



City of Burlington Internal Environmental Scan 2015

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Executive Summary

The City of Burlington Environmental Scan is a description and analysis of Burlington, its demographics, environment, and community. It provides a framework for understanding the City, its attributes, and relevant issues in planning its future, as well as the context of the broader region of which it is a part.

The City of Burlington is preparing to update its Strategic Plan from 2012. The Strategic Plan is expected to address a variety of topics including community design, communication and civic involvement, economic development, infrastructure, fiscal sustainability, responsive and accountable cost-effective government, and community safety. It will help to define strategic priorities and include corresponding goals and sub-goals to direct future actions by the City government and the community to achieve the vision of the plan. Our goal for this environmental scan is to provide a common understanding of local planning and community issues and encourage elected officials and City staff to continue engaging in a strategic discussion about the future of the City of Burlington, optimizing internal and external partnership opportunities, facilitating innovation and promoting out-of-the-box thinking to capitalize upon our strengths, improve our weaknesses, and possibly reduce overall costs.

Objective

- Commit to upholding the City Charter, all City Ordinances, and the highest standards of conduct;
- Commit to promoting and enhancing the well-being and quality of life for Burlington's residents, visitors, and businesses by providing excellent services in an efficient, respectful, and courteous manner; with a fiscally conservative approach.
- Commit to a model of professionalism that ensures respectful and complete consideration of all decisions and decrees; and
- Commit to strategic growth, all facets of economic development, and sustainability.
- Commit to Burlington being a residential community in which families want to relocate due to its safe, quality of life, outstanding school system, year-round recreational opportunities, while maintaining its small town charm.

This plan will assist in compiling the Strategic Plan that will outline the current and future direction of the City of Burlington, including direction, strategies, funding and management process requirements, and recommendations for the next three to five years.

Current and Future Trends, Challenges and Needs the City will Face

The City of Burlington will be facing several challenges beyond the three year strategic plan being developed for 2015. Knowing this, the Common Council is reliant on staff being proactive, identifying the key strategic issues and planning ahead versus being reactive. It is incumbent on staff to provide data driven assumptions with viable recommendations allowing the elected officials to make sound policy decisions for the benefit of the community in an ever changing environment.

Mission Statement

The mission of the City of Burlington is to build and enhance our community by safely, respectfully, proudly and effectively executing our daily work activities. As an organization we are committed to continuous improvement.

Community Overview

The City of Burlington was settled in 1835 by Moses Smith and William Whiting. Since then Burlington has become home to the Nestle Chocolate factory, and nearly 10,500 residents. Situated between Milwaukee and Chicago, the city is centrally located with effective transportation provided by four major highways. Located on the White and Fox rivers, the city offers the best of all seasons with a historic downtown, improved infrastructure, broad clientele base, a business & office park and an industrial park offering large and small lot opportunities, making Burlington an inviting place to do business.

Location

Surrounded by four major highways, railroad access and excellent proximity to two major Interstate highways, as well as to Milwaukee and Chicago area markets, make Burlington the ideal place to locate or start a business without leaving behind the "small town" charm and friendliness that are essential to the quality of life here. The city has a total area of 8.03 square miles with a travel commute of 30 miles to Milwaukee and 70 miles to Chicago.

Economic Development

Economic development in Burlington has been a major focus of the community as shown by an overall commitment to retaining current businesses and attracting new industry to the community. The local economy is strong due to a wide variety of service, commercial, retail and industrial companies located in Burlington. These include industries manufacturing plastics and rubber, electric/electronic products, food products, stone and glass products, chemicals, transportation equipment, paper and packaging, printing and publishing, and fabricated metals.

Burlington has two industrial parks with all municipal utilities in place, and both are well suited for new and/or relocating businesses. The 49-acre Burlington Industrial Complex is fully developed, while the 80-acre Burlington Manufacturing and Office Park currently has sites available for new development. The City constructed a 200-space parking deck in 2012, which led to the construction of a 54-room hotel in the downtown. The recently completed truck bypass route around Burlington will spur new commercial development not only near the bypass located at the south edge of the city, but it is also anticipated to spur growth in other areas as well. City leaders are mindful of smart growth planning to assure that the downtown businesses continue to flourish and remain resilient. Some tactics have included Façade Grants and Revolving Loan funds facilitated by the Racine County Economic Development Corporation (RCEDC).

Government

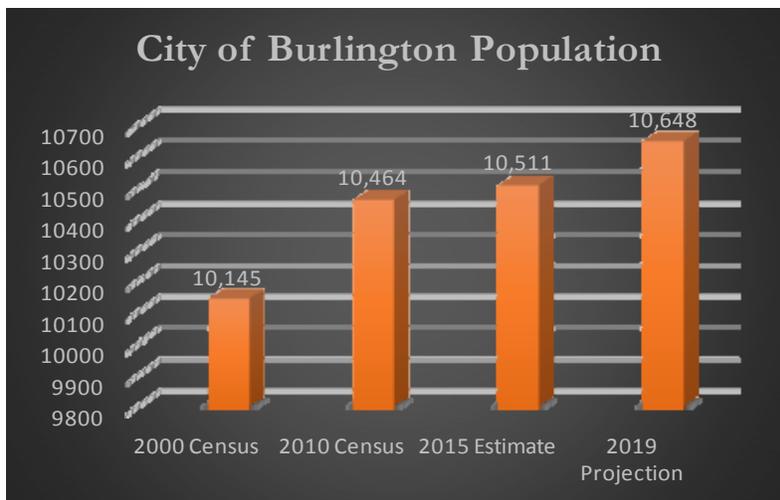
The City of Burlington is governed under a Mayor/City Council form of government. The Mayor is elected at large for a two-(2) year term. There are eight (8) City Council members, two (2) representatives from each of the four (4) Aldermanic Districts, also elected for two-(2) year terms. To assist the Common Council in administering the community, there are numerous Board Committees.

These committees meet on a regular schedule and as needed, including the: Board of Public Works, Board of Review, Park Board, Library Board, Plan Commission, Zoning Board of Appeals, Police and Fire Commission, Historic Preservation Commission, Community Development Authority, Burlington Housing Authority, and Airport Committee.

Demographics

Located in both Racine County and Walworth County in southeastern Wisconsin, Burlington is primarily a residential community with a solid business and commercial base that provides important tax revenue to the community. This, along with outstanding schools and year-round recreational activities, combine to make Burlington the perfect place to live, work and shop.

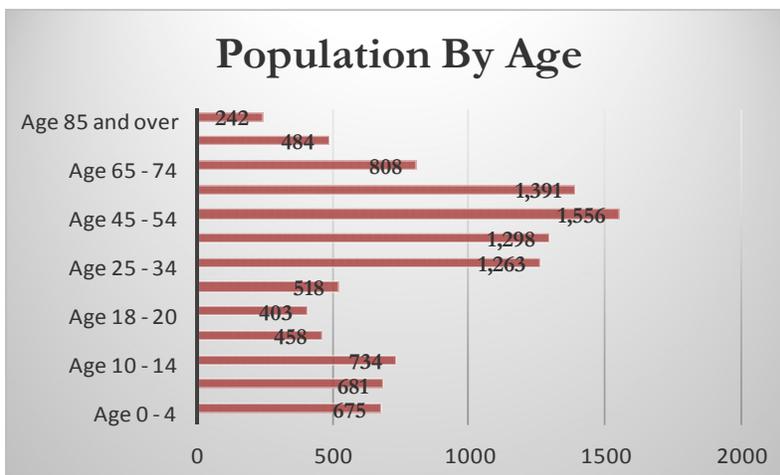
Although Burlington has continued to grow from its humble beginnings, it strives to maintain its small town charm. The community has embraced its past by preserving many large historic homes and downtown businesses. The City's collection of neighborhoods range from modest to higher end luxury homes, offering a variety of housing options to accommodate first-time buyers, as well as professionals and executives looking for open space in a community-oriented atmosphere. There are more than two dozen places to worship located in the community and the area.



Trend:

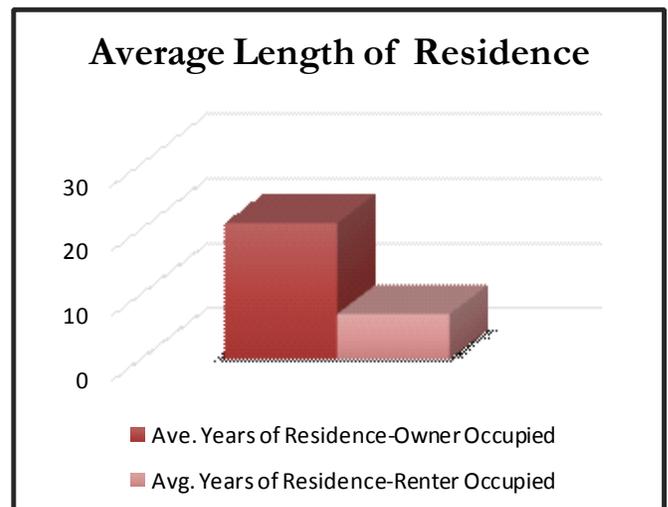
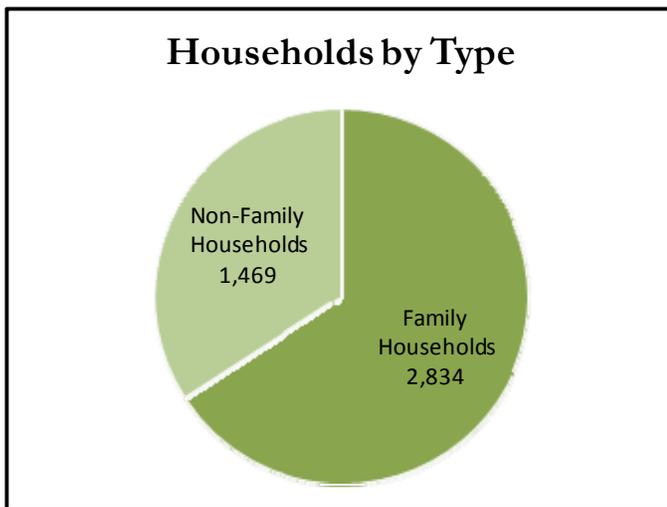
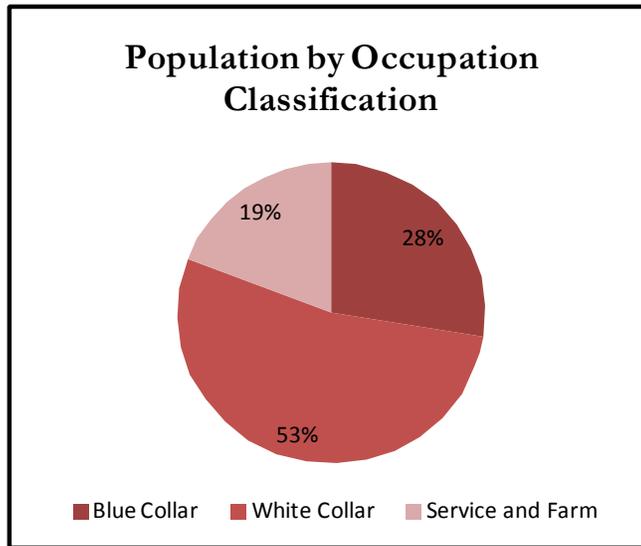


