

CITY OF APPLETON 2019 BUDGET

MAYOR'S OFFICE

Mayor: Timothy M. Hanna

CITY OF APPLETON 2019 BUDGET OFFICE OF THE MAYOR

MISSION STATEMENT

In order to maintain a safe, vibrant city with a high quality of life and so that the community thrives with a strong tax base of housing, neighborhoods, commercial, and industrial sectors, the Mayor's Office will provide vision, leadership, and coordination of City services as well as aggressively implement a comprehensive strategic economic plan for the benefit of all current and future citizens of Appleton.

DISCUSSION OF SIGNIFICANT 2018 EVENTS

In 2018, the Mayor and City staff continued to collaborate to meet the City's mission of meeting community needs and enhancing the quality of life for our residents and visitors. The department directors continued to focus on fostering and maintaining opportunities for collaboration with external organizations, including regional government, school districts, non-profit organizations and other entities to maximize community resources. The Fox Cities Exhibition Center opened in January and permanent financing was finalized in May. Use of the FCEC is ahead of projections and already has a positive operational cash flow. Bookings for future years are also already at or near projections. 2018 also saw the opening of the Woolen Mills housing project in the flats as well as the first phase of Eagle Point. Work on other development projects such as the projected \$54.5 million USVenture headquarters and the mixed-use development including space for a library continued throughout the year.

The Mayor's office and other departments continue to work on the transition to the new Enterprise Resource Planning system that will affect all City departments. We continue to work with local organizations to understand and proactively address the current and future need for recruiting and retaining talent in Appleton.

Internally, we continue to work on a City-wide talent management strategy, including discussions on organizational culture. We updated and modified several policies such as the dress code and flexible work options to support and enhance the organizational culture.

In 2018, we hosted year three of the Appycademy (Appleton Citizens Academy) which saw a 50% increase in the number of participants with all participants rating the experience as positive. We have seen steady growth in followers across all of our social media platforms and our City Hall Facebook page boasts more followers than any city in Wisconsin.

We managed the unmanned aerial vehicle (UAV/Drone) program for the City and secured a \$15,000 grant to purchase a new drone with enhanced capabilities for public safety. The program not only benefits our efforts in public communication and promotion, but also has applications for the work of APD, DPW and Community and Economic Development.

In January, in collaboration with Lawrence University, we launched the Citywide Dignity and Respect campaign. The campaign has been positively embraced by the community with several events and activities throughout the year. The AASD plans to incorporate the Dignity and Respect campaign throughout their school year. We conducted an internal survey on diversity and conducted general employee and supervisory training on diversity.

Appleton continued to gain national recognition in 2018 being named #1 city for millennials buying homes, #2 city in the country for children, 21st "coolest" small city in the country, #30 best small city for start-up businesses, and "Most Engaging and Best Overall" for use of social media by local government!

CITY OF APPLETON 2019 BUDGET OFFICE OF THE MAYOR

MAJOR 2019 OBJECTIVES

- Work with department heads to prepare the Executive Budget and implement the City's vision
- Continue to work on improving the efficiency and effectiveness of City services in 2019
- Provide quality, conscientious constituent services
- Work with other local, county, state, and federal entities to support and protect the City's interests in the lawmaking and regulatory processes
- Foster an environment that is attractive to new and existing talent, both within the organization as well as in the community, to provide the ability for current and future businesses to thrive
- Collaborate with other private, non-profit and local governments to provide networking opportunities for diverse populations within the Fox Valley
- Promote Appleton's interest through active participation on various boards, committees, and organizations
- Continue to build relationships between City staff and Council members
- Continue to pursue collaborative opportunities with regional partners in the areas of public safety, public transportation and technology
- Work with department directors to implement long-term vision for the community and the City Strategic Plan
- Begin publishing an internal employee newsletter
- Continue to implement a communication strategy to enhance engagement with Appleton citizens and visitors with a focus on our story-telling efforts
- Implement an e-news subscription for the City website
- Redesign the City Guide
- Collaborate with AASD on a cultural audit of City and School District workforces

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			%
Unit	Title	2016	2017	Adopted 2018	Amended 2018	2019	Change *
Program Revenues		\$ 12,590	\$ 13,076	\$ 12,500	\$ 12,500	\$ 2,500	-80.00%
Program Expenses							
10510	Administration	100,998	100,358	102,684	102,684	120,945	17.78%
10520	Citizen Outreach	211,098	269,748	357,918	357,918	344,976	-3.62%
10530	Intergovernmental	42,215	45,120	43,645	43,645	44,078	0.99%
TOTAL		\$ 354,311	\$ 415,226	\$ 504,247	\$ 504,247	\$ 509,999	1.14%
Expenses Comprised Of:							
Personnel		282,543	338,049	408,933	408,933	418,120	2.25%
Administrative Expense		34,130	40,419	40,438	40,438	41,079	1.59%
Supplies & Materials		24,574	33,335	31,776	31,776	13,700	-56.89%
Purchased Services		12,000	2,141	21,600	21,600	35,600	64.81%
Utilities		1,064	1,282	1,500	1,500	1,500	0.00%
Repair & Maintenance		-	-	-	-	-	N/A
Capital Expenditures		-	-	-	-	-	N/A
Full Time Equivalent Staff:							
Personnel allocated to programs		3.00	4.00	4.00	4.00	4.00	

* % change from prior year adopted budget
Mayor.xls

**CITY OF APPLETON 2019 BUDGET
OFFICE OF THE MAYOR**

Administration

Business Unit 10510

PROGRAM MISSION

The Mayor's Office will coordinate the day-to-day operation of the City and pursue initiatives to ensure accountable, affordable, and accessible government.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies # 1: "Prompt delivery of excellent services", # 2: "Encourage active community participation and involvement", and # 7: "Communicate our success through stories and testimonials".

