee					
200.00 Travel/Training	2,549	3,093	3,200	3,200	3,200
205.00 Recruitmnt/Testing/Physicals	1,231	1,367	1,340	1,340	1,340
210.00 Expense Allowance	104	425	310	310	310
215.00 Uniforms and Clothing	8,663	8,128	10,300	10,300	9,410
220.00 Tuition Reimbursement	3,824	4,693	7,670	7,670	4,390
Subtotal	\$16,371	\$17,706	\$22,820	\$22,820	\$18,650
Utility Costs					
300.00 Electricity	0	0	9,030	9,030	8,990
300.01 Electricity Station #1	4,631	4,763			
300.02 Electricity Station #2	3,306	4,089			
300.03 Electricity Station #3	8,299	9,512			
305.00 Water and Sewer	0	0	1,150	1,150	1,050
305.01 Water and Sewer Station #1	764	780			
305.02 Water and Sewer Station #2	446	460			
305.03 Water and Sewer Station #3	930	935			
310.00 Natural Gas	0	0	10,160	10,160	6,270
310.01 Natural Gas Station #1	2,539	2,244			
310.02 Natural Gas Station #2	4,263	3,485			
310.03 Natural Gas Station #3	7,403	8,253			
315.00 Telephone	4,333	4,231	2,930	2,930	2,510
315.01 Telephone Station #1	0	0			
315.02 Telephone Station #2	225	271			
315.03 Telephone Station #3	1,917	2,083			
Subtotal	\$39,056	\$41,106	\$23,270	\$23,270	\$18,820

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Supplies					
400.00 Office Supplies	1,461	1,016	690	690	650
410.00 Printing and Copying	435	576	290	290	290
415.00 Postage	145	217	170	170	460
420.00 Dues and Publications	1,116	1,320	630	630	690
425.00 Advertising and Promotions	0	0	40	40	40
427.00 Public Education	3,947	2,722	0	0	5,700
430.00 Housekeeping	290	742	270	270	270
430.03 Housekeeping Station #3	0	0			
440.00 Medical and Safety	0	0			
460.00 Minor Equipment	3,871	4,469	2,800	2,800	3,010
460.01 Minor Equipment Station #1	0				
470.00 Audio Visual/Photo Supplies	171	173	170	170	170
480.00 Fire Equipment	8,063	7,227			9,500
495.00 Miscellaneous	0	23	60	60	60
Subtotal	\$19,499	\$18,485	\$5,120	\$5,120	\$20,840
Other Services					
506.00 Hazard Response Unit	19,846	17,663			
525.00 Outside Legal Services	6,322	18,120	4,180	4,180	4,180
Subtotal	\$26,168	\$35,783	\$4,180	\$4,180	\$4,180
Maintenance					
600.00 Office Equip Maintenance	0	33	130	130	190
600.01 Office Equip Maint-Station #1	46	51			
600.02 Office Equip Maint-Station #2	31	0			
600.03 Office Equip Maint-Station #3	143	94			
610.00 Radio Maintenance	8,367	7,130	2,720	2,720	2,720
615.00 Grounds Maintenance	46	0	480	480	480
615.01 Grounds Maintenance Station #1	5	28			
615.02 Grounds Maintenance Station #2	0	16			
615.03 Grounds Maintenance Station #3	424	1,648			
620.00 Building Maintenance	31	0	6,270	6,270	6,270
620.01 Building Maintenance Station #1	1,250	1,955			
620.02 Building Maintenance Station #2	3,712	1,746			
620.03 Building Maintenance Station #3	3,929	14,697			
Subtotal	\$17,984	\$27,398	\$9,600	\$9,600	\$9,660
Vehicles					
700.00 Vehicle Maintenance	5,328	8,206	7,520	7,520	7,520
705.00 Equipment Maintenance	903	672	1,170	1,170	1,170
710.00 Gas/Oil/Fluids	5,649	7,018	7,730	7,730	11,290
715.00 Tires	694	344	520	520	520
Subtotal	\$12,574	\$16,240	\$16,940	\$16,940	\$20,500
Total	\$1,348,561	\$1,433,532	\$1,354,690	\$1,322,410	\$1,333,135

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Inspection Department

Program Description:

The Inspection Department's mission statement is to promote the health, safety, and welfare of the public through effective and efficient regulations, education, communication and enforcement.

The Inspection Department serves the public by inspecting and enforcing building and housing codes and City Ordinances pertaining to the operation of this department throughout the City. Personnel in this department assist the public in obtaining and reviewing permits, acting on zoning related issues, investigating complaints and inspecting both new and existing construction for compliance with building, heating, ventilating, air conditioning, plumbing, electrical, fire and housing codes. To achieve effective inspection and enforcement of the various codes and ordinances, the personnel in this department are empowered to write citations and, if necessary, pursue compliance through the legal system. The Inspection Department aids the public by providing information and by ensuring that all new and existing building construction meets City and State Codes and Ordinances. The staff works with building contractors and property owners to ensure compliance with various codes. This department, along with the Engineering Department and Community Development Department make recommendations to the Common Council and various boards and commissions regarding issues before them and for necessary changes to the Municipal Code. The Inspection Department has extensive interaction with the Engineering, Fire, Police, Health and Community Development Departments to achieve a thorough and complete management of construction, housing and zoning issues throughout the City.

Objectives:

1. Complete all commercial plan reviews within three weeks.
2. Coordinate all residential plan reviews in order to attain a 10 day review time required by Comm.
3. Complete all requested inspections within 24 hours.
4. Comply with State mandated storm water and erosion control rules.
5. Take appropriate property maintenance actions consistent with the schedule established by the enforcement committee.
6. Continuation of the consolidation of Engineering/Inspection tax key files.
7. Consider the development of a private property infiltration/inflow reduction program per MMSD's wishes.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Building Inspection - 70					
Direct Employee Costs					
100 Salaries, Full Time	376,258	384,703	386,720	386,720	391,790
105 Salaries, Part Time	11,699	14,770	17,000	17,000	16,000
110 Salaries, Overtime	1,624	3,690	1,000	1,000	1,000
130 Retirement	41,704	44,291	46,400	42,000	24,000
135 Social Security	29,638	29,863	30,620	30,620	31,100
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	94,680	75,000	93,000	93,000	100,500
160 Insurance, Work Comp	16,586	17,890	16,175	16,175	15,300
165 Insurance, Disability	1,410	1,527	1,430	1,430	1,430
170 Insurance, Dental	6,840	5,520	6,400	6,400	6,700
175 Insurance, Group Life	2,185	1,921	2,400	2,400	2,400
180 Longevity	60	60	60	60	0
185 Section 125 Administration	324	352	100	100	100
Subtotal	\$583,008	\$579,587	\$601,305	\$596,905	\$590,320
Indirect Employee					
200 Travel/Training	2,527	3,412	4,000	3,600	4,000
205 Recruitment/Testing/Physicals	16	131	1,000	250	1,000
215 Clothing Maintenance	717	214	700	700	700
Subtotal	\$3,260	\$3,757	\$5,700	\$4,550	\$5,700
Utility Costs					
315 Telephone	1,823	935	1,500	1,500	1,500
Subtotal	\$1,823	\$935	\$1,500	\$1,500	\$1,500
Supplies					
400 Office Supplies	1,256	1,081	1,700	1,700	1,700
401 State Building Permit Seals	0	0	2,000	2,000	2,000
410 Printing and Copying	1,333	3,833	3,000	3,200	3,000
415 Postage	889	827	1,800	1,800	1,800
420 Dues and Publications	1,329	2,584	1,800	1,800	1,800
440 Medical and Safety	614	827	800	800	800
450 Public Information	367	336	0	0	0
455 Small Tools	18	28	200	200	200
460 Minor Equipment	639	9	1,000	1,000	1,000
495 Miscellaneous	475	99	500	500	500
Subtotal	\$6,920	\$9,624	\$12,800	\$13,000	\$12,800
Other Services					
516 Demolition/Property Cleanup	300	7,098	10,000	5,000	10,000
524 State & Measures - State	9,200	9,200	10,000	9,200	10,000
Sick Time Payout	\$9,500	\$16,298	\$20,000	\$14,200	\$20,000
Maintenance					
600 Office Equip Maintenance	0	0	250	250	250
Subtotal	\$0	\$0	\$250	\$250	\$250
Vehicles					
700 Vehicle Maintenance	12,120	3,059	9,000	4,500	9,000
710 Gas/Oil/Fluids	7,625	9,511	11,200	11,200	15,400
715 Tires	326	0	2,000	1,000	2,000
Subtotal	\$20,071	\$12,570	\$22,200	\$16,700	\$26,400
Total	\$624,582	\$622,771	\$663,755	\$647,105	\$656,970

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Health

Program Description

The Health Department promotes health and the prevention of disease and injury through one of three core functions; assessment, policy development, and assurance. While the three core functions provide guidance to the Health Department, there are ten essential public health services that describe how we should carry out the assessment, policy development, and assurance functions. The Board of Health is responsible for making sure the ten essential services are performed by Health Department staff.

2012 Objectives:

1. Maintain state requirements of a Level II health department (communicable disease surveillance, prevention and control; provide a generalized public health nursing program, and human health hazard prevention and control). Submit annual report of data and activities of the health department for the preceding year that describes progress and performance toward achieving the objectives that the health department has identified as part of its community assessment process.
2. Share the results of the Strategic Plan with the Board of Health and the Common Council and begin implementation of the Plan.
3. Research the feasibility to begin using the State software called HealthSpace for inspections, environmental issues, reports, and licensing.
4. Utilize a customer satisfaction comment card to provide feedback for selected programs to assist with quality improvement.
5. Review/update all nursing and environmental policies and procedures.
6. Prepare the Health Department for the possibility of moving forward towards National Accreditation.
7. As part of the CDC Public Health Preparedness Objective, complete the 15 target capabilities assessment.
8. Participate in the Southeast Regional application for the renewal of Project Public Health Ready for Emergency Public Health Preparedness sponsored by the National Association Cities and Counties Health Officials.
9. Continue to license establishments as agent for the Department of Family Services and the Wisconsin Department of Agriculture, Trade and Consumer Protection.
10. Administer at least 500 adult doses of influenza immunizations to those who meet the CDC guidelines during the 2012-2013 flu season.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Health - 75					
Direct Employee Costs					
100 Salaries, Full Time	234,093	274,322	320,600	285,000	331,900
105 Salaries, Part Time	96,117	76,784	108,900	95,000	111,300
110 Salaries, Overtime	1,441	1,867	1,000	1,000	1,000
130 Retirement	35,826	39,037	49,500	40,000	26,000
135 Social Security	25,298	25,692	32,900	26,000	34,000
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	73,500	75,698	87,000	87,000	93,000
160 Insurance, Work Comp	13,325	15,519	14,050	14,050	13,300
165 Insurance, Disability	959	1,273	1,200	1,200	1,200
170 Insurance, Dental	5,400	6,000	5,100	5,100	5,300
175 Insurance, Group Life	1,714	1,868	1,950	1,950	1,950
180 Longevity	60	60	60	60	0
185 Section 125 Administration	103	148	100	100	100
Subtotal	\$487,836	\$518,268	\$622,360	\$556,460	\$619,050
Indirect Employee					
200 Travel/Training	1,729	1,718	4,000	3,000	3,500
205 Recruitmnt/Testing/Physicals	182	323	2,000	1,500	2,000
Subtotal	\$1,911	\$2,041	\$6,000	\$4,500	\$5,500
Utility Costs					
315 Telephone	670	824	1,200	1,200	1,200
Subtotal	\$670	\$824	\$1,200	\$1,200	\$1,200
Supplies					
400 Office Supplies	1,534	1,269	1,500	1,000	1,300
410 Printing and Copying	1,517	999	2,000	2,000	2,000
415 Postage	1,281	1,167	1,600	1,500	1,600
420 Dues and Publications	996	835	1,000	1,000	1,000
425 Advertising and Promotions	957	1,000	1,000	1,000	1,000
440 Medical and Safety	11,169	13,679	23,000	15,000	16,000
470 Audio Visual/Photo Supplies	0	100	200	200	200
495 Miscellaneous	167	884	2,300	1,500	2,000
Subtotal	\$17,621	\$19,933	\$32,600	\$23,200	\$25,100
Other Services					
507 Hazardous Waste Disposal	2,639	1,849	3,500	3,000	3,500
514 Consultants	0	0	200	200	200
524 Testing	0	200	200	200	500
Subtotal	\$2,639	\$2,049	\$3,900	\$3,400	\$4,200
Maintenance					
600 Office Equip Maintenance	0	80	400	200	400
Subtotal	\$0	\$80	\$400	\$200	\$400
Vehicles					
700 Vehicle Maintenance	250	246	1,000	500	1,000
710 Gas & Oil	592	691	1,500	1,000	1,500
Subtotal	\$842	\$937	\$2,500	\$1,500	\$2,500
Total	\$511,519	\$544,132	\$668,960	\$590,460	\$657,950

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Department: Engineering

Program Description:

The Engineering Department is responsible for the design, inspection, and administration of public works infrastructure improvements within the City. The Engineering Department is full-service and can handle most engineering activities in-house. The Engineering Department also manages all land development activities from the drafting of development agreements, review of plans, construction inspection, certification and final acceptance of improvements. Other important functions of the Engineering Department include traffic safety, drainage and environmental issues. Intersections, road capacities, and pavement conditions are reviewed continually and the appropriate improvements are recommended. The ever-increasing volume of environmental issues such as storm water management, enforcement of erosion control standards, landfill closures, site remediation, and the preservation of wetlands and flood plains are becoming more complex and thus require increased staff attention and education.

Objectives:

1. Effectively maintain the integrity of the existing infrastructure.
 - a. On an ongoing basis: develop, maintain, and monitor a multi-year capital improvement program for streets, bridges, drainage, street lighting, sidewalk and various other public works projects.
 - b. Prepare an annual report, using historical data, summarizing deterioration trends of the City's streets.
 - c. Submit report detailing as-built construction costs for all 2011 public infrastructure improvements (GASB).
2. Pursue the cost-effective completion of approved capital improvement projects.
 - a. Complete, consistent with committed schedules, all capital projects that are under the control of the Engineering Department.
 - b. Facilitate the completion of those capital projects whose completion is controlled by others.
 - c. Establish a 2012 design schedule by April 1, 2012.
 - d. Establish a GPS-based City traffic sign inventory by June 2012 per Federal mandate.
3. Support development within the City so those approved/completed projects are compatible and functional.
 - a. Reviews/inspections:
 - i. Development agreements drafted within five weeks.
 - ii. All plans reviewed within thirty business days.
 - iii. Driveway approach permits issued within one business day.
 - iv. Inspection requests completed within one business day.
 - b. Proactively manage new development agreements: compliance, schedule, and closeout so that orderly development occurs.
 - c. Actively participate in the development and execution of a plan to close-out languishing developments.
4. Continue to be responsive to the citizens of the City.
 - a. Respond to inquiries and complaints within one working day.
 - b. Respond to requests for information within two working days.

City of Oak Creek 2012 Annual Budget Goals and Objectives

5. Support City initiatives.
 - a. Support and fully participate in the development and programming for City Channel 25.
 - b. Support and fully participate in the Emergency Operation Plan.
 - c. Support and fully participate in the Delphi site redevelopment.
 - d. Support and fully participate in the Carrollville area lakefront development.
 - e. Support and fully participate in Civic Center design committee.
 - f. Support and fully participate in the 27th Street improvements plan (Drexel to College).
 - g. Assist in establishing a financing plan for the CIP Program.
 - h. Others as they are developed.

6. Effectively develop and use the human resources within the Department and effectively control the expenditure of approved funds.
 - a. Provide necessary training to:
 - i. Be proficient in current computer software.
 - ii. Maintain existing skills.
 - iii. Become aware of new products/approaches.
 - iv. Stay abreast of changing regulations.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Engineering - 81					
Direct Employee Costs					
100 Salaries, Full Time	618,304	476,727	547,900	485,000	547,400
105 Salaries, Part Time	0	0	0	0	
110 Salaries, Overtime	4,946	3,853	10,000	6,000	10,000
125 Car Allowance	2,400	2,400	2,400	2,400	2,400
130 Retirement	66,467	50,411	63,600	58,000	32,300
135 Social Security	47,251	35,673	41,900	37,500	41,900
145 Unemployment Compensation	0	9,438	0	0	
150 Insurance, Active Employees	130,560	102,300	114,750	114,750	102,000
160 Insurance, Work Comp	26,125	22,847	20,660	20,660	19,520
165 Insurance, Disability	2,115	1,684	1,760	1,760	1,650
170 Insurance, Dental	9,360	7,560	7,910	7,910	7,000
175 Insurance, Group Life	1,480	930	1,620	1,620	1,650
180 Longevity	670	640	630	630	0
185 Section 125 Administration	460	405	250	250	250
Subtotal	\$910,138	\$714,868	\$813,380	\$736,480	\$766,070
Indirect Employee					
200 Travel/Training	335	240	1,500	1,200	1,200
205 Recruitmnt/Testng/Physicals	0	592	800	200	500
215 Clothing Maintenance	700	483	1,000	1,000	800
Subtotal	\$1,035	\$1,315	\$3,300	\$2,400	\$2,500
Utility Costs					
315 Telephone	1,729	1,343	1,200	1,500	1,600
Subtotal	\$1,729	\$1,343	\$1,200	\$1,500	\$1,600
Supplies					
400 Office Supplies	1,090	1,070	2,500	2,500	2,500
410 Printing and Copying	1,846	1,772	2,500	2,500	2,500
415 Postage	568	614	1,500	1,500	1,200
420 Dues and Publications	390	430	1,200	1,200	1,000
440 Medical and Safety	661	216	800	800	800
455 Small Tools	4	130	150	150	150
460 Minor Equipment	300	181	1,500	1,900	1,700
462 Field Supplies	1,224	246	1,500	1,500	1,500
495 Miscellaneous	0	75	0	0	0
Subtotal	\$6,083	\$4,734	\$11,650	\$12,050	\$11,350
Other Services					
515 Engineering/Consulting	1,610	0	4,000	2,500	4,000
516 Diggers Hotline Services	16,282	20,339	26,000	20,000	24,000
524 Testing	0	0			
Subtotal	\$17,892	\$20,339	\$30,000	\$22,500	\$28,000

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Maintenance					
600 Office Equip Maintenance	1,231	1,156	3,000	2,500	3,000
Subtotal	\$1,231	\$1,156	\$3,000	\$2,500	\$3,000
Vehicles					
700 Vehicle Maintenance	176	980	1,500	950	1,500
705 Equipment Maintenance	0	0	500	500	500
710 Gas/Oil/Fluids	2,760	2,883	3,300	3,300	5,100
715 Tires	0	0	500	500	600
Subtotal	\$2,936	\$3,863	\$5,800	\$5,250	\$7,700
Total	\$941,044	\$747,618	\$868,330	\$782,680	\$820,220

City of Oak Creek 2012 Annual Budget Goals and Objectives

2012 Street Department Objectives:

The Street Department is responsible for a wide variety of tasks ranging from residential rubbish pick up to the maintenance of the streets including snow and ice control, asphalt patching and the tarring of the seams. We also do the painting of the center, stop, and edge lines, cutting down of dead trees, debrushing channels, chipping of brush, concrete road and sidewalk repairs, culvert installation, ditch reconstruction and renovation, along with replacing road and street signs. The Department will also cut and maintain all of the city roadsides, channels, and retention ponds including picking up litter and debris. The Department will also assist other departments with the construction of park shelters, street lighting, tree planting and removals, we will also supply storage areas for trailers and other equipment used by other departments. We are the sole source for the placement of barricades for any flooding, closed roads or other acts of nature. We will also place barricades for all for civic events including 4th of July, outdoor summer concerts, National Night out, High School Homecoming parade. The Street department also houses all of the supplies for the Celebration Commission as well the Boulevard and Christmas decorations.

- Complete yearly crack sealing that is identified by PASER in high, medium and low priority areas.
- Repair/replace damaged concrete slabs, sidewalks, catch basins and asphalt streets city wide.
- Identify and correct low or eroded shoulders that are at least 2” below the road edge.
- Maintain all city owned culverts, replace all that are either corroded or have crushed edges.
- Keep all city streets safe and passable from ice and snow.
- Cut open roadside and drainage channel grass areas where permissible.
- Sweep all main curbed and guttered streets twice monthly and secondary curb and guttered streets once a month to meet NR216 requirements.
The NR216 requirement is the Wisconsin DNR water runoff program.
- Identify and replace all damaged or worn street signs.
- Paint all center and edge lines as well as the stop and crosswalk lines when needed.
- Devise a policy for the scheduling of debrushing and clearing of all city waterways of any and all obstructions.
- Update and identify city streets that are in need of reconstruction or major repair.

City of Oak Creek 2012 Annual Budget Goals and Objectives

- Clean and maintain all open roadside ditches.
- Inspect all catch basins twice a year and clean out debris where needed to meet the requirements of NR216.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Streets - 83					
Direct Employee Costs					
100 Salaries, Full Time	1,149,534	1,217,337	1,295,400	1,295,400	1,315,100
105 Salaries, Part Time	70,557	73,717	69,900	69,900	70,300
110 Salaries, Overtime	46,537	32,924	50,000	50,000	65,000
130 Retirement	132,073	139,806	152,600	149,000	78,800
135 Social Security	98,609	97,506	104,400	104,400	106,000
145 Unemployment Compensation	814	18	0	0	0
150 Insurance, Active Employees	271,140	301,920	312,500	312,500	338,100
160 Insurance, Work Comp	44,960	67,680	61,195	61,195	57,850
165 Insurance, Disability	5,232	5,717	5,300	5,300	5,300
170 Insurance, Dental	19,560	22,496	21,600	21,600	22,600
175 Insurance, Group Life	4,354	4,763	4,800	4,800	4,800
180 Longevity	2,724	3,236	3,100	3,100	0
185 Section 125 Administration	319	312	200	200	200
Subtotal	\$1,846,413	\$1,967,432	\$2,080,995	\$2,077,395	\$2,064,050
Indirect Employee					
200 Travel/Training	513	0	1,200	500	1,200
205 Recruitmnt/Testng/Physicals	3,221	3,529	5,000	5,000	5,000
215 Uniforms and Clothing	6,136	9,367	8,000	8,000	8,000
Subtotal	\$9,870	\$12,896	\$14,200	\$13,500	\$14,200
Utility Costs					
300 Electricity	31,434	34,609	33,825	33,825	36,200
305 Water and Sewer	3,066	3,392	4,410	4,410	4,675
310 Natural Gas	29,438	20,710	45,550	45,550	45,550
315 Telephone	2,990	3,422	3,800	3,800	3,800
Subtotal	\$66,928	\$62,133	\$87,585	\$87,585	\$90,225
Supplies					
400 Office Supplies	2,408	1,681	2,500	2,500	2,500
410 Printing and Copying	119	60	500	500	500
420 Dues and Publications	488	537	750	750	750
430 Housekeeping	7,149	6,740	6,000	6,000	6,000
435 Reimbursable Expenses/Culverts	10,577	11,183	11,000	11,000	11,000
440 Medical and Safety	6,415	6,251	6,000	6,000	6,000
455 Small Tools	3,767	2,896	3,000	3,000	3,000
460 Minor Equipment	4,577	2,438	6,000	6,000	6,000
465 Chemicals	3,665	2,623	4,000	4,000	4,000
475 Sign Materials	24,120	24,816	24,000	24,000	24,000
495 Miscellaneous	3,032	1,131	3,500	3,500	3,500
Subtotal	\$66,317	\$60,356	\$67,250	\$67,250	\$67,250
Other Services					
525 Attorney/Legal	25,414	1,655	8,000	4,500	4,000
Subtotal	\$25,414	\$1,655	\$8,000	\$4,500	\$4,000

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Maintenance					
600 Office Equip Maintenance	127	0	700	700	700
610 Radio Maintenance	0	0	1,000	200	1,000
615 Grounds Maintenance	4,077	3,934	6,000	6,000	6,000
620 Building Maintenance	23,051	19,045	9,000	11,400	9,000
640 Street Maintenance Materials	48,826	71,927	55,000	55,000	55,000
645 Boulevard Decorations	5,487	6,993	7,000	7,000	7,000
650 Storm Drainage System	0	0	0	0	0
660 Snow and Ice Removal Materials	171,800	261,266	260,000	260,000	314,160
Subtotal	\$253,368	\$363,165	\$338,700	\$340,300	\$392,860
Vehicles					
700 Vehicle Maintenance	62,530	63,482	72,000	72,000	72,000
705 Equipment Maintenance	41,326	41,941	42,750	42,750	42,750
710 Gas/Oil/Fluids	88,284	95,774	168,600	150,000	228,810
715 Tires	10,506	4,565	10,000	10,000	10,000
Subtotal	\$202,646	\$205,762	\$293,350	\$274,750	\$353,560
Total	\$2,470,956	\$2,673,399	\$2,890,080	\$2,865,280	\$2,986,145

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Department: Parks, Recreation & Forestry

Program Description

The Parks, Recreation & Forestry Department strives to enhance the quality of life within the Oak Creek community through development, promotion, and maintenance of wholesome recreational activities, educational opportunities, park and open space lands, facility areas, and forestry program. Department personnel plan, promote, and conduct a year-round programming schedule that accommodates youth, adult, and senior citizen interests. Maintenance services are provided that meets the needs for buildings, grounds, trees, vehicles and equipment, as well as recreational programs on a day-to-day basis throughout the year.