The population in Burlington has grown 1.98% since 2011 and grown 3.6% since 2000, an indication of slow growth.



The average age of Burlington residents is between 45-54 years old

The charts below depict “Burlingtonites” as a younger family-orientated community with moderate incomes and strong ties to raising their family in the city for future generations.



Administration

The City Administrator is the chief administrative officer of the city and is appointed by the Common Council to oversee the day-to-day operations of the city, supervises the City's 64 full-time employees, and administers the \$19 million annual budget. Responsibilities of the City Administrator also include advising the council of the city's current financial condition and future financial considerations in order to maintain high quality services and facilities, hiring and managing the City's workforce, as well as negotiating all labor contracts, providing leadership for the organization by executing the City Council's policies, ordinances, resolutions and service objectives, and working with the council, city staff and citizens to establish and implement long-range goals and objectives.

The City offers a full range of municipal services including Administration, Budget and Finance, Assessor's Office, Building Inspection, Code Enforcement, Municipal Court and a City Attorney, located in the City Hall. Located next door to City Hall is the 34 member Police Department. The Department performs patrol duties, responds to emergencies, and conducts community crime prevention outreach under the direction of the Police Chief.

The Fire Department has one station with five (5) full-time personnel and up to 51 volunteers, under the direction of a full-time Fire Chief. The Department also inspects structures for fire code compliance and conducts public service information and fire prevention programs. The Fire Department is one of the few departments in the state with an ISO Class 3 rating. The Department is housed with the Burlington Area Rescue Squad, a non-profit volunteer rescue/ambulance service.

The Public Works Department, with 28 employees, provides a wide range of services. The Park & Streets Division provides traditional public works services for the community. The Parks program is responsible for maintaining public facilities, 28 outdoor parks, and recreation facilities. The Street and Storm Sewers Division provides maintenance of its public streets and drainage ways, and winter snow plowing, as well as maintenance of street signs and traffic signals. The Public Utilities Division has two areas: Water and Wastewater.

The Library, with 20 employees, provides free access to diverse resources ranging from Internet access to interlibrary loan, reference materials, DVDs, CDs, MP3 players, research assistance and leisure materials. These employees order, receive and process materials to meet patron need. Others are trained to assist with research and locate materials of general, specific, or age related descriptions. Librarians assist patrons with selecting, borrowing and returning items. We assist patrons with Internet access and help them download free audio and e-books. Shelves keep the library orderly and return items to their correct places for their next borrowers.

Following Act 10, the City implemented a handbook to move away from the union contracts. The purpose of the employee handbook is to create fair and equitable policies. In addition to the handbook, staff will also conduct a salary study to identify where City employees lie in the salary spectrum to ensure we are competitive with our neighboring communities.

The Administration Department staff is comprised of 5 employees: the City Administrator, the Director of Administrative Services, the City Clerk and two full-time Administrative Assistants.

Challenges

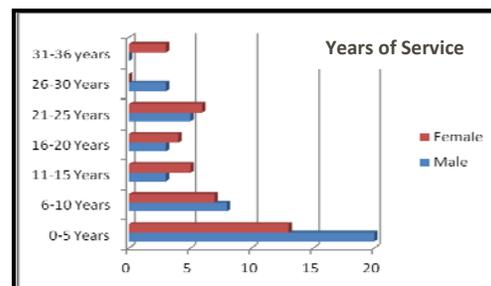
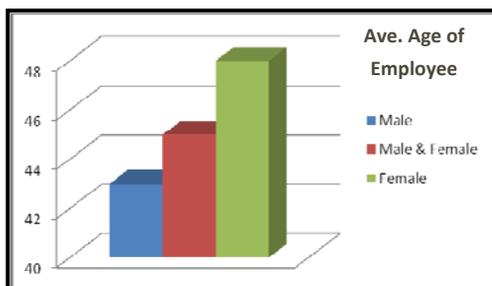
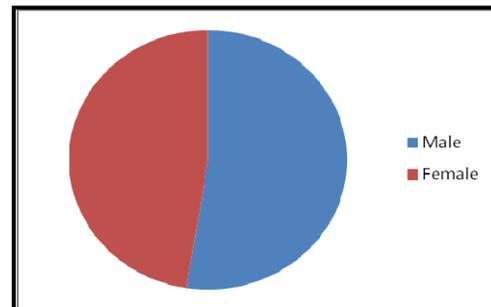
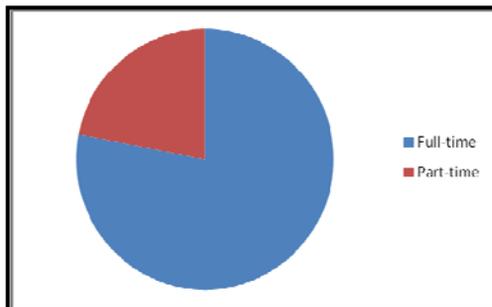
- The State of Wisconsin created cemetery associations to run cemetery operations; however, if they disband, the Town and City are responsible for the 25.2 acres of cemetery. As the Cemetery Association coffers continue to diminish, the Town of Burlington, City of Burlington and Cemetery Association will need to analyze and potentially implement shared responsibilities for cemetery operations.
- The historic downtown buildings are deteriorating due to absentee building owners, the possible high purchase price and/or cost of rent and unsustainable businesses causing empty store fronts.
- City Hall was built in 1926, has insufficient use of space and not ADA accessible.
- Ensuring staff is cross trained, reduced burn out and retain quality employees, as we continue to provide the same level of service with less staff.
- The City has an Equipment Replacement Fund that is partially funded; however, other capital items are not included causing the General Fund to support non-planned capital. By having a Comprehensive Capital Improvement Plan, the Common Council can appropriately allocate funding to support buildings and other infrastructure.
- Ensuring long term fiscal stability considering a new City Hall, Library and Government Center is in discussions.
- As the costs of health care continue to increase, should employees contribute more to their insurance premiums, alleviating the financial pressures of the municipality?
- The Burlington Community Pool has been run by several local 501c3's for approximately a half century. The pool is the City's asset and is in major disrepair. The Pool Board has come to the City seeking a referendum to ask the residents for a Feasibility Study to identify location, cost, and long term maintenance plan for the potential asset.

Trend:

Average age of Staff is on the rise

As outlined in the charts below, the average age of a City employee is 45. The average male age is 47 years old. As employees age, liability is an assumption. A proactive measure is to create a recruitment and retention program to ensure human capital is maintained.

City Staff and Services



Service Delivery

Police Services

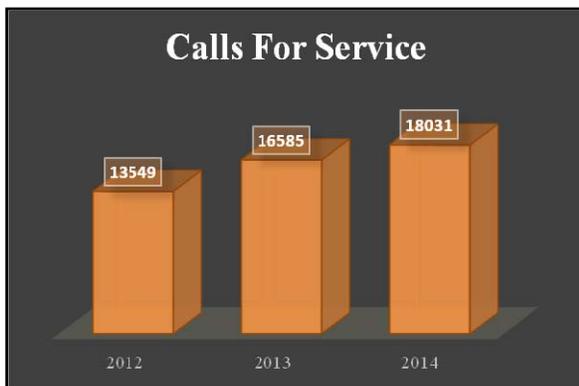
The Burlington Police Department provides patrol to all areas of the City, responds to calls for police service, conducts investigations in response to reported crimes, generates and maintains records of all reported crimes and police related incidents; provides emergency response to major accidents, natural disasters, civil disorders and other public emergencies, and community crime prevention services. The Police Department is committed to employing the highest standards of performance, best practices in policing, accountability, and reflecting the values of the city it serves.

The department is staffed 24/7, 365 days a year. Each shift has minimum staffing level of 1 supervisor and 1 officer from 3:30 a.m. to 7:30 p.m. From 7:30 p.m. to 3:30 a.m. the staffing level increases by 1 officer. There is one dispatcher on duty per shift. The detective bureau consists of 1 Sergeant, 1 Investigator and 1 School Resource Officer. The Police Department consists of 34 employees which includes 20 sworn officers, 1 Administrative Services Manager, 5 full time dispatchers, 7 part time crossing guards and 1 custodian.

Trend:

The total number of calls and incidents has increased and crime decreased in recent years

A call for service includes any police response to a 911 call, a non-emergency call that requires police response, a traffic stop, any criminal activity witnessed by an officer on patrol, any self-initiated officer activity, assistance provided to another agency, any walk-in request at the police station that requires officer involvement, or any incident for which an officer is flagged down for help by an individual.



