

GENERAL FUND

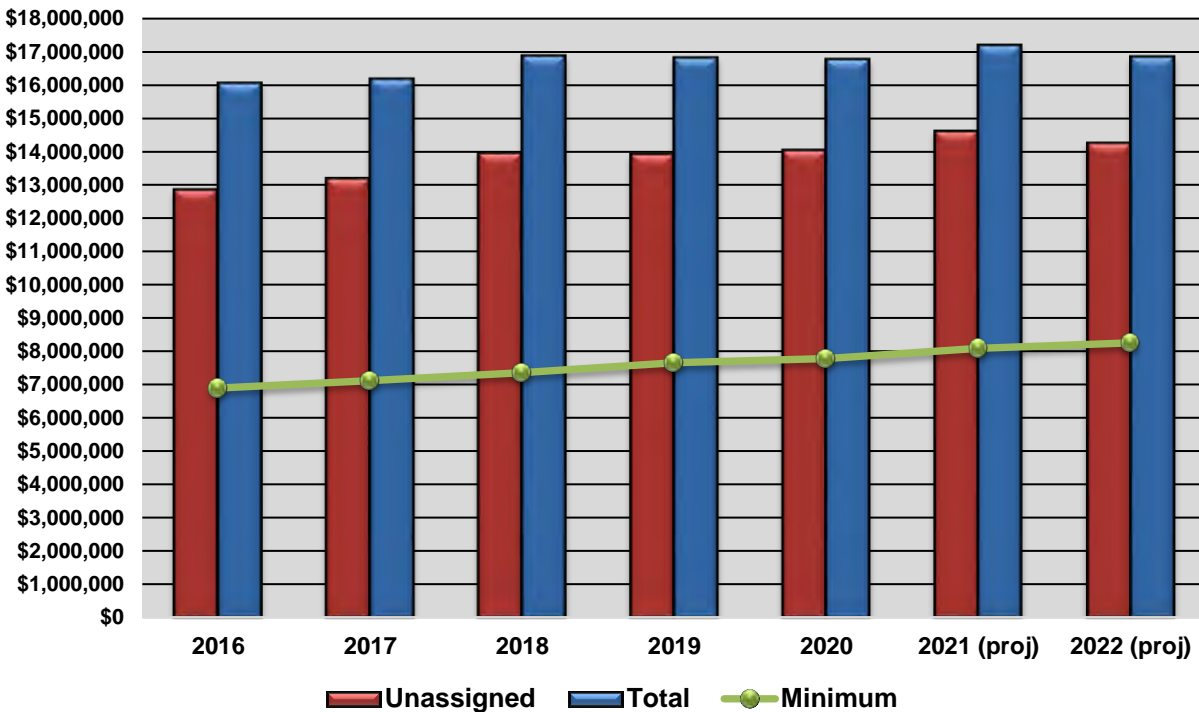


CITY OF BROOKFIELD General Fund Balance

The following graph presents the trend in the General Fund Balance for the past 5 years, with projections for 2021 and 2022. Total fund balance includes the portion of fund balance segregated for prepaid expenditures, subsequent year's expenditures and other commitments or assignments. Unassigned fund balance is the remainder after subtracting commitments and assignments. General fund balance is an important measure of strong financial position for a local government. The City's positive record in maintaining the general fund balance has been cited as a significant factor towards the City's Aa1 bond rating from Moody's Investors Service.

The slight decline in fund balance for 2020 reflected use of surplus resulting from unanticipated declines in certain revenue sources (e.g., hotel room taxes) as a consequence of the COVID-19 pandemic and associated economic upheaval. Due in part to decisions affirmed by the Common Council to make changes in funding sources (e.g., re-allocating tax levy from the wastewater utility), general fund balances remain firmly within the parameters set by the Council in the fund balance policy (see the budget policy section), which states that unassigned general fund balance should be between two and four months of the budgeted general fund expenditures for the subsequent year, or a minimum of \$8.1 million as of December 31, 2021.

General Fund Balance



CITY OF BROOKFIELD
2022 General Fund Budget Summary

FUND 101	2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
Revenues:						
Property	31,945,005	35,000,000	34,999,998	34,999,998	35,540,000	1.54%
Room	600,000	689,000	494,420	689,000	736,000	6.82%
Other	53,482	49,410	6,744	50,561	51,960	5.16%
Total Taxes	32,598,487	35,738,410	35,501,162	35,739,559	36,327,960	
Intergovernmental	5,297,888	4,498,843	3,224,596	4,505,943	5,565,289	23.70%
Licenses	597,937	540,923	297,953	541,478	521,410	-3.61%
Permits	1,271,330	1,063,450	1,027,059	1,285,880	1,084,650	1.99%
Fines and Forfeitures	293,372	415,137	249,776	416,860	423,360	1.98%
Charges for Services	1,519,497	1,977,078	1,389,349	1,738,970	1,882,312	-4.79%
Commercial	767,753	249,222	145,814	260,912	227,820	-8.59%
Interfund Charges	-	-	-	-	-	N/A
Transfer From Other Funds	2,432,600	1,583,963	829,732	1,583,963	2,883,655	82.05%
Applied Surplus	-	615,000	-	-	716,750	16.54%
Total revenues	44,778,864	46,682,026	42,665,442	46,073,565	49,633,206	6.32%
Expenditures:						
Mayor	256,425	269,082	176,875	260,837	266,230	-1.06%
Common Council	152,855	151,448	106,282	151,379	151,071	-0.25%
City Attorney	645,631	562,123	325,986	506,203	571,020	1.58%
City Clerk	416,065	431,252	285,066	431,828	450,150	4.38%
Elections	187,163	56,204	44,975	59,789	129,441	130.31%
Finance	846,732	914,398	636,131	903,559	950,308	3.93%
Assessor	744,225	779,510	524,641	764,388	819,280	5.10%
Information Technology	933,123	990,233	605,833	989,433	1,029,968	4.01%
Human Resources	449,772	479,259	307,508	472,501	486,931	1.60%
City Hall/Facilities Maintenance	514,240	505,686	345,790	511,058	689,779	36.40%
Miscellaneous General Government	90,985	49,228	52,385	56,724	52,153	5.94%
Total General Government	5,237,216	5,188,423	3,411,472	5,107,699	5,596,331	7.86%
Police	12,334,376	12,641,609	8,165,593	12,385,626	13,163,515	4.13%
Fire	9,357,637	9,443,501	6,187,582	9,409,748	10,552,040	11.74%
Inspection Services	1,010,799	1,053,484	691,878	1,024,661	1,091,531	3.61%
Municipal Court	273,540	294,168	184,798	262,190	310,793	5.65%
Emergency Government	12,089	12,378	5,816	11,878	11,868	-4.12%
Miscellaneous Public Safety	1,141,686	1,147,224	775,738	1,139,474	1,142,174	-0.44%
Total Protection of Persons & Property	24,130,127	24,592,364	16,011,405	24,233,577	26,271,921	6.83%
Health (mosquito/deer control)	117,626	165,000	87,026	165,000	165,000	0.00%

CITY OF BROOKFIELD
2022 General Fund Budget Summary

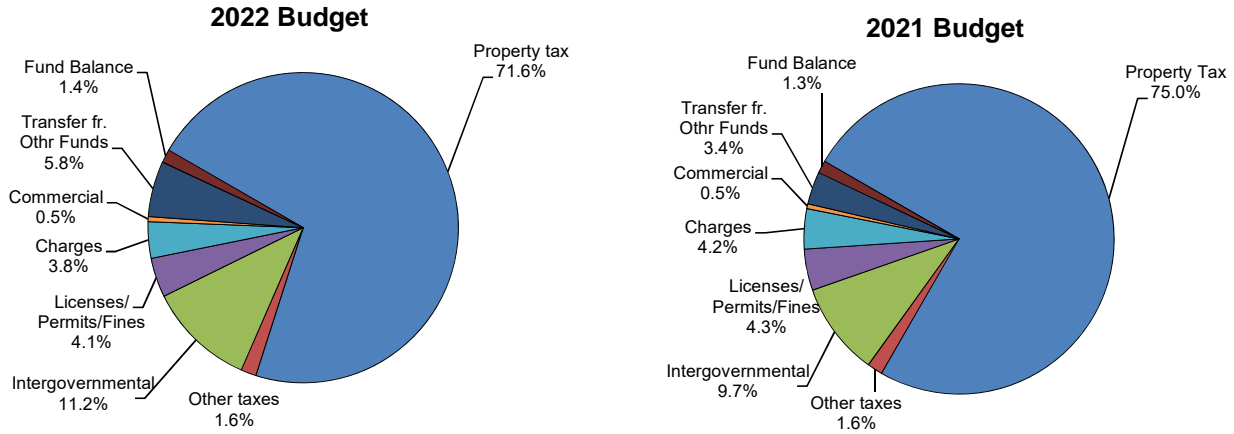
FUND 101	2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
DPW Administration/Engineering	939,506	959,102	666,918	966,009	990,587	3.28%
Highway and Streets	6,200,758	6,552,581	3,695,651	6,433,014	6,889,647	5.14%
Solid Waste Disposal	1,991,947	2,000,472	971,769	2,004,331	2,114,831	5.72%
Recycling Program	567,137	577,106	283,320	575,066	721,273	24.98%
Total Public Works	9,699,348	10,089,261	5,617,658	9,978,420	10,716,338	6.22%
Library	2,849,170	2,984,623	1,979,952	2,938,160	3,118,054	4.47%
Parks and Recreation	2,283,893	2,837,965	1,890,793	2,820,732	2,993,738	5.49%
Total Education, Parks & Recreation	5,133,063	5,822,588	3,870,745	5,758,892	6,111,792	4.97%
Community Development	472,290	391,041	245,080	388,275	421,824	7.87%
Total Conservation & Development	472,290	391,041	245,080	388,275	421,824	7.87%
Contingency Appropriation ¹	-	433,349	-	-	350,000	-19.23%
Transfers to Other Funds	-	-	-	-	-	N/A
Total Contingency & Transfers	-	433,349	-	-	350,000	-19.23%
Total expenditures	44,789,670	46,682,026	<u>29,243,386</u>	45,631,863	49,633,206	6.32%
Excess (deficit) of revenues over (under) expenditures	(10,806)	(615,000)		441,702	(716,750)	
Fund Balance, January 1	<u>16,816,770</u>	<u>16,764,434</u>		<u>16,764,434</u>	<u>17,182,005</u>	
Fund Balance, December 31 - budgetary basis	16,805,964	16,149,434		17,206,136	16,465,255	
Adjustment for encumbrances ²	<u>(41,530)</u>	-		<u>(24,131)</u>	-	
Fund Balance, December 31 - GAAP basis	<u><u>16,764,434</u></u>	<u><u>16,149,434</u></u>		<u><u>17,182,005</u></u>	<u><u>16,465,255</u></u>	

¹ The Contingency appropriation is spent via transfers to operating budgets as approved by the Common Council; for budgetary comparison purposes, only transfers that have recurring effects on department budgets are reflected in this schedule; to date for 2021, the only transfer of this type was for adjustments to department salary and benefit accounts primarily related to implementing 2021 salary and benefit adjustments (net impact was a reduction to department budgets, with the offset increasing contingency).

² The General Fund budget is adopted on a GAAP basis, with the exception of encumbrances for purchase orders and commitments outstanding being charged as expenditures in the year in which budgeted. This adjustment is shown to reconcile the budgetary basis fund balance to actual and projected on a GAAP basis.

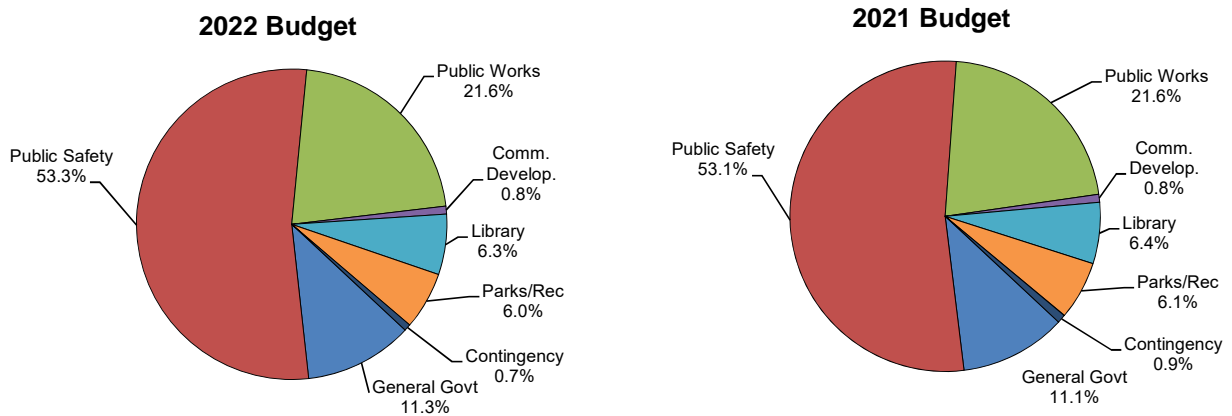
City of Brookfield

General Fund Revenues



The City's largest revenue source is property taxes. Transfer from other funds increased in 2022 due to the interfund transfer from the Coronavirus Local Fiscal Recovery Funds.

General Fund Expenditures



The City's largest expenditure area is public safety, which includes our police and fire/ems operations.

City of Brookfield
2022 General Fund Revenue Budget

GENERAL GOVERNMENT REVENUES - 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
TAXES								
GENERAL PROPERTY TAXES	010400	401000	31,945,005	35,000,000	34,999,998	34,999,998	35,540,000	
OMITTED ASSESSMENTS - PRIOR YEAR	010400	402000	4,256	-	1,061	1,061	-	
OTHER TAX EQUIVALENT	012400	403000	49,226	49,410	5,683	49,500	51,860	
ROOM TAXES	012400	404000	600,000	689,000	494,420	689,000	736,000	
Total Taxes			32,598,487	35,738,410	35,501,162	35,739,559	36,327,960	1.6%
INTERGOVERNMENTAL								
STATE SHARED REVENUES	014402	405000	572,669	572,000	85,690	577,216	575,668	
STATE EXPENDITURE RESTRAINT	014402	405100	203,298	151,000	151,189	151,188	285,890	
STATE EXEMPT COMPUTER AID	014402	405200	687,147	687,147	687,147	687,147	687,147	
PERSONAL PROPERTY AID	014402	405300	157,255	103,148	103,148	103,148	187,865	
STATE TRANSPORTATION AID	014402	406000	1,828,438	1,780,000	1,323,572	1,764,763	1,823,000	
STATE AID - CONNECTING HIGHWAYS	014402	406100	69,401	69,400	52,277	69,702	69,700	
STATE AID - LRIP	014402	406200	-	100,000	-	100,000	-	
STATE AID - POLICE DEPARTMENT	014402	406500	15,562	10,100	5,319	15,118	9,800	
FIRE INSURANCE TAXES	014402	406600	264,675	259,320	270,933	270,933	275,000	
STATE AID - CABLE TV	014402	406800	56,985	111,846	111,846	111,846	111,846	
STATE GRANTS - FIRE DEPARTMENT	014402	407100	7,296	7,750	-	7,750	7,750	
STATE GRANTS - PARKS	014402	407200	5,000	5,000	-	5,000	5,000	
COUNTY AID - LIBRARY SYSTEM	014402	408000	275,875	279,621	140,973	279,621	273,162	
SHARED SERVICES - OTHER GOVERNMENT	014402	408900	354,916	362,511	292,503	362,511	366,511	
STATE AID - FEMA	014402	409000	799,371	-	-	-	886,950	
Total Intergovernmental			5,297,888	4,498,843	3,224,596	4,505,943	5,565,289	23.7%
LICENSES								
LIQUOR/MALT/BEVERAGES	016403	410000	51,717	51,000	50,225	66,190	50,700	
BARTENDERS LICENSE	016403	411000	19,456	27,800	18,302	25,340	24,500	
CIGARETTE	016403	412000	2,612	2,900	2,900	3,100	2,800	
DOG	016403	413000	10,412	11,700	10,982	12,030	11,300	
BICYCLE	016403	414000	240	100	198	168	100	
SUNDRY	016403	417000	7,654	9,400	5,100	9,260	8,600	
CABLE FRANCHISE	016403	418000	505,846	438,023	210,245	425,390	423,410	
Total Licenses			597,937	540,923	297,953	541,478	521,410	-3.6%
PERMITS								
BUILDING INSPECTION	016404	420000	679,585	575,000	603,689	730,000	550,000	
ELECTRICAL INSPECTION	016404	420100	264,019	175,000	191,609	250,000	250,000	
PLUMBING INSPECTION	016404	420200	156,817	145,000	126,790	164,480	150,000	
SIGN	016404	421000	11,700	15,000	5,815	7,500	5,000	
EROSION	016404	422000	21,820	20,000	15,857	20,000	20,000	
AIR CONDITIONING	016404	423000	83,408	90,000	58,512	73,510	73,300	
OCCUPANCY CERTIFICATE	016404	424000	20,597	25,000	16,323	21,590	20,000	
SWIMMING POOL	016404	426000	7,861	3,000	8,341	8,500	6,000	
SUNDRY	016404	428000	682	450	124	300	350	
CROSS CONNECTION	016404	428500	24,842	15,000	-	10,000	10,000	
Total Permits			1,271,330	1,063,450	1,027,059	1,285,880	1,084,650	2.0%