Objectives:

1. Provide a well-rounded recreation program at reasonable costs (\pm 75-100 various programs/activities) comparable/supplemental to other private and public sources.
2. Strive to obtain a seasonal program enrollment for each season (winter, summer and fall) equal to 10% of the community's population.
3. Maintain a class cancellation rate of less than 20%.
4. Promote public awareness and support for recreation, park, forestry and leisure services available by such means as brochures, mass mailings, and public announcements in the *Acorn*, reader board displays, and weekly articles in the *Oak Creek Now*, City of Oak Creek website and advertisements to all residents.
5. Provide maintenance services to the existing parklands and facilities according to established standards.
6. Accommodate facility permit/rental requests by providing and maintaining public facilities and parklands according to established standards.
7. Complete the construction or installation of all budgeted capital improvements by the end of the growing season for 2012.
8. Continue Active EAB Management
 - a. Pre-emptive, street tree removals with 2012 replacement (final year of elective street tree removals)
 - b. Education and outreach
 - i. Continued updates in *Acorn*
 - c. Continue ash treatments on street tree ash
 - d. Continue to explore strategies for more efficient ash wood utilization
9. Take Street Tree Ordinance to Common Council if not accomplished in 2011
10. Plant as many developer-reimbursed new street trees as possible

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Parks, Recreation and Forestry - 90					
Direct Employee Costs					
100 Salaries, Full Time	408,587	429,796	434,990	434,990	448,100
105 Salaries, Part Time	304,501	359,707	388,245	380,000	399,300
110 Salaries, Overtime	7,227	2,899	4,000	3,000	4,000
130 Retirement	57,680	66,431	75,200	70,000	38,500
135 Social Security	55,772	59,513	63,000	63,000	65,200
145 Unemployment Compensation	773	338	500	500	500
150 Insurance, Active Employees	68,040	63,900	73,200	73,200	81,300
160 Insurance, Work Comp	24,523	29,530	26,700	26,700	25,230
165 Insurance, Disability	1,645	1,782	1,700	1,700	1,700
170 Insurance, Dental	5,440	4,680	5,820	5,820	6,100
175 Insurance, Group Life	1,526	1,812	1,620	1,620	1,620
180 Longevity	480	480	500	500	0
185 Section 125 Administration	164	152	100	100	100
Subtotal	\$936,358	\$1,021,020	\$1,075,575	\$1,061,130	\$1,071,650
Indirect Employee					
200 Travel/Training	3,562	4,811	5,000	4,800	5,000
205 Recruitment/Testng/Physicals	1,559	2,629	2,000	1,900	2,000
215 Uniforms and Clothing	1,067	1,761	1,500	1,500	1,500
Subtotal	\$6,188	\$9,201	\$8,500	\$8,200	\$8,500
Utility Costs					
300 Electricity	5,368	5,982	8,000	6,500	8,000
305 Water and Sewer	2,151	2,283	4,000	2,800	4,000
310 Natural Gas	8,941	8,148	11,000	8,800	11,000
315 Telephone	1,992	3,133	2,300	2,600	2,700
Subtotal	\$18,452	\$19,546	\$25,300	\$20,700	\$25,700
Supplies					
400 Office Supplies	2,053	2,937	2,600	2,600	2,600
410 Printing and Copying	10,881	10,378	12,500	12,500	12,800
415 Postage	8,134	8,556	9,000	8,100	8,100
420 Dues and Publications	1,163	978	1,400	1,325	1,400
425 Advertising and Promotions	106	0	100	100	100
440 Medical and Safety	2,232	1,833	3,000	2,900	3,000
460 Minor Equipment	5,235	8,446	3,000	3,000	3,000
475 Recreation Equip/Supplies	9,903	11,258	12,000	12,000	12,000
494 Leased/Rental Equipment	6,900	0	0	0	0
495 Miscellaneous	332	150	200	200	200
Subtotal	\$46,939	\$44,536	\$43,800	\$42,725	\$43,200

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Maintenance					
600 Office Equip Maintenance	770	893	1,000	1,000	1,000
615 Grounds Maintenance	41,596	45,203	45,000	45,000	45,000
620 Building Maintenance	13,853	6,570	5,000	4,200	5,000
635 Facility/Equipment Rental	10,186	12,264	15,000	15,000	16,000
665 Boulevard Maintenance	1,900	1,706	3,000	2,000	3,000
Subtotal	\$68,305	\$66,636	\$69,000	\$67,200	\$70,000
Vehicles					
700 Vehicle Maintenance	8,267	8,554	10,000	9,400	10,000
705 Equipment Maintenance	11,793	13,337	11,000	10,500	11,000
710 Gas/Oil/Fluids	19,776	24,894	29,000	33,000	40,500
715 Tires	3,852	2,986	3,000	3,000	3,000
Subtotal	\$43,688	\$49,771	\$53,000	\$55,900	\$64,500
Total	\$1,119,930	\$1,210,710	\$1,275,175	\$1,255,855	\$1,283,550

City of Oak Creek 2012 Annual Budget Goals and Objectives

Department: Library

Program Description

Oak Creek Public Library is dedicated to support educational, civic and cultural activities of individuals, groups and organizations. It is also dedicated to provide the opportunity for recreation through the use of literature, music, media and other art forms.

Goal I: Collection Development

Provide materials to meet a wide range of interests on all levels with diversity of appeal and to provide for presentation of different points of view. Update and replace outdated materials with more current materials in an attempt to keep the materials collection current.

Objectives:

1. Use the American Library Association approved CREW method of evaluation and weeding in the adult book section, including the reference collection, Dewey sections 100 – 199, philosophy/psychology and 500 – 599 pure sciences, reference and paperback collections. Replace little used titles with more current titles.
2. Use the American Library Association approved CREW method of evaluation and weeding in the adult fiction and large type collections. Replace little used titles with more current titles.
3. Use the American Library Association approved CREW method of evaluation and weeding in the young adult magazine and series paperback collections. Replace little used titles with more current titles.
4. Use the American Library Association approved CREW method of evaluation and weeding in the children's collection with emphasis on computer software, kits (mixed media), hardcover fiction, series paperbacks and parenting collections. Replace little used items with more current items.

Goal II: Direct Service to Users

Objectives:

1. Evaluate children's and young adult programming and make additions/changes as needed.
3. Conduct a survey of adult library users for input on materials and programs that can be added.

Goal III: Miscellaneous

Objectives:

1. Effectively administer all resources allocated to the department and report on a monthly basis to the Library Board.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Library - 95					
Direct Employee Costs					
100 Salaries, Full Time	257,074	265,985	269,200	250,000	267,000
105 Salaries, Part Time	183,271	195,902	240,210	227,650	244,100
110 Salaries, Overtime	122	0			
130 Retirement	44,973	48,130	55,990	52,000	28,450
135 Social Security	34,197	34,416	38,970	37,850	39,000
145 Unemployment Compensation	781	-46			
150 Insurance, Active Employees	55,080	47,100	62,700	62,700	77,400
160 Insurance, Work Comp	1,221	2,290	1,610	1,610	2,100
165 Insurance, Disability	1,038	1,273	1,190	1,190	1,200
170 Insurance, Dental	5,400	4,720	5,070	5,070	5,310
175 Insurance, Group Life	1,548	1,601	1,620	1,620	1,620
180 Longevity	60	0	360	360	0
185 Section 125 Administration	0	49	100	100	100
Subtotal	\$584,765	\$601,420	\$677,020	\$640,150	\$666,280
Indirect Employee					
200 Travel/Training	1,672	1,343	1,500	1,200	1,500
205 Recruitmnt/Testing/Physicals	1,072	0	1,000	1,000	1,000
Subtotal	\$2,744	\$1,343	\$2,500	\$2,200	\$2,500
Utility Costs					
300 Electricity	17,029	22,894	19,500	18,525	19,500
305 Water and Sewer	1,631	1,622	2,300	2,185	2,300
310 Natural Gas	8,370	9,615	12,500	11,875	12,500
315 Telephone	1,441	1,585	1,300	1,235	1,300
Subtotal	\$28,471	\$35,716	\$35,600	\$33,820	\$35,600
Supplies					
400 Office Supplies	3,283	4,183	3,900	3,705	3,900
401 Material Processing Supplies	4,415	6,027	6,000	5,700	6,000
410 Printing and Copying	2,315	2,628	2,500	2,375	2,500
415 Postage	869	676	1,300	1,235	1,300
420 Dues and Publications	1,008	836	1,000	950	1,000
425 Advertising and Promotions	3,000	2,130	2,500	2,375	2,500
460 Minor Equipment	1,745	0	0	0	0
469 CD ROM References	864	620	1,000	950	1,000
470 Audio Visual/Photo Supplies	16,757	17,950	20,000	19,000	20,000
471 Books	68,644	69,882	65,200	65,000	65,200
472 Subscriptions, Magazines	7,587	6,795	8,000	7,600	8,000
473 Subscriptions, Newspapers	2,226	2,013	2,000	1,900	2,000
495 Sick Time Payout	0	45	0	0	0
Subtotal	\$112,713	\$113,785	\$113,400	\$110,790	\$113,400
Other Services					
540 Federated Automation Fees	19,523	18,926	19,000	21,500	19,000
540.10 Federated Borrowing Fees	0	0	0		0
540.20 Federated Operating Fees	2,964	8,849	8,200	9,000	8,200
Subtotal	\$22,487	\$27,775	\$27,200	\$30,500	\$27,200
Maintenance					
600 Office Equip Maintenance	270	785	2,000	3,100	2,000
620 Building Maintenance	6,393	11,409	6,000	7,000	6,000
Subtotal	\$6,663	\$12,194	\$8,000	\$10,100	\$8,000
Total	\$757,843	\$792,233	\$863,720	\$827,560	\$852,980

Special Revenue Funds

City of Oak Creek 2012 Annual Budget

Goals and Objectives

Fund Name: Solid Waste - Fund 11

Department: Street Department

Program Description

The Solid Waste Fund of the Street Department is responsible for collection and disposal of all solid waste materials generated by residents of the City of Oak Creek. It also provides funding for the operation of the recycling center. The 2000 budget moved the Solid Waste Fund to the Special Revenue set of funds to more accurately reflect the operations of the Fund. The decision was made to allocate 20% of all Street Department costs to the solid waste fund. This was done after an analysis of man hours showed that the total of all rubbish collection, recycling yard operations, spring and fall pickups, monthly brush pickups and other related activities was about 20% of the total man hours of the department. This 20% allocation was done for all department costs other than recycling and tipping fee charges from landfills.

2012 Goals and Objectives:

- Provide a complaint free weekly residential rubbish pickup for approximately 8,200 homes. With picking up this number of homes the Department is averaging about 708 ton per month or about 8,500 ton per year.
- Maintain a manned recycling yard with the hours of 8 am to 3 pm Monday thru Saturday, with extended hours on Tuesday until 8 pm from the beginning of April thru the last Tuesday of September.
- Provide a cost free residential special pickup twice a year (Spring -May 15th) and (Fall- November 15th)to include furniture, mattresses, rugs, metals, swimming pools, TV's, and appliances (excluding Freon appliances), which have an additional cost of \$15.00.
- Provide residential brush pickup at least 4 times a year for all City residential property beginning on the first day of April, June, August and October.
- The Department will also provide additional special pick-ups through out the year for a cost of \$25.00. This service is done on Friday mornings.
- We will work on finding the lowest price possible for our residential recycling program. The recycling service currently in place provides a bi-weekly pick-up.
- We also make available to the public wood mulch that is made from the brush that is picked up or brought in by the residents. This mulch can be picked up in the yard for no charge or a 5 yard load can be delivered to the home of residents for a charge of \$25.00 per load.
- We will continue to deliver and maintain all of the blue rubbish carts at all residential homes.
- Actively and uniformly enforce all municipal codes related to solid waste and recycling.
- Take any necessary actions to keep the City eligible for any available grants.
- New for the recycling yard is e-cycling. We will except all electronics from cell phones to VCR's, computers, key boards, monitors, and televisions. All of items are sent to a recycler that will dismantle the items. There is no charge to City at this time and we do receive \$.04 per pound

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - Solid Waste - Fund 11					
Beginning Fund Balance	\$69,959	-\$4,852	\$38,316	\$47,260	\$17,993
REVENUES					
Taxes and Assessments					
300.00 Property Tax	1,025,000	1,235,185	1,235,185	1,235,185	1,362,185
Subtotal	\$1,025,000	\$1,235,185	\$1,235,185	\$1,235,185	\$1,362,185
Grants and Aids					
324.00 Recycling Grant	125,296	131,826	126,000	85,228	85,000
Subtotal	\$125,296	\$131,826	\$126,000	\$85,228	\$85,000
Charges for Services					
346.30 Special Pickup Fees	8,585	8,805	12,000	12,000	12,000
Non-Profit Solid Waste Fee			13,500	0	
Subtotal	\$8,585	\$8,805	\$25,500	\$12,000	\$12,000
Commercial Revenues					
360.00 Interest Income	1,429	761	1,200	500	500
366.20 Recyclables Sold	30,987	37,618	30,000	30,000	30,000
368.00 Miscellaneous Revenue	3,185	271	500	500	500
369.00 Recycling Yard Fee			75,000	31,000	0
Subtotal	\$35,601	\$38,650	\$106,700	\$62,000	\$31,000
Total Revenues	\$1,194,482	\$1,414,466	\$1,493,385	\$1,394,413	\$1,490,185
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	291,376	308,398	321,600	321,600	325,500
105.00 Salaries, Part Time					
110.00 Salaries, Overtime	13,840	11,428	12,000	12,000	12,000
130.00 Retirement	32,843	35,168	37,300	37,300	19,250
135.00 Social Security	23,360	23,496	24,600	24,600	25,000
145.00 Unemployment Compensation	0	0			
150.00 Insurance, Active Employees	68,775	75,480	77,700	77,700	84,500
160.00 Insurance, Work Comp	11,997	33,625	33,500	33,500	29,000
165.00 Insurance, Disability	1,308	1,429	1,300	1,300	1,300
170.00 Insurance, Dental	4,960	5,624	5,400	5,400	5,600
175.00 Insurance, Group Life	1,088	1,191	720	720	800
180.00 Longevity	681	808	800	800	0
185.00 Section 125 Administration	84	82	50	50	50
Subtotal	\$450,312	\$496,729	\$514,970	\$514,970	\$503,000

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Indirect Employee					
200.00 Travel/Training	76	0	150	0	150
205.00 Recruitmnt/Testng/Physicals	350	441	300	300	300
215.00 Uniforms and Clothing	1,534	2,342	2,300	2,300	2,300
Subtotal	\$1,960	\$2,783	\$2,750	\$2,600	\$2,750
Utility Costs					
300.00 Electricity	9,925	11,814	14,900	14,900	15,950
305.00 Water and Sewer	1,338	1,467	2,200	2,200	2,350
310.00 Natural Gas	8,220	6,070	13,350	13,350	13,350
315.00 Telephone	747	838	1,010	1,010	1,010
Subtotal	\$20,230	\$20,189	\$31,460	\$31,460	\$32,660
Supplies					
400.00 Office Supplies	602	\$447	800	800	800
410.00 Printing and Copying	764	\$1,221	900	900	900
420.00 Dues and Publications	430	\$442	500	500	500
430.00 Housekeeping	1,787	\$1,932	2,000	2,000	2,000
435.00 Reimbursable Exp/New Residents	13,643	\$0	0	0	0
440.00 Medical and Safety	1,604	\$1,563	1,500	1,500	1,500
455.00 Small Tools	967	\$705	760	760	760
460.00 Minor Equipment	1,144	\$709	900	900	900
465.00 Chemicals	916	\$994	1,000	1,000	1,000
494.00 Leased Major Equip-Compactors	12,502	\$0	0	0	2,460
495.00 Miscellaneous	1,649	\$536	750	0	750
Subtotal	\$36,008	\$8,549	\$9,110	\$8,360	\$11,570
Other Services					
507.00 Hazardous Waste Disposal	0	\$0	0	0	0
514.00 Consulting	10,240	\$11,095	10,500	10,500	10,500
520.00 Landfill Charges	297,970	345,370	357,000	325,000	368,490
520.01 Drop Off Yard Disposal Charges	117,227	109,446	130,000	130,000	133,700
521.00 Recycling Charges	232,954	258,306	280,000	280,000	287,470
522.00 Composting	0	0	5,000	0	0
525.00 Attorney/Legal/Claims	3,940	414	4,000	1,500	1,000
Subtotal	\$662,331	\$724,631	\$786,500	\$747,000	\$801,160
Maintenance					
600.00 Office Equip Maintenance	32	0	190	190	190
610.00 Radio Maintenance	0	0	300	300	300
615.00 Grounds Maintenance	1,096	2,189	1,200	4,300	1,200
620.00 Building Maintenance	5,999	4,749	6,000	6,000	6,000
Subtotal	\$7,127	\$6,938	\$7,690	\$10,790	\$7,690
Vehicles					
700.00 Vehicle Maintenance	42,920	27,581	30,000	30,000	30,000
705.00 Equipment Maintenance	10,028	14,033	9,000	9,000	9,000
710.00 Gas/Oil/Fluids	27,855	49,030	60,000	62,000	80,460
715.00 Tires	10,522	11,891	9,000	7,500	9,000
Subtotal	\$91,325	\$102,535	\$108,000	\$108,500	\$128,460
Subtotal Operations	\$1,269,293	\$1,362,354	\$1,460,480	\$1,423,680	\$1,487,290

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Interfund Transfers					
900.00 Reserve for wages	0	0	0		0
Subtotal	\$0	\$0	\$0		\$0
Total Expenditures	\$1,269,293	\$1,362,354	\$1,460,480	\$1,423,680	\$1,487,290
Use of Reserves	\$74,810	\$0	0		
Reserved for Hazardous Waste Disposal		\$10,000	\$10,000	\$10,000	\$10,000
Unreserved Fund Balance		\$37,260	\$61,221	\$7,993	\$10,888
Ending Fund Balance	-\$4,852	\$47,260	\$71,221	\$17,993	\$20,888
Fund Balance Percentage	-0.4%	3.5%	4.9%	1.3%	1.4%

City of Oak Creek 2012 Annual Budget

Fund Name: Donations/Activities Fund -- Fund 12

Fund Description:

Over the years different departments have created various donation, activity and grant accounts for a variety of purposes. The Council annually reviews the other activity and grant accounts in this fund. The largest amount of activity in this fund is related to the Parks and Recreation Department programs and resale of event tickets for amusement parks like Great America and Noah's Ark. The Parks and Recreation Department keeps a small handling fee to use for their needs from the ticket sales. Health grants are also administered via this fund.

Fund Objectives:

Since each of the different accounts has a different purpose the objective is to spend the funds for the respective reasons.

Future Issues

None at this time.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Internal Services Fund - Donation / Activities Escrow -- Fund 12					
Beginning Fund Balance	\$128,573	\$137,930	\$128,087	\$137,930	\$166,230
REVENUES					
Commercial Revenues					
342.01 Fire Donations	2,082	750	1,000	1,000	1,000
Fire Grants	26,486	3,163			
342.02 Police Donations	4,113	2,248	1,000	1,000	1,000
Police Grants	43,425	14,962			
342.04 Celebrations Donations	13,773	17,301	10,000	10,000	10,000
342.05 Police Abandonments	18,453	0	0	0	
342.06 Library Donations	5,458	10,798	500	500	500
342.07 Recreation Activities	107,972	117,161	90,000	90,000	115,000
342.08 Health Department Grants	162,449	168,242	90,000	90,000	65,000
342.09 EMS Allocations	8,475	8,698	8,500	8,500	8,600
342.10 Veterans Memorial Fund	125	300	300	300	300
342.12 Vending Machines	2,857	3,116	3,000	3,000	3,000
342.13 Police Auxiliary		0	0	0	0
342.14 Pending Fines	0	0	0	0	0
Subtotal	\$395,668	\$346,739	\$204,300	\$204,300	\$204,400
Total Revenues	\$395,668	\$346,739	\$204,300	\$204,300	\$204,400
Total Revenues Available	\$524,241	\$484,669	\$332,387	\$342,230	\$370,630
EXPENDITURES					
Other Services					
595.01 For the Fire Department	28,388	4,803	1,000	1,000	1,000
595.02 For the Police Department	46,128	18,101	1,000	1,000	1,000
595.04 For the Celebrations Activities	17,252	11,712	10,000	14,000	15,000
595.05 For the Police Department	17,278	6,128	0	0	0
595.06 For the Library	14,649	9,067	5,000	5,000	5,000
595.07 For the Recreation Department	104,668	128,905	90,000	100,000	115,000
595.08 For Health Dept Activities	161,261	151,890	90,000	50,000	90,000
595.09 For EMS Activities	0	1,802	1,500	1,500	1,500
595.10 For Veterans Memorial Fund	2,842	3,055	500	500	500
595.12 Vending Machines	3,688	3,660	0	3,000	3,000
595.13 For Police Auxiliary	0	0	0	0	0
595.14 Pending Fines	0	0	0	0	0
Subtotal	\$396,154	\$339,123	\$199,000	\$176,000	\$232,000
Total Expenditures	\$396,154	\$339,123	\$199,000	\$176,000	\$232,000
Ending Fund Balance	\$128,087	\$145,546	\$133,387	\$166,230	\$138,630
Fund Balance Percentage	32.3%	42.9%	67.0%	94.4%	59.8%

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
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Notes and comments:

Account Balances	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
For the Fire Department	6,204	7,332	7,500	7,500	7,500
For the Police Department	11,139	13,972	13,000	14,000	13,000
For the Celebrations Activities	7,873	13,463	17,000	12,000	12,000
For the Library	20,794	22,525	30,000	25,000	25,000
For the Recreation Department	22,994	11,252	25,173	13,000	13,000
For Health Department	9,754	16,352	19,014	40,000	0
For EMS Activities	43,248	50,143	49,000	45,000	49,000
For Veterans Memorial Fund	3,481	426	7,000	0	0
For Vending Machines	2,600	2,055	4,500	2,000	2,000
For Police Pending Fines	0	0	0	0	0
For the Celebrations Activities	\$128,087	\$137,520	\$172,187	\$158,500	\$121,500

City of Oak Creek 2012 Annual Budget

Fund Name: WE Energies Mitigation Payments – Fund 19

Fund Description:

In 2001, WE Energies proposed construction of three new power generation units for the site of the current electric power plant on Lake Michigan; the Public Service Commission (PSC) approved the construction of two units. There then began several years of application processing and legal challenges. After the Circuit Court denied the PSC approval, a challenge was taken to the Wisconsin Supreme Court. In June, 2005, the Supreme Court issued a decision which overruled the Circuit Court, thus allowing the construction of the WE Energies Elm Road Generating Station to proceed. The City and WE Energies had negotiated an agreement for the Conditional Use Permit for the power plant, and a development agreement to alleviate as much as possible the burden of the construction and continued operation of the plant on the surrounding neighborhoods and on the City overall. Part of the negotiated agreement provided for specific payments to be made to the City to mitigate the extra costs the City would incur as a result both of having the construction project and, later, of having the presence of the plant and the corresponding traffic, noise, and activity. The PSC approved mitigation payments to the City during the construction period, but not over the life of the plant. The City is scheduled to receive additional shared revenue when the new plants go on-line, according to state legislation now in effect. The PSC decision affirmed by the Supreme Court is that the City will receive an amount no less than the amount of the mitigation payments over the life of the plant.