Challenges

- Continue to provide excellent community service despite a reduction of staff from 38 (in 2013) to 34 (including the loss of a full-time officer and a full-time data-entry clerk).
- With Act 10, some department employees stand with a union while their co-workers cannot.
- Conduct a Feasibility Study for a future police station. The current facility was built over 30 years ago, with much of the basic components being part of the original structure such as the boiler and elevator.
- Implementing a full Staff. Although there are typically 20 full-trained officers, current staffing levels are down, including only 18 officers for 22%, and just 17 officers 36% of the year.
- All other county municipalities are in the consolidated dispatch center with Racine County. Future assessments may be warranted to analyze the City's need for a separate dispatch center.

Needs

- Upgrade the current Uniform Crime Reporting (UCR) system to a fully-electronic system.
- Upgrade the District Referral process to a fully-electronic system.
- Reinstate the K9 program, although this has future possible union implications.
- Emergency Management planning and training.
- Forecast for equipment replacement. Tasers that were purchased in 2007 are failing and the company no longer repairs or provides support; in-squad video systems that are over five years old are displaying signs of wear and indicate impending replacement needs; etc.

Fire Services

The City of Burlington is a combination fire department consisting of five full time members, forty-five volunteers, four interns, five explorers and three public works employees that dually serve as first responders. The City maintains a fleet of fire apparatus that includes three pumper/engines, two aerial trucks (a 75' ladder and a 100' aerial tower), a utility vehicle (pickup truck) and an incident command SUV. All of the department's apparatus are in exceptional condition and regular maintenance is performed by our in-house fire engineers through daily, weekly and monthly checkouts in addition to annual testing of pumps, ladders and equipment. All vehicles are housed in the Fire Station at 165 W. Washington Street, in addition to the Burlington Rescue Squad equipment.

Our mission has changed slightly in the past couple of years from strictly the delivery of fire suppression services to a more adaptable delivery of educational and emergency services that includes fire suppression and extinguishment, emergency medical services/first responder, regular inspections of all required buildings in the community, specialized technical rescue services (high angle, trench, confined space rescue), public education to varied groups in the City (senior citizen, elementary, Junior High, High School and adult education programs, businesses and industrial training options).

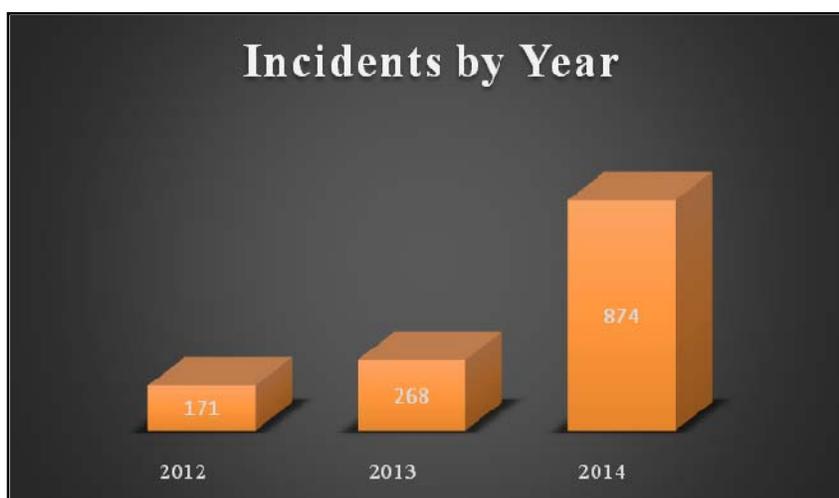
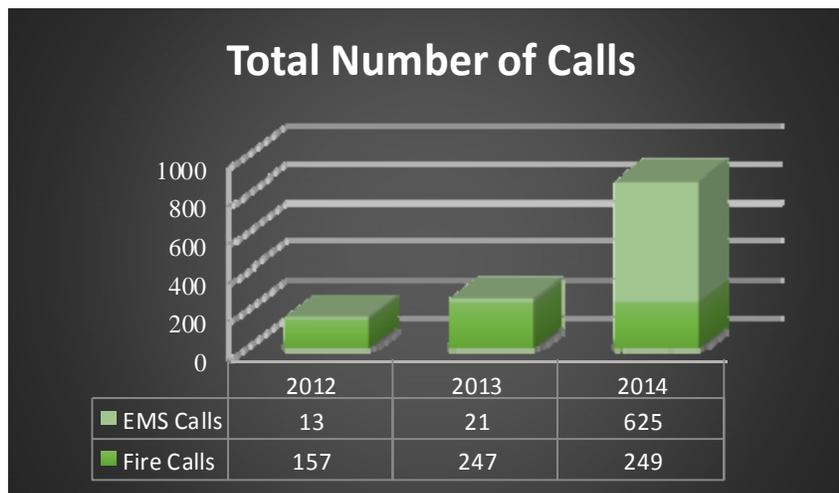
Trend:

There has been diminishing numbers of volunteers over the past several years as indicated in studies from the Federal Emergency Management Agency (FEMA), and the National Volunteer Fire Council (NVFC) on Fire Department recruitment and retention issues. Additionally, the National Highway Traffic Safety Administration (NHTSA) commissioned a report on Emergency Medical Services Recruitment and Retention which identified similar trends.

Trend:

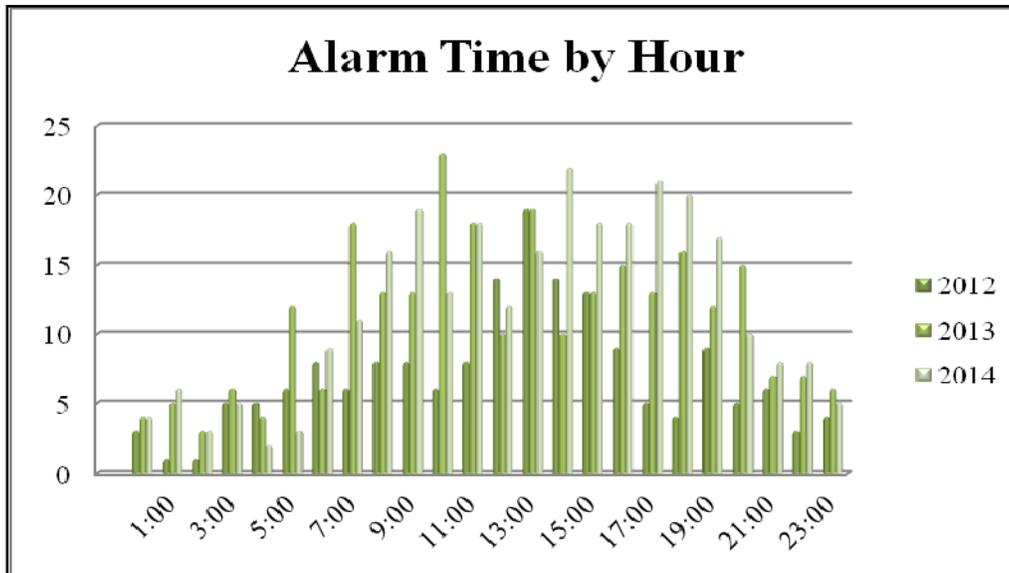
The total number of calls and incidents has increased dramatically in recent years

In 2014 the department responded to 874 calls for service, a new high for emergency responses in a calendar year. Over 1000 calls are projected for service in 2015. The fire department tracks calls by the time of day, day of the week and by month in an effort to identify trends and key times for staffing. A larger proportion of EMS calls are typically seen in the warmer, summer months due to people being more active in the community. Conversely it is not unusual to see more occurrences of fires related to heating issues in the colder winter months. The peak call time for all calls is between 9 AM and 7 PM.



Trend:

The Fire Department tracks calls by the hour to identify staffing issues and coverage for emergency medical and fire related calls and responses. Over the last three years there has been a trend that continues in 2015 that identifies our peak call volume. Typically, most departments see call volume increase as people get up to go to work in the early morning (5-6 AM) , continue to peak in the middle hours of the day and early evening (2-6 PM), only to decrease towards the later hours of each day (8-9 PM). This is common to most emergency service organizations.



FACTS

- Training hours increased in 2014 (4,407 in 2014 up from 3,760 in 2013 and 2,057 in 2012), public education contacts increased (13,895 in 2014, 13,477 in 2013, and 2,858 in 2012,) and our total inspections increased up 1,147 in 2014, 728 in 2013, 582 in 2012
- Our members participated in over 4400 hours of training in several disciplines that included firefighting, emergency medical training, specialized rescue techniques and enhanced officer training.
- Trained eight firefighters in 2015 with a total of eleven confined space trained personnel on the department
- Make entry and inspect 100% of the occupancies for fire inspections
- Continual recruitment new volunteers
- Trained two new firefighters as emergency medical technicians, EMT's
- Participated in four joint quarterly training sessions with surrounding agencies
- Completed all required vehicle and equipment testing
- Completed a total of 36 preplans of buildings in our City by December 31, 2015
- Established an auto-aid agreement with the Rochester Fire Department for a tender to the Burlington Airport

Challenges and Needs

- Search out opportunities for funding mechanisms in the form of grants
- Identify methods to work better with neighboring/surrounding agencies
- Create partnerships with local agencies (training, response, open opportunities)
- Volunteer organizations for fire and emergency services are not a sustainable model. Some form of reward in conjunction with a flexible schedule will continue to provide volunteers for years to come.
- Volunteers cite several reasons for their inability to volunteer in their local community. The local service clubs (Rotary, Lions, Kiwanis) in Burlington are also finding it more difficult to recruit and retain volunteers.