GENERAL GOVERNMENT REVENUES - 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
FINES AND FORFEITURES								
MUNICIPAL COURT FINES/FORFEITURES	016405	429000	293,372	415,137	249,776	416,860	423,360	
Total Fines and Forfeitures			293,372	415,137	249,776	416,860	423,360	2.0%
CHARGES FOR SERVICES								
PROTECTION PERSON & PROPERTY	018415	430000	45,425	54,800	29,095	51,630	53,800	
FIRE DEPARTMENT PROTECTION FEE	018415	431000	128,999	124,000	133,090	133,320	134,120	
FIRE DEPARTMENT OTHER CHARGES	018415	431500	2,250	4,630	2,515	2,140	3,530	
AMBULANCE FEES	018415	432000	1,132,665	1,230,000	821,345	1,100,000	1,120,000	
SUBPOENA FEES	018415	433000	2,335	2,900	2,249	2,770	2,820	
LIBRARY FINES AND FEES	018416	456000	33,768	51,380	27,595	36,520	46,540	
LIBRARY COPY REVENUES	018416	456500	1,051	2,130	1,084	1,200	1,840	
LIBRARY PC SUPPLIES	018416	456600	2,379	3,770	1,963	2,750	3,550	
AQUATICS REVENUE	018417	457000	826	289,870	208,804	218,000	319,534	
RECREATION REVENUE	018417	458000	8,229	14,758	13,547	14,000	14,758	
PARK REVENUE	018417	459000	24,825	40,000	41,585	42,000	41,000	
PRELIMINARY ENGINEERING FEES	018418	440000	31,075	44,660	30,195	39,140	38,800	
PLANNING DEPARTMENT REVENUES	018419	441000	37,096	42,220	24,344	28,730	31,280	
APPEALS AND PUBLICATIONS	018419	442000	1,840	1,920	1,880	1,880	1,880	
GOVERNMENT EARNINGS	018420	452000	66,734	70,040	50,057	64,890	68,860	
Total Charges for Services			1,519,497	1,977,078	1,389,349	1,738,970	1,882,312	-4.8%
COMMERCIAL REVENUES								
SUNDRY REVENUES	020430	465000	91,229	88,562	61,086	77,290	74,380	
SALES TAXES RETAINED	020430	465100	120	120	98	120	120	
INTEREST - INVESTMENTS	020430	466000	558,304	100,000	65,737	143,000	125,000	
INVESTMENT FAIR VALUE CHANGE	020430	466100	16,093	-	(14,509)	-	-	
INTEREST - DELINQUENT TAXES	020430	466600	13,010	5,000	11,844	12,000	10,000	
SALE OF CITY PROPERTY	020430	467000	88,997	55,540	20,796	27,740	18,320	
SALE OF CITY EQUIPMENT-TAXABLE	020430	468100	-	-	762	762	-	
Total Commercial Revenue			767,753	249,222	145,814	260,912	227,820	-8.6%
OTHER FINANCING SOURCES								
APPLIED SURPLUS	022453	476000	-	615,000	-	-	716,750	
TRANSFER IN (NON-MAJOR FUNDS)	022453	475500	974,000	75,500	75,500	75,500	1,325,500	
TRANSFER IN (UTILITY TAX EQUIVALENT)	022453	477000	1,458,600	1,508,463	754,232	1,508,463	1,558,155	
Total Other Financing Sources			2,432,600	2,198,963	829,732	1,583,963	3,600,405	63.7%
TOTAL GENERAL FUND REVENUE			44,778,864	46,682,026	42,665,442	46,073,565	49,633,206	6.3%

MAYOR 201

DEPARTMENT: Mayor

PROGRAM MANAGER: Mayor

PROGRAM DESCRIPTION:

The Mayor is the chief executive and administrative officer of the City, responsible for ensuring that all city ordinances and state laws are observed and enforced, and that all city officers, staff, boards and commissions properly discharge their duties. The Mayor nominates certain statutory employees to the Council, recommends appointment for certain boards and commissions, is chairperson of the Plan Commission, and serves on the Board of Public Works. The Mayor presides at the Common Council voting in the case of a tie, with the power to veto. The Mayor is elected for a four-year term of office.

The Mayor is responsible for the administrative operation of the City, supported by the Department Heads, who report directly to the Mayor. The Mayor's Executive Budget summarizes all department requests, and is submitted to the Finance Committee and Common Council for review and adoption. The Mayor also represents the City in all gatherings where the City's presence is required.

The Mayor represents and advocates for the City in all bodies and to all persons that consider issues and policies that would affect the future well-being of the City. The Mayor is responsible for the development of initiatives that represent the people of Brookfield and are to the benefit of the City.

SERVICES:

- Represent the people of Brookfield.
- Implement the strategic initiatives for the City of Brookfield. *Benchmark: Substantial progress should be made on 50% of the goals, with progress made on 90%.*
- Communication with the Council – The Mayor's office should assure the agendas for the Council and its Committees allow orderly and efficient progress on the issues important to the City. The Mayor's office should assure resolution of Aldermanic concerns. The Mayor's office should make certain that complete and timely information is provided to the Council of critical issues. *Benchmark: Tabling of issues by the Council or Committees should not occur more than 10% of the time for lack of information or staff support.*
- Communications with other governmental bodies and agencies – The Mayor's office communicates with federal, state, county, other municipalities, school district bodies and agencies regarding needs of the City, pending legislation or policies, and opportunities for mutual benefit and cooperation.
- Communications with citizens and businesses – The Mayor's office provides oversight and publication of the quarterly citywide newsletter.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Mayor	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	0.50	0.50	0.50	0.50	0.50
Receptionist	0.25	0.25	0.25	0.25	0.25
Total	1.75	1.75	1.75	1.75	1.75

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance. The Mayor’s salary included in this budget remains the same as that established by the Council in 2018, pending possible future action by the Human Resources and Public Safety Committee and Common Council to adjust the salary effective after the 2022 mayoral election.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting moderate recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The special activities account (510001) is used to support events such as the German Holiday Market and lobbying efforts relative to state and federal legislation. In certain years it also includes funding for a volunteer recognition event, which was last held in 2021 and results in the decrease in the budget for 2022.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
MAYOR - 201									
SALARIES/BENEFITS									
SALARIES	02010001	501000	155,914	155,079	104,374	152,076	157,213		
RHS PAYMENTS	02010001	501400	4,658	4,485	3,105	4,485	4,485		
FICA TAX	02010001	502000	11,650	11,368	7,910	11,402	11,536		
PENSION	02010001	502100	9,931	9,636	6,651	9,621	9,389		
GROUP INSURANCE- OTHER	02010001	502200	3,461	3,401	2,293	3,256	3,653		
GROUP INSURANCE- HEALTH	02010001	502700	25,737	26,467	15,726	22,202	23,256		
Sub-total			211,351	210,436	140,059	203,042	209,532		-0.4%
PERSONNEL EXPENDITURES									
DUES/SUBSCRIPTIONS	02010002	504000	4,006	4,310	3,891	3,995	4,130		
MEETINGS, CONFERENCES & TRAVEL	02010002	505000	2,308	7,500	1,857	4,000	7,425		
SPECIAL ACTIVITIES	02010002	510001	1,249	6,500	1,344	6,500	3,000		
Sub-total			7,563	18,310	7,092	14,495	14,555		-20.5%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	02010004	520000	1,120	1,350	734	1,200	1,850		
POSTAGE	02010004	520001	14,061	14,350	11,272	14,725	14,725		
COPYING	02010004	520002	925	1,185	519	930	1,080		
PUBLISHING/ADVERTISING	02010004	523000	20,000	22,000	16,419	25,000	23,000		
RISK MANAGEMENT	02010004	529000	715	747	498	747	790		
Sub-total			36,821	39,632	29,442	42,602	41,445		4.6%
UTILITIES									
TELEPHONE	02010008	570003	540	554	182	548	548		
CELLULAR PHONE	02010008	570004	150	150	100	150	150		
Sub-total			690	704	282	698	698		-0.9%
TOTAL MAYOR			256,425	269,082	176,875	260,837	266,230		-1.1%

**COMMON COUNCIL
202**

DEPARTMENT: Common Council

PROGRAM MANAGER: Common Council President

PROGRAM DESCRIPTION:

The Common Council is the legislative branch of City government. The Common Council is the forum for review and debate of proposed ordinances, resolutions and policies proposed by the standing Council committees and boards and commissions. The most important legislation is the annual City budget. The Common Council is comprised of fourteen (14) part-time council members representing seven aldermanic districts. Each council member serves a four-year term. There are two council members from each district and the terms are staggered. The Council operates on a committee structure, with the following standing committees:

- Board of Public Works
- Finance (oversees Information Technology (IT) Subcommittee)
- Forestation
- Human Resources/Public Safety
- Legislative and Licensing
- Water and Sewer Board

In addition to the Council committees, there are a number of boards and commissions that provide policy input to the Common Council and are comprised primarily of citizen members, with some aldermanic representation. These bodies include the Plan Commission, Parks and Recreation Commission and Library Board, as prescribed by Wisconsin statutes.

SERVICES:

- Represents citizens of the City of Brookfield.
- Assists constituents with issues and assists with dealing with City departments.
- Sets City-wide short-term and long-term policies.
- Approves appointments to standing committees and boards and commissions.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Ordinances adopted	45	45	150	45	45
Resolutions passed	168	254	203	224	212
Common Council meeting hours	16	13	23	26	20
Committee meetings held	64	67	61	65	64

BUDGET SUMMARY:

- 1). Aldermanic salaries are budgeted to remain the same in 2022 as in 2021 based on the aldermanic salary ordinance adopted in 2008.

GENERAL GOVERNMENT EXPENDITURES - FUND 101	2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
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COMMON COUNCIL - 202

SALARIES/BENEFITS								
SALARIES	02020001	501000	138,342	138,754	98,284	138,754	138,754	
FICA TAX	02020001	502000	10,583	9,096	6,444	9,906	9,096	
Sub-total			148,925	147,850	104,728	148,660	147,850	0.0%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	02020004	520000	112	100	-	50	100	
POSTAGE	02020004	520001	150	200	53	150	150	
COPYING	02020004	520002	1,258	2,229	1,055	1,750	1,770	
RISK MANAGEMENT	02020004	529000	646	669	446	669	701	
OTHER EXPENDITURES	02020004	546000	1,764	400	-	100	500	
Sub-total			3,930	3,598	1,554	2,719	3,221	-10.5%
TOTAL COMMON COUNCIL			152,855	151,448	106,282	151,379	151,071	-0.2%

LEGAL SERVICES
204

DEPARTMENT: City Attorney's Office

PROGRAM MANAGER: City Attorney

PROGRAM DESCRIPTION:

The City Attorney's office has the statutory responsibility for the administration of all legal services for the City of Brookfield. The work involves serving as the legal advisor and providing legal services to the Common Council, the Mayor, the committees, commissions and boards of the City and all City departments. The responsibilities of the office also include substantial involvement in economic development and City financing projects and activities, insurance and liability issues and contractual agreements.

SERVICES:

- Acts as legal counsel at meetings of the Common Council, Legislative and Licensing Committee, Plan Commission, the Board of Public Works and other local boards, commissions and committees.
- Drafts and revises ordinances and resolutions.
- Researches and writes legal opinions and memoranda for elected officials and city departments.
- Represents the City, its boards and officers, in civil claims and litigation.
- Prosecutes ordinance violations.
- Drafts and reviews development agreements.
- Negotiates and drafts city contracts, leases and indemnification agreements.
- Oversees all real estate activity.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
City Attorney	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney	0.80	0.80	0.80	0.80	0.80
Assistant City Attorney/ Prosecutor	0.50	0.50	0.50	0.50	0.50
Administrative Coordinator	0.50	0.50	0.50	0.50	0.50
Receptionist	0.25	0.25	0.25	0.25	0.25
Graduate Intern	0.00	0.50	0.50	0.50	0.50
Total	3.05	3.55	3.55	3.55	3.55

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue to monitor claims and litigation involving all City departments, with a goal of participating in more litigation matters instead of utilizing outside counsel.
 - The City Attorney's Office has been involved in drafting briefs and pleadings on a civil case and has assisted outside counsel with mediations, depositions, and discovery. Furthermore, the City is handling the eminent domain claims from the Calhoun Road project in house and has drafted motions and appellate briefs on a civil matter. In regard to claims, the City Attorney's Office has assisted the Finance Department in determining whether claims filed against the City should be granted or denied.
2. Provide ongoing legal guidance on issues and necessary agreements relating to the Brookfield Conference Center.
 - The City Attorney's Office has drafted parking easements, updated existing agreements and has provided advice and support on warranty issues.
3. Continue to monitor contract documents and risk management processes.
 - The City Attorney reviews and edits contracts and reviews insurance documents to ensure that the City's liability is minimized and its assets protected from litigation. The City Attorney's Office frequently communicates with insurance agents to ensure that the contractor has submitted the necessary insurance coverage and endorsements. Additionally, the City Attorney's Office has drafted contracts in regard to intergovernmental agreement for trails, the Police department's critical incident team, garbage and recyclables collection, land entry agreements, and many other engineering and public works items. In regards to risk management, regularly discusses with other City employees how to mitigate and lessen risk in municipal issues and concerns, including employment matters, land development, and zoning.
4. Continue to provide guidance on open records requests.
 - The City Attorney's office has provided guidance to other City departments on open records requests, drafted responses to requesters on several open records requests, and reviewed documents prior to their release to the requesters. Furthermore, the City Attorney's Office has edited contracts with contractors to ensure that the City is not subjecting itself to an open records violation.
5. Provide legal guidance in modifying sections of the municipal code.
 - The City Attorney's Office has drafted and edited several portions of the Municipal Code that were outdated and non-compliant with federal or state law, including the modified suburban overlay ordinances, zoning ordinances, the sign code ordinance, and subdivision ordinances. Furthermore, the City Attorney's Office drafted or amended the extension of temporary regulations on premises ordinance, legislative referrals ordinance, sports netting ordinance, yard waste haulers ordinance; and are working on the stormwater ordinance, fireworks permit

ordinance, and temporary use ordinance. With many Code provisions needing work, the City Attorney's Office has created a spreadsheet, and is monitoring and prioritizing future ordinance revisions.

6. Further participate in development of document management system to reduce printing costs and electronically store files.
 - The City Attorney's Office has participated in many workshops and planning sessions to determine the City's need for workflow processes and document storage. Staff participated in technology days to assist in selecting a potential vendor and created a spreadsheet to identify storage and workflow needs.
7. In the event the COVID-19 pandemic continues or expands, continue to provide legal support and advice for emergency operations.
 - The City Attorney's Office has assisted the City in continuing to react to the COVID-19 pandemic. This support has included drafting ordinances, providing advice on Human Resources issues, and providing guidance on election issues, mask protocols, open meetings, employee questions, employee benefits, contracts, and government operations.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue to monitor claims and litigation involving all City departments, with a goal of participating in more litigation matters instead of utilizing outside counsel.
2. Provide ongoing legal guidance to City departments.
3. Continue to monitor contract documents and risk management processes.
4. Continue to provide guidance on open records requests.
5. Provide legal guidance in modifying sections of the municipal code.
6. Further participate in development of document management system to reduce printing costs and electronically store files.
7. In the event the COVID-19 pandemic continues or expands, continue to provide legal support and advice for emergency operations.
8. Provide legal advice and support the City's election processes.

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.

- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The budget for outside legal services (560003) has been maintained at the 2021 level to provide funding for outside counsel to address specialized issues such as human resources matters, construction contract claims, and property tax assessment litigation, as well as considering recent trends in such costs.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change	
CITY ATTORNEY - 204										
SALARIES/BENEFITS										
SALARIES	02040001	501000	355,607	358,186	240,440	357,948	368,232			
RHS PAYMENTS	02040001	501400	4,658	4,485	3,105	4,485	4,485			
FICA TAX	02040001	502000	27,117	26,863	18,584	26,852	27,611			
PENSION	02040001	502100	18,383	18,324	12,530	18,186	18,147			
GROUP INSURANCE- OTHER	02040001	502200	3,599	3,482	2,442	3,481	3,503			
GROUP INSURANCE- HEALTH	02040001	502700	30,164	30,963	18,912	26,700	27,965			
Sub-total			439,528	442,303	296,013	437,652	449,943		1.7%	
PERSONNEL EXPENDITURES										
EMPLOYMENT	02040002	503400	-	-	105	105	-			
DUES/SUBSCRIPTIONS	02040002	504000	3,768	3,595	3,603	3,700	3,845			
MEETINGS, CONFERENCES & TRAVEL	02040002	505000	1,264	4,500	928	3,000	4,700			
Sub-total			5,032	8,095	4,636	6,805	8,545		5.6%	
OPERATING EXPENDITURES										
OFFICE SUPPLIES	02040004	520000	943	1,200	724	1,200	1,300			
POSTAGE	02040004	520001	95	150	26	100	150			
COPYING	02040004	520002	926	1,049	793	1,120	1,380			
MATERIAL & SUPPLIES	02040004	524000	48	-	-	-	-			
RISK MANAGEMENT	02040004	529000	1,608	1,709	1,139	1,709	1,867			
Sub-total			3,620	4,108	2,682	4,129	4,697		14.3%	
CONTRACTUAL SERVICES										
CONTRACTUAL SERVICES	02040006	560000	6,317	6,025	3,471	6,025	6,400			
OUTSIDE LEGAL SERVICES	02040006	560003	189,709	100,000	18,457	50,000	100,000			
Sub-total			196,026	106,025	21,928	56,025	106,400		0.4%	
UTILITIES										
TELEPHONE	02040008	570003	1,425	1,592	727	1,592	1,435			
Sub-total			1,425	1,592	727	1,592	1,435		-9.9%	
TOTAL CITY ATTORNEY			645,631	562,123	325,986	506,203	571,020		1.6%	

CITY CLERK/ELECTIONS 207, 208

DEPARTMENT: City Clerk

PROGRAM MANAGER: City Clerk

PROGRAM DESCRIPTION:

The City Clerk is a statutory office that is responsible for City records management, election administration, legal notification to the public, the issuance of licenses and permits, and the preparation and retention of official agendas, minutes and documents. The City Clerk's office acts as the central filing location for official documents, including claims filed against the City and correspondence directed to the City. Besides the official functions as outlined in the state statutes, the City Clerk's office provides administrative support to the Common Council, Board of Review and other various boards, commissions and committees and departments as needed. The office is also the primary source of contact for citizen questions and public records requests. Department staff is researching emerging technologies to identify strategies to improve service levels for both internal and external customers. Document imaging, cable television broadcasting, accessibility and website updating have been added to the Clerk's office responsibilities to improve service levels.

Election administration incorporates funding, staffing and adherence to all election laws of the State of Wisconsin and the Federal government. Mandated training of Municipal Clerks, Clerk's staff, Chief Inspectors and Election Inspectors (poll workers) has added to responsibilities that coupled with continual changes in election laws, new equipment, updates to voter system software, additional documentation requirements and several new reporting responsibilities has contributed to increases in time spent managing the elections function. A statewide politically charged environment has led to increases in voter participation, along with intense media and public scrutiny of election activities. These factors are contributing to an increased election workload and demand for service in the Clerk's office.

SERVICES:

- Prepares and distributes resolutions, ordinances, proclamations, public hearing notices, certifications, agendas and minutes for meetings of the Common Council and various city boards, commissions and committees, including task forces when assigned.
- Responsible for codification of ordinances and maintains the online municipal code.
- Responsible for providing accessibility for web, video, audio, map and image content published by the City. Provides formatted document templates and technical assistance for use by all departments in creating accessible agendas, minutes, memos, ordinances, resolutions and reports being published.
- Attends meetings and prepares the official record for Common Council, Legislative and Licensing Committee, Plan Review Board, Board of Appeals, and other meetings as needed.

- Serves as Clerk of the annual Board of Review. The clerk plays an important role with compliance of statutory requirements for the quasi-judicial activities of the Board of Review. Publishes meeting notices, acts as legal filing officer for objections, keeps records and certifies training requirements of board members, makes record of board findings of fact and determinations, responsible for filing summaries and reports to local and state agencies required by state statute. The Clerk administers the oath for all testimony and maintains an accurate record of proceedings and notices for court processes that may occur after the Board determination.
- Administers the statutory bid process for the annual designation of official newspaper. Publishes legal notices as required. Prepares surrounding parcel listings for subject parcel public hearing notice mailings. Maintains custody of City's official seal.
- Maintains custody of the City's public records, providing access to and responding to public record requests as applicable.
- Supports and provides information under the Clerk's knowledge and expertise for legislation in the best interests of the City. Tracks state legislation affecting municipal interests to its conclusion.
- Tracks legislative referrals and requests for services through the local process and maintains a progress/resolution listing of all referrals made.
- Administers oaths of office, records paper legal documents with the register of deeds, certifies and attests to official documents and the City's contracts and agreements.
- Serves as a notary public.
- Issues permits and licenses, as required by local and state laws.
- Maintains knowledge of state alcohol licensing laws to educate residents, businesses and licensed premises as to compliance and licensing requirements.
- Responsible for issuance of dog licenses.
- Administers elections, which includes candidate filings, voter registration, verification and updating of voter records, absentee voting, nursing home and assisted facility voting, poll site voting, election inspector training, hiring of poll workers, Americans with Disabilities Act (ADA) accessibility compliance of polling locations and direct supervision of Election Day activities. Responsible for preparing statistical reports, compilations and certifications for the Wisconsin Elections Board along with other local, state and federal agencies.
- Manages mail services used by all City departments.
- Provides a general point of local contact, information source, way-finding and official filing office for departments, government agencies, elected officials and citizens using phone, mail, email and in-person contacts.
- Writes articles of interest within the Clerk's expertise for inclusion in the City's quarterly newsletter and other media.
- Updates website with current information on meetings, minutes and information of interest under the Clerk's expertise and authority.
- Oversees, maintains and serves as the point of contact for the City's records management and retention program.
- Programming and operation of the citywide cable television system and web streaming services. Programming and operation of the council's electronic voting system.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Administration and Licensing Clerk	1.00	1.00	1.00	1.00	1.00
Office Services Assistant	1.00	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00	4.00

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Dog Licenses	1,614	1,504	1,401	1,500	1,500
Alcohol Licenses ¹	109	113	102	120	125
Bartender Licenses	399	440	392	400	415
Total Active Voters	28,490	27,039	30,570	30,348	29,000
Elections Held	4	1	4	2	4
Voter Registrations	4,106	808	6,204	500	5,000
Absentee Ballots Issued	11,534	2,011	46,627	7,366	15,000

¹ Figures updated to include beer, wine and liquor licenses.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City’s Comprehensive Plan short-term focus initiatives.

1. There are two anticipated elections in 2021. Plans to move the polling location assignment for residents in District 6 from Swanson School to the Brookfield Conference Center will occur for all elections in 2021. This will require public notice to all residents in District 6 as well as work to get equipment moved, signage updated and WisVote systems programmed with the new location details.
 - Completed successfully.
2. Work to support legislation surrounding the secure and efficient operation of absentee voting for both in-person and by mail will continue. The focus of this work is to utilize technology to improve processes as well as the security of ballots while reducing the rising expenses and inefficiencies surrounding the increasingly popular absentee voting.
 - The Absentee Voting Efficiency Option (AVEO) legislation passed the Assembly and was messaged to the Senate February 2020. The COVID-19 pandemic hit shortly thereafter and the Wisconsin Legislature did not meet; therefore, the AVEO legislation was not passed into law. Efforts to reintroduce the AVEO legislation will continue.
3. Work will continue in 2021 in assisting staff across all departments to create documents that are formatted for ADA accessibility. Additionally, work for closed

captioning on videos will be started in 2021. The City's website was updated in 2020 and work on formatted templates and a phased process was initiated at that time.

- ADA accessible templates were created and introduced to all departments. Work continues as we assist key staff members in becoming proficient at creating and converting documents to accessible formats. We are utilizing a phase in implementation plan starting with those who contribute to website documents more frequently. Software programs to assist in this process are currently under review and should be in place for key contributors by the end of 2021. Work will continue into future years for this objective.
4. Cross training and clerk certification (3-year process) of new staff initiated in 2020 will continue into 2021 in order to provide multi-level coverage for unanticipated staff shortages during critical workload periods such as occurred during the COVID-19 pandemic, as well as increasing staff knowledge base for sound succession practices.
 - Cross training and clerk certification is ongoing. Key staff have enrolled and will complete year 2 of their 3-year certification process in summer of 2021. Election processes and licensing duties were the focus of 2020-2021 cross training. Work will continue into future years for this objective, and will include Board of Review as well as agendas and minute taking.
 5. Work with the 2021 redistricting processes because of the 2020 Census will be ongoing throughout the year. This work involves the creation and mapping of election boundaries that include ward boundaries within aldermanic districts, to evenly distribute the 10-year increase in population for a balanced constituency among districts. Attention to registered vote counts when redistricting helps alleviate the inequities between wards when managing Election Day voting lines.
 - Due to the COVID-19 pandemic, federal census work was delayed, and is causing some delay in accomplishing this project by the normal deadline. Clerk staff will continue to work on this objective as data from the federal census becomes available. It is possible this objective will continue into 2022.
 6. * Continue to review forms and procedures for opportunities to allow for web-based filing conveniences and efficiencies (Community Value Initiative #2).
 - This work is ongoing.
 7. * Continue to expand paperless strategies in the management of records, notices and meetings (Community Value Initiative #1 and #2).
 - This work is ongoing. Clerk staff continue to periodically survey elected officials and pertinent City staff to determine which members would be interested in exclusively obtaining their meeting packets electronically.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. There are four anticipated elections in 2021. Plans are to move the polling location assignment for residents in District 1 from Immanuel Church to the Brookfield East High School will occur for all elections beginning in 2022. This will require public notice

to all residents in District 1 as well as work to get equipment moved, signage updated and WisVote systems programmed with the new location details.

2. All poll worker (Election Inspector) terms will expire 12/31/2021. Recruitment will begin in 2021 to establish a sufficient pool of workers for the 2022-2023 election cycle. Training of all Election Inspectors will take place in January or February of 2022.
3. Work to support legislation surrounding the secure and efficient operation of absentee voting for both in-person and by mail will continue. The focus of this work is to utilize technology to improve processes, as well as the security of ballots while reducing the rising expenses and inefficiencies surrounding the increasingly popular absentee voting.
4. * Work to assist key staff members in becoming proficient at creating and converting documents for accessibility will continue as we learn to operate software to assist in this process. Additionally, work for closed captioning on videos will kick off late in 2021, and will continue well into 2022 as we continue with our efforts to address the accessibility of documents and videos on the City's website (Community Value Initiative #1).
5. * Cross training and clerk certification (3-year process) of staff initiated in 2020 will continue into 2022 in order to provide multi-level coverage for unanticipated staff shortages during critical workload periods such as occurred during the COVID-19 pandemic, as well as increasing staff knowledge base for sound succession practices (Sustainability Initiative #3).
6. Work with the 2021 redistricting processes will continue into 2022 and may possibly be delayed further due to pending legislation. This work involves the creation and mapping of election boundaries that include ward boundaries within aldermanic districts, to evenly distribute the 10-year increase in population for a balanced constituency among districts. Attention to registered vote counts when redistricting helps alleviate the inequities between wards when managing Election Day voting lines.
7. * Continue to review forms and procedures for opportunities to allow for web-based filing conveniences and efficiencies (Community Value Initiative #2).
8. * Continue to expand paperless strategies in the management of records, notices and meetings (Community Value Initiative #1 and #2).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted

wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.

- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The increase in meetings, conferences and travel costs (505000) is due to the funding for the Clerk’s national conference (every other year – last funded in 2020). The increase in the educational training budget (506000) reflects the inclusion of funding for the City Clerk to achieve ADA certification due to expanded duties for oversight of the City’s compliance with the ADA.
- 5). The increase in the computer software maintenance budget (527000) includes funding for closed captioning software to support video broadcasts (\$3,000), and monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). The Elections budget reflects an increase from two to four elections, as 2022 will include a statewide primary and the fall general election for Governor. The spring elections will include Mayor and Aldermanic races which likely will result in a greater than usual turn out for those elections as well. Absentee voting is very heavily promoted by candidates, special interest groups and political parties. We expect this to impact in-person voter traffic in the Clerk’s office for at least two of the four elections. As a result, all Election salary and supply accounts are impacted.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
CITY CLERK - 207									
SALARIES/BENEFITS									
SALARIES	02070001	501000	266,475	268,052	179,957	268,325	278,013		
RHS PAYMENTS	02070001	501400	12,420	11,960	8,280	11,960	11,960		
FICA TAX	02070001	502000	20,184	19,790	13,594	19,672	20,519		
PENSION	02070001	502100	18,349	18,094	12,420	18,032	18,071		
GROUP INSURANCE- OTHER	02070001	502200	3,367	3,494	2,462	3,495	3,643		
GROUP INSURANCE- HEALTH	02070001	502700	47,282	49,343	34,951	49,343	51,670		
Sub-total			368,077	370,733	251,664	370,827	383,876		3.5%
PERSONNEL EXPENDITURES									
DUES/SUBSCRIPTIONS	02070002	504000	1,235	1,292	922	1,292	1,541		
MEETINGS, CONFERENCES & TRAVEL	02070002	505000	529	1,785	690	1,785	3,690		
EDUCATIONAL TRAINING	02070002	506000	150	1,590	989	1,590	3,601		
Sub-total			1,914	4,667	2,601	4,667	8,832		89.2%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	02070004	520000	1,340	2,000	846	2,000	1,500		
POSTAGE	02070004	520001	1,005	1,275	691	1,275	1,300		
COPYING	02070004	520002	1,519	2,000	957	1,470	2,520		
OFFICE EQUIPMENT REPAIRS	02070004	522000	1,263	400	1,394	2,676	400		
PUBLISHING/ADVERTISING	02070004	523000	10,827	11,000	4,444	11,000	10,000		
MATERIALS & SUPPLIES	02070004	524000	562	1,000	232	1,000	900		
COMPUTER SOFTWARE MAINTENANCE	02070004	527000	1,773	3,003	1,773	3,003	6,673		
RISK MANAGEMENT	02070004	529000	1,185	1,280	853	1,280	1,395		
EQUIPMENT	02070004	531000	-	1,264	-	-	340		
BOARD OF REVIEW	02070004	550942	156	277	177	277	120		
Sub-total			19,630	23,499	11,367	23,981	25,148		7.0%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	02070006	560000	25,199	31,084	18,916	31,084	31,034		
Sub-total			25,199	31,084	18,916	31,084	31,034		-0.2%
UTILITIES									
TELEPHONE	02070008	570003	1,245	1,269	518	1,269	1,260		
Sub-total			1,245	1,269	518	1,269	1,260		-0.7%
TOTAL CITY CLERK			416,065	431,252	285,066	431,828	450,150		4.4%

GENERAL GOVERNMENT
EXPENDITURES - FUND 101

			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
ELECTIONS - 208								
SALARIES/BENEFITS								
SALARIES	02080001	501000	96,139	33,006	27,192	28,000	89,258	
FICA TAX	02080001	502000	2,244	-	171	171	-	
PENSION	02080001	502100	858	-	155	155	-	
Sub-total			99,241	33,006	27,518	28,326	89,258	170.4%
PERSONNEL EXPENDITURES								
MEETINGS, CONFERENCES & TRAVEL	02080002	505000	5,971	1,200	41	200	200	
EDUCATIONAL TRAINING	02080002	506000	-	100	-	-	100	
Sub-total			5,971	1,300	41	200	300	-76.9%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	02080004	520000	16,757	2,500	295	2,500	2,500	
POSTAGE	02080004	520001	40,645	2,375	8,687	9,000	15,740	
COPYING	02080004	520002	6,828	1,200	2,624	4,240	7,000	
PUBLISHING/ADVERTISING	02080004	523000	2,972	1,100	498	1,100	1,400	
MATERIALS & SUPPLIES	02080004	524000	8,003	5,000	1,539	4,700	2,500	
RISK MANAGEMENT	02080004	529000	448	158	105	158	475	
Sub-total			75,653	12,333	13,748	21,698	29,615	140.1%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	02080006	560000	6,298	9,565	3,668	9,565	10,268	
Sub-total			6,298	9,565	3,668	9,565	10,268	7.3%
TOTAL ELECTIONS			187,163	56,204	44,975	59,789	129,441	130.3%

**FINANCE DEPARTMENT
209**

DEPARTMENT: Finance

PROGRAM MANAGER: Director of Finance and Administration

PROGRAM DESCRIPTION:

The Finance Department is responsible for the accounting and financial reporting of all City operations and is entrusted with collecting, depositing and investing all City funds. This includes the maintenance of all financial records for the City, billing and collections, accounts payable, investment and treasury management, and property tax collection for the City and other governments. The Finance Department coordinates the annual operating and capital budget process for all City operations. The Finance Department also administers the City’s payroll system for all employees, including the filing of all required State and Federal reports. Long-term department goals include: continued improvement of efficiency of services to other City departments and the public, and improving timeliness, quality and usefulness of financial information provided to City officials and citizens.