The annual mitigation payments are to be \$1,500,000 for the first unit and \$750,000 for the second unit. The City received its first mitigation payment in July, 2005, in the amount of \$1,041,410, representing a pro-rated amount for the first year. The first payment was utilized to repay other City funds for money already expended for litigation, monitoring, consulting and staff time. This WE Energies Mitigation Payments fund was established effective January 1, 2006 and the City received \$2.25 million annually.

Fund Objectives

To account for the revenue received through WE Energies mitigation payments, and to delineate expenditures related to the impact of the power plant construction and operation.

Future Issues

Currently the City funds 3 police officers, 3 fire fighters, and contributes approximately \$1,000,000 from this fund for infrastructure projects from this fund.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - We Power Community Mitigation - Fund 19					
Beginning Fund Balance	\$318,592	\$587,418	\$587,418	\$728,832	\$923,291
REVENUES					
Commercial Revenues					
342.00 Mitigation Payments	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
360.00 Interest Income	1,574	1,285	5,000	1,300	1,300
368.00 Miscellaneous	405,984	237,486	300,000	0	
Subtotal	\$2,657,558	\$2,488,771	\$2,555,000	\$2,251,300	\$2,251,300
Interfund Transfers					
399.00 Transfers from Fund 40	0	0	0		
Subtotal	\$0	\$0	\$0		
Total Revenues	\$2,657,558	\$2,488,771	\$2,555,000	\$2,251,300	\$2,251,300
EXPENDITURES					
GENERAL					
Other Services					
514.00 Consulting	340,068	338,713	300,000	0	
525.00 Outside Services/Legal	13,876	0	25,000	0	
Subtotal	\$353,944	\$338,713	\$325,000	\$0	\$0
POLICE					
Direct Employee Costs					
100.00 Salaries, Full Time	261,866	269,605	300,700	300,700	299,100
105.00 Salaries, Part Time	1,420	1,425	1,400	1,400	1,400
110.00 Salaries, Overtime	13,971	16,277	13,100	13,100	13,100
115.00 Salaries, Holiday Pay	5,035	4,163	4,500	4,500	4,500
120.00 Salaries, Special Pay	6,592	7,350	7,940	7,940	7,900
125.00 Car Allowance					
130.00 Retirement	55,272	58,118	62,300	62,300	45,000
135.00 Social Security	21,094	22,863	23,140	23,140	23,200
145.00 Unemployment Compensation	0				
150.00 Insurance, Active Employees	64,482	68,214	74,100	74,100	79,900
160.00 Insurance, Work Comp	9,480	11,370	8,490	8,490	12,750
165.00 Insurance, Disability	1,056	1,147	1,110	1,110	1,110
170.00 Insurance, Dental	4,862	5,057	5,100	5,100	5,400
175.00 Insurance, Group Life	176	183	200	200	200
180.00 Longevity	183	186	200	200	200
185.00 Section 125 Administration	22	28	50	50	50
Subtotal	\$445,511	\$465,986	\$502,330	\$502,330	\$493,810
Indirect Employee					
200.00 Training/Travel	1,916	4,102	1,625	1,625	1,625
205.00 Recruitment/Testing/Physicals	850	1,680	1,000	1,000	900
210.00 Expense Allowance	39	20	50	50	50
215.00 Uniforms and Clothing	596	514	520	520	400
220.00 Tuition Reimbursement	1,743	1,500	1,727	1,727	1,455
225.00 Recognition	159	153	100	100	100
Subtotal	\$5,303	\$7,969	\$5,022	\$5,022	\$4,530

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Utility Costs					
300.00 Electricity	3,384	3,664	3,850	3,850	3,900
305.00 Water and Sewer	116	116	180	180	200
310.00 Natural Gas	1,909	1,494	3,000	3,000	2,500
315.00 Telephone	2,684	2,591	2,600	2,600	2,500
Subtotal	\$8,093	\$7,865	\$9,630	\$9,630	\$9,100
Supplies					
400.00 Office Supplies	635	518	600	600	600
410.00 Printing and Copying	346	300	300	300	300
415.00 Postage	255	280	175	175	175
420.00 Dues and Publications	243	340	305	305	295
425.00 Advertising and Promotions	78	26			75
426.00 Crime Prevention	587	667	125	125	450
427.00 Public Education		289			
430.00 Housekeeping					
440.00 Medical and Safety	202	335	275	275	275
460.00 Minor Equipment	150	8	350	350	300
470.00 Audio Visual/Photo Supplies	132	10	150	150	150
480.00 Fire Equipment	43		50	50	35
485.00 Police Equipment	607	3,729	750	750	750
486.00 Ammunition/Armory	963	1,021	1,050	1,050	1,050
486.10 ERU Equipment	506	429	500	500	500
487.00 Police Auxiliary	105	38	75	75	75
488.00 Police Special Operations	352	62	200	200	200
488.10 DWI Enforcement	31	3	50	50	20
490.00 Police Vehicles	7,191	5,913	7,625	7,625	7,600
490.10 Police Vehicles Equipment	558	512	500	500	750
493.00 Canine Operations	217	265	225	225	225
494.00 Leased Major Equipment	414	0			
495.00 Miscellaneous	256	278	0	0	175
Subtotal	\$13,871	\$15,023	\$13,305	\$13,305	\$14,000
Other Services					
500.00 County Prisoner Fees	1,659	1,871	1,600	1,600	0
506.00 Hazard Response Unit	0	4,380			
525.00 Outside Legal Services	3,894		1,250	1,250	1,250
Subtotal	\$5,553	\$6,251	\$2,850	\$2,850	\$1,250
Maintenance					
600.00 Office Equip Maintenance	131	141	210	210	210
610.00 Radio Equip/Maintenance	641	854	1,000	1,000	1,000
615.00 Grounds Maintenance	305	311	375	375	375
620.00 Building Maintenance	1,109	1,184	1,750	1,750	10,250
Subtotal	\$2,186	\$2,490	\$3,335	\$3,335	\$11,835

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Vehicles					
700.00 Vehicle Maintenance	1483	1,582	1,850	1,850	1,600
705.00 Equipment Maintenance	139	296	175	175	175
710.00 Gas/Oil/Fluids	5,732	6,625	7,500	7,500	9,300
715.00 Tires	581	684	700	700	500
Subtotal	\$7,935	\$9,187	\$10,225	\$10,225	\$11,575

NOTE: Additional \$5,000 added to building maintenance for investigation of repairs to Police Dept HVAC & \$3,500 for replacement of antifreeze in Police Dept. chiller.

FIRE

Direct Employee Costs

100.00 Salaries, Full Time	222,671	235,625	256,310	256,310	264,510
105.00 Salaries, Part Time	504	588	600	600	840
110.00 Salaries, Overtime	44,655	31,239	35,000	35,000	30,000
115.00 Salaries, Holiday Pay	4,399	4,180	4,500	4,500	4,500
120.00 Salaries, Special Pay	4,434	4,939	5,630	5,630	5,800
125.00 Car Allowance	0		100	100	100
130.00 Retirement	55,932	56,142	55,640	55,640	42,100
135.00 Social Security	20,237	21,176	20,050	20,050	19,980
145.00 Unemployment Compensation	352				
150.00 Insurance, Active Employees	62,244	51,110	56,170	56,170	56,320
160.00 Insurance, Work Comp	10,558	13,321	9,600	9,600	9,800
165.00 Insurance, Disability	929	1,009	950	950	950
170.00 Insurance, Dental	4,152	3,761	3,870	3,870	4,010
175.00 Insurance, Group Life	164	180	300	300	300
180.00 Longevity	86	94	150	150	160
185.00 Section 125 Administration	71	73	45	45	45
Subtotal	\$431,388	\$423,437	\$448,915	\$448,915	\$439,415

Indirect Employee

200.00 Training/Travel	6,301	20,860	2,430	2,430	17,500
205.00 Recruitment/Testing/Physicals	842	327	320	320	320
210.00 Expense Allowance	25	102	80	80	80
215.00 Uniform/Clothing	2,579	1,944	2,460	2,460	2,250
220.00 Tuition Reimbursement	915	1,122	1,840	1,840	1,050
Subtotal	\$10,662	\$24,355	\$7,130	\$7,130	\$21,200

Utility Costs

300.00 Electricity	1,709	1,932	2,160	2,160	2,150
305.00 Water and Sewer	225	229	280	280	250
310.00 Natural Gas	1,495	1,472	2,430	2,430	1,500
315.00 Telephone	681	693	700	700	600
Subtotal	\$4,110	\$4,326	\$5,570	\$5,570	\$4,500

Supplies

400.00 Office Supplies	154	107	170	170	150
410.00 Printing and Copying	46	61	70	70	70
415.00 Postage	25	35	40	40	110
420.00 Dues and Publications	117	139	150	150	170
425.00 Advertising and Promotions	0		10	10	10
427.00 Public Education	208	143	350	350	300

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
430.00 Housekeeping	30	78	70	70	70
440.00 Medical and Safety	1,200	1,247	1,480	1,480	1,480
460.00 Minor Equipment	407	470	670	670	700
470.00 Audio Visual/Photo Supplies	18	18	40	40	40
480.00 Fire Equipment	424	380	500	500	500
495.00 Miscellaneous	0	3	20	20	20
Subtotal	\$2,629	\$2,681	\$3,570	\$3,570	\$3,620
Other Services					
506.00 Hazard Response Unit	1,044	930	18,500	18,500	17,000
514.00 Consulting	67,100	13,300	4,100	4,100	0
525.00 Outside Legal Services	1,514	3,412	1,000	1,000	1,000
Subtotal	\$69,658	\$17,642	\$23,600	\$23,600	\$18,000
Maintenance					
600.00 Office Equip Maintenance	23	19	30	30	50
610.00 Radio Equip/Maintenance	881	750	650	650	650
615.00 Grounds Maintenance	56	178	120	120	120
620.00 Building Maintenance	939	1,936	1,500	1,500	1,500
Subtotal	\$1,899	\$2,883	\$2,300	\$2,300	\$2,320
Vehicles					
700.00 Vehicle Maintenance	2,591	1,682	1,800	1,800	1,800
705.00 Equipment Maintenance	216	155	280	280	280
710.00 Gas/Oil/Fluids	1,350	1,679	1,850	1,850	2,700
715.00 Tires	166	82	130	130	130
Subtotal	\$4,323	\$3,598	\$4,060	\$4,060	\$4,910
Subtotal Operations	\$1,367,065	\$1,332,406	\$1,366,842	\$1,041,842	\$1,040,065
Capital Outlay					
956.00 Police Vehicles/Equipment	0				
957.00 Fire Vehicles/Equipment	21,667	14,951	15,000	15,000	15,000
Subtotal	\$21,667	\$14,951	\$15,000	\$15,000	\$15,000
Transfers					
990.21 To CIP Fund # 40	1,000,000	1,000,000	1,000,000	1,000,000	950,000
Subtotal	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$950,000
999.00 Reserve for Unsettled Wages	\$0		\$0	\$0	\$0
Total Expenditures	\$2,388,732	\$2,347,357	\$2,381,842	\$2,056,842	\$2,005,065
Ending Fund Balance	\$587,418	\$728,832	\$760,577	\$923,291	\$1,169,526
Fund Balance Percentage	24.6%	31.0%	31.9%	44.9%	58.3%

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — General Special Assessments – Fund 30

Fund Description:

Special Assessment Funds are a type of Special Revenue Fund that is used to account for the provision and financing of public improvements or services that primarily benefit the particular taxpayers against whose properties the special assessments are levied and to reflect the payment of the assessments. The Special Revenue Fund for General Special Assessments is the location for all project related special assessments to be repaid other than B Bonds. The usage of special assessment funds for annual debt payments peaked in 1994. The fund balance is being used to fund various CIP projects in Fund #40 as the need arises.

The Finance Committee completed a review of the special assessment policy in 1999 and recommended significant changes, which the Common Council approved. The most significant change was to stop deferred assessments and instead provide for a twenty-year payback on properties that would have in the past qualified for an indefinite period of time at no interest.

Fund Objectives:

1. Continue to monitor all property sales and building permits to determine that all appropriate assessments are paid.

Future Issues

A special assessment related to water and sewer extension will be billed in 2012.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - General Special Assessments - Fund 30					
Beginning Fund Balance	\$203,448	\$469,486	\$669,680	\$848,354	\$930,354
REVENUES					
Taxes and Assessments					
307.00 Special Assessments	672,185	228,194	125,000	125,000	185,000
Subtotal	\$672,185	\$228,194	\$125,000	\$125,000	\$185,000
Commercial Revenues					
360.00 Interest Income	0	0	500	500	500
360.15 Interest on Assessments	94,047	125,480	94,000	94,000	97,500
Subtotal	\$94,047	\$125,480	\$94,500	\$94,500	\$98,000
Total Revenues	\$766,232	\$353,674	\$219,500	\$219,500	\$283,000
Total Revenues Available	\$969,680	\$823,160	\$889,180	\$1,067,854	\$1,213,354
EXPENDITURES					
Other Services					
560.00 Refunds					
595.00 Miscellaneous	0				
Subtotal	\$0	\$0	\$0	\$0	\$0
Transfers					
990.40 To CIP # 40	300,000	175,000	137,500	137,500	175,000
Total Expenditures & Transfers	\$300,000	\$175,000	\$137,500	\$137,500	\$175,000
Ending Fund Balance	\$669,680	\$848,354	\$751,680	\$930,354	\$1,038,354
Fund Balance Percentage					

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — Economic Development – Fund 31

Department: Community Development Authority (CDA)

Program Description

The Community Development Authority (CDA) was created to be the economic development arm of the City, which would promote the retention, expansion and new commercial and industrial construction throughout the City. It would also be a sounding board for all new large-scale commercial and industrial developments, especially those developments that may want to pursue the creation of a Tax Increment Financing (TIF) District.

Fund Objectives:

1. Be the advocate for high quality development of the 27th Street corridor by implementing the recommendations of the 27th Street Corridor and Subarea plans.
2. To continue to work with the City of Franklin on comprehensive agreements for the funding of infrastructure improvements in connection with the development of the 27th Street corridor, including interchange(s) with I-94.
3. To develop the framework for a comprehensive marketing plan for the City.
4. Engage in directed advertising, marketing, and public relations efforts on behalf of the City to present a positive image and what the City has to offer new businesses. Promote the City with every commercial or industrial prospect we have contact with.
5. Prepare and present monthly reports as part of the Common Council meeting on the CDA's activities, including any development proposals, policy changes or public improvements that would have a positive effect on the City and its tax base.
6. To work with industrial and commercial developers to help them through the development process toward increasing the City's employment and tax base.
7. Publish a year end report detailing the activities of the CDA for 2011.

Future Issues

The funding for the CDA's activities has come primarily from the sales of City owned land and a one time transfer of proceeds from the closure of TIF Districts #2 and #3. The CDA has no independent source of funding. In 2001, this fund transferred \$225,000 to project #99009 for the new fire station because the vacant lot in front of the fire station was not sold. The loan will be repaid with impact fees collected for fire facilities in the future.

Beginning in 2009, the CDA is receiving all hotel taxes in excess of \$400,000 annually. In 2009 this amounted to approximately \$31,000, in 2010 it amounted to \$139,853 and it is anticipated to exceed \$100,000 for 2011. Also beginning in 2012 the CDA will receive funding for administrative costs related to tax increment districts.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - Economic Development - Fund 31					
Beginning Fund Balance	\$423,935	\$418,852	\$418,852	\$500,612	\$543,012
REVENUES					
Taxes					
303.00 Motel/Hotel Room Tax	31,729	139,086	85,000	125,000	125,000
Subtotal	\$31,729	\$139,086	\$85,000	\$125,000	\$125,000
Commercial Revenues					
360.00 Interest Income	1,927	767	500	250	250
361.10 Land Sales	0	0	500	250	
368.00 Miscellaneous	0	0	50,000		
Subtotal	\$1,927	\$767	\$51,000	\$500	\$250
Interfund Transfers					
390.40 From Impact Fees	20,000	0	0		
390.50 From TIF Funds	0	0	100,000	50,000	50,000
390.60 From CIP Fund 40	0	0	0		
Subtotal	\$20,000	\$0	\$100,000	\$50,000	\$50,000
Total Revenues	\$53,656	\$139,853	\$236,000	\$175,500	\$175,250
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	28,044	28,141	50,600	50,600	61,000
105.00 Salaries, Part Time	1,994	1,958	2,860	2,860	2,900
110.00 Salaries, Overtime	0	0	100	100	100
130.00 Retirement	3,222	3,379	6,200	5,500	3,800
135.00 Social Security	2,335	2,318	4,090	4,090	5,000
150.00 Insurance, Active Employees	4,375	4,095	5,880	5,880	8,500
160.00 Insurance, Work Comp	76	127	150	150	200
165.00 Insurance, Disability	109	115	200	200	200
170.00 Insurance, Dental	300	593	460	460	600
175.00 Insurance, Group Life	84	90	130	130	160
180.00 Longevity	9	17	10	10	0
185.00 Section 125 Administration	0	0	20	20	0
Subtotal	\$40,548	\$40,833	\$70,700	\$70,000	\$82,460
Indirect Employee					
200.00 Training/Travel	1,471	518	3,000	3,000	2,650
210.00 Expense Allowance	0	82	1,000	1,000	500
Subtotal	\$1,471	\$600	\$4,000	\$4,000	\$3,150
400.00 Office Supplies	0	129	500	500	300
410.00 Printing and Copying	0	146	200	200	200
415.00 Postage	22	0	200	200	200
420.00 Dues and Publications	715	345	2,200	2,200	800
425.00 Advertising and Promotions	14,508	8,953	10,000	10,000	10,000
445.00 Economic Development	0	679			
495.00 Miscellaneous	820	208	1,000	1,000	1,000
Subtotal	\$16,065	\$10,460	\$14,100	\$14,100	\$12,500

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Other Services					
514.00 Consulting	299	5,200	25,000	25,000	50,000
525.00 Outside Legal Services	0	1,000	5,000		5,000
595.00 Miscellaneous	356	0	0		
Subtotal	\$655	\$6,200	\$30,000	\$25,000	\$55,000
Capital Outlay					
955.00 Capital Outlay	0	0	20,000	20,000	20,000
Subtotal	\$0	\$0	\$20,000	\$20,000	\$20,000
Transfers					
990.40 Advance to TIF # 7-Fund 43	0				
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$58,739	\$58,093	\$138,800	\$133,100	\$173,110
Use of Reserves	5,083	0			
Reservation of Fund Balance for Comprehensive Plan Updates		30,000	30,000	30,000	30,000
Reservation of Fund Balance for Airport Steering Committee		5,000	5,000	5,000	5,000
Reservation of Fund Balance for TID # 7 Loan		314,000	314,000	314,000	314,000
Unreserved Fund Balance		20,176	167,052	194,012	196,152
Ending Fund Balance	\$418,852	\$500,612	\$516,052	\$543,012	\$545,152

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue --- Park Development Escrow – Fund 32

Fund Description:

Special Revenue funds are used to account for resources legally restricted to expenditures for a specific purpose. In 1996 the Council established various impact fees for different types of future projects. Prior to that date the Special Revenue Fund for Park Development Escrow was collecting a \$100–\$200 assessment for each new dwelling unit constructed in the City. The funds as they are collected are allocated to an account set up for each of the different park service areas. This helps to maintain facilities where the growth is occurring. With the approval of the Park Impact fee the existing amounts already collected for each park area will be used for maintenance purposes. The impact fees will be used for park development purposes.

In 2010 the City combined individual park escrow funds into one city-wide fund for park development. The City is continuing to collect bikeway fees in addition to the impact fees for every new residential unit constructed.

Fund Objectives:

To continue the use of escrow funds for any maintenance in the various parks.

Future Issues

In 2009 the City updated its Impact Fee policy.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
Special Revenue Fund - Park Development Escrow - Fund 32					
Beginning Fund Balance	\$464,081	\$458,081	\$471,108	\$471,108	\$477,808
REVENUES					
State/County Grants & Aids					
328.00 State of Wisconsin-Bikeway	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Commercial Revenues					
342.83 Bikeway Escrow Fees	1,850	2,050	4,500	4,500	4,500
360.00 Interest Income	2,242	935	2,200	850	850
Subtotal	\$4,092	\$2,985	\$6,700	\$5,350	\$5,350
Total Revenues	\$4,092	\$2,985	\$6,700	\$5,350	\$5,350
Total Revenues Available	\$468,173	\$461,066	\$477,808	\$476,458	\$483,158
EXPENDITURES					
Capital Outlay					
Interfund Transfers					
992.40 To 2009 CIP # 40	50	0	0	0	0
993.40 To 2008 CIP # 40	0	0	0	0	0
994.40 To 2010 CIP	0	0	0	0	0
Subtotal	\$50	\$0	\$0	\$0	\$0
Total Expenditures	\$50	\$0	\$0	\$0	\$0
Ending Fund Balance	\$468,123	\$471,108	\$477,808	\$476,458	\$483,158

Notes and comments:

No new funds are being added to the park escrow accounts. A decrease in the account balance means the funds are being used and an increase is the interest income being added.

New developments are contributing new payments into the Bikeway account.

See the next page for the account balances.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
<i>Escrow Fee</i>					
Account Balances	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
<i>Neighborhood Parks</i>					
Community Park Escrow Fund		157,413	158,000	158,000	159,000
Carrollton Estates	4,340	0	0	0	0
Carrollville	16,019	0	0	0	0
Greenwood	12,015	0	0	0	0
Manor Marquette	1,318	0	0	0	0
Meadowview	18,996	0	0	0	0
Oak Creek Manor	54,006	0	0	0	0
Oak Leaf	7,677	0	0	0	0
Oak Park	2,916	0	0	0	0
Oak View	20,464	0	0	0	0
Oakwood Manor	4,044	0	0	0	0
Prairie View	4,422	0	0	0	0
South Hills	4,578	0	0	0	0
Woodnoll	2,527	0	0	0	0
Woodridge	3,729	0	0	0	0
Subtotal	\$157,051	\$0	\$158,000	\$158,000	\$159,000
Bikeway	301,031	313,700	314,000	314,000	320,000
Total	\$458,081	\$313,700	\$472,000	\$472,000	\$479,000

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — Low-Income Loan Program – Fund 33

Fund Description:

Special Revenue funds are used to account for resources legally restricted to expenditures for a specific purpose. The Special Revenue Fund for the Low Income Loan Program was created in 1985 when the Council authorized the use of 1983 Emergency Jobs Bill funds for the payment of sanitary sewer assessments within the framework of a low interest loan program. This program was also expanded in 1985 into a Home Improvement Loan Program using some of the City's annual CDBG allocation. In 2004, the City turned the administration of any new loans back to Milwaukee County. The City will continue to collect payments for all outstanding loans and forward the funds to Milwaukee County until all current outstanding loans are accounted for.

Fund Objectives:

To monitor and administer the current outstanding loan balances until their completion.