Needs

- Continue to train our personnel for the multitude of hazards presented in the community
- Update/upgrade fire station to livable standards (NFPA) and ADA compliance, install a vehicle exhaust removal system in the station and replace aging garage and entrance doors.
- Replace aging self-contained breathing apparatus SCBA and aging SCBA air compressor (due for replacement in 2013)
- Upgrade portable radios to P-25 compliance
- Upgrade emergency services to advanced life support care
- Replace aging fire engine 923 (1996 model due for replacement in 2016)
- Need to forecast for a future fire station and analyze what additional staff is necessary.
- Emergency Management planning and training.

Street Department

The Street Department maintains the City's infrastructure, responds to citizens' concerns, to weather related and manmade emergencies, and collaborates with other municipalities. The department also supports capital improvement projects, new initiatives, code compliance issues, and planning by providing contract administration, budgeting, bidding, engineering, and research to all city departments.

The Street Department provides maintenance of public street and drainage ways; winter snow plowing of streets, alleys and municipal parking lots; maintenance of street signs and traffic signals; engineering; maintenance of the compost site; collection of brush and leaves; noxious weed control; maintenance of public and recreational facilities, outdoor parks, right-of-way plantings and city gardens.

The Street Department staff is comprised of 8 employees: one supervisor, one clerk, one foreman, and 5 maintenance workers. These individuals are skilled in engineering, emergency management, truck driving, equipment operation, fleet maintenance, concrete construction, carpentry, administrative tasks, and numerous other trades.

FACTS

- Maintain 53.8 miles of streets and 2.9 miles of alleys
- Maintain over 3,800 parkway trees and trim over 89 trees on parkways
- Maintain approximately 26 miles of storm sewer pipe, manholes and associated inlets
- Remove and replace pavement markings, street signs, bike trails, and city owned sidewalks
- Remove leaves and brush from city parkways; over 1,858 brush pickups in 2014
- Repair and maintain 11 controlled intersections (stop lights)
- Repair and maintain 369 City-owned street lights
- Remove snow from city parkways, alleys, parking lots and private sidewalks where complaints are received. Had 21 snow removal/hazardous road conditions mobilizations (plowing/salting) from January to April using 700 tons of salt
- Mow and trim boulevards, street right of ways and private property addressing complaints
- Provide project management services on various city project conducted internally and by outside contractor and engineering firms
- Provide traffic barriers and clean up for city held events, parades, accidents, and in emergency responses
- Provide daily response to request averaging approximately 3,000 calls a year
- Provide services at compost site for approximately 14,000 visits between April and November
- Replace over 830 lineal feet of sidewalk
- Rebuild and repair 13 catch basins

Trend:

Bicycling is becoming a popular and efficient means of travel for residents

With the increased popularity of low impact exercise, bicycling is becoming more popular. This will necessitate better marked routes and upgrades of bike lanes with visible markings.

Challenges

- Over the last two years the city has annexed an additional 2 miles of streets, and a cemetery with roads in need of significant repair while reducing street staff 12.5%.
- Consider creating a policy to schedule more extensive repairs to the forty alleys (2.9 miles) as part of the annual street improvement program.
- Communities are becoming more environmentally friendly, therefore reducing water consumption, salt usage, pesticide applications, etc. Will the City need to be proactive on its policy decisions?
- A Storm Water Management Plan will need to be drafted to meet DNR requirements for storm water discharge at an estimated cost of \$140,000. The firm drafting the plan will be selected through a request for proposal process. The city will be reimbursed 80% of the cost of the plan.
- A portion of the ChocolateFest grounds (former city landfill) is used as the City's Compost Site, housing leaves, yard waste and trees which need to be either composted or appropriately disposed of. Should the City begin a compost program or remove the materials prior to EPA and/or DNR mandating/fining due to the grounds already being a designated landfill?

Needs

- Jefferson Street is scheduled for design and replacement at an estimated cost of \$187,000. A planning grant has been applied for to cover 80% of the cost after expenses.
- County Highway W Pedestrian/Bicycle Project, a project implemented over twelve years ago, is scheduled to cost over \$320,000. A grant has been applied for to cover 80% of the cost after expenses.
- Need to place surface course and repair sub-base on Spring Brook Drive at an estimated cost of \$55,000.
- Evaluate need to purchase a street sweeper and stump grinder
- Study the need to create a Laborer position
- Secure interns to work on a GIS program inputting storm water and ash tree identification and locations to plan for tree removal and replacement.
- Identify a Comprehensive Capital Improvement Plan to identify appropriate funding levels and sources.

Capital Improvement Plan

Construction Year	Street Name	Type of Work
2015		No capital improvement projects scheduled
2016		No capital improvement projects scheduled
2017	Kendall Street	2700 feet of sanitary relay, 600 feet of 4-inch watermain relay & lead service replacement, 2700 feet of storm sewer relay, resurfacing and/or Reconstruction Kendall Street from West State to West Chestnut Street.
2018	Jefferson Street	600 feet of 6 inch water relay, 600 feet of sanitary sewer relay, contaminated soil at Pine/Jefferson, resurfacing and/or reconstruction from Kendall Street to the Railroad Tracks at Bridge Street.
2018	Maryland Avenue	Approximately 8 sanitary sewer repairs needed, resurfacing and/or reconstruction from Milwaukee Avenue to 275 feet North on Maryland from the intersection at Congress Street.
2018	S. Perkins Blvd	Sanitary sewer relay, resurfacing and/or reconstruction from East Chandler Boulevard to East Highland Avenue.

Parks & Recreation

Park Department

The Parks Department is responsible for maintaining public facilities, outdoor parks and recreation facilities. This includes all 28 city parks, including ball diamonds, as well as all street medians and rights of way plantings. The department handles mowing approximately 217 acres, trimming trees, landscaping and painting and repair of park benches, playground equipment and buildings. The department also organizes equipment and materials for special events, such as ChocolateFest.

The Parks Department staff is comprised of 5 employees - one supervisor, one clerk, one foreman, and 2 maintenance workers. These individuals are skilled in facilities maintenance, landscaping, urban forestry, emergency management, truck driving, equipment operation, fleet maintenance, administrative tasks, and numerous other trades.

FACTS

- **Maintain 28 parks (135 acres), the Burlington Cemetery (city portion), out lots**
- **Schedule baseball and softball diamond for use, coordinate with different clubs reserving and maintaining field including lining, raking, dragging, mowing, reseeding, and complete re-builds.**
- **Maintenance, cleaning and clearing of all bathrooms, pavilions, sidewalks, fencing, trees, shorelines, paths, playgrounds, and lighting in parks**
- **Schedule park pavilion reservations for public use**
- **Direct planting or management of tree planting operations**
- **Provide assistance to Street Department with various projects and services such as plowing, leaf collection, and Urban Forest Management**
- **Park staff are trained to inject for Emerald Ash Borer (EAB)**
- **Annual Arbor Day celebration with city staff and St. Mary's 4th grade at Echo Park who planted three Syringa Japanese Lilac Trees at Echo Park**
- **Tree City USA awarded for the 14th year**
- **Completed Comprehensive Outdoor Recreation Plan for 2015-2019**
- **Completed Wehmhoff-Jucker Park and Bicycle Trail Head improvements**

Trend:

In a means for municipalities to cut expenses, current trend is to analyzing the need to mow all parks or allow areas to revert back to its natural state.

Staff has been looking to possibly reduce areas that are mowed in an effort to reduce expenditures.

Challenges

- Consideration of long term treatment and removal of ash trees with Emerald Ash Borer (EAB) in parkways, parks and green spaces and how to financially support this program.
- Restrooms are in need remodeling at Congress Park and Wagner Park with limited funding.