SERVICES:

- Treasury management and investment of City funds to maximize returns within adopted investment policies.
- Preparation of quarterly and annual financial statements and coordination of annual audit.
- Preparation of required State of Wisconsin financial reports and forms.
- Coordination of the annual City budget for submission to Finance Committee and Common Council.
- Property tax collection and settlement with other governments.
- Receipting of all monies paid to the City.
- Disbursement of monies to vendors.
- Monitor City’s purchasing policies.
- Payroll processing, reconciliation and filing of required state and federal reports.
- Supervision of City risk management program.
- Billing and collection for City services provided, including fire protection fees, false alarms, quarterly sewer and water charges and other services.
- Provide training of City personnel in the use of the computerized financial system.
- Primary staff support to the Finance Committee.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Director of Finance and Administration	0.00	1.00	1.00	1.00	1.00

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Director of Finance/Treasurer	1.00	0.00	0.00	0.00	0.00
Deputy Finance Director	0.00	0.00	1.00	1.00	1.00
Revenue Manager	1.00	1.00	0.00	0.00	0.00
Finance Manager	1.00	1.00	1.00	1.00	1.00
Management Accountant	1.00	1.00	1.00	1.00	1.00
Payroll Management Accountant	1.00	1.00	1.00	1.00	1.00
Utility Accountant	1.00	1.00	1.00	1.00	1.00
Accountant	2.00	2.00	2.00	2.00	2.00
Accounting Clerk	1.00	1.00	1.00	1.00	1.00
Office Services Assistant	1.00	2.00	1.75	1.75	1.75
Treasurer Assistant	1.00	0.00	0.00	0.00	0.00
Total	11.00	11.00	10.75	10.75	10.75

Note: Of the 10.75 FTE in the Finance Department, the cost of 4.06 FTE is allocated to the Water and Sewer Utility enterprise funds to reflect the cost of administrative support of those operations.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Bond rating	Aa1	Aa1	Aa1	Aa1	Aa1
Investment yield	1.67%	2.45%	1.28%	0.38%	0.31%
Debt service ratio – borrowing capacity used (%) ¹	19.3	25.5	24.4	23.7	24.1
Purchase orders issued	402	396	366	390	388
Checks issued	3,359	3,106	2,513	2,400	2,600
Automated Clearing House (ACH)/wire transactions	431	425	484	528	500
Procurement Card Transactions	8,814	7,845	8,720	8,400	8,500
Total Procurement Card Spending	\$3,677,354	\$3,874,656	\$4,252,291	\$4,100,000	\$4,075,000
Procurement Card Rebates	\$97,602	\$72,966	\$87,246	\$87,500	\$86,000
Customer invoices issued	1,808	1,797	2,556	2,573	2,565
Payroll-Percentage of Employees on Direct Debit	97%	97%	99%	99%	99%
Number of Payroll misplaced checks reissued	6	3	5	8	6

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Retiree health insurance – Percentage on Direct Debit	98%	98%	98%	98%	98%
Utility Customers	14,799	14,838	14,889	14,934	14,979
Utility Payments – Total	68,779	67,761	67,305	68,396	67,923
Utility Payments – ACH	11,721	11,151	10,382	9,507	8,954
Utility Payments – E-check	8,262	10,448	14,021	15,051	15,500
Utility Payments – Credit Card	1,879	2,076	6,256	8,909	9,000
Utility customers paying via automated methods	37%	38%	52%	56%	56%
Utility Payments – Lockbox	20,162	21,750	18,984	16,433	16,000
Utility Payments – Lockbox	34%	37%	32%	28%	27%
Property Tax Bills – Personal	2,252	2,082	2,034	2,050	2,100
Property Tax Bills – Real	14,926	14,874	14,928	15,000	15,050
Tax Payments – E-check	444	456	607	625	650
Tax Payments – Credit Card	128	137	118	130	150
Tax Payments – Lockbox	5,430	5,084	5,645	6,000	6,100
Tax Payments – Lockbox and Remote	47%	46%	50%	55%	60%
Tax Payments – Online	4%	4%	6%	7%	8%
Training sessions for departments	3	2	2	2	3

¹Increase in 2019 relates to debt issued for construction of the Brookfield Conference Center

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City’s Comprehensive Plan short-term focus initiatives.

1. * Carry on with expanding online payment processing and implementation for personal property taxes (Community Value Initiative #2).
 - During the State’s budget development, a proposal was included in the budget to eliminate the personal property tax. The Governor vetoed this provision. There is still discussion that legislation may be advanced to eliminate this tax, therefore this initiative has been put on hold pending state action.
2. Offer a complete and comprehensive training session for all City staff involved in any portion of the risk management and incident/claim reporting process.
 - The risk management policy and procedure manual was updated in 2020. With staff vacancies in the department and the COVID-19 pandemic, the training sessions were postponed.

3. Move forward with development and converting documents to a digital, fillable format.
 - This is an ongoing initiative. We will be creating an inventory of forms and current formats and create a prioritized list of documents to convert as time permits.
4. * Continue to maintain, review, and enhance department content on City website (Community Value Initiative #1).
 - Several department web pages have been enhanced with picture links and rotating carousels to make the pages more inviting and intuitive for users.
5. Review internal Treasury procedure manuals to ensure that they are up to date with current practices, and converting these manuals to digital versions that are easy to search and readily available to staff.
 - Procedure manuals will be updated after the major MUNIS upgrade. The upgrade is scheduled for October 2021 just ahead of the peak time in Treasury for quarterly utility billing collection and property tax collection. Procedures will be updated as used in 2021 with a more thorough review to be completed in 2022.
6. Work on creating a process to better record and track fixed assets within the ERP system. This process will incorporate a plan for fixed asset management, including the insurance component.
 - The current process has been reviewed and discussed with the conclusion that the existing process will generally stay the same with enhanced awareness among staff and check points during the year to ensure assets acquired/disposed of are updated for insurance purposes.
7. Assist Information Technology (IT) in implementing a significant upgrade to MUNIS, the City's financial software.
 - The MUNIS test environment was installed early in 2021 and testing has been ongoing throughout the year. The June/July go live date was postponed to October due to software issues found during testing.
8. * Work with IT on a rollout of elements of the employee self-service module in MUNIS (Community Value Initiative #2).
 - The implementation of this module will occur after the upgrade to MUNIS. With the delay in the MUNIS upgrade to October of 2021, this objective will be moved to 2022.
9. Create updated MUNIS procedures and offer training on accounts payable and purchasing cards, as well as place updated copies of all procedures on the City Intranet.
 - Updates to procedures and training will occur after the upgrade to MUNIS software is completed.
10. Review department job descriptions to ensure that there is a comprehensive cross training schedule.
 - Cross training backups have been identified for critical functions. Additional cross training will occur in 2022 after the MUNIS upgrade.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Review documented MUNIS procedures/notes for end user departments and update as necessary following the MUNIS upgrade.
2. * Work with IT on a rollout of elements of the employee self-service module in MUNIS (Community Value Initiative #2).
3. Review internal Treasury procedure manuals to ensure that they are up to date with current practices, and converting these manuals to digital versions that are easy to search and readily available to staff.
4. Review department job descriptions to ensure that there is a comprehensive cross training schedule.
5. * Continue to develop and convert documents to a digital, fillable format (Community Value Initiative #2).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The increase in the computer software maintenance budget (527000) includes increased annual fees for the MUNIS administrative software, and monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.

- 5). The increase in the independent audit budget (560004) reflects an inflationary increase in the audit fees plus more costs being allocated to the general fund vs. the utilities due to relative changes in those respective budgets.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
FINANCE - 209									
SALARIES/BENEFITS									
SALARIES	02090001	501000	509,404	551,013	364,856	543,529	570,848		
RHS PAYMENTS	02090001	501400	19,350	18,963	13,130	18,966	18,963		
FICA TAX	02090001	502000	37,076	39,408	27,466	39,749	40,793		
PENSION	02090001	502100	35,036	37,197	25,184	36,577	37,103		
GROUP INSURANCE- OTHER	02090001	502200	6,776	7,816	5,237	7,434	7,815		
GROUP INSURANCE- HEALTH	02090001	502700	80,656	97,669	64,975	90,194	102,273		
Sub-total			688,298	752,066	500,848	736,449	777,795		3.4%
PERSONNEL EXPENDITURES									
EMPLOYMENT	02090002	503400	2,132	-	375	375	-		
DUES/SUBSCRIPTIONS	02090002	504000	5,864	6,995	5,250	6,885	7,115		
MEETINGS, CONFERENCES & TRAVEL	02090002	505000	2,050	7,470	1,495	3,000	7,470		
EDUCATIONAL TRAINING	02090002	506000	295	2,000	362	1,000	2,000		
Sub-total			10,341	16,465	7,482	11,260	16,585		0.7%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	02090004	520000	2,434	3,700	686	3,700	3,700		
POSTAGE	02090004	520001	4,352	4,830	3,051	4,830	4,900		
COPYING	02090004	520002	3,254	4,549	2,070	3,990	4,150		
MATERIAL & SUPPLIES	02090004	524000	6,177	7,275	4,770	6,580	7,025		
COMPUTER SUPPLIES	02090004	525000	501	1,350	189	900	1,180		
COMPUTER SOFTWARE MAINTENANCE	02090004	527000	71,333	72,802	72,655	72,655	78,699		
RISK MANAGEMENT	02090004	529000	2,494	2,650	1,767	2,650	2,888		
REAL ESTATE TAX REFUNDS	02090004	550938	1,287	1,000	230	250	1,000		
Sub-total			91,832	98,156	85,418	95,555	103,542		5.5%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	02090006	560000	26,001	19,700	6,628	23,000	21,500		
INDEPENDENT AUDIT	02090006	560004	28,071	25,635	34,919	34,919	28,530		
Sub-total			54,072	45,335	41,547	57,919	50,030		10.4%
UTILITIES									
TELEPHONE	02090008	570003	2,189	2,376	836	2,376	2,356		
Sub-total			2,189	2,376	836	2,376	2,356		-0.8%
TOTAL FINANCE			846,732	914,398	636,131	903,559	950,308		3.9%

**CITY ASSESSOR
210**

DEPARTMENT: Finance

DIVISION: Assessor

PROGRAM MANAGER: City Assessor

PROGRAM DESCRIPTION:

The major objective of the Assessor's office is to discover, list and place a fair market value on all real and personal property in the City of Brookfield in accordance with Wisconsin state statutes, to fairly distribute the local tax burden.

SERVICES:

- Deliver annual assessment roll to the Clerk/Board of Review.
- Discover, list and update information in property database.
- Inspect and review all properties with permits for the current year, any partial assessments from the prior year and determine values.
- Review property exemption status.
- Complete Exemption determination process for any new exemption requests.
- Validate and verify property sales.
- Educate the public about the assessment process during inspections.
- Preparation and completion of Assessor's Final Report, Computer Exemption Report, Exempt Property Reports, Tax Incremental District (TID) Reports, Annual Assessment Report and Statement of Assessments for submission to the Wisconsin Department of Revenue (DOR).
- Attend Board of Review to give sworn testimony defending real and personal property assessments while serving as the municipality's expert witness. Defend assessment appeals from the Board of Review to the DOR and the Courts.
- Perform revaluations as necessary.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
City Assessor	1.00	1.00	1.00	1.00	1.00
Appraiser II	2.00	2.00	2.00	2.00	3.00
Appraiser I	3.00	3.00	3.00	3.00	2.00
Assessment Technician	0.00	0.00	1.00	1.00	1.00
Office Services Assistant	1.00	1.00	0.00	0.00	0.00
College Intern	0.35	0.00	0.00	0.00	0.00
Total	7.35	7.00	7.00	7.00	7.00

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Assessment Notices Mailed	2,524	14,187	2,597	2,708	2,700
Assessment Value Increase (In Thousands)	29,500	461,304	95,276 ¹	61,147	65,000
Building Permits	2,030	3,694	3,746	4,100	4,000
Property Sales	1,311	1,406	1,501	1,700	1,500
Board of Review Hearings	1	4	2	0	4
Real Estate Parcels	14,943	14,941	14,984	15,022	15,050
Personal Property accounts	2,252	2,211	1,905	1,857	1,850

¹ Comment-new construction dollars offset by loss in value to the Brookfield Square Mall area-(Mall, JC Penney and former Boston Store site).

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Process commercial requests for review on all COVID-19 related properties.
 - Revalued all hotel properties due to the COVID-19 and its effect on the properties.
2. Receive curriculum approval from the Department of Revenue for training credits to assist appraisers with valuing complex commercial properties.
 - Continued adding commercial property training modules for different property types.
 - Updated commercial sales procedures for staff now that more appraisers are valuing commercial parcels.
 - Staff training on reporting all Department of Revenue submissions for sales, Municipal Assessment and Statement of Assessment Reports.
3. Complete valuation of thirteen partially completed commercial projects from 2020.
 - Completed valuation of thirteen partially completed commercial projects from 2020.
4. Complete valuation of several unfinished residential parcels, including two subdivisions on Lilly Road and one condominium project on Lisbon Road.
 - Completed valuation of two unfinished residential subdivisions on Lilly Road, leaving one condominium project on Lisbon Avenue to complete.
5. Work with Community Development Department to update annual Housing Affordability Report.
 - Update the annual Housing Affordability Report as required by the state.
 - Working to create Highest and Best Use Analysis on three major areas.
6. Continue scanning previous personal property records in an effort to further reduce stored paper records.

- Completed all personal property assessments in a digital format, reducing printing costs that included mass mailing of forms, as well as assessment notices.
 - Increasing the number of digital photos and sketches.
7. * Continue collaboration with Village of Elm Grove to provide assessment services (Regionalism Initiative #1).
- Contract continues through 2022.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City’s Comprehensive Plan short-term focus initiatives.

1. * Continue collaboration with Village of Elm Grove to provide assessment services (Regionalism Initiative #1).
 - Revalue all Elm Grove parcels for 2022, including digitized photos and sketches for all parcels, thus fulfilling the five-year contract with the Village of Elm Grove.
 - Finalize training of appraiser primarily assigned to serve Elm Grove, now certified to take over the Elm Grove assessment functions in 2023.
2. Expand formalized training of several more commercial property types.
3. Complete Board or Review by early May of 2022 to provide more time to prepare for 2023 citywide revaluation.
4. Complete all digital photos by 2022.
5. Complete all digital sketches (two-year project to be completed in 2023).
6. Complete valuation of Glen at Woodside condominium project on Lisbon Road.

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.

- 4). The increase in dues and subscriptions (504000) results from a substantial price increase for a commercial real estate sales database used in the valuation process; a portion of the subscription cost is shared with Economic Development.
- 5). The computer software maintenance budget (527000) reflects an increase in the maintenance fees from the computer assisted mass appraisal software vendor, plus monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). The change in the risk management budget (529000) results mainly from increased worker's compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 7). The budgets for fleet maintenance (521000) and gasoline (533000), respectively, include expected repair and fuel costs for vehicles and equipment assigned to this division, based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
ASSESSOR - 210									
SALARIES/BENEFITS									
SALARIES	02100001	501000	467,200	489,918	328,968	490,266	509,828		
RHS PAYMENTS	02100001	501400	21,045	20,930	14,490	20,930	20,930		
FICA TAX	02100001	502000	34,984	36,134	24,815	35,888	37,595		
PENSION	02100001	502100	32,322	33,071	22,703	32,943	33,140		
GROUP INSURANCE- OTHER	02100001	502200	9,076	8,512	5,967	8,512	8,512		
GROUP INSURANCE- HEALTH	02100001	502700	125,335	115,328	81,689	115,326	120,804		
Sub-total			689,962	703,893	478,632	703,865	730,809		3.8%
PERSONNEL EXPENSE									
EMPLOYMENT	02100002	503400	647	-	-	-	-		
DUES/SUBSCRIPTIONS	02100002	504000	6,053	6,597	5,013	6,597	11,505		
MEETINGS, CONFERENCES & TRAVEL	02100002	505000	2,013	4,000	272	3,200	4,000		
EDUCATION TRAINING	02100002	506000	317	1,650	173	1,100	1,280		
Sub-total			9,030	12,247	5,458	10,897	16,785		37.1%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	02100004	520000	1,237	3,000	1,111	2,500	3,000		
POSTAGE	02100004	520001	2,480	2,700	2,192	2,700	3,000		
COPYING	02100004	520002	452	1,649	885	1,580	1,650		
AUTO	02100004	521000	1,824	3,350	2,981	3,140	2,830		
COMPUTER SUPPLIES	02100004	525000	608	-	-	-	-		
COMPUTER SOFTWARE MAINTENANCE	02100004	527000	19,535	32,176	19,131	19,131	39,041		
RISK MANAGEMENT	02100004	529000	12,273	12,309	8,206	12,309	14,101		
GASOLINE	02100004	533000	519	1,100	362	800	890		
Sub-total			38,928	56,284	34,868	42,160	64,512		14.6%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	02100006	560000	3,720	4,400	4,780	4,780	4,500		
Sub-total			3,720	4,400	4,780	4,780	4,500		2.3%
UTILITIES									
TELEPHONE	02100008	570003	2,585	2,686	903	2,686	2,674		
Sub-total			2,585	2,686	903	2,686	2,674		-0.4%
TOTAL ASSESSOR			744,225	779,510	524,641	764,388	819,280		5.1%

**INFORMATION TECHNOLOGY
212**

DEPARTMENT: Information Technology

PROGRAM MANAGER: Director of Information Technology

PROGRAM DESCRIPTION:

Citywide computing needs are administered by this program. This includes the Civic Center Complex local area network (LAN), which includes all Fire Station locations, Public Works Facility, Park Facilities and Fox River Water Pollution Control Center (FRWPCC).