Future Issues

None. This fund is slowly being phased out.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
Special Revenue Fund - Low Income Loan Program - Fund 33					
Beginning Fund Balance	\$7,773	\$7,773	\$7,773	\$7,773	\$7,773
REVENUES					
Intergovernment					
327.00 County CDBG Reimbursement	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Commercial Revenues					
360.20 Loan Repayments - Interest	657	3,457	400	400	400
360.40 Late Fees on Low Income Loans	0	0	0	0	0
360.50 Principal Payments - Low Income	3,700	3,700	3,700	3,700	3,700
Subtotal	\$4,357	\$7,157	\$4,100	\$4,100	\$4,100
Total Revenues	\$4,357	\$7,157	\$4,100	\$4,100	\$4,100
Total Revenues Available	\$12,130	\$14,930	\$11,873	\$11,873	\$11,873
EXPENDITURES					
Miscellaneous					
580.00 Low Income Loans Made	0	0	0	0	0
595.00 Miscellaneous County Payments	4,357	7,157	4,100	4,100	4,100
Subtotal	\$4,357	\$7,157	\$4,100	\$4,100	\$4,100
Total Expenditures	\$4,357	\$7,157	\$4,100	\$4,100	\$4,100
Ending Fund Balance	\$7,773	\$7,773	\$7,773	\$7,773	\$7,773

Notes and comments:

No new loans will be made in the future. This program has been returned to Milwaukee County and the City will continue to collect the current outstanding balances for Milwaukee County until all the six outstanding loans have been repaid.

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — Development Agreement Future Improvements – Fund 34

Fund Description:

The City controls all development through the use of development agreements. These agreements set forth the terms and conditions under which the particular development will occur. Items such as sidewalks, streets, trees, streetlights, site grading and storm water are some of the aspects of the development that are controlled. Some of the individual items for a project are not installed when the project is originally completed. For one reason or another that particular improvement is delayed for some period of time. For example, streets are not paved with their final coat of asphalt until 75% of the lots are built upon. Another example is where a project abuts an existing street that will have major improvements done to it at some date in the future. Rather than assessing the property owners for those improvements in the future the developer sets aside an agreed amount now to cover the future costs. Developers also escrow funds at the time of final plat approval to guarantee the remaining improvements will be completed. These funds are used to pay for the final improvements or refunded to the Developer when the Developer is released by Council from their agreement.

Fund Objectives:

This fund reflects the creation of an escrow fund to track the future improvements for developments. The amount in the fund balance will vary based on completion of developments and return of unused escrow deposits. There still remain escrow amounts from other projects for abutting main streets that need to be resolved in the future when the improvements are installed.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
Special Revenue Fund - Development Future Improvements - Fund 34					
Beginning Fund Balance	\$830,621	\$834,621	\$710,284	\$648,048	\$639,048
REVENUES					
Commercial Revenues					
342.84 Developer Future Impvt Fees	0	0	0	0	0
360.00 Interest Income	4,002	500	1,000	1,000	1,000
Subtotal	\$4,002	\$500	\$1,000	\$1,000	\$1,000
Total Revenues	\$4,002	\$500	\$1,000	\$1,000	\$1,000
Total Revenues Available	\$834,623	\$835,121	\$711,284	\$649,048	\$640,048
EXPENDITURES					
Other Services					
560.00 Refunds	124,339	187,073	125,000	0	0
595.00 Miscellaneous	0	0	0	0	0
Subtotal	\$124,339	\$187,073	\$125,000	\$0	\$0
Transfers					
990.40 To CIP # 40	0	0	0	0	0
990.41 To Developer Agreement # 41	0	0	0	10,000	125,000
Subtotal	\$0	\$0	\$0	\$10,000	\$125,000
Total Expenditures	\$124,339	\$187,073	\$125,000	\$10,000	\$125,000
Ending Fund Balance	\$710,284	\$648,048	\$586,284	\$639,048	\$515,048

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — Impact Fee Escrow – Fund 35

Fund Description:

Special Revenue funds are used to account for resources legally restricted to expenditures for a specific purpose. The Special Revenue Fund for Impact Fee Escrow is used to collect the various amounts assessed for each new dwelling unit constructed in the City. Impact fees are to be collected for neighborhood parks, a community parks, library, fire, and police facilities.

Fund Objectives:

The City created five impact fees in 1996, and added a sixth, for Parks Administration and Maintenance, in 2001. Each type of improvement attributable to new growth can be covered by an impact fee and, under the original state regulations, were to be accomplished over a fifteen-year period. The state legislature changed the rules in 2006, and placed restrictions on the manner of collection of fees and shortened the duration in which to expend funds to seven years. At this time, a final interpretation of the effect the new regulations have on our current impact funds has not been given.

During 2001 the City's Finance Committee completed a review of the different impact fees and updated all of them based on current costs and population numbers for the City's planning districts. The City updated its Impact Fee policy in 2009.

Neighborhood Parks

The acquisition and/or development of fifteen neighborhood parks scattered throughout the City. The percentage of these improvements attributable to new growth varies among the various neighborhoods, which results in different impact fees. The Five Year Parks and Open Space Plan has been updated. In 2010 the City combined all neighborhood park impact fees into one city-wide fund.

Community Parks

The acquisition of a second community park (similar in size and purpose to Abendschein Park) plus the development of that second park, as well as the further development of facilities at Abendschein Park. All of the new park costs plus a percentage of the work at Abendschein Park is attributable to new growth. The Abendschein Park Master Plan has been updated.

Library Facilities

The City continues to explore expansion of library services and the possibility of constructing a new facility. Currently, the City has collected over \$900,000 of impact fees that could be put toward design and construction costs.

Fire Facilities

The City is examining the replacement of fire station number one. A location has been selected on Centennial Drive and some design and build options have been considered. Fire impact fees would most like go toward debt service on a new facility when constructed.

Police Facilities

The 2001 Budget funded the design of the new Police Station with construction to start early in 2003. Impact fees were available at the time the project was constructed and were used for debt. \$100,000 of the fees is budgeted for Police Station debt in 2008, leaving a minimal balance. The new Impact Fee legislation, passed by the state in 2006, allows the City to continue to collect impact fees for ten years, as long as the amount collected does not exceed the parameters as originally established considering the final cost of the project when it was constructed.

Future Issues

The City updated its Impact Fee policy and is set for the foreseeable future in regards to impact fees.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
Special Revenue Fund - Impact Fee Escrow -- Fund 35					
Beginning Fund Balance	\$3,014,946	\$2,740,591	\$2,740,591	\$2,885,637	\$1,916,902
REVENUES					
Commercial Revenues					
342.82 Neighborhood Park Impact Fees	3,622	0	0	0	0
342.83 Community Park Impact Fees	45,000	84,247	30,000	50,000	30,000
342.84 Fire Impact Fees	9,600	28,965	20,000	25,000	20,000
342.85 Library Impact Fees	20,800	30,795	30,000	30,000	30,000
342.87 Police Impact Fees	26,900	68,330	45,000	45,000	45,000
342.88 Park Building Impact Fees	0	0	0	0	0
360.00 Interest Income	14,595	5,705	15,000	2,500	2,500
Subtotal	\$120,517	\$218,042	\$140,000	\$152,500	\$127,500
Total Revenues	\$120,517	\$218,042	\$140,000	\$152,500	\$127,500
Total Revenues Available	\$3,135,463	\$2,958,633	\$2,880,591	\$3,038,137	\$2,044,402
EXPENDITURES					
Capital Outlay					
955.00 Miscellaneous	2,509	0	0	0	0
Subtotal	\$2,509	\$0	\$0	\$0	\$0
Interfund Transfers					
995.40 To 2008 CIP # 40	0	0	0	0	0
996.40 To CIP # 40	312,363	28,496	918,689	918,689	885,402
990.49 To Police Station Debt # 29	60,000	24,500	45,000	45,000	111,000
992.40 To Economic Dev # 31	20,000	20,000	0	0	0
Subtotal	\$392,363	\$72,996	\$963,689	\$963,689	\$996,402
Total Expenditures	\$394,872	\$72,996	\$963,689	\$963,689	\$996,402
Ending Fund Balance	\$2,740,591	\$2,885,637	\$1,916,902	\$2,074,448	\$1,048,000
Fund Balance Percentage					

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
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Notes and comments:

Interest income is allocated to the individual impact fee accounts.

Impact Fee Account Balances	2009	2010	2011	2011	2012
<i>Facilities</i>					
Fire Station	30,000	35,000	41,405	35,000	79,940
Library	970,000	975,000	961,454	500,000	903,322
Community Park	985,000	985,000	1,846,379	1,850,000	1,067,928
Police Station	60,000	60,000	36,401	18,000	126,614
Park Buildings Building	130,000	0	0	0	0
Subtotal	\$2,175,000	\$2,055,000	\$2,885,639	\$2,403,000	\$2,177,804

City of Oak Creek 2012 Annual Budget

Fund Name: Health Insurance Fund – Fund 36

Fund Description:

Internal Service funds are used to account for resources legally restricted to expenditures for a specific purpose. The Health Insurance Fund is a special revenue fund to pay for all medical claims under the self-funded program currently managed by Midwest Security Administrators (MSA) and various retiree benefits. The Self Funded Plan covers employees and retirees for a total of 700+ lives. The departments are charged their respective costs at the beginning of the year. The over 65 retiree program is a Medicare supplemental premium based program with Bennistar. Any unexpended funds remain with the fund to level out future price increases. The fund balance is also in place to cover the payout tail if the City ever changes programs.

Assuming that the City continues to fund the programs at the recommended levels in the future, the fund balance will grow slowly and help to offset “bad” years. To date, the Health Insurance Fund has been successful in keeping health care costs down but the City has still experiences premium increases from year to year. The self-funding program does generate accurate records of costs specific for employees and their dependents.

The actual fund balance at the end of 2010 decreased to \$1,895,192, a reduction of \$1 million. By the end of 2011, it is anticipated that this balance will be reduced to \$1,250,000. Both 2010 and 2011 were high claims years. Beginning in 2012, the City has instituted deductibles for all employees: \$1,000 for single, \$1,500 for single plus one, and \$2,000 for family coverage. It is anticipated that this change will shift \$750,000 of costs to employees and help to shore up the dwindling fund balance.

Recent contract settlements have resulted in all employees paying a base 10% toward premiums and the City has successfully negotiated away post-65 health insurance benefits for those employees hired after 2009. Also in 2012, the City has eliminated post 65 health insurance for all general, non-represented, and management employees.

Fund Objectives:

1. Monitor closely the reporting and analysis provided by the providers to determine if self-funding is meeting the financial needs of the City.
2. Evaluate the other insurances that the City provides to determine if they meet the needs of the employees and retirees in a cost effective manner.
3. Meet with Burkwald & Associates when necessary to monitor the statistics and information available to make informed decisions for the future of the Health Insurance Fund.
4. Monitor and evaluate the wellness program for cost effectiveness.

Future Issues

The future sustainability of the Fund is predicated upon strong claim management and mitigating costs. By encouraging employee participation in wellness initiatives it is hoped that many chronic conditions can be diagnosed in a timely manner and by having employees share in insurance costs, better manage claim activity.

City of Oak Creek 2012 Annual Budget

Fund / Department	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
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Internal Services Fund - Health Insurance -- Fund 36

Beginning Fund Balance \$2,897,392 \$2,562,438 \$2,150,338 \$1,860,372 \$1,202,636 \$1,238,136

REVENUES

Charges For Services

340.20 Employee Health Co-pay	241,980	321,054	481,740	510,500	525,000	510,500
340.30 COBRA Reimbursement	3,810	8,235	14,986	7,500	20,000	20,000
340.70 Utility Charge For Insurance	479,078	491,577	574,892	594,700	594,700	619,000
340.80 Health Insurance Premiums	2,660,460	2,719,265	2,788,200	3,161,800	3,160,600	3,398,700
340.85 Retiree Related Charges	1,385,000	1,385,000	1,390,576	1,385,000	1,385,000	1,370,000
340.90 Dental Insurance Premiums	198,765	205,658	216,078	220,820	220,820	228,310
Subtotal	\$4,969,093	\$5,130,789	\$5,466,472	\$5,880,320	\$5,906,120	\$6,146,510

Commercial Revenues

360.00 Interest Income	104,116	25,570	4,880	5,000	5,000	5,000
363.00 Over Specific Payment	319,375	90,654	722,713	135,000	365,000	300,000
363.50 Rebates	15,144	16,427	17,861	15,000	15,000	15,000
368.00 Miscellaneous Revenues	491	31,885	461	1,000	258,000	1,000
Subtotal	\$439,126	\$164,536	\$745,915	\$156,000	\$643,000	\$321,000

Total Revenues

\$5,408,219 **\$5,295,325** **\$6,212,387** **\$6,036,320** **\$6,549,120** **\$6,467,510**

EXPENDITURES

Direct Employee Costs

135.00 Social Security	4,612	4,556	3,013	7,500	5,000	5,000
150.05 Actives Fixed Costs	543,073	557,011	563,989	585,000	607,200	600,000
150.10 Actives Medical	2,698,836	2,677,837	3,304,546	2,600,000	2,850,000	2,500,000
150.15 Actives Prescriptions	339,757	459,540	502,856	415,000	525,000	485,000
150.20 Health Waiver Incentives	55,458	54,426	46,225	50,000	45,200	45,000
150.30 Dental Waiver Incentives	4,824	5,062	3,895	5,000	3,000	3,500
155.00 Medicare Supplement	837,394	732,573	808,592	805,000	864,000	900,600
155.05 Retirees Fixed Costs	108,384	106,497	98,464	115,000	98,500	105,000
155.10 Insured Plan Retirees						
155.20 Retirees Medical/Drug (under 65)	668,597	683,134	1,332,009	935,000	1,000,000	1,000,000
155.30 Medicare Premiums	174,571	165,717	167,461	175,000	170,000	170,000
156.00 Vision Insurance Actives	14,437	14,884	15,179	17,000	18,720	19,000
170.00 Dental Actives	223,675	238,297	256,148	225,000	260,000	245,000
Subtotal	\$5,673,618	\$5,699,534	\$7,102,377	\$5,934,500	\$6,446,620	\$6,078,100

Supplies

495.00 Miscellaneous	175	185	175	5,000	1,000	5,000
Subtotal	\$175	\$185	\$175	\$5,000	\$5,000	\$5,000

Other Services

502.00 Wellness Programs	27,866	35,172	29,257	25,000	25,000	25,000
502.10 Wellness-Fire	27,505	27,714	28,180	27,000	27,000	28,200
503.10 Plan Administration	0	0	0	10,000	10,000	15,000
525.00 Outside Legal Services	14,009	1,500	100	0	0	7,500
Subtotal	\$69,380	\$64,386	\$57,537	\$62,000	\$62,000	\$75,700

City of Oak Creek 2012 Annual Budget

Fund / Department	2008 Actual	2009 Actual	2010 Actual	2011 Budget Estimate	2011 Budget Estimate	2012 Budget
Total Expenditures	\$5,743,173	\$5,764,105	\$7,160,089	\$6,001,500	\$6,513,620	\$6,158,800
Use of Reserves	\$334,954	\$468,780	\$947,702	\$0	\$0	\$0
Ending Fund Balance	\$2,562,438	\$2,093,658	\$1,202,636	\$1,895,192	\$1,238,136	\$1,546,846
Fund Balance Percentage	44.6%	36.3%	16.8%	31.6%	19.0%	25.1%

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — EMS – Fund 37

Fund Description:

Special Revenue funds are used to account for resources legally restricted to expenditures for a specific purpose. The EMS fund (formerly called Paramedic Rescue) was created in 1999 to account for the revenues and expenditures of the emergency medical service. By early 2000, the City was providing paramedic (advanced life support) service to supplement the ambulance (basic life support) service. This change forced a change in the billing procedures for all BLS services as well. The increase in revenues was attributable to the rate increase and the contract with the County's collection agency to provide bill collection services for all ALS and BLS services. By the end of 2000, the bill collection service was running extremely well and still is. In the past paramedic (ALS) services have been provided by the City of South Milwaukee under a contract with Milwaukee County.

Program Description:

Through Emergency Medical Services the preservation of human life is the primary responsibility of the fire department at fires and other emergencies, which include traffic accidents, train wrecks, aircraft crashes, floods, windstorms and hazardous materials emergencies. Disaster planning is done in anticipation of large scale emergencies, which may require response of personnel and equipment from surrounding communities. Goals and Objectives are addressed in Fire Service, Department 65.

Future Issues

The future sustainability of the fund is in question. Revenue increases and expenditure reductions are necessary to keep the fund solvent into the future. In 2011, a Fire Inspection Fee was initiated for businesses operating within the City. In 2012 the City is exploring forming cooperative agreements with neighboring departments to combine equipment and services in an effort to reduce costs.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - Emergency Medical Services -- Fund 37					
Beginning Fund Balance	\$413,566	\$171,561	\$156,431	\$72,777	\$85,222
REVENUES					
Taxes					
300.00 General Property	3,195,000	3,551,590	3,551,590	3,551,590	3,551,590
Subtotal	\$3,195,000	\$3,551,590	\$3,551,590	\$3,551,590	\$3,551,590
State/County Grants & Aids					
327.00 County & Misc. Grants	279,200	264,498	275,000	275,000	0
312.00 Shared Revenue EMS	48,900	43,900	48,900	48,900	48,900
314.00 Fire Insurance Dues		91,549	91,500	91,500	91,500
Subtotal	\$328,100	\$399,947	\$415,400	\$415,400	\$140,400
Charges for Service					
349.00 Miscellaneous Charges for Service	0	0	75,000	37,500	75,000
Subtotal	\$0	\$0	\$75,000	\$37,500	\$75,000
Public Health & Safety					
351.00 Ambulance BLS	353,780	595,834	420,000	810,000	991,500
351.10 Ambulance ALS	450,474	167,055	390,000		
Incident Billing			25,000		
Subtotal	\$804,254	\$762,889	\$835,000	\$810,000	\$991,500
Commercial Revenue					
360.00 Interest on Investments	3,158	1,386	5,000	2,000	2,000
368.00 Miscellaneous Revenue	0				
Subtotal	\$3,158	\$1,386	\$5,000	\$2,000	\$2,000
Interfund Transfers					
390.19 From WE Energies Fund # 19	0	0	0	0	0
Total Revenues	\$4,330,512	\$4,715,812	\$4,881,990	\$4,816,490	\$4,760,490
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	2,447,614	2,641,150	2,671,730	2,600,000	2,670,500
105.00 Salaries, Part Time	14,866	17,110	22,820	22,820	32,170
110.00 Salaries, Overtime	308,072	246,970	200,000	191,100	202,000
115.00 Salaries, Holiday Pay	24,298	13,439	26,750	26,750	26,750
120.00 Special Pay Allowances	53,110	56,390	57,630	57,630	58,000
125.00 Car Allowance	3,744	3,744	3,670	3,670	3,670
130.00 Retirement	577,305	600,842	578,610	565,000	422,750
135.00 Social Security	218,897	224,117	210,160	208,000	211,000
150.00 Insurance, Active Employees	498,511	520,327	587,610	587,610	615,950
160.00 Insurance, Work Comp	86,572	123,433	119,860	119,860	119,860
165.00 Insurance, Disability	8,561	9,399	9,210	9,210	9,020
170.00 Insurance, Dental	36,182	38,250	40,640	40,640	41,000
175.00 Insurance, Group Life	3,198	3,493	3,800	3,800	3,800
180.00 Longevity	3,293	3,587	3,400	3,400	3,400
185.00 Section 125 Administration	826	895	760	760	920
Subtotal	\$4,285,049	\$4,503,146	\$4,536,650	\$4,440,250	\$4,420,790

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Indirect Employee					
200.00 Travel/Training	9,107	10,964	11,330	11,330	11,330
205.00 Recruitmnt/Testng/Physicals	4,364	4,847	4,740	4,740	4,740
210.00 Expense Allowance	369	1,507	1,110	1,110	1,110
215.00 Uniforms and Clothing	30,715	28,817	36,535	36,535	33,340
220.00 Tuition Reimbursement	13,556	16,635	27,190	27,190	15,560
Subtotal	\$58,111	\$62,770	\$80,905	\$80,905	\$66,080
Utility Costs					
300.00 Electricity	0	0	32,010	22,000	31,860
300.01 Electricity Station # 1	4,630	4,762			
300.02 Electricity Station # 2	3,306	4,089			
300.03 Electricity Station # 3	8,299	9,511			
305.00 Water and Sewer	0	0	4,070	3,000	3,700
305.01 Water and Sewer Station # 1	764	780			
305.02 Water and Sewer Station # 2	446	460			
305.03 Water and Sewer Station # 3	930	935			
310.00 Natural Gas	0	0	36,010	28,500	22,230
310.01 Natural Gas Station # 1	2,539	2,244			
310.02 Natural Gas Station # 2	4,263	3,485			
310.03 Natural Gas Station # 3	7,403	8,253			
315.00 Telephone	4,333	4,231	10,370	6,000	8,890
315.01 Telephone Station # 1	0	0			
315.02 Telephone Station # 2	225	272			
315.03 Telephone Station # 3	1,916	2,083			
Subtotal	\$39,054	\$41,105	\$82,460	\$59,500	\$66,680
Supplies					
400.00 Office Supplies	1,461	1,015	2,440	2,440	2,220
410.00 Printing and Copying	435	576	1,040	1,040	1,040
415.00 Postage	331	446	590	590	1,630
420.00 Dues and Publications	1,116	1,319	2,220	2,220	2,440
425.00 Advertising and Promotions	0	0	150	150	150
427.00 Fire Prevention	0	0	0	0	0
430.00 Housekeeping	289	742	960	960	960
430.01 Housekeeping Station # 1	0	0			
430.02 Housekeeping Station # 2	0	0			
430.03 Housekeeping Station # 3	0	0			
440.00 Medical and Safety	22,808	23,709	28,020	28,020	28,020
460.00 Minor Equipment	3,871	4,469	9,930	9,930	10,670
470.00 Audio Visual/Photo Supplies	171	174	0	0	590
495.00 Miscellaneous	0	24	220	220	220
Subtotal	\$30,482	\$32,474	\$45,570	\$45,570	\$47,940
Other Services					
523.00 Paramedic Service Fee	61,135	69,423	77,900	66,000	72,000
525.00 Outside Legal Services	22,404	26,173	14,820	14,820	14,820
Subtotal	\$83,539	\$95,596	\$92,720	\$80,820	\$86,820

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Maintenance					
600.00 Office Equip Maintenance	0	33	440	440	660
600.01 Office Equip Station # 1	46	51			
600.02 Office Equip Station # 2	31	0			
600.03 Office Equip Station # 3	143	95			
610.00 Radio Maintenance	8,367	7,130	9,630	9,630	9,630
610.01 Radio Maintenance Station # 1	0				
610.02 Radio Maintenance Station # 2	0				
610.03 Radio Maintenance Station # 3	0				
615.00 Grounds Maintenance	163	0	1,700	1,700	1,700
615.01 Grounds Maintenance Station # 1	5	28			
615.02 Grounds Maintenance Station # 2	0	16			
615.03 Grounds Maintenance Station # 3	424	1,648			
620.00 Building Maintenance	31	0	22,230	22,230	22,230
620.01 Building Maintenance Station # 1	1,250	1,954			
620.02 Building Maintenance Station # 2	3,712	1,745			
620.03 Building Maintenance Station # 3	3,929	14,696			
Subtotal	\$18,101	\$27,396	\$34,000	\$34,000	\$34,220
Vehicles					
700.00 Vehicle Maintenance	32,618	23,726	26,680	25,000	26,680
705.00 Equipment Maintenance	3,202	2,280	4,150	4,150	4,150
710.00 Gas/Oil/Fluids	19,881	24,881	27,420	32,000	40,010
715.00 Tires	2,480	1,222	1,850	1,850	1,850
Subtotal	\$58,181	\$52,109	\$60,100	\$63,000	\$72,690
Subtotal Operations	\$4,572,517	\$4,814,596	\$4,932,405	\$4,804,045	\$4,795,220
Miscellaneous					
900.00 Reserve for Unsettled Wages	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,572,517	\$4,814,596	\$4,932,405	\$4,804,045	\$4,795,220
Use of Reserves	242,005	\$98,784	\$50,415	\$0	\$0
Ending Fund Balance	\$171,561	\$72,777	\$106,016	\$85,222	\$50,492
Fund Balance Percentage	3.8%	1.5%	2.1%	1.8%	1.1%

Notes and comments:

City of Oak Creek 2012 Annual Budget

Fund Name: Special Revenue — Storm Water Utility – Fund 38

Fund Description:

The City has generally flat terrain and many areas are prone to flooding. There have been numerous studies to develop alternatives and solutions to the various problems. In 1992 the City recognized that the problem had reached the point where a complete solution needed to be developed. In addition the State had notified the City that Oak Creek would have to obtain a permit for all of its storm water discharges. A Storm Water Master Plan Committee was formed in 1993 to retain a consultant and to guide the development of a plan. The plan was developed over a seven year period and numerous other players became involved. Now the DNR has an active role and MMSD has implemented significant new requirements controlling growth and its related run off. The Council approved the Storm Water Master Plan on December 10, 2001 and adopted a new storm water ordinance that went into effect December 12, 2002.