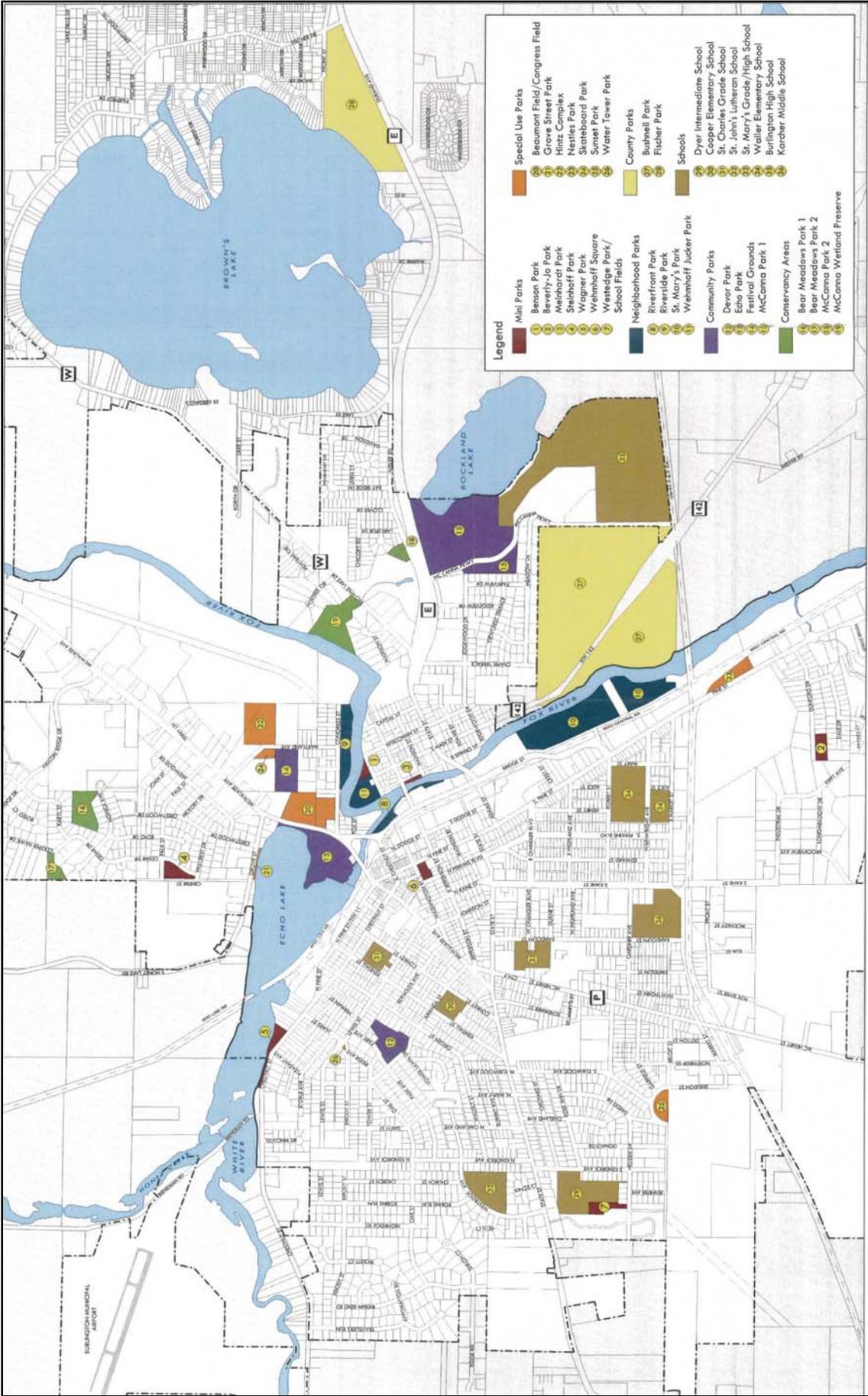
Needs

- Upgrade the restrooms at Wagner and Congress Street Parks.
- An ADA accessibility ramp is needed at Echo Park for the pedestrian and bike trail.
- Playground equipment will need to be inspected with possible replacements of slides and swings.

2015-2020 Comprehensive Outdoor Recreation Plan

Recommendations within the 2015-2012 Comprehensive Outdoor Recreation Plan provides guidance for future development or expansion of community parks and open spaces. General city-wide recommendations provide direction on policy and design considerations while also considering operational and maintenance procedures. The chart below lists general recommendations for the entire City of Burlington parks system. Some recommendations should be implemented as necessary when capital improvements and upgrades are considered on an annual basis. Others, such as long-term parkland acquisition should be evaluated in coordination with new residential developments.

2015	2016	2017	2018	2019
Benson Park: Shoreline stabilization	Beaumont Field: Upgrade restroom to ADA compliant	Beaumont Field: Replace drinking fountain	Beaumont Field: remove home plate vegetation, prevent vine growth	Beaumont Field: Remove concrete by dressing room and install sloped ramp
Devor Park: Pool feasibility study	Devor Park: Install sidewalk to playground and shelter, repave path to tennis courts, restripe parking lot and replace drinking fountain	Beverly-Jo Park: Restore large areas of turf to native prairie species	Benson Park: Plant trees	Benson Park: Install pathway/trail
Echo Park: Prune/remove hazardous trees	Echo Park: Install ADA ramps from parking lot	Echo Park: Install bike parking facilities	Beverly-Jo Park: Install playground	Beverly-Jo Park: Install small parking lot and bicycle skills course
Wagner Park: Expand sidewalk	Riverside Park: Install sidewalk to play structure and improve canoe launch	Riverside Park: Replace open air shelter	Hintz Complex: playground structure	Meinhardt Park: Install small gazebo
Wehmhoff Jucker Park: Shoreline stabilization	Sunset Park: Stripe parking lot, replace bike rack and bleachers	Steinhoff Park: Install bike rack	Meinhardt Park: Install sidewalk along Spring Street	Riverfront Park: Install arbor structure
	Wagner Park: Replace shoreline stabilization materials and install canoe launch	Sunset Park: Install playground equipment	St. Mary's Park: Install bike rack, pave dog park parking lot and improve canoe launch	Riverside Park: Install bench for playground
	Watertower Park: Install park sign and prune trees	Wagner Park: Install bike rack	Wehmhoff Jucker Park: store sand volleyball court	Steinhoff Park: Install pathway system
	Wehmhoff Jucker Park: Replace lighting as needed	Wehmhoff Park: Install bike parking	Westedge Park: Install sidewalk or path along Hillside Drive	
	Westedge Park: Install park sign	Westedge Park: Install playground		



Legend

Mini Parks	Special Use Parks
1 Benson Park	31 Beaumont Field/Congress Field
2 Beverly-Jo Park	32 Grove Street Park
3 Meinhart Park	33 Hintz Complex
4 Steinhoff Park	34 Nestles Park
5 Wagner Park	35 Skateboard Park
6 Wehmhoff Square	36 Sunset Park
7 Wetledge Park/School Fields	37 Water Tower Park
Neighborhood Parks	County Parks
8 Riverfront Park	38 Bushnell Park
9 Riverside Park	39 Fischer Park
10 St. Mary's Park	Schools
11 Wehmhoff Jucker Park	40 Dyer Intermediate School
Community Parks	41 Cooper Elementary School
12 Devor Park	42 St. Charles Grade School
13 Echo Park	43 St. John's Lutheran School
14 Festival Grounds	44 St. Mary's Grade/High School
15 McCanna Park 1	45 Waller Elementary School
Conservancy Areas	46 Burlington High School
16 Bear Meadows Park 1	47 Karater Middle School
17 Bear Meadows Park 2	
18 McCanna Park 2	
19 McCanna Wetland Preserve	

Wastewater Department

The Wastewater Division is responsible for the treatment and disposal of all wastewater that is generated in the sanitary sewer service area (SSA). These methods must meet all state and federal requirements. The SSA includes City of Burlington, Bohners Lake Sanitary District, and Brown's Lake Sanitary District.

The Wastewater Department staff is comprised of 8 employees; one foreman, three wastewater operators, one laboratory manager, one full-time lab tech, one part-time lab tech, one engineering tech, and one full-time administrative assistant. The staff is skilled in chemistry, biology, mechanics, maintenance, electronics, secretarial tasks, supervision and management. Burlington water pollution control operators are certified by the State of Wisconsin in wastewater treatment to ensure adequate training to perform the necessary tasks at the treatment facility.

FACTS

- **Treat 2.6 million gallons of wastewater per day and 1 million gallons of hauled waste per month**
- **The wastewater plant consisting of eight buildings, is designed for a population of 17,000 residents and currently running at 73% capacity**
- **Onsite certified laboratory processes water testing, daily compliance testing, and outside testing**
- **Maintain 51 miles of sanitary sewer pipe, 1135 sanitary manholes and 8 remote pumping stations**
- **Capacity for 2.8 million gallons of sludge storage**
- **Maintained approximately 26 miles of storm sewer pipe, manholes and associated inlets**
- **Facilitate a grease trap monitoring program with local businesses and restaurants**
- **Facilitate a mercury reduction program with local businesses and offer mercury based light bulb collection services for local residents**

Trend:

Phosphorous discharge regulations continually tightening

The DNR is tightening up regulations on the amount of Phosphorous that is discharged into the Fox River by treatment plants. We need to be pro-active to stay on top of the upcoming change in regulations. The purchase of a phosphorous analyzer would give us real time values of phosphorous concentration in the wastewater. This will optimize performance and reduce chemical addition. We currently use 50 gallons per day of Ferrous Chloride to remove Phosphorous. Data is being collected to prove our low impact on the river and assist with the contested case for our WPDES (Wisconsin Pollution Discharge Elimination System) Permit.

Challenges

- As the City of Burlington is over 10,000 in population, DNR enforced phosphorus limitations may be obligatory in the future. DNR mandates on phosphorus limitations will significantly impact City funds, with the potential of a required \$5 million facility upgrade to meet DNR guidelines.
- Utility revenue will have to be created to pay for storm water system maintenance due to the cities WPDES permit and DNR Total Suspended Solids limits storm water discharge. It is most likely that a storm water utility will be discussed as a source of revenue to pay for this. This is similar to what other municipalities have done.
- Maintain a sewer main and manhole rehabilitation program.

Needs

- Installation of additional micro-turbines to burn methane used to generate electricity that can be sold back to the power company.
- Replacement of the aging tanker truck and the future purchase a Phosphorous Analyzer.
- Analyze for appropriate staffing levels due to future mandates.

Water Department

The Burlington Water Department provides over 2.5 million gallons per day to customers. The source of water for the Burlington system consists of five drilled groundwater municipal wells, each finished in the deep sandstone aquifer. Water from these wells is chlorinated, then pumped into an elevated tank or ground storage reservoir, where it is held for distribution. The Water Department provides adequate water flows and pressures throughout the service area for domestic consumption and firefighting purposes, and maintains a quality and cost efficient product by the operation and management of a distribution system. This department also repairs all water lines, towers, tanks and appurtenances.

The Waste Department staff is comprised of 6 employees; one foreman, two certified water operators, one utility clerk, one part-time utility clerk and one seasonal employee. The staff is proficient in administrative, customer service, troubleshooting, maintenance and various other technical operations.

FACTS

- **4 million gallons of available storage, and an average daily pumpage of 1.8 mgd.**
- **Included with the distribution are five wells and two HMO treatment facilities.**
- **Maintain nearly 3800 meters, replacing, repairing and testing 10% of those meters annually.**
- **Maintain 62 miles of water main, 700 hydrants, and nearly 1000 valves that are exercised and maintained annually.**
- **Respond to between 1600-2000 Diggers Hotline tickets in the city. This includes water, sewer, storm, traffic signals, street lamps, and city owned irrigation and electric.**
- **Facilitate roughly 500-600 work orders per year dealing with customer service issues.**
- **Maintain pump houses and treatment facilities, repair and replace hydrants, valves, manholes, valve boxes, and curb stops.**
- **Submit all reports to the PSC and DNR as required.**

Trend:

Utility revenue has been decreasing over the years due to conservation and DNR limits on water quality

To combat this, a consistent rate increase needs to be in place. Increases that are fair and smaller in nature rather than less frequent and larger. Creating additional Utility Services such as storm water, may help in combating declining revenues and limits placed on General Fund and Utility Revenues.