SERVICES:

- Maintain and grow the City LAN infrastructure.
- Perform maintenance and repair work on city-owned computing equipment.
- Perform project management, installation, maintenance and upgrades of city-owned computer software.
- Provide training and software support to City personnel in conjunction with Human Resources.
- Maintain and assist in the development of the City’s web, social media and Intranet sites.
- Coordinate and monitor Internet access for City employees.
- Administer City phone system.
- Provide Geographic Information System (GIS) services to City departments.
- Provide maintenance and support services for multiple applications and user departments.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Information Technology Director	1.00	1.00	1.00	1.00	1.00
IT Security Manager	1.00	1.00	1.00	1.00	1.00
Systems Analyst / Programmer	2.00	2.00	2.00	2.00	2.00
GIS Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Network Administrator	0.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	0.00	0.00	0.00	0.00
GIS Technician II	0.00	0.00	0.50	0.50	0.50
College Intern	0.00	0.50	0.00	0.00	0.00
Total	6.00	6.50	6.50	6.50	6.50

Note: Of the 6.50 FTE in the Information Technology Department, the cost of 0.62 FTE is allocated to the Water and Sewer Utility enterprise funds to reflect the cost of technology support of those operations.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Workstations on LAN	280	280	280	280	280
Laptops	38	38	61 ¹	63	50
Tablets	16	16	24	25	27
Public Safety mobile data computers	30	30	32	35	35
Laser Printers	20	20	20	20	20
Network Switches	22	22	22	22	22
Software applications	22	22	22	22	22
Fiber Connections	5	5	5	5	5
Routers	1	1	1	1	1
Firewall	1	1	1	1	1
Help Desk Tickets Completed ²:					
Hardware (workstations, printers, iSeries, etc.)	47	37	60	50	50
Software (iSeries, workstation software and e-mail)	196	175	107	160	160
Telephone	18	12	15	15	15
Network	41	45	24	35	35
GIS service requests	74	73	114	90	90

¹ Increase in mobile devices to support remote work in response to COVID-19 related issues.

² Help Desk tickets are opened for activities, which are anticipated to take 15 minutes, or longer in duration. Help Desk tickets are not opened for project related activities.

PERFORMANCE MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Network Uptime (Core Switch)	100.00%	100.00%	100.00%	100.00%	100.00%
Server Environment	99.99%	99.99%	99.93%	99.95%	99.95%

Note: The Performance Measurement statistics were revised in 2018 to reflect more relevant and verifiable statistics. These statistics are not available prior to 2018.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Upgrade the Munis ERP (Enterprise Resource Planning) software to a supported version.
 - The Munis ERP application was successfully upgraded to version 2019.1.
2. Replace server and storage hardware and upgrade operating systems to support current and future applications and network requirements.

- Completed the installation and configuration of the server and storage hardware and operating systems. Applications and data have been transferred to the new infrastructure.
3. GIS staff will assist the Clerk's office to define both the wards and aldermanic district boundaries in conjunction with County, State and Federal government boundaries according to the 2020 US Census data.
 - GIS staff assisted the Clerk's office with defining the wards and aldermanic district boundaries.
 4. Assist the Engineering Department in the implementation of an asset management and reporting program for the storm water system.
 - After further review, project was not pursued.
 5. * Continue the process of ensuring that content posted on the City's website is compliant with current accessibility standards (Community Value Initiative #1).
 - The Information Technology department continues to work with the City Clerk's office and various departments to assist in converting content to an accessible format and provide tools and training so that newly created content is compliant with accessibility standards.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * Coordinate the replacement of all City workstations and applicable mobile devices and dispose of the replaced equipment (Community Value Initiative #2).
2. Replace the plotter located in the Engineering Department.
3. Complete the replacement of the UPS (Uninterruptable Power System) system.
4. * Continue the process of ensuring that content posted on the City's website is compliant with current accessibility standards (Community Value Initiative #1).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.

- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The computer equipment maintenance budget (526000) is decreased due to not having to pay maintenance on the replacement UPS system in the year of purchase.
- 5). The computer software maintenance budget (527000) reflects the inclusion of various security and backup software tools (total of \$5,160); purchase of CommonLook PDF remediation software to enhance accessibility of documents on the City website; and monies for Microsoft Office 365 subscription costs for Information Technology and certain other departments, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). In addition to the operating budget, the Information Technology department oversees expenditures from the Computer Replacement Fund (a non-major capital projects fund – see page 241). Components of the 2022 Computer Replacement Fund budget include:

Item	Cost
City-wide desktop and mobile device replacement (utilities budgeted separately)	\$305,000
Replacement UPS system	35,000
Network segmentation study	30,000
Replacement plotter	16,000
Miscellaneous technology replacements	5,000
Total	\$391,000

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
INFORMATION TECHNOLOGY - 212									
SALARIES/BENEFITS									
SALARIES	02120001	501000	572,043	576,069	383,671	572,885	593,087		
RHS PAYMENTS	02120001	501400	18,335	17,654	12,223	17,659	17,654		
FICA TAX	02120001	502000	43,923	42,920	29,267	42,494	44,170		
PENSION	02120001	502100	39,454	38,882	26,483	38,519	38,550		
GROUP INSURANCE- OTHER	02120001	502200	7,234	7,604	5,313	7,603	7,604		
GROUP INSURANCE- HEALTH	02120001	502700	87,357	89,781	63,595	89,782	94,017		
Sub-total			768,346	772,910	520,552	768,942	795,082		2.9%
PERSONNEL EXPENDITURES									
DUES/SUBSCRIPTIONS	02120002	504000	150	200	233	440	460		
MEETINGS, CONFERENCES & TRAVEL	02120002	505000	1,328	7,675	1,738	4,575	5,675		
EDUCATIONAL TRAINING	02120002	506000	-	6,000	1,200	6,000	8,000		
Sub-total			1,478	13,875	3,171	11,015	14,135		1.9%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	02120004	520000	41	400	-	400	400		
POSTAGE	02120004	520001	5	200	-	200	200		
COPYING EXPENSE	02120004	520002	946	1,102	669	1,100	1,260		
COMPUTER SUPPLIES	02120004	525000	35	3,600	-	3,600	3,600		
COMPUTER EQUIP MAINTENANCE	02120004	526000	24,504	21,000	-	27,517	18,100		
COMPUTER SOFTWARE MAINTENANCE	02120004	527000	49,002	41,536	31,117	45,178	61,781		
RISK MANAGEMENT	02120004	529000	2,553	2,748	1,832	2,748	3,015		
EQUIPMENT	02120004	531000	1,274	2,000	697	2,000	2,000		
Sub-total			78,360	72,586	34,315	82,743	90,356		24.5%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	02120006	560000	77,347	127,106	45,915	122,977	126,651		
Sub-total			77,347	127,106	45,915	122,977	126,651		-0.4%
UTILITIES									
TELEPHONE	02120008	570003	1,080	1,246	409	1,246	1,234		
CELLULAR PHONE	02120008	570004	2,442	2,510	1,471	2,510	2,510		
Sub-total			3,522	3,756	1,880	3,756	3,744		-0.3%
CAPITAL OUTLAY									
CAPITAL OUTLAY	02120009	601000	4,070	-	-	-	-		
Sub-total			4,070	-	-	-	-		-
TOTAL INFORMATION TECHNOLOGY			933,123	990,233	605,833	989,433	1,029,968		4.0%

HUMAN RESOURCES
213

DEPARTMENT: Human Resources

PROGRAM MANAGER: Director of Human Resources

PROGRAM MISSION:

It is the mission of the City of Brookfield Human Resources Department to provide the highest quality professional human resources services to its customers. We endeavor to offer the most relevant and timely guidance and assistance to staff and City leadership on all matters pertaining to staffing and recruitment, equal employment opportunity, compensation and benefits, training and development, labor relations and employee safety. We seek to foster collaborative work relationships amongst employees and departments to ensure the continuous improvement of City of Brookfield services and systems.

SERVICES:

- Union negotiations and labor contract administration.
- Human resources policy development and promulgation.
- Employee compensation and benefits administration.
- Workers' compensation processing.
- Recruitment, testing and selection services.
- Compensation and classification system design.
- Personnel records management.
- Safety in the workplace initiatives.
- Training and development services.
- Equal employment opportunity.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Health and Productivity Manager	1.00	1.00	1.00	1.00	1.00
Compensation & Records Specialist	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst	0.60	0.60	0.60	0.60	0.60
Total	3.60	3.60	3.60	3.60	3.60

Note: Of the 3.60 FTE in the Human Resources Department, the cost of 0.47 FTE is allocated to the Water and Sewer Utility enterprise funds to reflect the cost of Human Resources support of those operations.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Vacancies Filled	60	57	53	50	52
Workers' Compensation: Experience Modification	0.66	0.71	0.97	0.95	1.11
-Paid Losses (\$) *	834,739	331,638	465,497	232,790	350,000
-Total Claims	72	52	60	55	52

* Projected based on data as of 09/01/20. These amounts are subject to change as open claims are closed.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue and expand effective employment adaptation to the Coronavirus pandemic.
 - Successfully managed the employee relations impacts of the Coronavirus pandemic. Established effective operational protocols to maintain staff coverage, protect employees and the public, and manage paid and unpaid leave to maximize staff retention and minimize income loss.
 - Established COVID-19 contact tracing certification to ensure continued protection against further virus spread in the workplace.
2. Successful staffing of several high-level management positions that will become vacant due to retirement.
 - Effectively staffed the positions of Police Chief, Assistant Police Chief, Police Investigations Lieutenant, Fire Chief and Assistant Fire Chief.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * Develop and implement strategies to effectively control health care costs under the City's employee and retiree health insurance plan (Sustainability Initiative #3).
2. * Implement employee on-line safety training through the NEOGOV Learn application (Sustainability Initiative #3).
3. * Initiate in house annual pulmonary function testing and Heartsaver CPR/AED training (Sustainability Initiative #3).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the

position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.

- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The decrease in Personnel Support (507000) relates to not having to include funds for printing of the tri-annual updates to the compendia of employment policies (done in 2021).
- 5). The increase in the computer software maintenance budget (527000) includes increased annual fees for the MUNIS administrative software, and monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
HUMAN RESOURCES - 213									
SALARIES/BENEFITS									
SALARIES	02130001	501000	297,341	295,144	198,171	296,355	304,415		
RHS PAYMENTS	02130001	501400	8,073	7,772	5,382	7,774	7,772		
FICA TAX	02130001	502000	22,580	21,614	14,916	21,523	22,285		
PENSION	02130001	502100	20,033	19,922	13,674	19,843	19,786		
GROUP INSURANCE- OTHER	02130001	502200	4,369	4,654	3,233	4,705	4,706		
GROUP INSURANCE- HEALTH	02130001	502700	53,283	54,761	38,789	54,763	57,342		
Sub-total			405,679	403,867	274,165	404,963	416,306		3.1%
PERSONNEL EXPENDITURES									
DUES/SUBSCRIPTIONS	02130002	504000	3,238	4,124	2,508	4,300	4,529		
MEETINGS, CONFERENCES & TRAVEL	02130002	505000	1,253	6,000	3,002	5,000	6,000		
PERSONNEL SUPPORT	02130002	507000	13,488	33,600	6,230	26,600	26,600		
Sub-total			17,979	43,724	11,740	35,900	37,129		-15.1%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	02130004	520000	706	1,500	699	1,450	1,500		
POSTAGE	02130004	520001	171	200	48	195	200		
COPYING	02130004	520002	4,162	4,011	2,186	4,400	4,420		
COMPUTER SUPPLIES	02130004	525000	-	400	96	385	400		
COMPUTER SOFTWARE MAINTENANCE	02130004	527000	7,991	9,307	9,295	9,300	10,745		
RISK MANAGEMENT	02130004	529000	1,321	1,408	939	1,408	1,546		
Sub-total			14,351	16,826	13,263	17,138	18,811		11.8%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	02130006	560000	10,188	13,250	7,513	13,000	13,100		
Sub-total			10,188	13,250	7,513	13,000	13,100		-1.1%
UTILITIES									
TELEPHONE	02130008	570003	1,575	1,592	827	1,500	1,585		
Sub-total			1,575	1,592	827	1,500	1,585		-0.4%
TOTAL HUMAN RESOURCES			449,772	479,259	307,508	472,501	486,931		1.6%

CITY HALL/FACILITIES 215

DEPARTMENT: Finance

DIVISION: City Hall/Facilities Maintenance

PROGRAM MANAGER: Facilities Supervisor

PROGRAM DESCRIPTION:

Under the organizational structure of the Finance Department, the City Hall Facilities Maintenance Division is responsible for planning, staffing, implementing, coordinating and evaluating a comprehensive program of maintenance and improvements, including project management, for City facilities and buildings. This includes the Civic Center Campus (i.e., City Hall, Civic Plaza Fountain, Library and Public Safety Building), Public Works Facility, Cold Storage Building, Heated Storage Building, Salt Shed and outlying Fire Stations, along with capital projects at the Water Pollution Control Center (WPCC) and the Park and Recreation Garage. This division is responsible for project management of all City building construction projects and the maintenance and operation of the City's emergency warning siren system.

MISSION:

Our mission is to provide a safe, comfortable, fully functional and aesthetically pleasing environment that is conducive to the community's sense of well-being, pride in its facilities and city government and quality of life.

GOALS:

To successfully fulfill our mission statement, we are committed to provide customer-focused service and maintain the building and operating systems in the best possible condition. We will manage renovation and construction projects assuring the most effective use of governmental funds. Projects will be developed which will improve working and citizen environments. We will strive to respond in a timely and courteous manner to all work requests and minimize callbacks. We will keep the facilities clean, safe and comfortable.

SERVICES:

- Plan, organize and evaluate overall facilities maintenance operations to meet established goals based on the needs of the community and within budgetary constraints.
- Recruit, select, train, supervise and evaluate facilities maintenance and cleaning staff necessary to conduct operations in accordance with established procedures, missions and goals.
- Plan for and procure services, equipment, tools and supplies necessary for effective and efficient operations.

- Plan, organize, coordinate, assign and monitor work of facilities maintenance and cleaning staff necessary to perform required job functions.
- Develop effective public relations and communications with departmental and City staff and the community in general.
- Manage facilities construction and repair projects.
- Maintain and test the emergency warning siren system.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Facilities Supervisor	1.00	1.00	1.00	1.00	1.00
Lead Facilities Maintenance Technician	1.00	1.00	0.00	0.00	0.00
Facilities Maintenance Technician	1.00	1.00	2.00	2.00	2.00
Facilities Maintenance Worker	1.00	2.00	1.00	1.00	1.00
General Cleaner (including full and part-time staff)	6.58	6.58	7.38	7.28	7.28
Total	10.58	11.58	11.38	11.28	11.28

Note: Of the 11.28 FTE in Facility Maintenance, the costs of 2.60 are allocated to the Library, 2.08 are allocated to the Police Department, 0.18 are allocated to the Fire Department, 0.17 are allocated to the Municipal Court, 1.21 are allocated to the Highway division and 0.38 is allocated to the Wastewater Utility, with the cost of the remaining FTE's charged to City Hall.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue development of plan for HVAC equipment.
 - HVAC Equipment plan was completed.
2. * Continue LED light conversion (Sustainability Initiative #1).
 - The LED light conversion is approximately 90% completed. The remaining lights will be done on an as needed basis.
3. Manage capital projects approved by the Council for 2021.
 - No capital projects were scheduled for Facilities in 2021.
4. Continue to monitor and adjust cleaning standards to meet requirements for COVID-19.
 - All necessary cleaning standards were met.
5. Emphasize and respond to potential safety issues and concerns for all City buildings.
 - Ongoing continually.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Manage capital projects approved by the Common Council for 2022.

2. Create long-term roof replacement schedule.
3. Create long-term HVAC equipment replacement schedule.
4. Monitor and adjust cleaning standards as necessary.
5. Emphasize and respond to potential safety issues and concerns for all city buildings.