The cost of storm water system maintenance is expensive. Besides the \$8,000,000 to \$10,000,000 needed for the identified problems, the City will have to undertake a number of ongoing maintenance projects. These projects, like street sweeping, channel debrushing, ditch cleaning and catch basin cleaning, are estimated to cost in excess of \$500,000 per year. In addition, the new DNR permit requirements have imposed a new set of administrative and engineering review requirements for all new projects. The required level of funding to meet the new permit requirements is not available in the General Fund. The City implemented a storm water management user fee in 2003 and will continue to add this fee to the property tax bill. All single family residential properties pay an annual fee of \$27.50 and condominiums pay \$13.75. All other properties, except vacant land, pay a fee based upon the Equivalent Runoff Units on their property. A study was performed in 2010 that recommends changes to the way the Storm Water Fund is operated and funded.

Fund Objectives:

With this fund, the City will continue the implementation of the comprehensive storm water plan and DNR permit requirements.

1. Continue the implementation of the City's storm water management master plan.
2. NR 216 permit compliance
 - 3/31/12 annual report due to DNR.
 - Operate illicit connection/discharge program.
 - Operate industrial/high risk runoff program.
 - Update and operate catch basin cleaning program.
 - Update and operate street sweeping program.
 - Conduct City-owned storm water structural control inspections and complete required maintenance.
 - Conduct required education/information program.
 - Update storm sewer system map including new outfalls and structural controls.
3. NR 151 compliance
 - Finish recalculation efforts of City-wide pollutant loadings for each drainage subbasin by March 31, 2007.
 - 20% City-wide reduction in total suspended solids in runoff by March 10, 2008.
 - 40% City-wide reduction in total suspended solids in runoff by March 10, 2013.
4. MMSD Chapter 13 compliance
 - Review new development plans for City and MMSD compliance and submit to MMSD.
 - 4/30/12 annual storm water report due to MMSD.

Future Issues

The State of Wisconsin enacted additional nonpoint source pollution administrative rules in 2002 for both new and existing developments. These requirements will be phased in over the next eleven years. Structural water quality facilities will need to begin being implemented within the next few years.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - Storm Water Utility - Fund 38					
Beginning Fund Balance	\$79,900	\$48,236	\$101,857	\$85,062	\$190,029
REVENUES					
Taxes and Assessments					
300.00 Property Tax	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Grants and Aids					
324.20 Storm Water Grant	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Charges for Services					
338.20 Storm Water Management Permit	600	900	1,500	1,500	1,500
346.50 Storm Water Fees	609,692	605,072	693,750	697,877	709,500
Subtotal	\$610,292	\$605,972	\$695,250	\$699,377	\$711,000
Commercial Revenues					
360.00 Interest Income	0	0	1,500	2,000	1,500
360.10 Interest on Storm Water Fees	0	0	0	0	0
368.00 Miscellaneous Revenue	26	0	0	0	0
Subtotal	\$26	\$0	\$1,500	\$2,000	\$1,500
Total Revenues	\$610,318	\$605,972	\$696,750	\$701,377	\$712,500
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	331,529	337,279	360,700	358,000	362,000
105.00 Salaries, Part Time	0	0			0
110.00 Salaries, Overtime	254	603	500	500	500
130.00 Retirement	35,651	37,474	41,850	41,000	21,400
135.00 Social Security	25,624	25,318	27,600	27,000	27,750
150.00 Insurance, Active Employees	61,010	58,800	70,430	70,430	77,600
160.00 Insurance, Work Comp	12,587	13,795	14,250	14,250	12,000
165.00 Insurance, Disability	1,175	1,273	1,300	1,300	1,300
170.00 Insurance, Dental	4,235	4,320	4,740	4,740	5,100
175.00 Insurance, Group Life	663	618	660	660	700
180.00 Longevity	780	780	800	800	0
185.00 Section 125 Administration	103	57	100	100	100
Subtotal	\$473,611	\$480,317	\$522,930	\$518,780	\$508,450
Indirect Employee					
200.00 Travel/Training	0		0		500
205.00 Recruitmnt/Testng/Physicals	106	50	0		0
215.00 Uniforms and Clothing	748	725	1,000	900	1,000
Subtotal	\$854	\$775	\$1,000	\$900	\$1,500

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Utility Costs					
315.00 Telephone	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Supplies					
400.00 Office Supplies	0	0	100	50	100
440.00 Medical and Safety	317	16	500	250	450
460.00 Minor Equipment	0	0	500	500	450
462.00 Field Supplies	431	0	600	350	500
Subtotal	\$748	\$0	\$1,700	\$1,150	\$1,500
Other Services					
514.00 Consulting	3,150	16,286	5,500	6,780	9,500
520.00 Landfill Charges	5,774	8,393	7,500	7,500	8,000
525.00 Misc. Permits	4,000	4,300	5,000	4,000	5,000
595.00 Miscellaneous	0	0	0	0	0
Subtotal	\$12,924	\$28,979	\$18,000	\$18,280	\$22,500
Maintenance					
640.00 Street Maintenance Materials	0				0
650.00 Storm Drainage System	34,229	37,036	35,000	35,000	35,000
Subtotal	\$34,229	\$37,036	\$35,000	\$35,000	\$35,000
Vehicles					
700.00 Vehicle Maintenance	1,308	2,463	5,000	2,000	3,500
705.00 Equipment Maintenance	7,640	8,006	10,000	6,000	10,000
710.00 Gas/Oil/Fluids	7,668	8,785	10,000	12,000	12,000
715.00 Tires	3,000	2,785	1,000	2,300	3,000
Subtotal	\$19,616	\$22,039	\$26,000	\$22,300	\$28,500
Subtotal Operations	\$541,982	\$569,146	\$604,630	\$596,410	\$597,450
Interfund Transfers					
900.00 To CIP # 40	100,000	0	0	0	110,000
900.00 Reserve for Unsettled Wages	0	0	0	0	0
Subtotal	\$100,000	\$0	\$0	\$0	\$110,000
Total Expenditures	\$641,982	\$569,146	\$604,630	\$596,410	\$707,450
Use of Reserves	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$48,236	\$85,062	\$193,977	\$190,029	\$195,079
Fund Balance Percentage	7.5%	14.9%	32.1%	31.9%	27.6%

City of Oak Creek 2012 Annual Budget

Fund Name: Asset Forfeiture — Special Revenue – Fund 39

Fund Description:

This fund accounts for the funds under the control of the Chief of Police obtained under the DEA and other asset forfeiture programs.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Special Revenue Fund - Asset Forfeiture - Fund 39					
Beginning Fund Balance	\$6,038	\$17,674	\$17,674	\$28,846	\$17,674
REVENUES					
Commercial Revenues					
360.00 Interest Income	107	59	50	50	50
349.00 Miscellaneous	35,514	28,743	10,000	10,000	15,000
Subtotal	\$35,621	\$28,802	\$10,050	\$10,050	\$15,050
Total Revenues	\$35,621	\$28,802	\$10,050	\$10,050	\$15,050
EXPENDITURES					
Other Services					
488.00 Police Special Operations	0	0	0	0	0
495.00 Miscellaneous Expense	23,985	17,630	10,050	10,050	15,000
515.00 Engineering					
Subtotal	\$23,985	\$17,630	\$10,050	\$10,050	\$15,000
Total Expenditures	\$23,985	\$17,630	\$10,050	\$10,050	\$15,000
Ending Fund Balance	\$17,674	\$28,846	\$17,674	\$28,846	\$17,724

Debt Funds

**CITY OF OAK CREEK
GENERAL LONG-TERM DEBT ACCOUNT GROUP
2012 DEBT SERVICE REQUIREMENTS**

			<u>Principal</u>	<u>Interest</u>	<u>Total Interest</u>	<u>Total Payments 2012</u>	<u>Outstanding Principal 12/31/2012</u>
CITY GENERAL OBLIGATION BONDS AND PROMISSORY NOTES							
GO Refunding Bonds for Police Station Associated Bank, Agent	3/1	850,000	161,188				
	9/1	0	52,688	213,875	1,063,875	4,550,000	
GO Refunding Bonds for Street Department	4/1	250,000	124,656				
\$7,000,000	10/1	0	122,469	247,125	497,125	6,625,000	
CITY BONDS, NOTES - SUBTOTALS		1,100,000	461,000	461,000	1,561,000	11,175,000	
TIF DISTRICTS - PERMANENT FINANCING							
TIF No. 4 - Rosen							
GO Refunding Bonds (Capital Appreciation Bonds)	3/1						
\$2,184,986.85	9/1	229,342	130,658	130,658	360,000	627,634	
TIF No. 5 - Ft. Howard Steel							
GO Promissory Notes							0
\$680,000							
TIF No. 6 - DeMattia							
GO Refunding Bonds	4/1	0	15,250				
\$1,200,000	10/1	125,000	15,250	30,500	673,625	575,000	
(Permanent Financing)							
TIF BONDS, NOTES - SUBTOTALS		354,342	161,158	161,158	1,033,625	1,202,634	
GRAND TOTALS		1,454,342	622,158	622,158	2,594,625	12,377,634	

City of Oak Creek 2012 Annual Budget

Fund Name: Debt Service -- General Purpose -- Fund 20

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt.

In 1997, 2000 and 2001 the City issued new debt as part of five different Tax Increment Financing District projects. The details on each borrowing are covered in the specific fund. The debt is secured by special assessments on the benefiting properties. The details on the TIF debt issuance are covered in respective fund sections

Due to the complexity and size of the new police station, in 2002, the City borrowed \$10,900,000 in general obligation funds for the new Police Station, with a debt service schedule extending for 15 years. Repayment has been structured so that the amount due each year will remain fairly level, around \$1,000,000 per year. This debt service is accounted for in Fund 29.

Payments began in 2011 for the City's new Highway Department Facility.

Fund Objectives:

1. The City has planned to limit debt to capital needs exceeding \$2,500,000. This objective will continue.
2. To maintain the AA3 rating from Moody's investment service.

Future Issues and Borrowing Plans

Staff has put together a comprehensive financing plan to demonstrate how the City's large capital infrastructure needs might be financed into the near future. Special emphasis has been placed on utilizing the additional utility aid the City will receive as a result of the Elm Road power plant expansion. The City believes that the best and highest use of these new dollars is to maintain infrastructure to enable the City to maintain services.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Debt Service Fund - General Purpose - Fund 20					
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
REVENUES					
Commercial Revenues					
360.00 Interest Income	0	0			
Subtotal	\$0	\$0	\$0	\$0	\$0
Interfund Transfers					
390.99 From General Fund 10					
390.99 From TIF Fund 24					
390.40 From CIP # 40	253,750	126,875			
390.50 From Debt Amortization # 21	0	0	501,344	501,344	497,125
Subtotal	\$253,750	\$126,875	\$501,344	\$501,344	\$497,125
Debt Proceeds					
371.00 Refunding Bonds					
372.00 Refinancing Bonds		7,000,000	0		0
Subtotal		7,000,000	0		0
Total Revenues	\$253,750	\$7,126,875	\$501,344	\$501,344	\$497,125
EXPENDITURES					
Debt Service					
800.00 Principal Payment		7,000,000	125,000	125,000	250,000
805.00 Interest Payment	253,750	126,875	375,844	375,844	247,125
815.00 Fiscal Charges	0	0	500	500	0
Subtotal	\$253,750	\$7,126,875	\$501,344	\$501,344	\$497,125
Total Expenditures	\$253,750	\$7,126,875	\$501,344	\$501,344	\$497,125
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Fund Balance Percentage	N/A	N/A	N/A	N/A	N/A

City of Oak Creek 2012 Annual Budget

Fund Name: Debt Service -- Amortization -- Fund 21

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt. The Debt Service Fund for Debt Amortization was created in February 1991 to assist in retiring the City's debt in any form. The source of funds may come from interest earnings or other interfund transfers. The principal or accrued interest in the Fund may upon the direction of the Common Council be applied to pay the interest and principal on any outstanding bonds and to assume new bond issues of the City. The City Administrator may from time to time, with the approval of the Common Council, apply all or any part of the Fund for any purpose for which municipal bonds may be legally issued. It is not intended to amend, abolish or replace any other sinking fund provided by statute. When the amount of the Fund reaches the amount of the outstanding public debt sufficient to retire the principal and interest of it as they come due, then no further contributions shall be made to the Fund.

The fund will continue to earn interest. It will be available as a reserve for any future City borrowing or City sponsored Tax Increment Financing Districts where the City is the guarantor of the debt, similarly to the private developers in other TIF projects.

Increased Utility Aid will begin for the City in 2011. Currently, these funds are planned to be used for capital financing. Also in 2011, the City loaned \$2 million to Wispark, LLC to assist with the purchase of the vacant 85 acre Delphi property. The city is excited about the redevelopment possibilities at the site and felt that the \$2 million would be a wise investment in the City's future. The loan is to be repaid via sales of land at the site. The City stands to make additional monies should the land sales exceed expectations.

Fund Objectives:

1. The Debt policy requires that the City maintain a fund balance of 25% of the next year's debt payments for the purpose of leveling debt payments. The police station and Highway Department Garage debt are currently the only outstanding city debt and at this time has sufficient funding.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Budget	2011 Budget	2011 Estimate	2012 Budget
Debt Service Fund - Amortization Fund - Fund 21					
Beginning Fund Balance	\$339,557	\$558,712	\$510,551	\$548,681	\$1,516,787
REVENUES					
State Shared Revenues					
312.00 Special Utility	169,291	120,717	3,200,000	1,600,000	3,313,000
Subtotal	\$169,291	\$120,717	\$3,200,000	\$1,600,000	\$3,313,000
Commercial Revenues					
350.00 Land Sales (Delphi, Lakeview)					1,000,000
360.00 Interest Income	1,703	802	5,000	1,000	5,000
Subtotal	\$1,703	\$802	\$5,000	\$1,000	\$1,005,000
Total Revenues	\$170,994	\$121,519	\$3,205,000	\$1,601,000	\$4,318,000
Total Funds Available	\$510,551	\$680,231	\$3,715,551	\$2,149,681	\$5,834,787
TRANSFERS OUT					
990.20 To Debt Service # 29-Police	0	131,550	131,551	131,550	85,000
990.30 To Debt Service # 20-St Garage	0	0	501,344	501,344	497,125
990.50 To Capital Projects				0	2,335,000
Subtotal	\$0	\$131,550	\$632,895	\$632,894	\$2,917,125
Total Transfers Out	\$0	\$131,550	\$632,895	\$632,894	\$2,917,125
Ending Fund Balance	\$510,551	\$548,681	\$3,082,656	<u>\$1,516,787</u>	<u>\$2,917,662</u>
Reserved for WisPark/Delphi Purchase Loan				2,000,000	2,000,000
Reserved for Long Term Equipment Replacement					750,000
Unreserved Fund Balance				-483,213	167,662

Notes and comments:

City of Oak Creek 2012 Annual Budget

Fund Name: Debt Service — Tax Increment District #4 – Fund 26

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt. The Debt Service Fund for the Tax Increment District was created under the provisions of Wisconsin Statute Section 66.46. The purpose of that section is to allow the City to recover development and improvement costs in a designated area from the property taxes generated on the increased value of the property after the creation date of the district. The tax on the increased value is called a tax increment.

This district was created at the request of Stonewood Development in 1999 on lands they purchased from the Mahn family, Milwaukee County and James Deshur. The improvements include storm sewers, water lines, sanitary sewers, street lighting and streets. The estimated cost of the improvements is \$1,850,000. The cost of the borrowing was \$2,050,000, which, included two years of capitalized interest. The permanent financing should have been paid off in 9 years. The project saw substantial delays in getting started caused by potential environmental contamination. The site grading and underground work was completed as was the construction of the road. This district was comprised of a number of existing parcels that ranged in size from less than one acre to more than 30 acres. As a part of the development, Stonewood combined all of the parcels and then has re-divided this land into parcels based upon the offers received. A dispute over who was responsible for the removal and replacement of unsuitable soil on the first building site prevented any building construction from getting started until the summer of 2002.

The financial analysis for this district that appeared in its Project Plan anticipated a total of \$14.09 million in new development value being added by the end of 2002. This project has been a problem since it started, first with the developer as both parties attempted to reach an agreement on how the entire deal should be structured; then problems arose as contaminated soils were found on the site and lastly as the final site grading was completed another area was discovered where undisclosed dumping had occurred. Those bad soils (soils with less than ideal load bearing capacity) were replaced with other soils from the site. However, the replacement of soils led to a disagreement over compaction levels and load bearing capacity. The site developer, Stonewood Corporation had entered into a land sale agreement with another party to develop a building on the problem site. The land sale agreement made certain assertions regarding the buildability of the site and who would pay for extraordinary development costs. The third party in this deal filed a lawsuit against Stonewood Corporation, who in turn sued the City. Until buildings are completed on the site the tax increment will be minimal, which will create shortfalls in property tax revenues.

Unfortunately, because of the delays in getting buildings constructed, the increment is behind the schedule established by Stonewood Development. At the time of the creation of the district, the base value was set at \$758,600 as of January 1, 1999. The Department of Revenue established a value of \$11,599,100 as of January 1, 2007, which is still below the Project Plan. The City did permanent financing on the project initially based upon the expected costs as provided by the developer. The initial debt schedule was too ambitious and required refinancing. The City's Financial Advisor, who did not propose the Stonewood Development project financing, recommended that the City refinance the debt in the fall of 2002 before the levy was set for 2003. He proposed a financing mechanism called CABS which operate like zero coupon bonds where the principal and interest are not paid until the bonds mature. The schedule deferred all principal payments until 2007 to allow time to get additional development on the site.

In 2012 an amendment to the project plan is underway to aid in the startup of American Tire Distributors. This new business is anticipated to add \$4.9 million in taxable value and approximately 30 new jobs. Also in 2012 there is a proposed boundary amended to extend the District west to enable the relocation and expansion of Non-Destructive Testing. This expansion is anticipated to add approximately \$1 million in taxable value and 15 jobs.

Both of these new ventures will help to shore up tax increment and enable the District to maintain positive cash flow.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Debt Service Fund - Tax Increment District # 4 - Fund 26 (Rosen Project)					
Beginning Fund Balance	\$289	\$40,633	\$70,007	\$13,051	-\$23,203
REVENUES					
Taxes and Assessments					
300.00 Tax Increment	402,685	283,014	300,000	269,822	279,600
300.10 Increment From Other Agencies	0				
307.00 Special Assessments	0				
315.50 State Computer Aids	2,053	2,233	2,000	2,200	2,000
Subtotal	\$404,738	\$285,247	\$302,000	\$272,022	\$281,600
Commercial Revenues					
360.00 Interest Income	606	88	500	100	500
368.00 Misc Revenue-Developer	0	52,124	50,000	52,124	52,124
370.00 Bond Proceeds	0				
371.00 Developer Contribution					
Subtotal	\$606	\$52,212	\$50,500	\$52,224	\$52,624
Interfund Transfers					
390.30 From Special Assessments Fund 30					
390.46 From CIP # 46					
390.99 From Debt Amortization					
Total Revenues	\$405,344	\$337,459	\$352,500	\$324,246	\$334,224
EXPENDITURES					
Intertund Transfers					
990.46 To CIP # 46	0	0	0		0
990.50 To Utility For TIF Principal					
Subtotal	\$0	\$0	\$0	\$0	\$0
Debt Service - City					
530.00					
800.00 Principal Payments	267,162	275,987	240,206	240,206	235,000
805.00 Interest Payment	97,838	84,013	119,794	119,794	125,000
810.00 Payment to Escrow					
815.00 Fiscal Charges	0	5,041	500	500	500
Subtotal	\$365,000	\$365,041	\$360,500	\$360,500	\$360,500
Total Expenditures	\$365,000	\$365,041	\$360,500	\$360,500	\$360,500
Use of Reserves	0	27,582	8,000	36,254	26,276
Ending Fund Balance	\$40,633	\$13,051	\$62,007	-\$23,203	-\$49,479

City of Oak Creek 2012 Annual Budget

Fund Name: Debt Service — Tax Increment District #5 – Fund 27

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt. The Debt Service Fund for the Tax Increment District was created under the provisions of Wisconsin Statute Section 66.46. The purpose of that section is to allow the City to recover development and improvement costs in a designated area from the property taxes generated on the increased value of the property after the creation date of the district. The tax on the increased value is called a tax increment.

TIF District No. 5 is approximately 34 acres in size and is located along the east of South 6th Street between East Rawson Avenue and East Marquette Avenue. The City constructed a road and cul de sac to service the entire site and installed the necessary sanitary and water lines. The City intends that tax incremental financing (TIF) will be used to assure only quality industrial; distributor and related private development will locate in this area. Quality means aesthetically pleasing, long-lasting sustainable structures. All of the property in TIF District No. 5 has been zoned M-1 Manufacturing, and will remain zoned for these uses for the life of the District.

This district was created at the request of Vangromit, LLP (a.k.a. Milwaukee Steel Converting and Fort Howard Steel) in 2000. As a part of this development, Vangromit assembled several parcels that they acquired for this development and then redivided this ownership into the several parcels needed to create the district. There may be another redivision in the future depending upon how the 11 acres at the south end of the district is to be developed. As a part of this district development, there is a large addition to the existing industrial facilities of the developers located on 6th Street. This addition more than doubled the size of their building by adding approximately 90,000 square feet. Street improvements were completed during 2002, as well as the completion of the large addition to Milwaukee Steel Converting. The construction phase was completed in 2004.

At the time of the creation of the district, the base value of this district was set at \$1,938,200 as of January 1, 2000. The Department of Revenue established a value of \$7,046,500 as of January 1, 2007, for an increase of \$5,108,300. Although the financial analysis for this district in its Project Plan anticipated a total of \$8.5 million in new value being added by the end of 2004, there should be sufficient funds available for future debt payments.

Fund Objectives:

All debt service was retired in 2011. Potential remains for additional development within the District. Near term plans would be to leave the District functional, giving the City the open to the possibility of expansion.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Debt Service Fund - Tax Increment District # 5 - Fund 27 (Milwaukee Steel)					
Beginning Fund Balance	\$134,709	\$163,457	\$184,614	\$183,972	\$210,011
REVENUES					
Taxes and Assessments					
300.00 Tax Increment	114,644	109,484	114,644	115,832	123,000
300.10 Increment From Other Agencies	0	0	0	0	0
315.50 State Computer Aids	3,658	2,700	2,500	2,500	2,500
Subtotal	\$118,302	\$112,184	\$117,144	\$118,332	\$125,500
Commercial Revenues					
360.00 Interest Income	715	218	150	150	150
Subtotal	\$715	\$218	\$150	\$150	\$150
Interfund Transfers					
390.30 From Special Assessments Fund 30					
390.44 From CIP # 47	0	0			
390.99 From TIF					
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$119,017	\$112,402	\$117,294	\$118,482	\$125,650
EXPENDITURES					
Debt Service - City					
530.00 Audit Fee					
800.00 Principal Payments	80,000	85,000	90,000	90,000	0
805.00 Interest Payments	9,938	6,161	2,093	2,093	0
810.00 Payment to Escrow					
815.00 Fiscal Charges	362	726	350	350	350
Subtotal	\$90,300	\$91,887	\$92,443	\$92,443	\$350
Total Expenditures	\$90,300	\$91,887	\$92,443	\$92,443	\$350
Ending Fund Balance	\$163,426	\$183,972	\$209,465	\$210,011	\$335,311

City of Oak Creek 2012 Annual Budget

Fund Name: Debt Service — Tax Increment District #6 – Fund 28

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt. The Debt Service Fund for the Tax Increment District was created under the provisions of Wisconsin Statute Section 66.46. The purpose of that section is to allow the City to recover development and improvement costs in a designated area from the property taxes generated on the increased value of the property after the creation date of the district. The tax on the increased value is called a tax increment.