Objectives:

- Prepare the 2020 Executive Budget and Capital Improvement Plan
- Look to combine common overhead items across departmental budgets to gain efficiencies and cost savings
- Promote interdepartmental communication and collaboration to maximize resources
- Evaluate the performance of department heads according to criteria outlined in the City's compensation plan
- Work with Directors to update departmental strategic plans with a focus on measurable outcomes
- Communicate with the Common Council regarding City operations and issues brought before them
- Work with committee chairs to communicate issues and successes, and bring department budget priorities and considerations to committees early for information
- Bring emerging issues and updates to committees of jurisdiction
- Involve Council President in building Council relationships
- Research and implement tools to identify ways to become more efficient
- Foster an environment that is attractive to new and existing talent, both within the organization as well as in the community, to provide the ability for current and future businesses to thrive
- Working with the City's Development Team, continue to implement the Economic Development Strategic Plan as well as elements in the updated City Comprehensive Plan and TIF plans

Major changes in Revenue, Expenditures, or Programs:

- Training and Conferences expenses for the Mayor's office have been combined in the Administration budget.
- Consulting cost of \$12,000 is the estimated City share of the collaborative cultural audit with the AASD.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Minimize tax levy impact					
% change in levy	1.40%	4.59%	4.13%	4.13%	4.12%
Average % change in City mill rate	0.59%	2.72%	3.40%	3.40%	2.55%
Strategic Outcomes					
Maximize non-residential tax base Commercial/industrial tax base; % of total	28.3%	28.4%	30.0%	30.0%	30.0%
Work Process Outputs					
% of staff and Council involved in scheduled public budget meetings	100%	100%	100%	100%	100%
# of departmental orientations for new Alderpersons	16	14	14	14	14

**CITY OF APPLETON 2019 BUDGET
OFFICE OF THE MAYOR**

Administration

Business Unit 10510

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Expenses					
6101 Regular Salaries	\$ 67,133	\$ 63,426	\$ 65,310	\$ 65,310	\$ 66,330
6150 Fringes	21,888	23,760	25,031	25,031	26,251
6201 Training\Conferences	6,563	7,449	6,450	6,450	10,000
6206 Parking Permits	1,195	1,200	1,620	1,620	1,440
6301 Office Supplies	1,497	789	700	700	840
6302 Subscriptions	499	523	348	348	384
6303 Memberships & Licenses	-	50	-	-	-
6305 Awards & Recognition	-	75	525	525	1,000
6315 Books & Library Materials	-	22	-	-	-
6320 Printing & Reproduction	1,160	1,146	1,200	1,200	1,200
6404 Consulting	-	286	-	-	12,000
6412 Advertising/Publication	-	350	-	-	-
6413 Utilities	1,063	1,282	1,500	1,500	1,500
Total Expense	<u>\$ 100,998</u>	<u>\$ 100,358</u>	<u>\$ 102,684</u>	<u>\$ 102,684</u>	<u>\$ 120,945</u>

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

None

**CITY OF APPLETON 2019 BUDGET
OFFICE OF THE MAYOR**

Citizen Engagement

Business Unit 10520

PROGRAM MISSION

In order to connect citizens with local government, we will respond to specific requests and disseminate accurate information about city services to all citizens.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies # 2: "Encourage active community participation and involvement" and # 7: "Communicate our success through stories and testimonials".

Objectives:

- Provide courteous service and timely, accurate information to citizens who contact the Mayor's Office
- Represent the City at community events including charity dinners, service organization meetings, school events, ground breakings, ribbon cuttings, and convention openings
- Continue the use of open hours and implement other initiatives to provide easier public access to City government
- Conduct educational sessions with students and youth organizations
- Continue to implement a communication strategy to enhance engagement with Appleton citizens and visitors with a focus on our story-telling efforts
- Effectively communicate accurate and timely information to the community
- Work cooperatively with local media to ensure timely access to information and staff for story coverage
- Work with other City social media staff on training and unified City messaging
- Continue to give in-depth look at City operations to residents through Appycademy (Citizens Academy)
- Maintain effective relations with members of culturally diverse communities
- Provide outreach to minority owned businesses
- Follow up on internal cultural audit to improve City services and processes
- Redesign the City Guide

Major changes in Revenue, Expenditures, or Programs:

The reduction in revenue as well as printing costs reflects the anticipated change in the City Guide. The Parks and Recreation department will publish a separate Park & Rec guide and we will publish a semi-annual 8-page newsletter.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Timely, accurate responses to requests for information					
% of phone & e-mail inquiries answered within 48 hours	90%	95%	95%	95%	95%
% of letters replied to within seven working days	99%	93%	90%	90%	90%
Strategic Outcomes					
Citizens have access to current City information					
# of visits to City of Appleton internet website	1,118,003	954,737	1,250,000	1,250,000	700,000
Reach 5,000 followers on Twitter	4,844	5,807	7,000	7,000	7,000
Reach 1 million tweet impressions on Twitter	* 750,000	1,331,900	1,500,000	1,500,000	1,250,000
Reach 4,000 page likes on Facebook	2,973	5,936	7,500	7,500	9,000
Reach 1 million post impressions on Facebook	* 750,000	3,165,637	2,000,000	2,000,000	2,250,000
Work Process Outputs					
Publish City Guide	2	2	2	2	2
# of formal open hours	12	9	12	12	12
# of meetings per month with community or educational groups (average)	13	38	12	12	12
* Projected					

CITY OF APPLETON 2019 BUDGET

OFFICE OF THE MAYOR

Citizen Engagement

Business Unit 10520

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Revenues					
4877 Advertising/Promotion	\$ 12,590	\$ 13,076	\$ 12,500	\$ 12,500	\$ 2,500
Total Revenues	\$ 12,590	\$ 13,076	\$ 12,500	\$ 12,500	\$ 2,500
Expenses					
6101 Regular Salaries	\$ 119,445	\$ 163,546	\$ 205,909	\$ 205,909	\$ 208,149
6105 Overtime	11	-	-	-	-
6150 Fringes	44,770	57,917	82,903	82,903	86,912
6201 Training\Conferences	-	2,439	3,125	3,125	-
6301 Office Supplies	-	269	-	-	-
6303 Memberships & Licenses	-	645	1,805	1,805	1,815
6304 Postage/Freight	11,457	11,261	12,000	12,000	12,000
6316 Miscellaneous Supplies	520	3,020	550	550	500
6320 Printing & Reproduction	22,895	24,925	28,000	28,000	10,500
6327 Miscellaneous Equipment	-	4,221	2,026	2,026	1,500
6412 Advertising/Publication	-	1,505	6,000	6,000	8,000
6599 Other Contracts/Obligations	12,000	-	15,600	15,600	15,600
Total Expense	\$ 211,098	\$ 269,748	\$ 357,918	\$ 357,918	\$ 344,976

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

Other Contracts/Obligations

Support to Parades committee	\$ 12,000
POLCO subscription	3,600
	<u>\$ 15,600</u>

**CITY OF APPLETON 2019 BUDGET
OFFICE OF THE MAYOR**

Intergovernmental

Business Unit 10530

PROGRAM MISSION

To maintain and further develop constructive (positive) relationships with other public and private entities in an effort to ensure that the best interests of the citizens of the City of Appleton are represented.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies # 2: "Encourage active community participation and involvement", # 5: "Promote an environment that is respectful and inclusive", and # 7: "Communicate our success through stories and testimonials".

Objectives:

Monitor and influence State and Federal legislative and regulatory processes that could affect the City

Actively participate in the Urban Alliance, League of Wisconsin Municipalities, Board of Local Government Institute, East Central Wisconsin Regional Planning Commission and other organizations

Maintain lines of communication with State and Federal representatives to discuss any pending State or Federal legislation that could impact Appleton along with seeking any assistance from them that may help the City achieve its goals

Continue to work with regional transit groups to address long-term public transit funding issues

Major changes in Revenue, Expenditures, or Programs:

No major changes.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Appleton represented at State level					
# of State level meetings in which Appleton representatives participate directly	197	316	200	200	200
Strategic Outcomes					
# of implemented new collaborative and cooperative agreements:					
Other governments	27	24	30	30	30
School districts	17	10	20	20	20
Non-profit organizations	56	37	55	55	55
Other	61	58	40	40	40
# of implemented collaborative and cooperative agreements maintained:					
Other governments	241	252	240	240	240
School districts	73	89	70	70	70
Non-profit organizations	184	187	180	180	180
Other	150	168	140	140	140
Work Process Outputs					
# of monthly meetings with other units of government	6	12	8	8	8

**CITY OF APPLETON 2019 BUDGET
OFFICE OF THE MAYOR**

Intergovernmental

Business Unit 10530

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Expenses					
6101 Regular Salaries	\$ 21,943	\$ 21,550	\$ 22,006	\$ 22,006	\$ 22,343
6105 Overtime	1	-	-	-	-
6150 Fringes	7,352	7,851	7,774	7,774	8,135
6201 Training\Conferences	-	2,368	450	450	-
6303 Memberships & Licenses	12,919	13,351	13,415	13,415	13,600
Total Expense	<u>\$ 42,215</u>	<u>\$ 45,120</u>	<u>\$ 43,645</u>	<u>\$ 43,645</u>	<u>\$ 44,078</u>

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

None