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance. Allocation of facilities budgeted salaries to the various departments served is done using multi-year average of time spent at various locations; as such, salary budgets fluctuate from year to year.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The budgets for fleet maintenance (521000) and gasoline (533000), respectively, include expected repair and fuel costs for vehicles and equipment assigned to this division (City Hall pool sedans), based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.
- 5). The change in the risk management budget (529000) results mainly from increased worker’s compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 6). Natural gas (570001) and electricity (570002) budgets have been developed using a model that considers historical consumption and current rates per WE Energies billings. The WE Energies forecasting tool utilized in prior years was not available due to billing software changes by WE Energies that rendered the forecast tool unusable.
- 7). Capital outlay (601000) includes funding for replacement of the HVAC system for City Hall area C (Parks and Recreation, Human Resources), as the existing units are aged and in danger of failing. This and the Public Works Building HVAC project (see the Highway budget) are being funded by expected 2021 general fund surplus.

GENERAL GOVERNMENT EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
CITY HALL/FACILITIES MAINTENANCE - 215								
SALARIES/BENEFITS								
RHS PAYMENTS	02150001	501400	14,765	12,679	9,522	12,501	14,532	
SALARIES - MAINTENANCE	02150001	501600	243,604	234,383	152,877	231,464	264,727	
FICA TAX	02150001	502000	17,717	17,366	11,558	16,941	19,455	
PENSION	02150001	502100	16,781	15,819	10,613	15,648	17,205	
GROUP INSURANCE- OTHER	02150001	502200	6,121	4,531	4,238	5,311	5,565	
GROUP INSURANCE- HEALTH	02150001	502700	71,975	62,138	58,140	68,740	81,030	
Sub-total			370,963	346,916	246,948	350,605	402,514	16.0%
PERSONNEL EXPENDITURES								
EMPLOYMENT	02150002	503400	182	-	638	638	-	
Sub-total			182	-	638	638	-	0.0%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	02150004	520000	36	500	29	500	500	
AUTO	02150004	521000	13,692	10,630	6,060	11,540	11,300	
MATERIALS & SUPPLIES	02150004	524000	7,182	7,500	4,677	7,500	7,875	
GROUNDS & MAINTENANCE	02150004	528000	15,053	23,000	11,411	23,000	24,150	
RISK MANAGEMENT	02150004	529000	14,506	16,399	10,933	16,399	17,962	
SAFETY EQUIPMENT	02150004	531002	307	-	282	282	-	
GASOLINE	02150004	533000	2,738	3,657	3,419	4,290	4,870	
Sub-total			53,514	61,686	36,811	63,511	66,657	8.1%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	02150006	560000	18,601	21,250	14,953	23,850	21,650	
Sub-total			18,601	21,250	14,953	23,850	21,650	1.9%
UTILITIES								
NATURAL GAS	02150008	570001	7,077	8,113	5,662	8,820	8,710	
ELECTRICITY	02150008	570002	59,307	62,884	38,819	58,760	60,190	
TELEPHONE	02150008	570003	953	854	442	854	848	
WATER/SEWER	02150008	570005	3,643	3,983	1,517	4,020	4,210	
Sub-total			70,980	75,834	46,440	72,454	73,958	-2.5%
CAPITAL OUTLAY								
CAPITAL OUTLAY	02150009	601000	-	-	-	-	125,000	
Sub-total			-	-	-	-	125,000	0.0%
TOTAL CITY HALL			514,240	505,686	345,790	511,058	689,779	36.4%

MISCELLANEOUS GENERAL GOVERNMENT
250

DEPARTMENT: Miscellaneous General Government

PROGRAM DESCRIPTION:

This program provides for various accounts that are not normally contained in department operating budgets. Items accounted for in Department 250 include Miscellaneous Personnel (unemployment compensation payments and disability premiums), Elmbrook Senior Taxi and Association Dues.

The Senior Taxi is a private non-profit service that provides transportation for senior and disabled citizens in the City of Brookfield and adjacent municipalities. The Senior Taxi service requested an increase in funding proportionate to ridership from each municipality in 2015 and the 2022 budget continues this funding level plus an inflationary increase in the subsidy paid to the taxi service.

Association Dues are the City's dues for the League of Wisconsin Municipalities.

Previously this budget section included budgeted amounts for the property taxes required to be paid under state law to the Town of Brookfield for certain parcels annexed from the Town. There are no such amounts owed for 2022 as all previous obligations were satisfied in 2020.

GENERAL GOVERNMENT EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
MISC. GENERAL GOVERNMENT - 250									
OPERATING EXPENDITURES									
SENIOR TAXI	02500004	550912		16,600	17,000	17,000	17,000	17,425	
MISCELLANEOUS PERSONNEL	02500004	550930		32,030	17,828	20,989	25,328	20,328	
ASSOCIATION DUES	02500004	550935		13,937	14,400	14,396	14,396	14,400	
REAL ESTATE TAXES-TOWN ANNEXATION	02500004	550938		28,418	-	-	-	-	
Sub-total				90,985	49,228	52,385	56,724	52,153	5.9%
TOTAL MISC. GENERAL GOVERNMENT				90,985	49,228	52,385	56,724	52,153	5.9%

**POLICE
301**

DEPARTMENT: Police

PROGRAM MANAGER: Chief of Police

PROGRAM DESCRIPTION:

The mission of the City of Brookfield Police Department is to protect life and property, and to provide a feeling of safety and security in the community through fair and impartial enforcement of the law, community partnerships and creative problem solving.

Several strategic issues have been identified to help insure the Department's mission is achieved. Four of these strategic issues are the following:

- 1) Development and implementation of strategies and programs that enhance the Department's ability to prevent, reduce, or investigate and solve crimes.
- 2) Development and implementation of strategies and programs that enhance the Department's ability to identify community problems and needs, and to provide proactive effective responses.
- 3) Development of a communications system that provides the public with timely access to public safety resources, and an information system that enhances the ability of the Police and Fire Departments to identify and resolve community issues and problems.
- 4) Development and utilization of human resources to provide for professional growth and to meet employee, Department and community needs.

The City of Brookfield Police Department has a history of proud and distinguished service to the community. Seventy-eight sworn officers, thirteen full-time and two part-time non-sworn employees provide 24-hour protection and service to City residents, workers and visitors.

SERVICES:

- 24-hour/7-day patrol services.
- Apprehension and prosecution of violators and offenders of local, state and federal laws.
- Criminal Investigation.
- Traffic Safety Enforcement/Accident Investigation and Reconstruction.
- Recommendations to Mayor, Common Council and citizens concerning public safety issues.
- Crime Prevention (neighborhood/business watch) programs.
- Drug Abuse Resistance Education.
- Child Safety Programs.
- City Special Event management.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Police Chief	1.00	1.00	1.00	1.00	1.00
Assistant Chief of Police	1.00	1.00	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	3.00	3.00	3.00	3.00	3.00
Police Lieutenant – Investigations	0.00	0.00	0.00	1.00	1.00
Police Lieutenant – Community Relations	1.00	1.00	1.00	0.00	0.00
Police Lieutenant – Training	1.00	1.00	1.00	1.00	1.00
Sergeant	6.00	6.00	6.00	8.00	8.00
Detective	10.00	10.00	10.00	9.00	9.00
Police Officer	45.00	47.00	49.00	52.00	52.00
Director of Services	1.00	1.00	1.00	1.00	1.00
Social Worker	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Community Services Officer	1.00	1.00	1.00	0.00	0.00
Time and Attendance Clerk	1.00	1.00	1.00	1.00	1.00
Records Clerk	12.00	12.00	12.00	9.00	9.00
Squad Maintenance Worker Part-Time (PT)	1.00	1.00	1.00	1.00	1.00
Total	88.00	90.00	92.00	92.00	92.00

Note: In addition to the above, costs of 2.08 FTE are allocated from the City Hall maintenance staff for facility maintenance services.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected
Calls for Service	43,414	41,153	30,597	35,000
Part I Crimes	843	722	684	700
Clearance Rate – Property	26%	30%	18%	25%
Clearance Rate – Violent Crime	50%	58%	66%	60%
Adult Arrests	876	916	645	800
Juvenile Arrests	80	87	44	65
Citations	7,709	8,731	3,304	6,000
Traffic Accidents	1,183	1,246	801	900

The FBI required that on January 1, 2021 all law enforcement agencies would transition to Incident Based Reporting. The former method of reporting was Uniform Crime Reporting. As a result, crime statistic counts will look a little different the first year and the ability to count monetary losses on property would still not be developed. The City of Brookfield Police Department began reporting under Wisconsin Incident Based Reporting in early 2020. Therefore, the reports do not contain summary of property values as in the past. Another notable change for 2020 was the global pandemic. The pandemic

drastically changed the statistics as people were ordered to stay at home and businesses were closed. In addition, officers were instructed to minimize discretionary citizen contacts to reduce potential exposure to the COVID-19 virus in an effort to maintain staffing levels. Thus, the statistics on the crimes, accidents and citations changed. There was a lot less activity in the City of Brookfield for nine months and that is reflected in the calls for service.

Comparing the 2019 and the 2020 State of Wisconsin Uniform Crime Report to the Wisconsin Incident Based Reports for the City of Brookfield, there was a 3% increase in violent crime offenses. Property crime decreased by 6%. There was a 20% decrease in motor vehicle thefts. In 2020, calls for service decreased by 10,566 as a result of the pandemic and State stay at home orders.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Identify specific sidearm weapon replacement, which includes research and final recommendations on light, sight systems and holsters, for funding and purchase in 2022.
 - A firearms committee was formed and numerous firearms were evaluated and tested. A recommendation from the committee has been received and evaluated. We are moving forward with receiving bids on all needed equipment.
2. * Continue succession planning throughout the entire department (Sustainability Initiative #3).
 - Five police officers and two clerks were hired and trained in 2021. We are anticipating at least two more officers being hired before year end.
3. Facilitate roll call room remodel to maximize the room's utility.
 - Roll call room was upgraded with new technology and new furniture to maximize existing space, increase efficiency, and meet the changing needs of the department.
4. Review and update department rules and regulations.
 - Department Rules of Conduct have been revised and approved. These rules and regulations will be reviewed biannually.
5. Evaluate changing roles in policing and facilitate best practices as defined by professional policing associations (IACP-WPPA), federal government, state legislature and the Wisconsin Department of Justice/Training and Standards Bureau.
 - Various policies and procedures have been updated due to recommended best practices, statutory changes, and anticipated statutory changes. Our "Use of Force Policy" was updated, reviewed, and approved by the Wisconsin Law Enforcement Accreditation Group. That policy is also available on our City website.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Implement the sidearm weapon replacement plan. Purchase, issue new equipment, and train all officers in its use.
2. * Continue succession planning throughout the entire department (Sustainability Initiative #3).
3. * Implement the department reorganization plan. This is an effort to realign our department structure to utilize our human resources to meet employee, department and community needs (Sustainability Initiative #4).
4. * Explore/develop relationships with other local, state, and federal agencies in an effort to enhance the department's ability to prevent, reduce, or investigate and solve crime with regional cooperation (Housing and Neighborhoods Initiative #1).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Represented staff salaries are based on the contract settled for 2022. Sworn management staff are budgeted at a salary adjustment factor consistent with the union contract across the board increase. Salary and benefit budgets also reflect the changes resulting from the department restructuring as shown in the staffing table above. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for both sworn and general employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The meetings, conferences and travel (505000) budget has been increased to reflect continued makeup of training for required certifications related to pandemic interruptions as well as training costs for specialized areas and training for new command staff promoted from within the ranks (related to ongoing staffing transitions).
- 5). The budgets for fleet maintenance (521000) and gasoline (533000), respectively, include expected repair and fuel costs for vehicles and equipment assigned to this

department, based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.

- 6). The computer software maintenance budget (527000) reflects the inclusion of maintenance costs for new software used in investigations, plus allocation of monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 7). The change in the risk management budget (529000) results mainly from increased worker's compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 8). The budget for equipment (531000) has been maintained at the 2021 level. Beyond the typical annual replacements of various items such as ammunition, TASER equipment, personal protective equipment, and radios, the 2022 request includes funding for ballistic vests due in part to staff turnover (\$16,250), and \$9,000 in funding for mobile data computers for the proposed patrol motorcycle acquisitions.
- 9). There are no new items included in contracted services (560000) – the largest component of this account is the annual licensing costs for the body cameras worn by officers.
- 10). Natural gas (570001) and electricity (570002) budgets have been developed using a model that considers historical consumption and current rates per WE Energies billings. The WE Energies forecasting tool utilized in prior years was not available due to billing software changes by WE Energies that rendered the forecast tool unusable.
- 11). Capital outlay (601000) includes funding for sidearm replacement for all officers, using expected 2021 general fund surplus. Capital outlay – public safety building (601001) contains the annual funding for minor capital maintenance projects as needed at the police station (\$5,000), plus \$11,000 for replacement of the carpet in the Investigations division offices (original carpet from building construction in 1992 is still in use). As noted above, the vehicle/equipment replacement fund budget includes funding for acquisition of two patrol motorcycle units, in addition to police squad replacements, and the addition of a prisoner transport van that will also be available for patrol use. Federal asset forfeiture funds will be pursued for all or a portion of the cost of the van.

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
POLICE DEPARTMENT - 301								
ADMINISTRATION - 000								
SALARIES/BENEFITS								
SALARIES	03010001	501000	334,698	344,344	219,804	313,841	290,742	
OVERTIME	03010001	501100	(425)	-	-	-	-	
RHS PAYMENTS	03010001	501400	16,779	17,163	10,989	16,306	13,783	
SALARIES - MAINTENANCE	03010001	501600	65,604	79,001	49,442	70,880	72,500	
FICA TAX	03010001	502000	30,804	31,324	20,014	27,744	26,713	
PENSION	03010001	502100	24,638	25,284	15,985	22,309	20,244	
GROUP INSURANCE- OTHER	03010001	502200	6,244	7,044	4,619	6,507	6,196	
GROUP INSURANCE- HEALTH	03010001	502700	90,031	99,759	66,015	94,304	90,870	
Sub-total			568,373	603,919	386,868	551,891	521,048	-13.7%
PERSONNEL EXPENDITURES								
EMPLOYMENT	03010002	503400	11,961	13,100	8,367	13,100	13,100	
DUES/SUBSCRIPTIONS	03010002	504000	2,330	2,565	2,164	2,565	2,565	
MEETINGS, CONFERENCES & TRAVEL	03010002	505000	34,513	66,500	23,905	66,500	70,000	
POLICE RESERVE PROGRAM	03010002	510004	-	1,000	-	150	1,000	
CRIME PREVENTION PROGRAM	03010002	510005	4,799	8,000	3,351	4,800	6,000	
SPECIAL INVESTIGATION	03010002	510010	2,054	4,290	1,815	3,003	4,290	
Sub-total			55,657	95,455	39,602	90,118	96,955	1.6%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	03010004	520000	9,072	9,000	3,504	9,000	9,000	
POSTAGE	03010004	520001	1,906	3,500	1,663	3,500	3,500	
COPYING	03010004	520002	13,712	16,011	7,466	15,900	16,011	
AUTO	03010004	521000	56,720	63,600	35,314	57,240	60,000	
OFFICE EQUIPMENT REPAIRS	03010004	522000	2,176	2,000	394	1,870	2,000	
MATERIALS & SUPPLIES	03010004	524000	2,318	2,750	2,671	2,750	3,000	
MAINTENANCE SUPPLIES	03010004	524005	6,089	6,500	3,875	6,500	6,825	
COMPUTER SUPPLIES	03010004	525000	4,260	4,500	2,286	4,000	4,000	
COMPUTER SOFTWARE MAINTENANCE	03010004	527000	39,491	47,295	41,057	47,295	71,836	
GROUPS AND MAINTENANCE	03010004	528000	8,185	17,000	8,331	15,000	17,000	
RISK MANAGEMENT	03010004	529000	185,502	215,984	143,989	215,984	241,706	
UNIFORMS	03010004	530000	450	500	500	500	-	
EQUIPMENT	03010004	531000	131,721	137,700	90,444	137,700	137,700	
SAFETY EQUIPMENT	03010004	531002	502	4,600	4,678	4,700	4,600	
GASOLINE	03010004	533000	79,540	122,263	79,931	116,190	141,340	
EMERGENCY MEDICAL SERVICES	03010004	548000	4,715	5,000	2,331	4,600	5,000	
Sub-total			546,359	658,203	428,434	642,729	723,518	9.9%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	03010006	560000	116,867	121,733	40,369	119,400	124,039	
CONTRACTUAL SERVICES-MAINTENANCE	03010006	560001	7,536	15,000	7,700	13,600	14,500	
Sub-total			124,403	136,733	48,069	133,000	138,539	1.3%
UTILITIES								
NATURAL GAS	03010008	570001	10,010	12,381	8,515	12,640	13,500	
ELECTRICITY	03010008	570002	40,598	41,005	29,013	41,390	42,500	
TELEPHONE	03010008	570003	11,741	12,513	4,492	12,513	12,326	
CELLULAR PHONE	03010008	570004	36,551	42,715	17,550	39,100	41,415	
WATER/SEWER	03010008	570005	2,055	2,199	1,134	2,150	2,240	
Sub-total			100,955	110,813	60,704	107,793	111,981	1.1%
CAPITAL OUTLAY								
CAPITAL OUTLAY	03010009	601000	66,270	-	-	-	75,000	
CAPITAL OUTLAY- PUBLIC SAFETY BUILDING	03010009	601001	-	39,000	13,430	36,700	16,000	
Sub-total			66,270	39,000	13,430	36,700	91,000	133.3%
TOTAL POLICE - ADMINISTRATION			1,462,017	1,644,123	977,107	1,562,231	1,683,041	2.4%