Challenges

- Continue with a simplified 3% full rate increase in order to help cover the projected costs of a treatment system at Well-11 and the painting of our two water towers.
- Evaluate future requirements of city equipment based pending DNR and EPA regulations of strontium.
- Consider Water Remediation Technology (WRT) as a treatment option rather than Hydrous Manganese Oxide (HMO) filtration or Ion exchange (softening) for removal of radium and strontium.
- If the city continues to grow to the west around Aurora, consider a tower at the Highridge Road site to help with increased demand and maintain consistent pressures in the highest elevations.

Needs

- Continue to upgrade SCADA, meter reading software upgrade, install treatment at Well-11, paint standpipe on Dunford, paint tower Well-7, add standby power at three well sites, and conduct a water study.
- In conjunction with street resurfacing projects, evaluate and improve our distribution system at every opportunity.
- Add another operator by 2018 to stay on pace with increasing demands on staff.
- Build a cold storage building on DPW site to get more equipment out of the elements and consolidate to one location.

Library Services

Public Library

The Burlington Public Library serves a community of 10,500 and an additional 9,000 patrons from the surrounding area. The Library is a member of the Lakeshores Library System, serving Racine and Walworth counties. The library shares an automation system with the Lakeshores Library System, allowing patrons to search for materials at all locations.

The Library is comprised of 4 full time employees: Director, Children's Librarian, Reference Librarian, and the head of computer services; 11 part time employees: 4 in circulation (checking out materials), 2 reference assistants, 3 in technical services (receiving and processing materials), 1 administrative assistant, and one maintenance person (all part-time); 5 part-time shelvers (four of them are high school students).

The Library provides free access to diverse resources ranging from Internet access to interlibrary loan, reference materials, DVDs, CDs, MP3 players, research assistance and leisure materials. Library employees order, receive and process materials to meet patron need. Others are trained to assist with

research and locate materials of general, specific, or age related descriptions. Librarians assist patrons with selecting, borrowing and returning items. Staff assist patrons with Internet access and help them download free audio and e-books. Shelves keep the library orderly and return items to their correct places for their next borrowers.

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- **Circulation (2014): 207,409**
- **202 programs for children, young adults and adults**
- **Outreach to schools, daycares, senior residences, and community events**
- **Library Visits: 168,218**
- **Reference Assistance: 12,215**
- **Provided programs at the library and senior centers; afternoon, evening and online book discussion groups; children’s summer story wagon programs; class visits and story time. Cooperated with community groups to provide programming, including Racine County Foster Care, Burlington Home Expo, senior residences, HOLA (Hispanic Outreach), UW-Extension and home schooling groups.**
- **Increased Internet access by increasing bandwidth 70%. Provided individual help for people registering for unemployment, searching for jobs, getting email addresses. Provided individual technology assistance in using devices (tablets, e-readers, etc.) and accessing free digital downloads (Overdrive, Zinio).**

Trend:

Libraries are changing in the way they pursue and present information and deliver services

This presents a challenge for libraries to determine which of the newer technologies have staying power, can be harnessed for the public library model, and will be (with adaptation) a good fit for users. This can be an expensive proposition, in an environment that reimburses use of the library on old standards, developed decades ago. So, at a time when we should be adopting new ways to serve patrons, and developing marketing to communicate with prospective users, our funding formulas reward us for preserving outdated, declining services.

Challenges

- Need to regularize and secure steady funding. Currently funding is made up of city and county funds, and subject to fluctuations.
- Need to adapt current practices to serve an increasingly online audience, while maintaining service to current users. Managing allocations between current and emerging services and materials will need constant monitoring and adjustment.
- State law mandates that services be offered to all state residents (except citizens of Milwaukee County) without charge.
- Secure consistent, robust, sustainable funding to protect the library's core mission, guarantee continuation of valued services, and allow adoption of emerging technologies, services and best practices of library service. Guarantee funding to ensure opportunity to develop and retain exceptional staff.
- Translate the good will of patrons and citizens into support (including political and financial support) for the library's continued existence and growth.
- Build for the future by acquiring enhanced facilities that provide adequate space for materials, study areas, handicapped accessible meeting rooms, individual and small group study rooms, maker spaces, computer areas, and work areas.
- Invest in technology for advancement of the library and use of library patrons.

Needs

- Aging building made of 1918 core and 1986 addition, which is crowded and has large areas that are not handicapped accessible. Although the library serves almost 170,000 visitors per year, it has only a part-time cleaner and 8 hours per week of the facility supervisor to maintain the building.

Building & Zoning

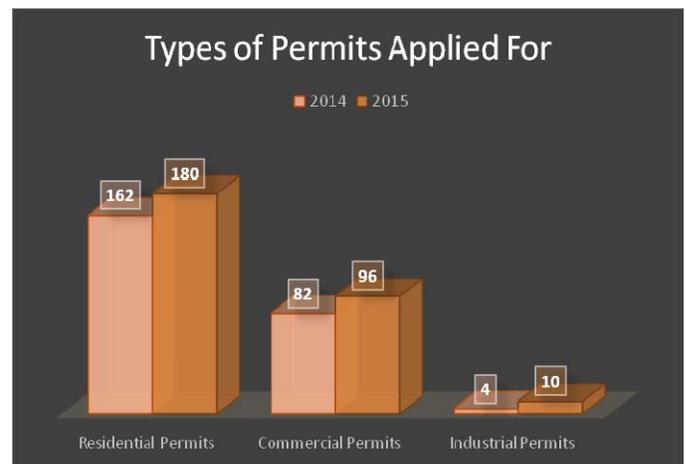
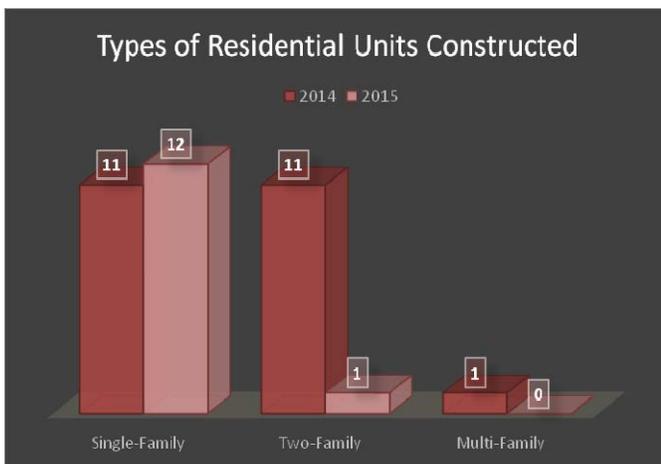
Building Inspection & Code Enforcement

The Building Inspection and Zoning Department is charged with the task of inspecting all plans and construction within the City of Burlington to assure that all structures are constructed safely and in compliance with the City Codes and Ordinances. The department also handles complaints from citizens and other departments regarding code violations ranging from environmental complaints, junk vehicles, zoning violations, solicitation and encroachments within the City.

The Building and Zoning Department consists of two personnel; the Building Inspector/Zoning Administrator and one Administrative Assistant.

FACTS

- **Building Inspector is fully certified - \$4200 savings not contracting for commercial electric inspections**
- **Streamlined Property Maintenance violation process**
- **Conducted 400 inspections since January 2015**
- **Working to update fee schedule to ensure costs for services are being covered or should be covered**



Trend:

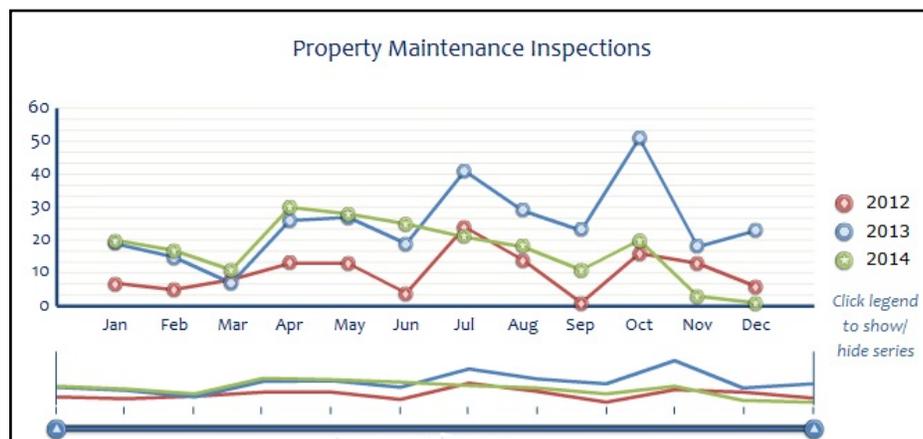
Empty store fronts have become a national concern

The historic downtown buildings are deteriorating due to absentee building owners, the high cost of rent and unsustainable businesses causing empty store fronts. The City needs to explore methods and mechanisms to attract more businesses downtown and to revitalize the area.

Trend:

Property maintenance violations have been on the rise in many communities, particularly Burlington

This is needed to ensure residential, businesses, and building owners continue to maintain their respective properties. As part of ordinance changes and/or new ordinance(s) the City should review its fees and consider hiring and/or contracting a part-time, seasonal, or full-time code enforcement officer.



Challenges

- Residential and commercial construction is on the rise including the Aurora Ambulatory Care Center, Echo Lake Foods, and Fox Crossing Apartment projects, as well as 12 single-family, 1 duplex, one 32-unit apartment since Jan. 1, 2015, requiring more inspections.
- Amend and refine property maintenance violation procedures, sections of the Municipal Code, and the fee schedule pertaining to building and zoning.

Needs

- Convert to online/electronic permit system.
- Hire a part-time Code Enforcement Officer either contractual, seasonal or potentially partner with a neighboring agency to assist with property maintenance inspections.