This district was created based upon the proposal by the DeMattia Group on approximately 38 acres in the 9900 block of South 13th Street. The proposal had been presented to the Community Development Authority (CDA) and they recommended to the Council that staff proceed toward the creation of this district. The City installed necessary road, water, and sanitary sewer improvements to serve the site. The contract for the initial work was let in September 2001. Construction was completed in 2004.

The City intends that tax incremental financing (TIF) will be used to assure that only quality industrial, distribution and related private development will locate in this area. Quality means aesthetically pleasing, long-lasting sustainable structures. All of the property in TIF District No. 6 has been zoned M-1 Manufacturing, and will remain zoned for these uses for the life of the District. The preliminary figures in the DeMattia proposal indicated an estimated value increase of \$21.35 million by the end of 2006. Two buildings were completed in 2004.

This district was created in October of 2000 with a base value of \$1,377,200. The Department of Revenue established a value of \$12,038,800 as of January 1, 2007, for an increase of \$10,661,600. The Bond Anticipation Note of \$1,500,000 was refinanced in 2006 with permanent financing for ten years. Although the value of the district is substantially less than the Project Plan anticipated, the value has generated sufficient increment to pay the debt service.

Future Issues

In 2011 the City worked with Centerpoint Development to extend additional incentives to complete projects necessary for building and occupancy of the final phases of the development. A result of this agreement with Centerpoint was Crothall Laundry Service relocated into the District, adding value of \$14 million in taxable and more than 60 jobs.

This new business added to the District has provided essential new value and increment, stabilizing the District and insuring its future.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Debt Service Fund - Tax Increment District # 6 - Fund 28 (DeMattia Project)					
Beginning Fund Balance	\$175,522	\$261,510	\$286,114	\$351,936	\$444,798
REVENUES					
Taxes and Assessments					
300.00 Tax Increment	227,702	228,293	205,000	225,677	295,000
307.00 Special Assessments	0				
315.50 State Computer Aids	811	856	800	800	800
Subtotal	\$228,513	\$229,149	\$205,800	\$226,477	\$295,800
Commercial Revenues					
360.00 Interest Income	1,230	517	600	1,500	600
370.00 Bond Proceeds	0	5,000	0	0	0
Subtotal	\$1,230	\$5,517	\$600	\$1,500	\$600
Interfund Transfers					
390.30 From Special Assessments Fund 30					
390.44 From CIP # 48	0	0	0	0	0
390.99 From TIF					
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$229,743	\$234,666	\$206,400	\$227,977	\$296,400
EXPENDITURES					
Debt Service - City					
530.00 Audit Fee					
800.00 Principal Payments	100,000	100,000	100,000	100,000	100,000
805.00 Interest Payment	42,875	38,875	34,750	34,750	55,875
810.00					
815.00 Fiscal Charges	0	5,365	365	365	365
Subtotal	\$142,875	\$144,240	\$135,115	\$135,115	\$156,240
Total Expenditures	\$142,875	\$144,240	\$135,115	\$135,115	\$156,240
Ending Fund Balance	\$262,390	\$351,936	\$357,399	\$444,798	\$584,958

City of Oak Creek 2012 Annual Budget

Fund Name: Debt Service – Police Station -- Fund 29

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt.

The City engaged in a two year process to evaluate the need for a new police station and then to design the facility. At the end of 2001 and early in 2002 bids were received and evaluated. The preliminary estimates put the total project cost including land, building, contents, site improvements, road access and all engineering fees in the range of \$13 to \$15 million. Once the bids were approved the project cost dropped to \$10,900,000. Construction started on the project in March 2002 and the date of occupancy was August 2003. The construction budget was closed at the end of 2004 and \$492,000 was transferred to this debt service.

Fund Objectives:

Debt payments were structured to be approximately \$1,050,000 per year. Originally, the objective was to keep the annual debt payment at an even amount in order to level the property tax levy needed annually to repay the debt. More recently, the objective has become keeping as low as possible the property tax levy needed to repay the annual debt, in order not to have a detrimental effect on budgets of other funds.

Future Issues and Borrowing Plans

1. Refinance the police station debt in 2012. This will save \$500,000 over 5 years.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Debt Service Fund - Police Station - Fund 29					
Beginning Fund Balance	\$3,269	\$2,136	\$0	\$3,136	\$0
REVENUES					
Taxes and Assessments					
300.00 Property Tax	984,080	873,500	873,500	873,500	850,000
Subtotal	\$984,080	\$873,500	\$873,500	\$873,500	\$850,000
Commercial Revenues					
360.00 Interest Income	0	1,000	500	500	0
370.00 Bond Proceeds	0	0	0	0	0
Subtotal	\$0	\$1,000	\$500	\$500	\$0
Interfund Transfers					
390.35 From Impact Fee # 35	60,000	59,000	45,000	45,000	111,000
390.49 From Debt Amortization # 21	0	131,551	136,935	133,299	85,000
Subtotal	\$60,000	\$190,551	\$181,935	\$178,299	\$196,000
Use of Reserves					
Total Revenues & Use of Reserves	\$1,044,080	\$1,065,051	\$1,055,935	\$1,052,299	\$1,046,000
EXPENDITURES					
Debt Service - City					
800.00 Principal Payments	675,000	725,000	750,000	750,000	750,000
805.00 Interest Payment	369,850	338,688	305,035	305,035	294,766
815.00 Fiscal Charges	363	363	400	400	400
Subtotal	\$1,045,213	\$1,064,051	\$1,055,435	\$1,055,435	\$1,045,166
Total Expenditures	\$1,045,213	\$1,064,051	\$1,055,435	\$1,055,435	\$1,045,166
Use of Reserves					
Use of Reserves	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$2,136	\$3,136	\$500	\$0	\$834
Fund Balance Percentage					

Notes:

Capital Improvement Funds

City of Oak Creek 2012 Annual Budget

Fund Name: Capital Projects — General City Purposes – Fund 40

Fund Description:

Capital Projects funds are used to account for the purchase or construction of major capital facilities. Starting in 1991 the City increased the General Fund departmental capital item limit to \$5,000 and started paying cash for all other capital items. The exception to that has been the borrowing for Tax Increment Financing District projects.

Each year the capital improvement program is approved by the Council as part of the budget and specific projects are created. Those projects may take several years to complete. Since capital purchasing can take a long time each year's group of projects is tracked separately. As a project is completed the difference between the budgeted amount and the actual cost is added to that year's control account. The control account for each year is used to balance estimates that are too low.

Due to the nature of public works construction projects they can easily take from 18 to 24 months to complete. All capital spending other than TIF borrowing projects are tracked through this fund. Following this page is the list of specific projects approved by the Common Council for 2012.

Fund Objectives:

1. To maintain a high level of funding of infrastructure replacement and repair.
2. To complete the work funded and approved by the Council in a timely fashion. On a quarterly basis, update the Mayor and Common Council on the status of the outstanding projects.
3. To continue to implement the record keeping system to facilitate compliance with the GASB 34 requirements.

Future Issues

As a relatively new city, most of Oak Creek's infrastructure is less than fifty years old. In addition, the City Engineer's Office and Utility Department have kept excellent records on all of the public improvements in the ground.

Funding for capital projects has been greatly diminished since 2006. In 2009, the tax levy contribution to capital had fallen to just \$250,000. In 2010, there is no levy contribution to capital, a trend that continues into 2011. The only new funding for capital in 2012 will come from WE mitigation funds and utility aid.

With the impending increase to utility aid the City has an opportunity to shore up its capital program into the near future.

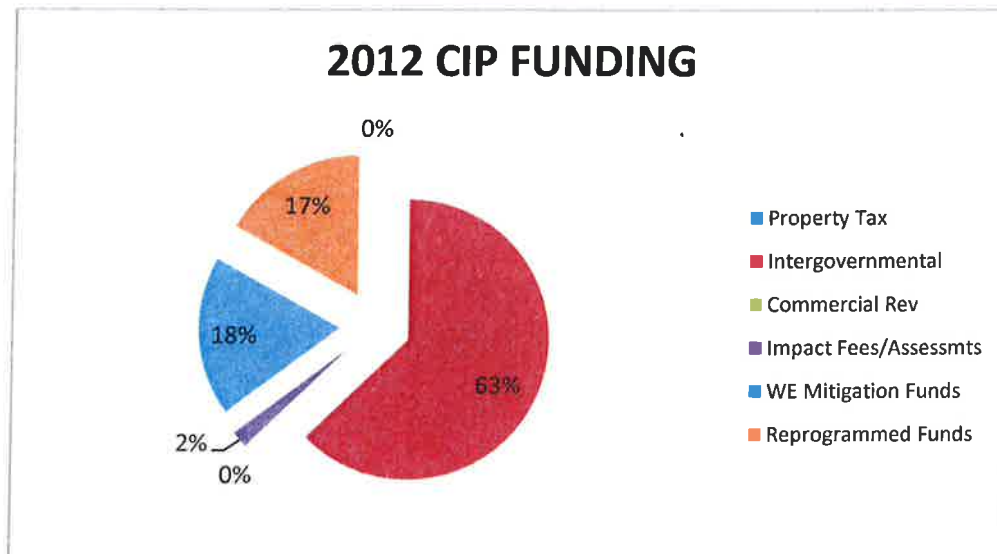
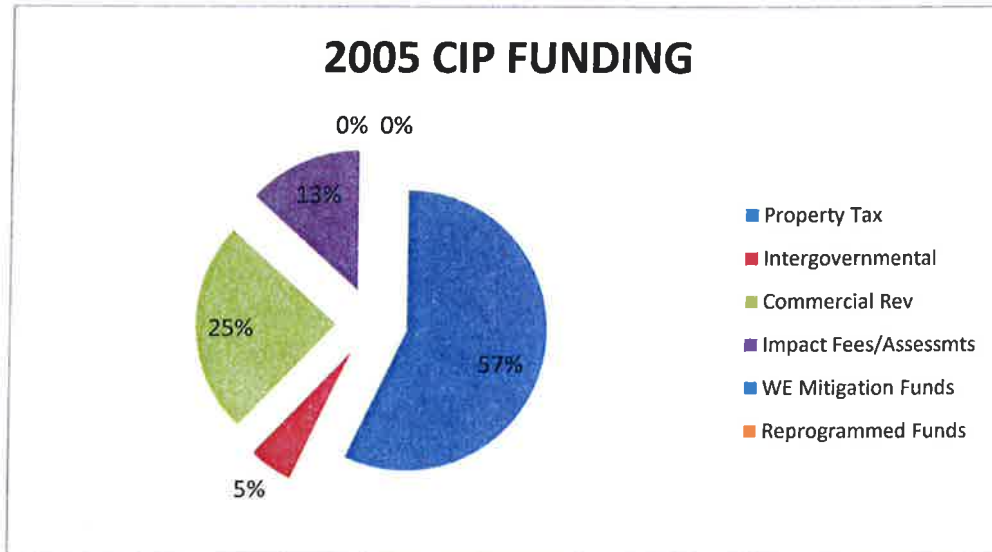
City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
City Capital Projects Fund - Fund 40					
Beginning Fund Balance	\$11,491,930	\$10,475,683	\$8,106,933	\$9,712,005	\$6,033,566
REVENUES					
Taxes and Assessments					
300.00 General Property Tax	250,640	0	0	0	0
Subtotal	\$250,640	\$0	\$0	\$0	\$0
Other Intergovernmental					
328.00 State Grant	324,002	0	712,000	0	712,000
Subtotal	\$324,002	\$0	\$712,000	\$0	\$712,000
Commercial Revenues					
342.81 Developer Contributions	233,390	0	0	0	0
360.00 Interest Income	16,267	0	0	0	0
361.10 Land Sale Fire Station Corner	0	0	0	0	0
368.00 Miscellaneous	0	458,365	0	0	0
370.00 WE Energies Mitigation	0	0	0	0	0
Subtotal	\$249,657	\$458,365	\$0	\$0	\$0
Interfund Transfers					
390.19 From WE Energies Fund #19	1,000,000	1,000,000	1,000,000	1,000,000	950,000
390.30 From Special Assessments # 30	300,000	175,000	137,500	137,500	175,000
390.32 From Park Escrow # 32	282,363	0	0	0	0
390.35 From Impact Fee # 35	30,000	17,433	918,689	918,689	885,402
390.11 From Debt Amortization Fund #21	0	0	0	0	2,335,000
390.39 From Storm Water #38	100,000	0	0	0	110,000
Subtotal	\$1,712,363	\$1,192,433	\$2,056,189	\$2,056,189	\$4,455,402
Long Term Debt Issued	0	0	0	0	0
Total Revenues	\$2,536,662	\$1,650,798	\$2,768,189	\$2,056,189	\$5,167,402
Total Revenues Available	\$14,028,592	\$12,126,481	\$10,875,122	\$11,768,194	\$11,200,968
EXPENDITURES					
Capital Outlay					
955.00 Projects 2012	0	0	0	0	4,520,830
955.00 Projects 2009	3,290,507	0	0	918,689	885,402
955.00 Projects 2010	0	2,287,601	0	500,000	0
955.00 Projects 2011	0	0	4,062,189	4,062,189	712,000
Subtotal	\$3,290,507	\$2,287,601	\$4,062,189	\$5,480,878	\$6,118,232
Interfund Transfers					
990.36 To Other Funds	262,402	126,875	0	253,750	0
990.20 To Economic Dev Fund #31	0	0	0	0	0
Subtotal	\$262,402	\$126,875	\$0	\$253,750	\$0
Total Expenditures	\$3,552,909	\$2,414,476	\$4,062,189	\$5,734,628	\$6,118,232

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Ending Fund Balance	\$10,475,683	<u>\$9,712,005</u>	<u>\$6,812,933</u>	<u>\$6,033,566</u>	<u>\$5,082,736</u>
Unreserved		\$1,100,000	\$1,300,000	\$650,000	\$950,000
Reserved		\$8,612,005	\$5,512,933	\$3,800,353	\$3,200,398
Designated *		\$0	\$0	\$1,583,213	\$932,338

* Includes reserve for deficit in Fund 21 - Debt Amortization Fund



City of Oak Creek 2012 Annual CIP/CEP Budget Requests

Dept	Project / Equipment Description	Suggested		2012		Final
		Funding Source	Funding Amount	Dept Mgr Request	Committee Recommendation	
GENERAL GOVERNMENT						
Information Technology-Equipment	PC Replacements & New (City Deps)	REPROGM	\$65,000	\$65,000	\$65,000	\$65,000
Information Technology-Equipment	Network Infrastructure Upgrades	REPROGM	\$11,000	\$11,000	\$11,000	\$11,000
Information Technology-Equipment	Printer/Plotter Replacements	REPROGM	\$5,000	\$5,000	\$5,000	\$5,000
Information Technology-Equipment	SAN Data Storage Server	REPROGM	\$30,000	\$30,000	\$30,000	\$30,000
Information Technology-Equipment	Department Copy Machines	REPROGM	\$21,500	\$14,000	\$14,000	\$14,000
Information Technology-Equipment	Spam/Email Filter					
Information Technology-Equipment	Document Scanning			\$20,000		20,000
Information Technology-Equipment	Firewall Replacement					
Information Technology-Equipment	Wireless Network Connection					
	Department Equipment Subtotal		\$145,000	\$152,500	\$95,000	\$145,000
Information Technology- Software	Network Security/Intrusion Software					
	Department Software Subtotal		\$0	\$0	\$0	\$0
	Information Technology Department Total		\$145,000	\$152,500	\$95,000	\$145,000
POLICE						
Police	Body Armor Replacement			\$0		
Police	A.E.D. Replacements			\$0		
Police	Dispatch Consoles			\$0		
Police	APX Portable Radios	WE:19	\$74,125	\$58,631	\$58,631	\$58,630
Police	Police K-9			\$0		
Police	Storage System Filing Carriages			\$6,500		6,500
Police	HVAC System Upgrade					
	Police Department Total		\$0	\$80,625	\$65,131	\$65,130
FIRE						
Fire	Replace Fire Station 1	DIERT	\$3,500,000	\$0	\$0	
Fire	Replace freightliner ambulance	WE:19	\$175,000	\$0	\$0	
Fire	Equipment purchase various	WE:19	\$100,000	\$0	\$0	
Fire	Narrowbanding Phase 2	WE:19	\$50,000	\$50,000	\$50,000	\$50,000
Fire	Phase 2 of 4 EVP plan (traffic preemption)	WE:19	\$25,000	\$25,000	\$25,000	\$25,000
Fire	Fire Gear 5/5	WE:19	\$30,000	\$30,000	\$30,000	\$30,000
Fire	Replace Battalion Car 18	WE:19	\$45,000	\$0	\$0	
Fire	Repair Breathing apparatus	WE:19	\$9,100	\$9,100	\$9,100	\$9,100
Fire	Phase 3 of 4 EVP plan (traffic preemption)					
Fire	Replace Engine Defibrillators					
Fire	Replace Ambulance 2					
Fire	Fire Gear 1/5					
Fire	Replace Fire Breathing Apparatus & Equipment phase 1 of 7					
Fire	Phase 4 of 4 EVP plan (traffic preemption)					
Fire	Fire Gear 2/5					
Fire	Replace M181					
Fire	Replace Fire Breathing Apparatus & Equipment phase 2 of 7					
Fire	Replace Fire Breathing Apparatus & Equipment phase 3 of 7					
Fire	Replace Engine					
Fire	Replace Fire Breathing Apparatus & Equipment phase 4 of 7					
	Fire Department Total		\$0	\$3,934,100	\$114,100	\$114,100

City of Oak Creek 2012 Annual CIP/CEP Budget Requests

Dept	Project / Equipment Description	Suggested Funding Source	Funding Amount	Dept Mgr Request	2012		Final Council
					Committee Recommendation	Final Council	
PARKS & FORESTRY							
Parks - Equipment	Heavy Duty Multi-Purpose Truck	RE:PROGM		\$80,000	\$80,000	\$80,000	\$40,000
Parks - Equipment	Jacobsen Mower HRS1111(#762) - replacement	RE:PROGM		\$51,000	\$51,000	\$51,000	\$0
Parks - Equipment	Jacobsen Mower T428D (#764) - replacement						
Parks - Equipment	Chevy K-20 truck (#710) - replacement						
Parks - Equipment	GMC Chevy Sierra Truck(#708) - replacement						
Parks - Equipment	GMC Truck (#713) - replacement						
Parks - Equipment	John Deere Mower - 1445 (#768) - replacement						
Parks - Equipment	Chevy Sierra Truck(#716) - replacement						
Parks - Equipment	Ford Auto (#706) - replacement						
Parks - Equipment	GMC Sierra Truck (#714) - replacement						
Parks - Equipment	GMC Sierra Truck (#707) - replacement						
Parks - Equipment	GMC Safari Van (#705) - replacement						
Parks - Equipment	Toro Sprayer (#755)						
	Department Equipment Subtotal		\$40,000	\$111,000	\$40,000	\$40,000	\$40,000
Parks - Park Development/Renovation	Asphalt Pathway Reconstruction (Manor Marq /Willow Hts)						
Parks - Park Development/Renovation	Shepard Hill Pathway Construction						
Parks - Park Development/Renovation	Shepard Hill Lighted Ball Diamond Reconstruction						
Parks - Park Development/Renovation	Manor Marquette Neigh. Park - Renovation						
Parks - Park Development/Renovation	Willow Heights Neigh. Park - Renovation						
Parks - Park Development/Renovation	Woodridge Neigh. Park - Acquisition/Development						
Parks - Park Development/Renovation	Court Areas Recolored Posts Replaced- Tennis/Basketball						
Parks - Park Development/Renovation	Wood Knoll Neigh. Park - Development						
Parks - Park Development/Renovation	Prairie View/Oakwood Manor Park - Acquisition/Develop						
Parks - Park Development/Renovation	Abendschein Community Park - Partial Development						
Parks - Park Development/Renovation	Environmental Corridors - Land Acquisition						
Parks - Park Development/Renovation	Bikeway/Bridge Construction/Signage						
Parks - Park Development/Renovation	Urban Forest Tree Planting/Removal						
	Department Park Development Subtotal		\$38,600	\$63,589	\$38,600	\$38,600	\$38,600
	Department Park Development Subtotal		\$38,600	\$63,589	\$38,600	\$38,600	\$38,600
	Parks & Forestry Department Total		\$78,600	\$174,589	\$78,600	\$78,600	\$78,600
General Government							
EQUIPMENT							
Various	Vehicle & Equipment Sinking Fund						
	Equipment		\$750,000	\$800,000	\$0	\$0	\$750,000
General Government Buildings							
Civic Center	Library/City Hall/Civic Center		\$0	\$0	\$0	\$0	\$0
	General Buildings Subtotal		\$0	\$0	\$0	\$0	\$0
Bridges							
Various	Bridge Inspections/Maintenance			20,000	20,000	20,000	20,000
Marquette Ave. (W. 200 blk)	Bridge Replacement			35,000	35,000	35,000	35,000
6th Street (S. 7600 blk)	Bridge Replacement			65,000	65,000	65,000	65,000
Nicholson Rd. (S. 9000 blk)	Bridge Replacement			40,000	40,000	40,000	40,000
	Bridges Subtotal		\$160,000	\$160,000	\$160,000	\$160,000	\$160,000

City of Oak Creek 2012 Annual CIP/CEP Budget Requests

Dept	Project / Equipment Description	Suggested		2012		Final
		Funding Source	Funding Amount	Dept Mgr Request	Committee Recommendation	
Storm Drainage						
Storm Projects	Unspecified Storm Water	STORM FEE		\$175,000	\$110,000	\$110,000
Storm Projects	Remodel Flood Plains	STORM REPG		\$25,000	\$25,000	\$25,000
Storm Projects	Box Culverts	STORM REPG		\$25,000	\$25,000	\$25,000
	Storm Subtotal		\$160,000	\$225,000	\$160,000	\$160,000
Concrete						
Replacement	Sidewalk repair, roadway base patching	ASSMNTS		\$100,000	\$0	\$0
Sidewalk	Unspecified Segments	ASSMNTS		\$75,000	\$75,000	\$75,000
	Concrete Subtotal		\$75,000	\$175,000	\$75,000	\$75,000
Street Lighting						
Citywide	Maintenance/Replacement of system components	REPROGM	\$100,000	\$225,000	\$100,000	\$100,000
	Streetlighting Subtotal		\$100,000	\$225,000	\$100,000	\$100,000
Street Resurfacing/Reconstruction						
Unspecified - Citywide	PASER-Rated street rehabilitations	UTILITY AID WE19		\$1,000,000	\$1,000,000	\$634,831
		ASSMNTS				\$265,169
						\$100,000
Pennsylvania Ave. - Rawson to Drexel (1/2 S Reconstruction)/Expansion		WE19		\$75,000	\$75,000	\$75,000
Weatherly Dr. - Wilding to Waring	Reconstruction	UTILITY AID	\$175,000	\$175,000	\$0	\$175,000
Ryan Rd. - Chicago to Ryan	New road extension to lakefront					
Puetz Rd. - Liberty to I-94	Reconstruction/Expansion	WE19		\$350,000	\$350,000	\$350,000
13th St/Puetz Rd. Intersection Improvement: Turn lanes/Traffic signals	Reconstruction/Expansion					
Puetz Rd. - Shepard to Pennsylvania	DOT project (Streetscaping, sidewalks, lighting)					
27th St. (Drexel to College)	Cost share of DOT project (sidewalks)					
STH 100 - 27th to Howell	South of STH 100					
20th St						
	Street Resurfacing Subtotal		\$1,600,000	\$1,600,000	\$1,425,000	\$1,600,000
PRIVATE PROPERTY INFILTRATION/INFLOW (PPII)						
Citywide	Investigation/Design/Construction	REPROGM		\$40,000	\$40,000	\$40,000
Tax Incremental Districts						
TID 7 - Drexel Interchange	Cost share of DOT project	DEBT		\$3,800,000		
TID 7 - Drexel Ave. (27th to I-94)	Reconstruction/Expansion	DEBT		\$4,500,000		
TID 8 - Wispark at Howell/Oakwood	Roads, sewers, w/m, street lighting, etc.	DEBT		\$500,000		
TID 10 - Syner G	24" sanitary sewer	DEBT		\$400,000		
TID	Lakeview Village Park Phase 1 *	UTILITY AID		\$1,000,000		1,000,000
	TID Subtotal		\$1,000,000	\$10,200,000	\$0	\$1,000,000
	Engineering Total		\$3,095,000	\$13,425,000	\$1,560,000	\$3,685,000
PUBLIC WORKS						
Equipment	Replace Truck #39 (1997)	REPROGM		\$160,000	30,000	30,000
Equipment	Replace Truck #34 (1991)	REPROGM		\$123,000	\$123,000	\$123,000
Equipment	Replace Truck #37 (1996)					
Equipment	Replace Lift Gate Truck #16 (1990)					
Equipment	Replace Lift Gate Truck #14 (1995)					
Equipment	Replace Sign Truck # 5 (1995)	WE19		\$80,000	\$80,000	\$80,000

City of Oak Creek 2012 Annual CIP/CEP Budget Requests

Dept	Project / Equipment Description	Suggested Funding Source	Funding Amount	Dept Mgr Request	2012	
					Committee Recommendation	Final Council
Equipment	Replace Truck #30 (1994)					
Equipment	Side loading Garbage truck # 52 (2002)					
Equipment	Side loading Garbage truck # 53 (2002)					
Equipment	Side loading Garbage truck # 54 (2002)					
Equipment	Side loading Garbage truck # 55 (2005) NEW BOX					
Equipment	John Deer Loader - #65 (1991)					
Equipment	Replace Pick up Truck #12 (1997)					
Equipment	Replace Pick up Truck #11 (1998)					
Equipment	Crafco Tar Kettle (1988)					
	Public Works Equipment Subtotal		\$233,000	\$363,000	\$233,000	\$233,000
	Public Works Total		\$233,000	\$363,000	\$233,000	\$233,000
	GRAND TOTAL - ALL REQUESTS		\$3,551,600	\$18,129,814	\$2,545,831	\$4,520,830

* May also utilize Grant Funding for Lakeview Parkway

City of Oak Creek 2012 Annual Budget

Fund Name: Capital Projects — Developer Agreements – Fund 41

Fund Description:

Capital Projects funds are used to account for the purchase or construction of major capital facilities. The Capital Projects Fund for Developer Agreements is used to expend the funds for publicly installed improvements for the benefit of a private developer. For example, the installation of streets, water lines and sewers in a subdivision would be covered by a developer agreement in this fund. The City will incur costs on these projects only if over-sizing of the facilities is required that benefits the entire City. The Developers are also charged for the City's engineering and inspection services in this fund and billed when appropriate.