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
POLICE DEPARTMENT - 301 COMMAND STAFF - 060								
SALARIES/BENEFITS								
SALARIES	03016001	501000	1,588,610	1,612,797	1,078,604	1,707,349	1,750,870	
OVERTIME	03016001	501100	42,173	35,554	29,015	40,486	41,449	
HOLIDAY PAY	03016001	501300	16,573	18,247	1,244	18,247	15,867	
RHS PAYMENTS	03016001	501400	46,690	44,850	30,245	44,045	47,840	
FICA TAX	03016001	502000	126,984	125,034	85,335	123,693	135,874	
PENSION	03016001	502100	202,516	199,748	132,074	192,604	218,430	
GROUP INSURANCE- OTHER	03016001	502200	20,237	20,263	12,772	18,166	18,160	
GROUP INSURANCE- HEALTH	03016001	502700	300,384	296,087	195,568	275,397	286,610	
Sub-total			2,344,167	2,352,580	1,564,857	2,419,987	2,515,100	6.9%
OPERATING EXPENDITURES								
UNIFORM	03016004	530000	11,250	12,000	11,200	12,000	12,000	
Sub-total			11,250	12,000	11,200	12,000	12,000	0.0%
TOTAL POLICE - COMMAND STAFF			2,355,417	2,364,580	1,576,057	2,431,987	2,527,100	6.9%
POLICE DEPARTMENT - 301 OPERATIONS - 061								
SALARIES/BENEFITS								
SALARIES	03016101	501000	4,824,926	4,933,102	3,282,075	4,915,716	5,141,944	
OVERTIME	03016101	501100	446,158	412,817	186,652	306,144	415,160	
HOLIDAY PAY	03016101	501300	71,039	94,624	1,501	94,624	91,285	
RHS PAYMENTS	03016101	501400	201,778	196,611	122,377	192,482	195,225	
FICA TAX	03016101	502000	410,245	392,128	268,369	394,924	409,613	
PENSION	03016101	502100	661,879	652,327	419,383	618,453	682,320	
GROUP INSURANCE- OTHER	03016101	502200	54,433	56,855	38,600	53,941	58,794	
GROUP INSURANCE- HEALTH	03016101	502700	807,724	823,041	562,374	779,125	909,058	
Sub-total			7,478,182	7,561,505	4,881,331	7,355,409	7,903,399	4.5%
OPERATING EXPENDITURES								
UNIFORM	03016104	530000	52,800	48,800	52,800	52,800	48,800	
Sub-total			52,800	48,800	52,800	52,800	48,800	0.0%
TOTAL POLICE - PATROL OFFICERS			7,530,982	7,610,305	4,934,131	7,408,209	7,952,199	4.5%
POLICE DEPARTMENT - 301 RECORDS/CLERICAL - 062								
SALARIES/BENEFITS								
SALARIES	03016201	501000	638,670	670,864	442,434	647,555	644,356	
OVERTIME	03016201	501100	23,677	28,720	12,495	18,413	32,012	
HOLIDAY PAY	03016201	501300	2,229	2,140	584	2,140	1,397	
RHS PAYMENTS	03016201	501400	38,528	38,870	26,450	38,870	35,880	
FICA TAX	03016201	502000	50,623	51,876	33,896	48,279	49,922	
PENSION	03016201	502100	46,204	47,368	30,531	43,919	44,058	
GROUP INSURANCE- OTHER	03016201	502200	12,488	12,739	8,735	12,564	10,785	
GROUP INSURANCE- HEALTH	03016201	502700	173,541	170,024	123,173	171,459	182,765	
Sub-total			985,960	1,022,601	678,298	983,199	1,001,175	-2.1%
TOTAL POLICE - DISPATCH/RECORDS			985,960	1,022,601	678,298	983,199	1,001,175	-2.1%
TOTAL POLICE			12,334,376	12,641,609	8,165,593	12,385,626	13,163,515	4.1%

FIRE 302

DEPARTMENT: Fire

PROGRAM MANAGER: Fire Chief

PROGRAM DESCRIPTION:

The Fire Department is a community based problem-solving agency that continually trains for “all hazards” response, while providing a variety of emergency services and proactive education that actively promotes life safety. The Department strives for timely, professional, compassionate, yet cost-effective service. Contemporary expectations mandate that the Fire Department provide the initial tier of response to incidents threatening life, property and terrorism (Rescue Taskforce response for active assailant incidents).

The City of Brookfield Fire Department will be a model of high quality and cost-effective emergency medical, fire, rescue and prevention services. The Department will also be a motivating force for emergency medical and fire service intergovernmental cooperation. Intergovernmental cooperation leads to quality emergency response services, improves safety of responders and provides additional resources during disasters.

SERVICES:

Emergency Response

- Emergency Medical Services (EMS) at both the Paramedic and Basic Life Support (BLS) level.
- Hazardous material release and disaster mitigation.
- Fire suppression.
- Automobile extrication and vehicle accident cleanup.
- Ice and surface water rescue.
- Confined Space Rescue.
- Natural disaster response.
- Rescue Task Force for active assailant incidents.
- Steep wilderness terrain rope rescue.

Community Risk Reduction Activities

Prevention

- Fire prevention inspections.
- Alarm and suppression system acceptance testing.
- Smoke and carbon monoxide detector installation.
- Occupancy, fire alarm and fire suppression inspections.
- Fire alarm, fire suppression and site access building plan review.

Education

- Survive Alive programs for 3rd and 5th grade students.
- Special programs for the elderly.

- Emergency Medical Technician (EMT) basic and Paramedic refresher training for department staff.
- Influenza vaccination, CPR/First-Aid and fire extinguisher training for City employees.
- Safety Town, station tours and safety talks to school groups, scout groups and residents.
- Business emergency evacuation plan development assistance and review.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief – Operations	3.00	3.00	3.00	3.00	3.00
Deputy Fire Chief – Training	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief – Fire Prevention	1.00	1.00	1.00	1.00	1.00
Fire Lieutenant	9.00	9.00	9.00	9.00	9.00
Paramedic/Firefighter/Equipment Operator ¹	37.00	37.00	38.00	38.00	47.00 ²
Firefighter/Equipment Operator/EMT	5.00	5.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Community Risk Reduction Officer ³	0.60	0.60	1.00	1.00	1.00
Total	59.60	59.60	60.00	60.00	69.00

Note: In addition to the above, costs of 0.18 FTE are allocated from the City Hall maintenance staff for facility maintenance services.

¹ Total FTE for this position classification includes 9 former Equipment Operator positions grandfathered to this title effective January 1, 2015, and 7 Firefighter/EMT positions under filled as part of the authorized number of Paramedic/Firefighter/Equipment Operator positions.

² FTE increase in 2022 is due to City being awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant from the Federal Emergency Management Agency.

³ Formerly titled Public Education Specialist.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Total Calls	4,028	4,173	3,847	4,134	4,259
Fire Responses	1,471	1,538	1,479	1,258	1,296
Accident Responses	308	321	195	242	249
EMS Responses	2,249	2,314	2,173	2,634	2,713
Fire Inspections	3,617	3,482	3,067	4,340	4,440
Code Violations	1,480	1,029	1,815	1,973	2,023
BLS Transports	824	765	588	484	499
Paramedic Transports	1,007	1,242	1,148	1,298	1,337
On Scene Treatment	165	98	140	86	89
Number of Patient Assessments	2,548	2,725	2,496	2,526	2,602

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * Provide quality paramedic level emergency medical service, fire suppression, hazardous material response, rescue, domestic terrorism response and other assistance to citizens requesting the service (Community Value Initiative #2).
 - The Fire Department provides the highest level of pre-hospital care, EMT-Paramedic, to residents and visitors of the City. The number of requests for services, fire inspections and others activities is expected to exceed previous years. Emergency medical responses are approximately 70% of the department's calls for service. The other 30% of calls are fires, service calls, hazardous materials and false alarms. We are predicting steady increases in call volumes. As the City continues further high-density development, we believe call volume will increase. Looking farther forward, research indicates as the "Baby Boomer Generation" ages, there will be more fires and emergency medical calls. The COVID-19 pandemic of 2020 was an anomaly regarding call volume and activity.
 - The Insurance Services Office (ISO) Public Protection Classification (PPC) rates the department as a Class 2 (1 being the highest). Additional staffing would be needed to meet industry standards to improve the ISO PCC rating to Class 1.
 - The department received a new replacement ambulance that was placed in service at Station 2 in June. The old Station 2 ambulance has moved to reserve status. A former reserve ambulance, a 2006 International, has been repurposed to transport confined space rescue, steep wilderness terrain rope rescue and ice/surface water rescue equipment. This will end the use of trailers to transport emergency equipment, which is not a best practice.
 - As part of the 2050 Comprehensive Plan, the Fire Department did an in-depth staffing study using recognized national standards, ISO PPC and National Fire Protection Association (NFPA) 1710, NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments. The goal of the study was to compare the department to the recognized standards to ensure the City has a high quality and reliable effective firefighting force to meet current and future needs in the built environment. The results of the study show that an increase in staffing is needed. Because of the loss of revenues from the COVID-19 pandemic, a request to increase staffing was not feasible. However, in Section 2 you will see that the department submitted a FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund nine (9) new paramedic/firefighter/equipment operator positions for a period of three years.
 - In 2020, the department's three Pierce fire engines were identified as having significant frame corrosion problems. Pierce, under the limited lifetime warranty, replaced the frame on one engine at the cost of \$81,400. The other two engines, 2005 and 2009 model year vehicles, required the frames to be descaled, rustproofed and painted at cost of \$13,250 each although \$20,000 was budgeted in 2021 to complete the rust mitigation. Conducting these preventive measures should allow these fire engines to complete their service life.

2. * Complete actions to identify, submit and comply with grant funding such as Wisconsin insurance fire dues, Wisconsin EMS funding assistance program, FEMA Assistance to Firefighters grant and other grants to achieve strategic goals (Community Value Initiative #3).
 - The department submitted a FEMA SAFER grant to fund nine (9) new paramedic/firefighter/equipment operator (PM/FF/EO) positions for three years. The amount requested in the grant is \$2,993,886. There are no matching funds for this grant. These nine positions would bring the Fire Department in compliance with NFPA 1710 Assembly Requirements – Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Department and the ISO evaluation of the department’s public protection class for single-family resident fires. Specifically, this will increase staffing on our fire engines and ladder truck from three PM/FF/EO’s to four. The department has not had an increase in operations personnel since 1994. Since that time, call volume has increased by 81%. This means there is a higher percentage of time that firefighters are responding to emergency calls, and are not available for the second or third call for service. This suggests a consistent firefighting force may not always be available. Improved outcomes depend upon timely response of needed resources to accomplish common tasks such as rescue/evacuation of occupants, suppression/control of fire and minimizing property loss. Additionally, the City has 229 facilities between three and six stories with more buildings being proposed.
 - The department submitted an Assistance to Firefighters Grant (AFG), to replace four ambulance’s 10 to 11 year old power stretchers. This grant request is our attempt to find alternative sources of funding to preserve the City’s equipment replacement fund for other needs. If approved, the United States Fire Administration AFG program provides 90% of project funding \$92,700 for this program and the department is required to provide 10% or \$13,700 in matching funds. Matching funds of \$10,300 is part of our 2021 capital budget.
 - The Fire Department has completed the necessary items and submitted for Wisconsin Fire Dues and Wisconsin EMS Funding Assistance Program (FAP). Due to the late State budget approval, the FAP application process has not been released at the time of this document submission. However, in 2020, the Wisconsin Fire Dues award was \$7,295. The EMS Funding Assistance Grant is projected to be \$7,750. These grant programs have complex distribution formulas, and it is often difficult to accurately predict the amounts. We continue to research other opportunities for grant funds.
3. * Work to improve or maintain revenue generation through ambulance billing technology, fire inspection fees and other sources (Community Value Initiative #2).
 - The Common Council approved new ambulance billing rates for 2021 and 2022. The department collaborated with the Finance Department and LifeQuest Services to enter into a four year contract extension for ambulance billing services. There continues to be a shift in the payer mix. The fire department now transports more patients that are on Medicare and Medicaid than those that have private insurance. Medicare and Medicaid have substantially reduced transport reimbursements than

established City ambulance service charges. The department works with our EMS billing vendor to recover allowed fees for fluid spill cleanup, fire suppression and extrication services for crashes on Interstate 94. Fire inspection fees have not increased because of 2013 Wisconsin Act 20, which stipulates any service increases must have an equal reduction in property taxes within the levy limit. Small increases in fire inspection revenues have been realized relating to new construction and redevelopment of existing properties with larger buildings, or with increases in occupancy numbers. Additionally, staff worked with the Finance Department to identify some billing errors to improve revenue.

4. * Provide quality fire, safety and community risk reduction (CRR) education to the public. Provide Survive Alive training to 3rd and 5th grade students attending schools in Brookfield. Collaborate with the Police Department to provide training and education during National Night Out and Safety Town. Provide public fire safety education to groups on request (Community Value Initiative #1).
 - The first half of 2021 has been a difficult for providing our normal fire and safety education. The COVID-19 pandemic guidance impacted our normal Survive Alive training, tours and other activities. The department did participate in “drive-by” birthday visits, and brief special events by providing safety information. We continue to provide smoke and carbon monoxide checks. We also assisted businesses with emergency response plans. Fire and safety information is provided in the City Newsletter and on the website. Our Community Risk Reduction Officer has developed virtual training programs for schools. The department followed city guidelines, submitted a plan, and secured approval to initiate a fire department social media presence to aid in providing fire and safety training. May was the 20th anniversary of the Survive Alive Program. We are hopeful that in the fall will have an opportunity to provide in person Survive Alive training. We will participate in October Fire Prevention activities. As a special note, November 2021 is the 75th anniversary of the City of Brookfield Fire Department.
5. * Provide training to personnel to maintain skill proficiency and customer service in pre-hospital advanced and basic life support emergency medical care, fire suppression, rescue techniques, fire prevention and fire inspections, as well as leadership development for command staff (Sustainability Initiative #3).
 - Continuous training is necessary to maintain proficiency in the many tasks required to provide fire and emergency medical services. State and Federal mandates require minimum training standards. The goal of the Fire Department is to exceed the minimum training standards to ensure high quality services are provided. This year’s training focused on confined space rescue, steep wilderness terrain rescue, driver operator training, new emergency medical skills and drug administration to comply will new state protocols, implementing modern fire attack best practices from ongoing research. The total training hours for the Fire Department is expected to exceed 11,520 hours completed in 2021. We had three retirements and hired personnel to fill those vacancies. The new recruits completed a three-week orientation program and are working through their probationary period. We expect two to three retirements in 2022 and plan to fill those vacancies.

6. Provide fire and life safety inspections to businesses as required by statute to reduce fire and safety hazards, increase public awareness to prevent the loss of life and property.
 - The Deputy Chief of Fire Prevention provides fire inspection training to all department members to improve the quality of fire inspections. The Deputy Chief of Fire Prevention also performs sprinkler and fire alarm plan reviews, occupancy and high life hazard building inspections. Two-thirds of the fire inspections are done by fire crews in their primary response districts. As stated above, the department will provide 4,340 inspections as preventative measures to reduce the incidence of fires. Significant fire loss may pose additional challenges for long-term business survival. The fire inspection program's goal is to reduce or eliminate loss from fire, and educate businesses on fire and life safety requirements. Our Community Risk Reduction Officer and Deputy Chief of Fire Prevention assist businesses with evacuation planning. They meet with the business safety team leaders to review the evacuation plans, observe drills and offer corrective advice if needed. The department uses mobile fire inspection software to improve efficiency and quality of inspections.
7. * Provide information on intergovernmental cooperation that delivers quality emergency response services, improves safety or provides additional resources during disasters (Regionalism #1).
 - Staff participates in the County Local Emergency Planning Committee (LEPC) to ensure we have the most current knowledge of hazardous material storage and response capabilities. Our personnel use the Wauwatosa Training Facility for forcible entry, fire hose line movement drills and new recruit training. Mutual Aid Box Alarm System (MABAS) emergency plans have been updated. MABAS continues to be a valuable resource tool for major incidents that require additional resources. We work with users of the Waukesha and Milwaukee County OASIS digital radio system to ensure best communications practices. We continue to work with Waukesha County Communications (WCC) to improve dispatch services. Staff worked with WCC to implement the latest version of Emergency Medical and Emergency Fire Dispatch deployment plans. The New Berlin joint response continues to provide quicker response to both communities along the Greenfield corridor.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * Provide quality paramedic level emergency medical service, fire suppression, hazardous material response, rescue, domestic terrorism response and other assistance to citizens requesting the service (Community Value Initiative #2).
2. * Complete actions to identify, submit and comply with grant funding such as Wisconsin insurance fire dues, Wisconsin EMS funding assistance program, FEMA Assistance to Firefighters grant and other grants to achieve strategic goals (Community Value Initiative #3).