Finance

Finance Department

The Finance Department is responsible for the proper administration of the City's financial planning and management. This includes preparing the annual budget, coordinating, establishment and review of departmental financial objectives; billing for services' collecting and recording City revenues; managing City cash flow and investments for safety, liquidity and return on investment; levying and collecting taxes; keeping financial records in accordance with generally accepted accounting principles and standards.

The Finance Department consists of three personnel; Budget Officer/Treasurer, Accounts Payable/Water Billing Clerk and Payroll and Benefits Coordinator.

Trend:

Benefit rule changes increasingly straining financial resources

Adopting new Federal Human Resource and Benefits rules due to the Affordable Care Act may impact financial reserves in the future. To date, the PCORI and Transitional Reinsurance Fees have cost the City well over \$15,000 in the last two years. Continuing requirements of the Fed in regards to these items may become more costly as time goes on. With the tightening strings of Expenditure Restraint and Levy Limits, these and other Federal or State mandates will need to be looked at with some sort of "Exception" to allow for the growing budget in these areas.

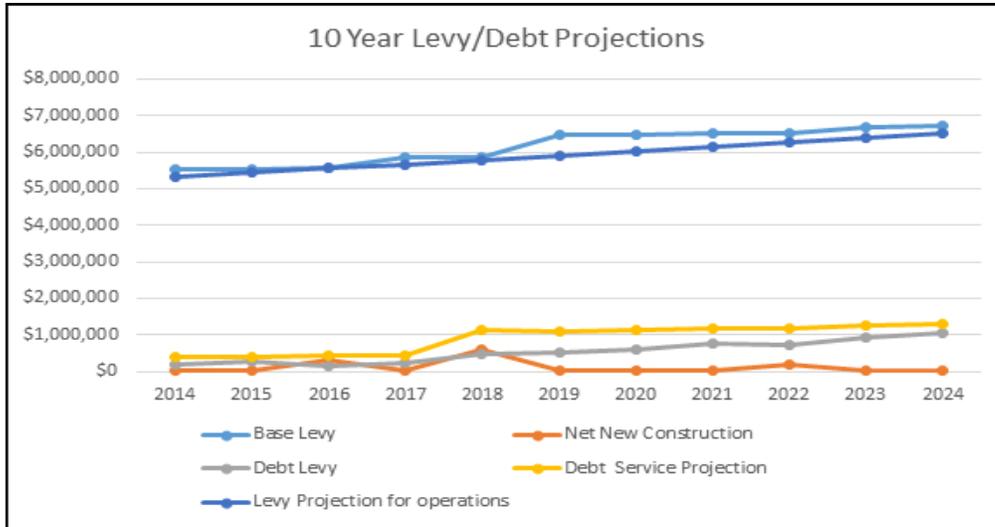
Challenges

- With statutory limits placed on the ability for the City to raise its levy to pay for services, services and needs must be continually monitored and evaluated. Do more with less is the buzz phrase.
- The City's ability to budget expenditures above a "Cost of Living" limit jeopardizes substantial state revenue payments. The City must be creative in finding ways to finance projects through grants, debt, fees and other methods.
- Economic development and expansion would directly affect the ability to levy higher amounts while still maintaining tax rates at a reasonable level. Growth is key, both industrial and residential. These have the effect of increasing the value of the City and its ability to generate revenue to pay for new or upgraded services.

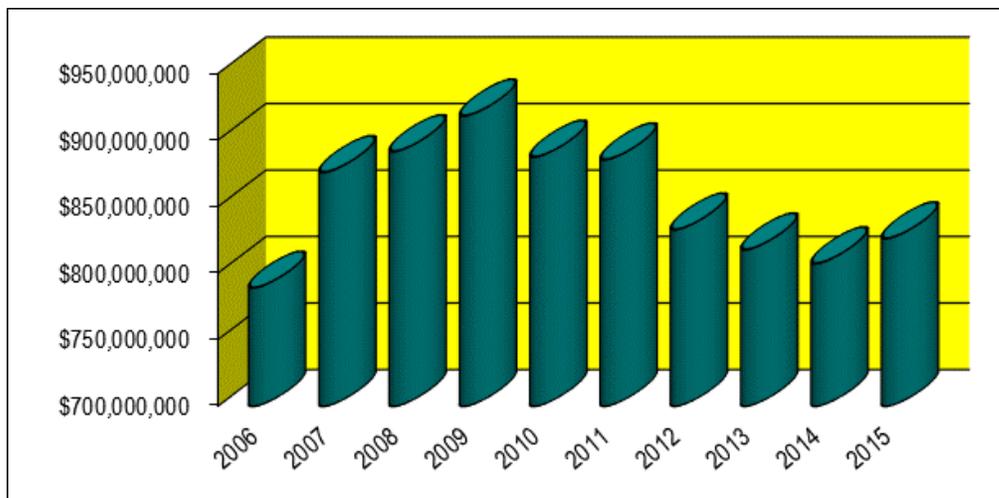
Needs

- Consider hiring of a financial planner to help in forecasting future financial needs of Capital Projects and operations.
- Create a more detailed Capital Improvement Plan and Equipment Replacement Fund needs to appropriately budget.
- Create better cash flow and forecast models with financial planner help.
- Useful performance data collection to assist in budgeting and forecasting.

Debt & Levy



The chart above shows the effect of the TIF 3 close in 2018 and the TIF 5 close in 2022. Assumptions are based on small net new construction (allowing us to raise the base levy) of .3% per year. The TIF Closures add new value to the City that is taxable for operations purposes rather than TIF purposes. The City will realize 50% of the percent of TIF Value closed as a levy increase in the year of the closure. By keeping the MIL rate at the same level of \$8.80 (average) per 1,000, the City has the capacity to borrow more debt (approximately \$6.5M initially and up to \$650K each succeeding year) and to levy for the payment of that debt without affecting the amount of tax paid by taxpayers. The question lies if city property values should increase or should growth occur at a higher rate than the .3% per year, the max levy increases by the additional growth. MIL Rate should remain fairly stable or lower slightly depending on the amount of growth. MIL rate adjustments may also be a year behind the growth depending on when such growth is valued by the City assessor.



The chart above shows 2006 to 2015 Equalized values, with an increase in 2007 during the market boom, then a decline in 2010 through 2014 as a delayed result of the downturn in the economy. The City is currently going through a full re-valuation to bring equalized and assessed values closer to 100%, and maintain 100% for the future. 2015 is showing a slight upturn in value.