Fund Objectives:

1. There are no new subdivision public improvement projects scheduled for 2012 at this time.
2. To bill the developers for all engineering, administration and inspection services at least twice a year.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Budget	2011 Budget	2011 Estimate	2012 Budget
Capital Projects Fund - Developer Agreements - Fund 41					
Beginning Fund Balance	\$12,694	\$32,734	\$32,734	\$35,146	\$32,984
REVENUES					
Commercial Revenues					
342.81 Developer Contributions	45,453	7,687	100,000	100,000	100,000
360.00 Interest Income	0	0	250	250	250
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$45,453	\$7,687	\$100,250	\$100,250	\$100,250
Interfund Transfers					
390.30 From Special Assessment # 30					
390.34 From Devel Agreement # 34	0	0	0	0	125,000
390.40 From CIP # 40					
390.41 From Develop Future Fund 41		0			
390.99 From TIF					
Subtotal	\$0	\$0	\$0	\$0	\$125,000
Total Revenues	\$45,453	\$7,687	\$100,250	\$100,250	\$225,250
Total Revenues Available	\$58,147	\$40,421	\$132,984	\$135,396	\$258,234
EXPENDITURES					
Capital Outlay					
955.00 Capital Projects	25,413	5,275	100,000	100,000	100,000
Subtotal	\$25,413	\$5,275	\$100,000	\$100,000	\$100,000
Transfers					
990.45 To Capital Projects Fund	0	0	0	0	0
Total Expenditures	\$25,413	\$5,275	\$100,000	\$100,000	\$100,000
Ending Fund Balance	\$32,734	\$35,146	\$32,984	\$35,396	\$158,234

City of Oak Creek 2012 Annual Budget

Fund Name: TIF #7 Capital Project Fund – Fund 43

Fund Description:

Tax Increment Financing (TIF) District No. 7 was created under the authority of Wisconsin Statute 66.46 primarily to assist expansion of the tax base by providing public improvements necessary to promote industrial development. The inducement is to install public utilities including sanitary sewer, water facilities and streets on unimproved property that will allow industrial development to take place. This new industry will increase the tax base and provide additional employment opportunities.

TIF District No. 7 is being formed as a mixed used tax increment district. It is comprised of approximately 938 acres that will be developed with offices, commercial/retail buildings, industrial, and residential facilities. The District is bounded roughly by Drexel Ave to the north, Interstate 94 to the east, 27th Street to the west and the City limits to the south.

Fund Objectives:

To properly account for all transactions related to the installation of public improvements within the District.

Future Issues

- 1.) In 2009 the TID borrowed \$314,000 from the economic development fund to assist with cash flow.
- 2.) Monitoring increment and balancing increments with costs associated with the District.
- 3.) For 2012, the equalized value of the district declined by some \$20 million due to the decline in residential property values in the District. This will have a negative impact on the increment generated. While this is certainly not welcomed news, it is believe that the value of the District will begin a gradual increase in subsequent years, and the long-term feasibility of the District remains optimistic.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Capital Projects Fund - 2007 TIF #7 - Fund 43 (S. 27th Street)					
Beginning Fund Balance	-\$453,839	-\$396,843	-\$396,843	-\$186,880	-\$100,866
REVENUES					
Taxes and Assessments					
300.00 Tax Increment	11,163	505,252	525,000	616,330	50,000
315.50 State Computer Aids	0	21,288	18,000	24,256	2,000
Subtotal	\$11,163	\$526,540	\$543,000	\$640,586	\$52,000
Commercial Revenues					
342.81 Developer Contributions	113,350	0	0	0	0
360.00 Interest Income	10	40	0	0	0
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$113,360	\$40	\$0	\$0	\$0
Interfund Transfers					
370.00 Debt Proceeds Develop Agrmnt					4,000,000
390.34 From Other Funds	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$4,000,000
Total Revenues	\$124,523	\$526,580	\$543,000	\$640,586	\$4,052,000
EXPENDITURES					
Capital Outlay					
955.00 TIF #7 Expenses	67,527	131,068	500,000	386,572	4,000,000
955.10 Liberty Trust		185,549		168,000	37,500
955.20 Campione	0	0	0	0	0
Subtotal	\$67,527	\$316,617	\$500,000	\$554,572	\$4,037,500
Transfers					
Total Expenditures	\$67,527	\$316,617	\$500,000	\$554,572	\$4,037,500
Ending Fund Balance	-\$396,843	-\$186,880	-\$353,843	-\$100,866	-\$86,366

City of Oak Creek 2012 Annual Budget

Fund Name: TIF #8 Capital Project Fund – Fund 45

Fund Description:

Tax Increment Financing (TIF) District No. 8 was created under the authority of Wisconsin Statute 66.46 primarily to assist expansion of the tax base by providing public improvements necessary to promote industrial development. The inducement is to install public utilities including sanitary sewer, water facilities and streets on unimproved property that will allow industrial development to take place. This new industry will increase the tax base and provide additional employment opportunities.

TIF District No. 8 is being formed as a mixed used tax increment district. It is comprised of approximately 401 acres of which 170 acres are suitable for development. It is anticipated that much of the development in the District will be commercial, light industrial, and office buildings.

In general, the District is in the vicinity of South Howell Avenue and West Oakwood Road. In May of 2009, through an agreement with the Oak Creek-Franklin School District and WisPark, the City purchased approximately 255 acres of land at the southwest corner of Howell Avenue and Oakwood Road from the Milwaukee Metropolitan Sewerage District. Fifty acres was sold to the School District for a possible future school site, 169 acres was sold to WisPark, and approximately 36 acres was retained by the City as a conservation easement. The base value of the District is estimated to be approximately \$22 million.

Fund Objectives:

To properly account for all transactions related to the installation of public improvements within the District.

Future Issues

WisPark is interested in obtaining 50 acres from the school district, which is inside the TID. WisPark believes that the acquisition of this additional acreage will make the project more economically feasible and would jump-start construction within the TID.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Capital Projects Fund - 2009 TID #8 - Fund 45 (Wispark - Former MMSD site)					
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
REVENUES					
Taxes and Assessments					
300.00 Tax Increment	0	0	45,000	48,162	60,000
307.00 Special Assessment Payments	0	0	0	0	0
307.10 Special Assessment Developer	0	0	0	0	0
Subtotal	0	0	45,000	48,162	60,000
Taxes and Assessments					
300.00 Property Tax	0	0	0	0	0
Commercial Revenues					
342.81 Developer Contributions	0	0	0	0	0
360.00 Interest Income	0	0	0	0	0
318.00 Intergovernmental	0	0	0	4,141	4,500
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$4,141	\$4,500
Debt Proceeds					
371.00 Bonds/Notes	0	0	9,000,000	0	9,000,000
390.40 From CIP # 40					
390.41 From Develop Future Fund 41					
390.99 From TIF					
Subtotal	\$0	\$0	\$9,000,000	\$0	\$9,000,000
Total Revenues	\$0	\$0	\$9,045,000	\$52,303	\$9,064,500
Total Revenues Available	\$0	\$0	\$9,045,000	\$52,303	\$9,064,500
EXPENDITURES					
Capital Outlay					
955.00 TIF #8 Expenses			9,000,000	5,000	9,000,000
Subtotal	\$0	\$0	\$9,000,000	\$5,000	\$9,000,000
Transfers					
990.45 Transfers out	0	0	100,000	45,000	50,000
Subtotal	\$0	\$0	\$100,000	\$45,000	\$50,000
Total Expenditures	\$0	\$0	\$9,100,000	\$50,000	\$9,050,000
Ending Fund Balance	\$0	\$0	-\$55,000	\$2,303	\$14,500

City of Oak Creek 2012 Annual Budget

Fund Name: TIF #9 Capital Project Fund – Fund 51

Fund Description:

Tax Increment Financing (TIF) District No. 9 was created under the authority of Wisconsin Statute 66.46 primarily to assist expansion of the tax base by providing public improvements necessary to promote industrial development. The inducement is to install public utilities including sanitary sewer, water facilities and streets on unimproved property that will allow industrial development to take place. This new industry will increase the tax base and provide additional employment opportunities.

TIF District No. 9 is being formed as a mixed used tax increment district. It is comprised of approximately 29 acres of commercial property valued at just over \$5 million. It is anticipated that new development will be mixed used with primarily commercial/retail buildings and may include a new hotel. It is not known at this time whether the District will be developed by the City or by private developers or both.

The District is an area adjacent to South 13th Street and West College Avenue and is an important gateway to the City of Oak Creek. This area historically has had a hospitality focus given its proximity to the airport and the interstate. The area is showing signs of transition and renewal as new hotels are constructed and older properties are renovated to take advantage of opportunities being created by business growth in southern Milwaukee County. Expansion of I-94 and passenger growth at Mitchell International Airport has also added a renewed interest in the area.

Immediately south of the new hotel development is an area that has been operating as a salvage yard. The appearance of this facility, and others in close proximity, undermine the investment that is being made in this area and could curtail future investment in this import gateway. The District would assist in the acquisition and preparation for resale of the salvage yard operation.

Fund Objectives:

To properly account for all transactions related to the installation of public improvements within the District.

City of Oak Creek 2012 Annual Budget

Fund / Department	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Capital Projects Fund - 2009 TID #9 - Fund 51 (Tri-Star Recycling & S 13 St)					
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$37,740
REVENUES					
Taxes and Assessments					
300.00 Tax Increment	0	0	50,000	45,061	24,000
307.00 Special Assessment Payments	0	0	0	0	0
307.10 Special Assessment Developer	0	0	0	0	0
Subtotal	0	0	50,000	45,061	24,000
Taxes and Assessments					
300.00 Property Tax	0	0	0	0	0
Commercial Revenues					
342.81 Developer Contributions	0	0	0	0	0
360.00 Interest Income	0	0	0	0	0
318.00 Intergovernmental	0	0	0	2,703	1,800
368.00 Miscellaneous Revenue	0	6,590,000	6,590,000	0	6,590,000
Subtotal	\$0	\$6,590,000	\$6,590,000	\$2,703	\$6,591,800
Interfund Transfers					
390.34 From Other Funds	0	0	0	0	0
390.99 From TIF	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$6,590,000	\$6,640,000	\$47,764	\$6,615,800
Total Revenues Available	\$0	\$6,590,000	\$6,640,000	\$47,764	\$6,653,540
EXPENDITURES					
Capital Outlay					
955.00 Capital Projects		6,590,000	6,590,000	10,024	6,590,000
Subtotal	\$0	\$6,590,000	\$6,590,000	\$10,024	\$6,590,000
Transfers					
990.45					
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$6,590,000	\$6,590,000	\$10,024	\$6,590,000
Ending Fund Balance	\$0	\$0	\$50,000	\$37,740	\$63,540

City of Oak Creek 2012 Annual Budget

Fund Name: Tax Increment District #10 – Fund 52

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of capital projects related to the District. The Fund for the Tax Increment District was created under the provisions of Wisconsin Statute Section 66.46. The purpose of that section is to allow the City to recover development and improvement costs in a designated area from the property taxes generated on the increased value of the property after the creation date of the district. The tax on the increased value is called a tax increment.

The initial project that established TID #10 was to aid in the relocation of Bucyrus International's corporate office center from South Milwaukee to Oak Creek. Bucyrus acquired the former Midwest Express corporate office center with plans to remodel. The City offered Bucyrus a \$2 million incentive to locate their corporate presence in Oak Creek. The former Midwest buildings were tax exempt due to a provision in the state statute that exempted office buildings for airlines headquartered in Milwaukee County. It is estimated that the value of the Bucyrus corporate center will be \$12 million to \$14 million dollars.

A second project initiated in the District was the construction of a hotel and airport parking facility on the southeast corner of Collage Avenue and Howell Avenue. Negotiations continue on the level of funding for the project and the timetable for completion.

City of Oak Creek 2012 Budget

<u>Fund / Department</u>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Budget</u>	<u>2011 Estimate</u>	<u>2012 Budget</u>
Capital Projects Fund 52 - 2010 TIF #10 - Bucyrus & Syner-G					
Beginning Fund Balance	\$0	\$0	\$0	\$0	-\$20,100
REVENUES					
Taxes and Assessments					
300.00 Tax Increment					10,000
315.50 State Computer Aids					500
Subtotal	\$0	\$0	\$0	\$0	\$10,500
Commercial Revenues					
342.81 Developer Contributions				10,000	10,000
360.00 Interest Income					
318.00 Intergovernmental					0
368.00 Miscellaneous Revenue					
Subtotal	\$0	\$0	\$0	\$10,000	\$10,000
Interfund Transfers					
370.00 Debt Proceeds Develop Agrmnt					4,500,000
390.30 From Special Assessment # 30					
390.34 From Other Funds					
390.40 From CIP # 40					
390.41 From Develop Future Fund 41					
390.99 From TIF					
Subtotal	\$0	\$0	\$0	\$0	\$4,500,000
Total Revenues	\$0	\$0	\$0	\$10,000	\$4,520,500
Total Revenues Available					
EXPENDITURES					
Capital Outlay					
955.00 Bucyrus				5,100	
955.10 SynerG				25,000	4,500,000
955.20 Other					
Subtotal	\$0	\$0	\$0	\$30,100	\$4,500,000
Transfers					
990.45					
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$30,100	\$4,500,000
Ending Fund Balance	\$0	\$0	\$0	-\$20,100	\$400

City of Oak Creek 2008 Annual Budget

Item	2007 Budget	2007 Estimate	2008 Budget	Fund 11	Fund 12	Fund 19	Fund 21	Fund 23	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 38	Fund 37	Fund 39	Fund 40	Fund 41	Fund 43	Overall Total	
GENERAL FUNDS																										
Open Taxes	9,898,040	9,724,077	12,263,440	1,000,000	0	0	0	0	0	0	0	950,000	0	0	0	0	0	0	0	3,195,000	0	1,276,700	0	0	16,685,140	
Net Taxes	1,623,000	1,677,133	1,568,000	0	0	0	0	0	0	0	0	175,000	0	0	0	0	0	0	0	0	0	0	0	0	2,281,400	
Intergovernmental	4,009,604	4,005,604	3,841,112	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,841,112	
Fees and Aids	271,105	448,741	231,300	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	448,741	
Grants and Permits	616,625	630,570	614,695	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	614,695	
Target Fee Service	551,300	577,484	595,000	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	577,484	
Public Health and Safety	21,000	30,164	43,625	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,625	
Commercial Revenue	1,192,000	1,558,347	1,504,950	34,000	176,500	2,260,000	10,000	0	147,150	3,000	5,000	3,000	75,000	1,000	14,000	4,750	15,000	340,000	100,000	15,000	10,000	120,250	200,600	0	373,625	
Subtotal	11,182,874	11,892,130	12,852,322	1,151,000	176,500	2,260,000	10,000	0	147,150	3,000	5,000	3,000	75,000	1,000	14,000	4,750	15,000	340,000	100,000	15,000	10,000	120,250	200,600	0	5,039,200	
NONREVENUE																										
General Government	5,683,005	5,512,725	5,971,075	0	0	0	0	0	0	0	0	0	0	88,760	0	0	0	0	0	0	0	0	0	0	6,139,845	
Police/Safety	9,914,720	9,629,350	10,208,255	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,471,330	0	0	0	0	16,529,685	
Public Works	578,590	532,130	603,305	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,670,500	0	0	0	0	0	6,279,635	
Public Safety	3,411,465	3,320,425	3,592,646	1,187,465	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	548,205	0	0	0	0	5,328,645	
Public Utilities	1,853,580	1,807,685	1,944,660	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,807,685	
Capital Outlay or Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal	21,444,360	21,002,365	22,330,340	1,187,465	173,000	1,088,275	10,000	0	147,150	3,000	5,000	3,000	75,000	1,000	14,000	4,750	15,000	340,000	100,000	15,000	10,000	120,250	200,600	0	23,149,330	
DEBITS (Deficiency)																										
FUND TRANSFERS																										
Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 43	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund 19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Beginning Fund Balance	\$8,272,001	\$7,228,086	\$5,217,861	\$78,589	\$129,626	\$177,842	\$352,599	\$0	\$1,268	\$116,278	\$96,121	\$630	\$189,208	\$345,742	\$423,768	\$6,498	\$877,843	\$3,500,289	\$2,723,236	\$338,894	\$248,840	\$15,246	\$8,706,228	\$16,822	-\$93,584	\$22,281,360
Assigned Reserve	200,000	0	230,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	230,000
Ending Fund Balance	\$2,874,315	\$5,217,861	\$5,230,343	\$43,024	\$133,126	\$186,567	\$352,599	\$0	\$18	\$128,075	\$160,846	\$4,917	\$87,183	\$3,062	\$437,765	\$6,498	\$882,543	\$3,720,269	\$1,862,336	\$7,564	\$31,835	\$15,945	\$7,832,351	\$16,302	-\$93,884	\$19,081,718
Property Tax Contribution			\$12,263,440	\$1,187,465	\$173,000	\$1,088,275	\$10,000	\$0	\$147,150	\$3,000	\$5,000	\$3,000	\$75,000	\$1,000	\$14,000	\$4,750	\$15,000	\$340,000	\$100,000	\$15,000	\$10,000	\$120,250	\$200,600	\$0	\$18,685,140	

City of Oak Creek 2007 Annual Budget

Account	General Fund		2007 Budget																Overall Total								
	2006 Budget	2006 Estimate	Fund 11	Fund 12	Fund 18	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35		Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41		
1 FINES	9,855,288	9,429,450	995,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18,164,740	
2 Other Fees	1,615,000	1,608,133	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,293,575	
3 (Miscellaneous)	3,235,725	3,979,726	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,009,824	
4 Other and Other	465,189	271,103	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	381,106	
5 Licenses and Permits	554,300	554,300	6,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	616,625	
6 Charge For Service	38,600	31,116	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,132,300	
7 Public Health and Safety	1,182,500	1,287,987	28,500	111,000	2,255,000	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	921,000	
8 Commercial Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,640,500	
9 Other Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0 Total	\$17,895,874	\$17,990,064	\$1,048,500	\$11,000	\$2,255,000	\$10,000	\$0	\$0	\$341,000	\$110,020	\$217,875	\$896,000	\$215,000	\$1,000	\$16,000	\$18,600	\$15,000	\$380,000	\$5,062,000	\$4,110,000	\$589,000	\$0	\$50	\$5,495,450	\$200,300	\$37,199,788	
APPROPRIATIONS	5,096,655	4,921,340	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,751,925	
1 General Government	9,549,545	9,435,768	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,076,905	
2 Public Safety	512,675	465,705	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,738,600	
3 Health/Social Services	3,414,275	3,318,750	1,118,505	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,068,860	
4 Public Works	1,712,600	1,698,425	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,853,900	
5 Leisure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,068,900	
6 Capital Outlay or Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,657,713	
7 Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
8 Total	\$20,265,750	\$19,838,018	\$21,441,360	\$11,118,525	\$108,500	\$586,650	\$0	\$0	\$365,000	\$22,350	\$104,825	\$43,150	\$108,200	\$0	\$20,000	\$20,000	\$0	\$5,829,500	\$4,161,485	\$358,880	\$0	\$0	\$0	\$0	\$0	\$42,305,503	
9 Excess (Deficiency)	2,389,816	-1,847,954	69,035	2,500	1,274,350	10,000	0	0	-25,000	17,670	67,277	-355,825	171,670	-107,200	16,000	41,100	15,000	360,000	-147,500	-51,485	63,140	50	0	-3,120,060	300	-\$5,145,734	
INTERFUND TRANSFERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,543,160	
10 To Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-115,000	
11 To Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-7,500	
12 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,28,445	
13 From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	87,235	
14 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400,000	
15 From Fund 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	350,000	
16 From Fund 18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,200,000	
17 From Fund 39	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
18 From Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
19 Total	\$0	\$0	\$0	\$0	-\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
10 Beginning Fund Balance	\$7,771,711	\$8,119,955	\$5,272,001	\$75,002	\$59,066	-\$52,776	\$314,389	\$0	\$0	\$25,252	\$38,116	\$36,451	\$239,314	\$267,448	\$454,273	\$8,148	\$653,671	\$1,642,566	\$2,040,202	\$168,887	\$38,904	\$4,843	\$7,661,611	\$22,291	\$0	\$2,721,732	
11 Designated Reserve	200,000	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000
12 Ending Fund Balance	\$5,161,805	\$5,272,001	\$2,813,315	\$5,997	\$101,566	-\$21,574	\$324,389	\$0	\$0	\$252	\$115,786	\$103,728	\$509	\$39,318	\$188,665	\$363,044	\$7,048	\$978,671	\$1,892,702	\$147,402	\$189,044	\$4,993	\$7,084,531	\$22,591	\$0	\$18,976,047	
13 Property Tax Contribution	0	0	\$9,616,040	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,164,740

City of Oak Creek 2006 Annual Budget

Account	2005 Budget	2006 Estimate	2006 Budget	Fund 11	Fund 12	Fund 19	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 40	Fund 41	Total	
VENUES																										
Property Taxes	9,332,978	9,151,226	9,585,298	985,000	0	0	0	0	0	0	0	0	500,000	0	0	0	0	0	0	0	0	0	0	3,278,700	0	17,481,988
Other Taxes	1,653,000	1,571,161	1,613,000	0	0	0	0	0	0	0	0	0	0	150,000	0	0	0	0	0	0	0	0	0	0	0	2,714,250
Intergovernmental	4,074,327	4,073,909	3,979,726	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,979,726
Grants and Aids	251,784	525,754	331,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	525,754
Licenses and Permits	644,375	630,719	627,350	4,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9,750	0	538,080
Charge For Service	564,475	575,708	568,300	4,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	627,350
Public Health and Safety	38,600	40,105	38,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,988,080
Commercial Revenues	987,800	1,184,988	1,162,500	23,000	103,000	2,255,000	8,000	14,448	10,000	1,000	1,500	1,000	6,000	45,000	500	13,000	18,000	10,000	425,000	45,000	725,000	5,000	0	0	768,600	
Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,488,189
Total	\$17,447,339	\$17,765,600	\$17,485,874	\$1,042,000	\$103,000	\$2,255,000	\$8,000	\$245,048	\$390,200	\$96,000	\$86,550	\$1,369,400	\$596,000	\$185,000	\$500	\$13,000	\$18,000	\$10,000	\$435,000	\$4,663,760	\$4,014,240	\$852,000	\$0	\$0	\$0	\$1,200,000
																										\$3,728,592
PENDITURES																										
General Government	4,629,885	4,519,475	5,096,655	0	0	0	0	0	0	0	0	0	0	0	113,165	0	0	0	0	0	0	0	0	0	0	5,209,820
Public Safety	9,310,052	9,167,194	9,549,545	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,769,950
Recreational Services	480,860	478,665	512,675	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,500,475
Public Works	3,215,460	3,094,376	3,414,275	1,106,431	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,029,880
Library	1,627,950	1,607,533	1,712,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,719,880
Capital Outlay or Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,833,827
Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,885,131
Total	\$19,855,187	\$18,869,243	\$20,285,750	\$1,106,431	\$81,500	\$1,119,437	\$0	\$163,550	\$117,135	\$8,000	\$90,473	\$1,336,000	\$1,048,575	\$5,000	\$113,165	\$0	\$20,000	\$0	\$0	\$4,981,500	\$4,217,105	\$505,880	\$0	\$0	\$0	\$6,405,880
																										\$200,000
Excess (Deficit)	\$1,717,848	1,102,843	2,398,876	-64,431	21,500	1,135,563	8,000	81,988	273,953	77,000	-9,923	1,668,620	-842,575	180,000	-112,685	13,000	-3,000	10,000	435,000	-127,720	-202,865	76,120	\$0	\$0	\$0	\$432,679,791
REBUND TRANSFERS																										
To Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	-508,000	0	0	0	0	-761,000	0	0	0	0	0	0	-2,398,000
To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100,000	0	0	0	0	0	0	-100,000
To Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-75,000	0	0	0	0	0	0	-75,000
From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Fund 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Fund 15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	-\$1,135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$500,000	\$75,000	\$0	\$0	\$0	-\$836,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$6,942,371	\$8,935,354	\$7,771,711	\$64,849	\$77,437	\$0	\$287,193	\$692,987	\$1,068,843	-\$46,689	\$102,550	\$197,410	\$472,644	\$473,610	\$37,978	\$445,285	\$2,548	\$703,859	\$3,128,341	\$2,044,367	\$205,081	\$258,843	\$6,924	\$7,653,483	\$14,073	\$29,604,427
Designated Reserve	150,000	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ending Fund Balance	\$5,074,523	\$7,771,711	\$5,181,855	\$418	\$59,937	\$683	\$255,193	\$773,195	\$1,282,208	\$30,301	\$98,627	\$30,810	\$30,069	\$163,610	\$313	\$448,285	\$1,548	\$718,859	\$2,627,341	\$1,816,647	\$2,216	\$334,963	\$8,974	\$7,060,043	\$14,273	\$21,124,228
Property Tax Contribution			\$9,585,298	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,481,988

City of Oak Creek 2012 Annual Budget

Budgeted Personnel Count by Classification

Classification	2007	2008	2009	2010	2011	2012
GENERAL GOVERNMENT						
Mayor	1	1	1	1	1	1
President of Council	1	1	1	1	1	1
Aldermen	5	5	5	5	5	5
Municipal Judge - Part Time - Elected 5/1	1	1	1	1	0	0
Part Time Clerical	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
BUILDING MAINTENANCE DEPARTMENT						
Building Superintendent	1	1	1	1	1	1
Facilities Maintenance Technician	1	1	1	1	1	1
Part Time Custodian	5	5	5	5	5	5
<i>TOTAL FULL TIME</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
ADMINISTRATION						
City Administrator	1	1	1	1	1	1
Personnel Specialist	1	1	1	1	1	1
Part Time Clerical	0	0	0	0	0	0
<i>TOTAL FULL TIME</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
INFORMATION TECHNOLOGY						
Information Technology Manager	1	1	1	1	1	1
Computer Specialist-Database	1	1	1	1	1	1
GIS Coordinator	1	1	1	1	1	1
GIS Eng Technician	1	1	1	1	1	1
Computer Specialist-PC					1	1
Part Time Intern	1	1	0	0	0	0
Part Time Specialist	0	0	1	1	0	0
<i>TOTAL FULL TIME</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>5</i>	<i>5</i>
CITY CLERK'S OFFICE						
Clerk - Elected 5/1	1	1	1	1	1	1
Deputy Clerk	1	1	1	1	1	1
Accountant/Finance Manager	1	1	0	0	0	0
Account Clerk III	1	1	0	0	0	0
Secretary	1	1	1	1	1	1
Account Clerk II	1	1	0	0	0	0
Part Time Clerical	1	1	0	0	0	0
<i>TOTAL FULL TIME</i>	<i>6</i>	<i>6</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
FINANCE DEPARTMENT						
Finance Director	0	0	1	1	1	1
Account Clerk III	0	0	1	1	1	1
Account Clerk II	0	0	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>0</i>	<i>0</i>	<i>3</i>	<i>3</i>	<i>3</i>	<i>3</i>
TREASURER'S OFFICE						
Treasurer - Elected 5/1	1	1	1	1	1	1
Account Clerk II	1	1	1	1	1	1
Part Time Clerical	1	2	2	2	2	2
<i>TOTAL FULL TIME</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
LEGAL						
City Attorney	1	1	1	1	1	1
Assistant City Attorney	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
ASSESSOR'S OFFICE						
Deputy Assessor	0	0	0	0	0	0
Assessment Technician	1	1	1	1	1	1
Part Time Clerk	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>

City of Oak Creek 2012 Annual Budget

Budgeted Personnel Count by Classification

<u>Classification</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
COMMUNITY DEVELOPMENT DEPARTMENT						
Director	1	1	1	1	1	1
Planner	1	1	1	1	1	1
Zoning Adm/Planner	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Part Time Clerical	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>4</i>
INSPECTION DIVISION						
Building Commissioner	0	0	0	0	0	0
Building Inspector Supervisor	1	1	1	1	1	1
Building Inspector	1	1	2	2	2	2
Plumbing Inspector	2	2	1	1	1	0
Electrical Inspector	1	1	1	1	1	1
Street Light Maintenance Electrician	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Part Time Clerical	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>7</i>	<i>6</i>
POLICE DEPARTMENT						
Police Chief	1	1	1	1	1	1
Captain	2	2	2	2	2	2
Lieutenant	4	4	4	4	4	4
Sergeant	6	6	6	6	6	6
Detective	4	4	4	4	4	4
Police Officer	41	41	41	41	41	41
Admin. Support Bureau Manager	0	0	0	0	0	0
Dispatch Manager	1	1	1	1	1	1
Court Clerk	2	2	2	2	0	0
Clerk Matron	3	3	3	3	3	3
Dispatchers	13	13	13	13	13	13
Dispatcher/Supervisor	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Mechanic II	1	1	1	1	1	1
Part Time Clerical	1	1	1	1	1	1
Part Time Police Aide	3	3	3	3	3	3
Part Time Custodian	4	4	4	4	4	4
Part Time Evidence Room Technician	1	1	1	1	1	1
Part Time Student	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>80</i>	<i>80</i>	<i>80</i>	<i>80</i>	<i>78</i>	<i>78</i>
MUNICIPAL COURT						
Municipal Judge	0	0	0	0	1	1
Court Clerks	0	0	0	0	2	2
Part Time Clerical	0	0	0	0	1	1
FIRE DEPARTMENT						
Chief	1	1	1	1	1	1
Assistant Chief	2	2	1	1	1	1
Battalion Chiefs	0	3	4	4	4	4
Commander/Captain	3	0	0	0	0	0
Lieutenant	6	9	9	9	9	9
Firefighter	39	36	36	36	36	36
Fire Inspector	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Part Time Clerical	0	0	1	1	1	1
Part Time Mechanic	1	1	1	1	1	1
<i>TOTAL FULL TIME</i>	<i>53</i>	<i>53</i>	<i>53</i>	<i>53</i>	<i>53</i>	<i>53</i>

City of Oak Creek 2012 Annual Budget

Budgeted Personnel Count by Classification

Classification	2007	2008	2009	2010	2011	2012
LIBRARY						
City Librarian	1	1	1	1	1	1
Assistant Librarian	1	1	1	1	1	1
Children's Librarian	1	1	1	1	1	1
Reference Librarian	1	1	1	1	1	1
Secretary/Bookkeeper	0	0	0	0	0	0
Library Services Asst	1	1	1	1	1	1
Part Time Aides	10	10	10	10	10	10
Part Time Reference Librarian	1	1	1	1	1	1
Part Time Page	5	5	5	5	5	5
<i>TOTAL FULL TIME</i>	5	5	5	5	5	5
HEALTH DEPARTMENT						
Health Administrator	1	1	1	1	1	1
Public Health Nurse Supervisor	1	1	1	1	1	1
Public Health Nurse	0	0	1	1	1	1
Registered Sanitarian	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Part Time Nurse	7	6	3	3	3	3
Immunization Clerk	1	1	1	1	1	1
Part Time Clinic Nurse	1	0	1	1	1	1
<i>TOTAL FULL TIME</i>	4	4	5	5	5	5
RECREATION DEPARTMENT						
Director	1	1	1	1	1	1
Parks Maintenance Supervisor	1	1	1	1	1	1
Parks Maintenance Technician	1	1	1	1	1	1
Parks Mechanic II	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Recreation Supervisor	1	1	1	1	1	1
Part Time City Forester	0	0	0	0	0	0
Urban Forester	1	1	1	1	1	1
Arborist Part Time				1	1	1
Part Time Clerical	3	3	3	3	3	3
<i>TOTAL FULL TIME</i>	7	7	7	7	7	7
ENGINEERING DIVISION						
Public Works Director/City Engineer	1	1	1	0	0	0
City Engineer				1	1	1
Development Engineer	1	1	1	1	1	1
Design Engineer	2	2	2	2	1	1
Construction Coordinator	1	1	1	0	0	0
Civil Engineer	2	2	2	2	2	1
Senior Engineering Technician	2	2	2	2	0	0
Engineering Technician	1	1	1	0	1	1
Senior Draftsman	1	1	1	1	0	0
Secretary	1	1	1	1	1	1
Part Time Clerical	0	0	0	0	0	0
<i>TOTAL FULL TIME</i>	12	12	12	10	7	6
STREETS AND SOLID WASTE COLLECTION						
Superintendent	1	1	1	1	1	1
Street Supervisor	1	1	1	1	1	1
Secretary/Account Clerk III	1	1	1	1	1	1
Chief Mechanic	1	1	1	1	1	1
Mechanic I	0	0	0	0	1	1
Mechanic II	2	2	2	2	2	2
Operators	26	26	25	25	25	25
Part Time	2	2	2	2	2	2
<i>TOTAL FULL TIME</i>	32	32	31	31	32	32
Total Full Time Employment	222	222	222	220	219	217

ECONOMIC PROFILE

City of Oak Creek, WI

Population

Year	Number	Percent Change
1980	16,932	--
1990	19,513	15.2
2000	28,456	45.8
2003(est.)	30,856	8.4

Source: U.S. Bureau of the Census, Wisconsin Department of Administration, and SEWRPC.

Housing

Year	Total Households	Percent Change
1980	5,565	--
1990	7,007	25.9
2000	11,239	60.4

Unit Information: 2000

Total Units.....	11,897
Owner Occupied.....	6,847
Median Value.....	\$139,100
Renter Occupied.....	4,392
Median Rent.....	\$704
Vacancy Rate.....	8.7%

Units Authorized by Building Permits: 2002

Total Units.....	716
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Source: U.S. Bureau of the Census and SEWRPC.

Income

2001 Per Capita Personal Income

Milwaukee County.....	\$29,886
Southeastern Wisconsin Region.....	33,126
Wisconsin.....	29,270

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Taxes

Local Property Taxes, 2002

--Assessment Ratio: 0.9341
--Net Rate/\$1,000: \$26.73
--2003 Total Equalized Value: \$2,142,128,700

Source: The City of Oak Creek and the Wisconsin Dept. of Revenue.

Financial

Bank One
7980 S. Howell Avenue
Telephone: (414) 768-5649

Maritime Savings Bank
111 W. Ryan Road
Telephone: (414) 571-8666

First Credit Union
2121 E. Rawson Avenue
Telephone: (414) 762-4460

Mutual Savings Bank
8780 S. Howell Avenue
Telephone: (414) 764-3400

Guaranty Bank
2201 E. Rawson Avenue
Telephone: (414) 762-4700

St. Francis Bank
125 E. Puetz Road
Telephone: (414) 486-7024

Lakeside Credit Union
150 W. Ryan Road
Telephone: (414) 764-0900

Tri-City National Bank
6400 S. 27th Street
Telephone: (414) 761-1610

M&I Marshall & Ilsley Bank
8561 S. Howell Avenue
Telephone: (414) 762-0164

Wauwatosa Savings Bank
6560 S. 27th Street
Telephone: (414) 761-1920

Transportation

Highways

- Interstate Highway 94/43 passes through the western portion of the City; Interstate Highway 894 is located 3 miles north
- State Highway 241 passes through the western portion of the City on Interstate Highway 94

Trucking

- 406 trucking and warehousing establishments located in Milwaukee County

Water Transportation Facilities

- Port of Milwaukee located 10 miles north

Air Service

- General Mitchell International Airport, located adjacent to the north City limits John H. Batten Field, located 7 miles southeast
- Chicago's O'Hare Intl. Airport, located 70 miles south

Railway Service

- Union Pacific Railroad
- Canadian Pacific Railway
- Rail passenger service, provided by Amtrak, available in Milwaukee County and Sturtevant

Public Transit

- Three local routes and two freeway flyer routes operated by the Milwaukee County Transit System
- Two Park-n-Ride lots in or adjacent to the City along Interstate Highway 94
- Specialized transportation service available to the elderly and persons with disabilities through two special Milwaukee County Public transit programs
- Various intercity bus routes serve the City, and a shuttle bus runs during the morning and afternoon shift changes.

Government Services

Police and Fire

Police Department: 49 full-time personnel
Fire Department: 43 full-time personnel

Other

Oak Creek provides standard services such as street maintenance, snow removal, street lighting, a public library, and a park and recreation program. The City also has a Planning commission, a comprehensive plan, and a zoning ordinance.

Health

The Oak Creek Health Department runs two clinics each month to provide immunizations for all residents. The Department also provides health services for students of the Oak Creek-Franklin Joint School District. In addition, the City is served by a complete range of health professionals offered by the County's 17 area hospitals and over 700 clinics. Of special interest is the Milwaukee Regional Medical Center, a voluntary consortium of private, nonprofit, and governmental institutions dedicated to the delivery of health care, the education of health personnel, and the conduct of health-related research.

Media

Local Newspapers

- Oak Creek Pictorial, Weekly
- Milwaukee Journal Sentinel, Daily

Labor and Wages

MILWAUKEE COUNTY EMPLOYMENT: MARCH 2000*

<u>Employment by Industry</u>	Number of Persons Employed	Percent of Persons Employed
Agriculture, Forestry, and Fishing.....	1,575	0.3
Construction.....	12,757	2.4
Manufacturing.....	88,924	17.0
Transportation and Public Utilities.....	29,201	5.6
Wholesale Trade.....	24,834	4.7
Retail Trade.....	78,407	15.0
Finance, Insurance, and Real Estate.....	39,432	7.5
Services.....	187,811	35.9
Government.....	60,388	11.5
Unknown Industry Division.....	52	0.0
Total.....	523,381	100.0

MILWAUKEE COUNTY PROJECTED EMPLOYMENT: 2010

<u>Employment by Industry</u>	Number of Persons Employed	Percent of Persons Employed
Management, Business & Financial.....	51,030	8.5
Professional & Related.....	128,360	21.4
Service.....	114,030	19.0
Sales & Related.....	54,780	9.1
Office & Administration Support.....	105,100	17.5
Farming, Fishing & Forestry.....	1,050	0.2
Construction & Extraction.....	17,110	2.9
Installation, Maintenance & Repair.....	20,660	3.4
Production.....	62,270	10.4
Transportation & Material Moving.....	45,210	7.5
Total.....	599,550	100.0

* Not included: Self-employed, unpaid family workers, and private household workers.
Source: Wisconsin Department of Workforce Development and SEWRPC.

MEDIAN HOURLY WAGES FOR SELECTED OCCUPATIONS: 2001

Wage and employment estimates categorized by occupation can be found by following the link for the OES Wage Survey located below.

[Milwaukee County 2001 OES Wage Survey](#)

Source: Wisconsin Department of Workforce Development and SEWRPC.

MILWAUKEE COUNTY CIVILIAN LABOR FORCE: MARCH 2001

Total Civilian Labor Force.....	487,967
Employed Civilian Labor Force.....	463,990

Source: Wisconsin Department of Workforce Development and SEWRPC.

Major Private-Sector Employers

MANUFACTURING

Machinery Except Electrical

Columbia Grinding, Inc.
Delphi
Morris Material Handling
Owens Industries
Superior Die Set Corp.
Zenar Corp.
The Zierden Company

Transportation Equipment

A.A.A. Sales and Engineering, Inc.

Furniture and Fixtures

Bay View Industries, Inc.

Lumber and Wood Products

Oak Creek Wood Products

Instruments and Related Products

Seaman Nuclear Corp.
Soderberg, Inc.

Printing and Publishing

McAdams Graphics
Victory Graphics
C-Graphics

Electrical and Electronic Equipment

Ademco Systems
Eder Industries, Inc.
Electrotek Corp.

Fabricated Metal Products

Accutec
J.F. Cook, Inc.
Elwood Corp.
Flur international, inc.
Grunau Company, Inc.
Industrial Erecting Company, Inc.
Metalspun Products Company, Inc.
Mid-America Steel Drum Company, Inc.
National Technologies, Inc.
Prime Manufacturing Corp.
Unlimited, Inc.

Rubber and Miscellaneous Plastics Products

Applied Plastics Company, Inc.
Bay View Industries
Eldorado Packaging Corp.
Seville Flexpack Corp.

Primary Metal Industries

Milwaukee Steel Converting Corp.
Steelwind Industries

Miscellaneous Services

Aldi Foods Distribution Center
Franchise Food Service
Midwest Airlines Corporate Headquarters
Master Lock Corporate Headquarters
Reinhart Institutional Foods
Roadway

Chemicals and Allied Products

Air Products and Chemicals, Inc.
Cemedine, U.S.A., Inc.
Diedrich Technologies, Inc.
Henkel Surface Technologies
Hodgson Process Chemicals, Inc.
PPG Industries, Inc.

SERVICES

Health

Damon Clinical Laboratories

Business

Barricade Flasher Service, Inc.
Royalty Janitorial, Inc.
United Parcel Service

Social

Children's World Learning Center
Oak Crest Retirement Home, Inc.
Schmidt Home
Meadowmere - Oak Creek

Amusement and Recreation

Classic Lanes

Engineering, Research, and Management

Sigma Environmental, Inc.
Schauer & Associates, Inc.

Source: 2000 Classified Directory of Wisconsin Manufacturers, 1998 Wisconsin Business Service Directory, the City of Oak Creek, and SEWRPC.

Education

The City of Oak Creek is served by the Oak Creek-Franklin Joint School District which also serves the eastern part of the City of Franklin.

Public High School Graduates: 2002

Total Graduates.....382
Average Graduation Rate.....95.74%

Standardized Test Results: 2002

Based upon the mean scores reported in nation, Wisconsin students scored among the highest in the nation on the American College Test (ACT) in the 2001-2002 school year.

2002 Average ACT Scores

Oak Creek- Franklin School District.....22.2
Wisconsin.....22.2
United States.....20.8

Source: Wisconsin Department of Public Instruction and SEWRPC.

The following post-secondary educational facilities are located within Milwaukee County:

Colleges and Universities

Alverno College, City of Milwaukee
Cardinal Stritch College, City of Glendale
Columbia College of Nursing,
City of Milwaukee
Marquette University, City of Milwaukee
Medical College of Wisconsin,
City of Wauwatosa
Milwaukee Institute of Art & Design,
City of Milwaukee
Milwaukee School of Engineering,
City of Milwaukee
Mount Mary College, City of Milwaukee
University of Wisconsin-Milwaukee,
City of Milwaukee
Wisconsin Lutheran College, City of
Wauwatosa

Technical and Vocational Schools

Milwaukee Area Technical College
South Campus, City of Oak Creek

Library

The Oak Creek Library is a member of the Milwaukee County Federated Library System

Utilities

Electric Power

- We Energies
Service Information: 1-800-242-9137

Natural Gas

- We Energies
Service Information: 1-800-236-9874

Water

- Oak Creek Water Treatment Plant
Source: Lake Michigan
Pumping Capacity:
20.0 million gallons per day
Average Daily Consumption:
6.7 million gallons
Adequate Capacity for New Industry
Rate Information: Utility Manager
(414) 570-8210

Telephone

- Ameritech, Inc.
Business Service Information:
In State: 1-800-660-3000
Out of State: 1-800-447-7738

Sanitary Sewerage

- Milwaukee Metropolitan Sewerage
District: South Shore Area
Average Annual Hydraulic Loading:
100 million gallons per day
Average Hydraulic Design Capacity:
250 million gallons per day
Rate Information: Sewer Billing
(414) 272-5100

Solid Waste

- The City of Oak Creek Department of Public Works collects municipal and commercial wastes on a weekly basis and provides bi-weekly collection of recyclables.
General Information: (414) 768-6552

Industrial Sites

Industrial Parks (December 2003)

Name	Acres		Contact Person
	Total	Available	
Northbranch Industrial Park	1,385	248	For all of the sites: Director of Community Development Telephone: (414) 768-6527
Southbranch Industrial Park	283	117	
Liberty Woods Business Park	12	8	
College Park Business Center	13	3	
Oak Creek Commerce and Industrial Park	38	33	
Creekside Corp. Center	38	38	

Local Contacts

For industrial, commercial, or business information about the City of Oak Creek contact:

- Director of Community Development
City Hall
8640 S. Howell Avenue
Oak Creek, Wisconsin 53154
Telephone: (414) 768-6527
Facsimile: (414) 768-9587
- Southeastern Wisconsin Regional
Planning Commission
P.O. Box 1607
Waukesha, Wisconsin 53187-1607
Telephone: (262) 547-6721
- Community Development Manager
We Energies
231 W. Michigan Street
Milwaukee, WI 53203
Telephone: (414) 221-3018
Facsimile: (414) 221-3853
- President
SECUB (Chamber of Commerce)
8580 S. Howell Avenue
Oak Creek, Wisconsin 53154
Telephone: (414) 768-5845
Facsimile: (414) 768-5842

This profile is one in a series of regional, county, and community profiles prepared by the Southeastern Wisconsin Regional Planning Commission in cooperation with the Regional Economic Partnership as a community service.

Revision date: December 2003