Draft 2016 General Fund Budget

GENERAL GOVERNMENT

GENERAL FUND								Projection		
Revenues								2017	2018	2019
Line Item	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Est. Actual	2016 Budget	Budget % Chg fr 2015			
All Taxes	\$ 5,063,222	\$ 5,202,966	\$ 4,977,601	\$ 4,993,798	\$ 4,993,798	\$ 4,927,050	-1.3%	\$ 4,879,127	\$ 6,048,715	\$ 5,398,988
Debt Levy Portion of Taxes	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 230,000	15.0%	\$ 230,000	\$ 350,000	\$ 400,000
Intergovernmental Revenue	\$ 1,219,655	\$ 1,291,220	\$ 1,427,096	\$ 1,357,024	\$ 1,385,929	\$ 1,358,305	0.1%	\$ 1,302,088	\$ 1,313,708	\$ 1,324,956
Licenses & Permits	\$ 321,130	\$ 365,091	\$ 362,435	\$ 457,890	\$ 425,890	\$ 380,480	-16.9%	\$ 401,900	\$ 404,990	\$ 408,999
Fines & Forfeitures	\$ 194,179	\$ 160,704	\$ 175,122	\$ 195,000	\$ 195,000	\$ 195,000	0.0%	\$ 207,000	\$ 210,000	\$ 213,000
Public Charges for Services	\$ 54,267	\$ 50,768	\$ 35,124	\$ 50,500	\$ 54,500	\$ 51,000	1.0%	\$ 51,028	\$ 53,155	\$ 55,183
Special Assessments	\$ 11,373	\$ 27,970	\$ 38,567	\$ 17,500	\$ 23,000	\$ 25,000	42.9%	\$ 25,000	\$ 25,000	\$ 25,000
Property Sales & Recovery	\$ 22,360	\$ 64,468	\$ 27,069	\$ 5,000	\$ 20,000	\$ 10,000	100.0%	\$ 10,000	\$ 10,000	\$ 10,000
Interest/ Investment Income	\$ 8,497	\$ 4,945	\$ 14,187	\$ 10,250	\$ 12,500	\$ 12,500	22.0%	\$ 12,500	\$ 12,500	\$ 12,500
Other Miscellaneous Income (Less TID TRFR's)	\$ 15,073	\$ 21,831	\$ 52,565	\$ 67,300	\$ 67,300	\$ 68,600	1.9%	\$ 67,350	\$ 67,500	\$ 68,150
Transfer in From TIF	\$ 100,000	\$ 294,415	\$ -	\$ -	\$ -	\$ -		\$ 532,973	\$ 700,000	\$ 900,000
Total Revenues	\$ 7,009,766	\$ 7,484,378	\$ 7,109,767	\$ 7,354,262	\$ 7,377,917	\$ 7,257,935	-1.3%	\$ 7,185,992	\$ 8,495,569	\$ 7,916,774
Alternative Revenue Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Total with Alternative Revenue	\$ 7,009,766	\$ 7,484,378	\$ 7,109,767	\$ 7,354,262	\$ 7,377,917	\$ 7,257,935	-1.3%	\$ 7,185,992	\$ 8,495,569	\$ 7,916,774
Expenditures								Projection		
Line Item	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Est. Actual	2016 Budget	% Change Chg fr 2015	2017	2018	2019
General Government Total	\$ 922,674	\$ 915,747	\$ 867,200	\$ 863,336	\$ 810,692	\$ 874,621	1.3%	\$ 860,674	\$ 878,823	\$ 911,237
Salaries	\$ 393,051	\$ 313,864	\$ 291,753	\$ 305,479	\$ 276,448	\$ 305,581	0.0%	\$ 300,138	\$ 304,320	\$ 316,813
Benefits	\$ 167,852	\$ 141,797	\$ 151,920	\$ 143,786	\$ 135,680	\$ 143,907	0.1%	\$ 151,284	\$ 157,301	\$ 163,637
Operating Expenses	\$ 361,772	\$ 460,085	\$ 423,527	\$ 414,071	\$ 398,565	\$ 425,133	2.7%	\$ 409,252	\$ 417,203	\$ 430,787
Public Safety Total	\$ 3,661,189	\$ 3,724,087	\$ 3,714,195	\$ 3,626,896	\$ 3,676,699	\$ 3,676,709	1.4%	\$ 3,770,210	\$ 3,846,392	\$ 3,929,656
Salaries	\$ 2,006,888	\$ 2,124,031	\$ 2,164,901	\$ 2,138,672	\$ 2,117,115	\$ 2,162,429	1.1%	\$ 2,194,730	\$ 2,226,910	\$ 2,259,570
Benefits	\$ 1,035,805	\$ 1,109,989	\$ 1,068,319	\$ 996,389	\$ 1,076,624	\$ 1,011,764	1.5%	\$ 1,063,380	\$ 1,106,272	\$ 1,146,484
Operating Expenses	\$ 518,497	\$ 490,067	\$ 480,975	\$ 490,835	\$ 482,860	\$ 502,515	2.4%	\$ 512,999	\$ 513,210	\$ 523,603
Public Works Total	\$ 1,990,849	\$ 2,140,561	\$ 2,014,267	\$ 1,876,695	\$ 1,895,837	\$ 1,947,976	3.8%	\$ 1,919,560	\$ 1,960,243	\$ 2,006,730
Salaries	\$ 429,782	\$ 448,374	\$ 409,114	\$ 423,045	\$ 423,045	\$ 424,791	0.4%	\$ 430,623	\$ 436,542	\$ 442,550
Benefits	\$ 246,858	\$ 265,288	\$ 252,612	\$ 232,127	\$ 228,813	\$ 232,817	0.3%	\$ 247,264	\$ 257,221	\$ 267,701
Operating Expenses	\$ 1,314,209	\$ 1,426,899	\$ 1,352,541	\$ 1,221,523	\$ 1,243,979	\$ 1,290,367	5.6%	\$ 1,241,673	\$ 1,266,480	\$ 1,295,478
Health & Human Services	\$ 72,779	\$ 74,614	\$ 72,806	\$ 80,167	\$ 80,167	\$ 80,917	0.9%	\$ 82,472	\$ 84,058	\$ 85,675
Culture, Recreation & Education (Incl Parks)	\$ 678,137	\$ 687,126	\$ 616,289	\$ 616,289	\$ 612,134	\$ 619,116	0.6%	\$ 632,522	\$ 644,118	\$ 655,993
Conservation & Development	\$ 313,168	\$ 186,752	\$ 222,186	\$ 222,186	\$ 181,100	\$ 196,261	-11.7%	\$ 186,522	\$ 176,807	\$ 192,185
Total Expenditures	\$ 7,438,787	\$ 7,628,887	\$ 7,506,943	\$ 7,284,568	\$ 7,266,529	\$ 7,395,597	1.5%	\$ 7,451,961	\$ 7,590,442	\$ 7,780,475
							ERP->>	1.472%		
SPECIAL OUTLAY & DEBT SERVICE								Projection		
Special Capital Fund (Memo Posting ONLY)		\$ -						\$ -	\$ -	\$ -
Total Expenditures with Special Outlay	\$ 7,438,787	\$ 7,628,887	\$ 7,506,943	\$ 7,284,568	\$ 7,266,529	\$ 7,395,597	1.6%	\$ 7,451,961	\$ 7,590,442	\$ 7,780,475
Revenue Over (under) Expenditures	\$ (429,030)	\$ (144,509)	\$ (397,177)	\$ 69,693	\$ 121,387	\$ (137,663)	-297.5%	\$ (265,969)	\$ 905,127	\$ 136,299
OTHER FINANCING SOURCES/(USES)								Projection		
Operating Transfer In - Airport	\$ -	\$ 15,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	0.0%	\$ 25,000	\$ 25,000	\$ 25,000
Operating Transfer In - Other	\$ -	\$ 297,787	\$ 300,000	\$ 150,000	\$ 50,000	\$ 100,000	-33.3%	\$ -	\$ -	\$ -
Operating Transfer Out - Other	\$ 219,831	\$ 22,628	\$ (9,309)	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
Operating Transfer Out - Park Development	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	0.0%	\$ (25,000)	\$ (25,000)	\$ (25,000)
Operating Transfer Out - Original Debt Service	\$ (428,459)	\$ (465,000)	\$ (504,827)	\$ (533,303)	\$ (422,684)	\$ (529,537)	-0.7%	\$ (532,973)	\$ (700,000)	\$ (900,000)
Operating Transfer In - CDBG Loan Repay	\$ 20,654	\$ 39,675	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	0.0%	\$ 24,000	\$ 24,000	\$ 24,000
Tax Equivalent from Water Utility	\$ 301,890	\$ 456,625	\$ 480,294	\$ 460,000	\$ 472,392	\$ 474,000	3.0%	\$ 480,000	\$ 480,000	\$ 480,000
Other Transfer In				\$ 216,000	\$ -	\$ -		\$ 150,000	\$ -	\$ -
Operating Transfer Out - Façade Grants Fund		\$ -	\$ (30,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	0.0%			\$ (30,000)
100-484831-Sale of Capital Assets	\$ 366,449	\$ 1,401	\$ 116,280					\$ 1,500	\$ 1,500	\$ 1,500
Subtotal	\$ 455,365	\$ 343,116	\$ 376,418	\$ 296,697	\$ 103,708	\$ 48,463	-83.7%	\$ 122,527	\$ (194,500)	\$ (424,500)
Net Expenditure & Other Sources	\$ 26,335	\$ 198,607	\$ (20,759)	\$ 366,390	\$ 225,095	\$ (89,200)	-124.3%	\$ (143,442)	\$ 710,627	\$ (288,201)
Fund Balance Begin 01/01	\$ 1,640,907	\$ 1,667,242	\$ 1,721,341	\$ 1,700,582	\$ 1,700,582	\$ 1,925,677	% Change	\$ 1,836,477	\$ 1,427,067	\$ 3,042,820
Revenue In	\$ 7,036,091	\$ 7,682,986	\$ 7,486,185	\$ 7,650,959	\$ 7,481,625	\$ 7,306,398	-4.5%	\$ 7,042,550	\$ 9,206,196	\$ 7,628,573
Expenditure Out	\$ (7,438,787)	\$ (7,628,887)	\$ (7,506,943)	\$ (7,284,568)	\$ (7,266,529)	\$ (7,395,597)	1.5%	\$ (7,451,961)	\$ (7,590,442)	\$ (7,780,475)
Fund Balance End 12/31	\$ 1,667,242	\$ 1,721,341	\$ 1,700,582	\$ 2,066,972	\$ 1,925,677	\$ 1,836,477	-11.2%	\$ 1,427,067	\$ 3,042,820	\$ 2,890,918
Fund Balance as a Percent of Expenditures*	22.41%	22.56%	22.65%	28.37%	26.54%	24.83%		19.15%	40.09%	37.16%

Equipment Replacement Plan 2016-2019

YEAR	DEPT	QTY	DESCRIPTION	COST EACH	TOTAL COST
2016	City Hall	1	Copier	\$ 13,084.00	\$ 13,084.00
2016	City Hall	1	Website Software	\$ 5,910.00	\$ 5,910.00
2016	DPW	1	Snowplow Truck	\$ 167,588.00	\$ 167,588.00
2016	DPW	1	Milling Machine	\$ 14,833.00	\$ 14,833.00
2016	Fire	1	Unit 923	\$ 224,249.00	\$ 224,249.00
2016	Fire	1	SCBA Bottles (10)	\$ 10,000.00	\$ 10,000.00
2016	Police	1	901 Van	\$ 26,887.00	\$ 26,887.00
2016	Police	2	Squad	\$ 32,387.00	\$ 64,774.00
2016	Police	1	Radar Unit	\$ 21,466.00	\$ 21,466.00
2017	Fire	1	Thermal Imaging Camera	\$ 130,969.00	\$ 130,969.00
2017	Fire	1	Communication System	\$ 60,582.00	\$ 60,582.00
2017	Police	2	Squad	\$ 36,499.00	\$ 72,998.00
2017	Fire	1	SCBA Bottles (10)	\$ 10,000.00	\$ 10,000.00
2018	DPW	1	Plow Bucket	\$ 21,472.00	\$ 21,472.00
2018	Fire	1	Thermal Imaging Camera	\$ 21,095.00	\$ 21,095.00
2018	Park	2	Chevy Truck	\$ 65,582.00	\$ 131,164.00
2018	Park	1	Tractor	\$ 15,703.00	\$ 15,703.00
2018	Park	1	Tractor	\$ 27,787.00	\$ 27,787.00
2018	Fire	1	SCBA Bottles (10)	\$ 10,000.00	\$ 10,000.00
2018	Police	1	DEFIB	\$ 30,983.00	\$ 30,983.00
2019	City Hall	1	Carpet	\$ 6,210.00	\$ 6,210.00
2019	City Hall	1	Laserfiche data storage	\$ 25,140.00	\$ 25,140.00
2019	Fire	1	SCBA Bottles (10)	\$ 10,000.00	\$ 10,000.00
2019	Police	1	Video Recorders (5)	\$ 35,889.00	\$ 35,889.00
2019	Police	1	Portable Radios (20)	\$ 125,492.00	\$ 125,492.00
2019	Police	2	Sump Pump	\$ 6,859.00	\$ 13,718.00

Total Yearly Equipment Replacement Cost

2016: \$548,791

2017: \$274,549

2018: \$258,204

2019: \$216,449

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