3. * Work to improve or maintain revenue generation through ambulance billing technology, fire inspection fees and other sources (Community Value Initiative #2).
4. * Provide quality fire, safety and community risk reduction (CRR) education to the public. Provide Survive Alive training to 3rd and 5th grade students attending schools in Brookfield. Collaborate with the Police Department and take on a larger role in the providing Safety Town bicycle and pedestrian safety to children and to continue to assist with other training and education during National Night Out and Safe. The department will continue to provide public fire safety education to groups on request (Community Value Initiative #1).
5. * Provide training to personnel to maintain skill proficiency and customer service in pre-hospital advanced and basic life support emergency medical care, fire suppression, rescue techniques, fire prevention and fire inspections, as well as leadership development for command staff (Sustainability Initiative #3).
6. Provide fire and life safety inspections to businesses as required by statute to reduce fire and safety hazards, increase public awareness to prevent the loss of life and property.
7. Assist the Human Resources Department to provide in-house CPR and first-aid training to city employees.
8. * Provide information on intergovernmental cooperation that delivers quality emergency response services, improves safety or provides additional resources during disasters (Regionalism Initiative #1).
9. * Implement a new fire department record management system (RMS) to replace the current legacy system, which is at the end of life and no longer supported by the vendor. The goal of this project is to improve efficiency (the department uses several software platforms), while decreasing operating costs (Community Value Initiative #2).
- 10.* Integrate additional firefighting staff through the funding assistance of a FEMA Staffing for Adequate Fire and Emergency Response (SAFER) federal grant to increase compliance with National Fire Prevention Association (NFPA) guidelines for the number of firefighters available on an active scene (Sustainability Initiative #4).

BUDGET SUMMARY

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Represented staff salaries are based on the tentative agreement reached with the fire union for the 2022 contract. Sworn management staff are budgeted at a salary adjustment factor consistent with the union contract across the board increase. Salary and benefit budgets also reflect the changes resulting from the FEMA grant funded additional positions as noted above and shown in the staffing table. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.

- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for both sworn and general employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The budgets for fleet maintenance (521000) and vehicle fuel (533000), respectively, include expected repair and fuel costs for vehicles and equipment assigned to this department, based upon recent repair and fuel costs history and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.
- 5). Computer software maintenance (527000) reflects the retirement of the internal city server based Firehouse software system that will no longer be supported by the vendor. The targeted replacement software system will be a cloud based software package that combines several applications into one (or at least fewer) software modules used by the department. The increase in the budget results from the inclusion of maintenance costs for new software used in investigations, plus allocation of monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). The change in the risk management budget (529000) results mainly from increased worker’s compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 7). The equipment account (531000) is used to fund items of lesser costs than those within capital purchases. In 2021, the State of Wisconsin EMS office by administrative rule, replaced the medication dopamine (used to treat hypotension) with another medication norepinephrine. The use of the replacement medication mandates the use of special medical infusion pumps. The fire department has four advanced life support ambulances and each will be required to have an infusion pump, at a total cost of \$9,720. The 531000 account also includes the purchase of three cellular data modems to start replacing the current models, which were placed in service in 2016. The modems are used to link mobile data computers to the dispatch center and are powered 24/7/365. The replacement of three units in 2022 begins a four-year plan to replace all cellular modems. Finally, this account also includes \$4,300 for the purchase of a thermal imaging camera to replace the current unit on the command vehicle is over 12 years old and functions poorly.
- 8). The decrease in the apparatus budget (547000) reflects elimination of the vehicle allowance for the assistant chief position as a result of the salary ordinance changes

adopted earlier this year by the Council which adjusted the salary levels in lieu of an allowance.

- 9). The increase in the emergency medical services budget (548000) results in increased costs of medications, supplies related to the pandemic and post-COVID shortages of materials and supplies. The department also is experiencing increased costs of providing preventative maintenance of complex medical equipment such as ambulance cots, power load systems, automatic chest compressive devices (LUCAS devices) and monitors/defibrillators.
- 10). The increase in the contractual services – maintenance budget (560001) is due to the inclusion of funding for significant boiler repairs at stations 2 and 3.
- 11). Natural gas (570001) and electricity (570002) budgets have been developed using a model that considers historical consumption and current rates per WE Energies billings. The WE Energies forecasting tool utilized in prior years was not available due to billing software changes by WE Energies that rendered the forecast tool unusable.

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
FIRE DEPARTMENT - 302									
SALARIES/BENEFITS									
SALARIES	03020001	501000	5,322,580	5,426,654	3,651,468	5,512,761	6,144,312		
OVERTIME	03020001	501100	419,643	349,670	183,820	240,926	183,574		
FLSA/EMERGENCY RECALL PAY	03020001	501200	54,513	60,000	42,151	65,534	56,953		
HOLIDAY PAY	03020001	501300	210,026	207,694	4,224	207,694	242,214		
RHS PAYMENTS	03020001	501400	249,956	247,048	135,005	247,087	277,708		
SALARIES - MAINTENANCE	03020001	501600	13,170	9,745	11,118	18,243	11,318		
FICA TAX	03020001	502000	95,518	87,816	61,713	89,441	101,627		
PENSION	03020001	502100	1,009,128	994,452	640,521	961,953	1,081,013		
GROUP INSURANCE- OTHER	03020001	502200	66,787	70,659	48,902	69,699	82,155		
GROUP INSURANCE- HEALTH	03020001	502700	1,043,000	1,070,884	764,171	1,078,744	1,367,403		
Sub-total			8,484,321	8,524,622	5,543,093	8,492,082	9,548,277		12.0%
PERSONNEL EXPENDITURES									
EMPLOYMENT EXPENSE	03020002	503400	4,960	5,770	5,864	5,900	5,770		
DUES/SUBSCRIPTIONS	03020002	504000	1,785	2,135	1,222	2,135	2,135		
MEETINGS, CONFERENCES & TRAVEL	03020002	505000	1,164	10,600	2,096	8,000	11,500		
EDUCATIONAL TRAINING	03020002	506000	6,957	10,350	4,569	10,350	12,500		
FIRE PREVENTION	03020002	510006	3,461	4,000	2,404	4,000	4,000		
FIRE INSPECTION	03020002	510008	1,559	2,495	1,495	2,495	2,495		
Sub-total			19,886	35,350	17,650	32,880	38,400		8.6%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	03020004	520000	1,773	2,800	1,524	2,800	2,800		
POSTAGE	03020004	520001	347	620	232	620	620		
COPYING	03020004	520002	3,281	4,205	1,695	3,250	3,330		
AUTO (FLEET MAINTENANCE)	03020004	521000	157,513	175,790	141,404	175,840	170,860		
MATERIALS & SUPPLIES	03020004	524000	12,125	12,975	4,747	12,975	13,175		
MAINTENANCE SUPPLIES	03020004	524005	10,649	8,540	1,558	8,540	8,540		
COMPUTER SOFTWARE MAINTENANCE	03020004	527000	26,039	25,007	11,742	17,500	39,312		
GROUND & MAINTENANCE	03020004	528000	19,710	26,400	20,972	26,400	26,400		
RISK MANAGEMENT	03020004	529000	189,278	199,831	133,221	199,831	228,216		
UNIFORM	03020004	530000	82,066	94,172	78,002	93,722	93,070		
EQUIPMENT	03020004	531000	72,810	40,400	20,225	40,400	60,035		
SAFETY EQUIPMENT	03020004	531002	788	8,286	4,308	8,286	8,286		
GASOLINE	03020004	533000	29,585	38,267	32,605	46,850	45,820		
APPARATUS	03020004	547000	9,021	12,541	6,300	10,500	8,436		
EMERGENCY MEDICAL SERVICES	03020004	548000	80,864	67,578	46,568	70,000	71,878		
COMMUNICATIONS MAINTENANCE	03020004	549000	12,022	12,557	11,161	12,557	13,061		
Sub-total			707,871	729,969	516,264	730,071	793,839		8.7%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	03020006	560000	7,466	7,766	9,176	9,176	9,475		
CONTRACTUAL SERVICES-MAINTENANCE	03020006	560001	19,456	20,900	14,951	20,900	33,900		
Sub-total			26,922	28,666	24,127	30,076	43,375		51.3%
UTILITIES									
NATURAL GAS	03020008	570001	20,550	24,930	19,159	25,640	25,510		
ELECTRICITY	03020008	570002	72,338	72,058	52,620	71,630	74,600		
TELEPHONE	03020008	570003	9,572	10,078	5,114	10,078	9,739		
CELLULAR PHONE	03020008	570004	9,713	11,151	6,338	11,151	11,800		
WATER/SEWER	03020008	570005	6,464	6,677	3,217	6,140	6,500		
Sub-total			118,637	124,894	86,448	124,639	128,149		2.6%
TOTAL FIRE			9,357,637	9,443,501	6,187,582	9,409,748	10,552,040		11.7%

INSPECTION SERVICES

304

DEPARTMENT: Finance

DIVISION: Inspection Services

PROGRAM MANAGER: Zoning & Building Administrator

PROGRAM DESCRIPTION:

The Inspection Services division consists of two primary functions: Construction Inspection and Code Enforcement.

To ensure the overall health, safety and welfare of the general public, the Construction Inspection function issues permits for all electrical, building, residential and commercial occupancy, plumbing, heating ventilation and air conditioning (HVAC), well operation and sign construction activities. The Construction Inspection function is responsible for processing of construction code violations and updating building codes. Inspection personnel ensure that the aesthetic standards of the community in building and site construction are achieved according to prescribed approvals or codes.

The Code Enforcement function is responsible for the administration, interpretation and enforcement of building and zoning codes that relate to property maintenance. This office also provides assistance to other departments in enforcement. The Zoning and Building Administrator is also responsible for updating codes, issuing orders and representing the City in court proceedings.

SERVICES:

Construction Inspection

- Perform inspections.
- Coordinate records, consolidates plans and archives.
- Prepare reports and maintain databases of permits and other data.
- Assist design professionals, contractors and homeowners.
- Maintain handouts and brochures, including updating website material.
- Perform plan review for commercial, residential and institutional projects.
- Perform plumbing plan review for all commercial and institutional projects.
- Respond to citizen inquiries and complaints concerning construction, code clarification and other information.
- Consult and assist other departments on stormwater issues.
- Review and issue occupancy permits for commercial sites.
- Staff for Plan Review Board.

Code Enforcement

- Perform over 5,000 formal code compliance inspections annually. In addition to these planned inspections, inspectors perform constant inspection of the community on a daily basis.

- Respond to citizen inquiries and complaints concerning painted structures, junk, debris, automobiles, landscaping, signs, drainage, etc.
- Issue approximately 1,000 orders to correct conditions each year and represent the City in court proceedings on a monthly basis.
- Maintain computerized system for all code compliance activities, including detailed account of activities, copies of all written documents and photos.
- Administer record retention policy and properly archive plans.
- Answer floodplain inquiries and maintain files regarding floodplains.
- Staff Board of Zoning Appeals, which meets on an as needed basis.
- Administer the sign code and process all applications for permanent and temporary signs, as well as sign renewals.
- Review and issue occupancy permits for commercial sites.
- Administer the private well operation permit and abandonment program, notifying and enforcing Department of Natural Resources (DNR) regulations for approximately 4,000 properties.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Zoning and Building Administrator	1.00	1.00	1.00	1.00	1.00
Construction Inspection					
District Building Inspector	2.00	2.00	2.00	2.00	2.00
Electrical Inspector	1.20	1.20	1.20	1.20	1.20
Plumbing Inspector	1.20	1.20	1.20	1.20	1.20
Administrative Assistant	0.75	0.75	0.75	0.75	0.75
Office Services Assistant	0.75	0.75	0.75	0.75	0.75
Code Enforcement					
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Code Enforcement Inspector	0.75	0.75	0.75	0.75	0.75
Administrative Assistant	0.25	0.25	0.25	0.25	0.25
Office Services Assistant	0.25	0.25	0.25	0.25	0.25
Total Inspection Services	9.15	9.15	9.15	9.15	9.15

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Construction Inspection					
Building Project Value (In Thousands)	\$174,581	\$194,907	\$153,995	\$108,323	\$110,000
Permits Issued:					
– Building	1,822	1,822	1,901	2,084	2,000

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budget
Permits Issued (Continued):					
– Electrical	953	739	820	808	800
– Plumbing	1,279	1,071	1,025	1,104	1,050
– Wells	343	763	349	318	400
– Signs	720	306	304	286	300
– Plan Exams	739	701	681	826	750
– Plumb Plan Exams	-	-	-	20	20
Permit Fees Collected	\$1,374,756	\$1,178,390	\$971,862	\$1,029,572	\$1,100,000
Code Enforcement					
Complaints:					
– Sign	1,015	985	990	1,000	1,000
– Use or maintenance	798	810	805	780	800
– Permitting issues	42	36	23	27	30
Plan Review – New Commercial	15	14	7	4	5
– Occupancy	175	166	92	100	120
Board of Zoning Appeals Hearing	11	8	5	10	10

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City’s Comprehensive Plan short-term focus initiatives.

1. Continue to expand program to reduce paper copies. Space is at a premium in our archives and we have an increasing ability to receive electronic copies of plans (commercial projects). Plumbing, Electrical, Well and Sign data is presently scanned in. We have increased receiving data and issuing permits via email and other digital sources.
 - Staff is participating in a comprehensive study to archive historical documents. Using tablets in the field has eliminated the need for building inspector paper copies. Most paperwork is scanned into the system at this time, drastically reducing paper copies.
2. Increase code compliance ability to address long-term enforcement problems by going to circuit court. Staff is working with the City Attorney’s office to change procedures for problematic properties. Inspection Services will move more issues through the Waukesha County Circuit Court system to increase our ability to not only collect fines, but to give us the ability to make the necessary improvements on properties.
 - Staff has worked with the City Attorney’s office to take a more aggressive approach on long term problem properties. Razing homes and harsher fines have been used to bring locations into compliance. The use of alternative enforcement procedures for repeat offenders has stiffened penalties and brought sites into compliance.

3. Assist in update of emergency operations plan. Staff will provide resources necessary for formulation of an updated EOP, which will be in place for years to come. This will enable the City to properly respond to any anticipated emergencies.
 - Staff worked on updating the plan and continues to update when necessary.
4. * Continue and expand a program to use tablets in the field for data entry of inspection results. Tablets provide an immediate connection to MUNIS. The program began in 2020, using two inspectors with the intention to expand to six inspectors in future years (Community Value Initiative #2).
 - The program has been in place for approximately one year. At this time, we will be expanding it to the plumbing and electrical inspectors. The program has been working well, with few technical issues. Staff is able to plan their inspection routes, provide immediate inspection results, and reduce their time spent logging inspection results.
5. Inspection Services will continue to strive to be a fee funded division. It is difficult to forecast the construction activity in 2022, with many unknowns existing due to the pandemic. We anticipate the redevelopment of the former Toys R Us site into a large apartment complex. Development of the Red Road subdivision and potential infill of Brookfield Square site would add to revenues.
 - Despite the pandemic, construction activity stayed consistent and several large projects made it possible to collect fees needed to operate the department. Development of the former Toys R Us site will occur prior to the end of the year. Inspection Services is also providing plumbing plan review now and it is an additional revenue source.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue to expand program to reduce paper copies. Space is at a premium in our archives and we have an increasing ability to receive electronic copies of plans (commercial projects). Plumbing, Electrical, Well and Sign data is presently scanned in. We have increased receiving data and issuing permits via email and other digital sources.
2. Assist in department and citywide transition to web based MUNIS and document management systems. Staff has participated in development of new systems and will continue to do so and improve all around efficiency for developers, property owners, and staff.
3. Continue to address long-term enforcement problems by going to circuit court. Staff has worked with the City Attorney's office to change procedures for problematic properties. Inspection Services will move more issues through the Waukesha County Circuit Court system to increase our ability to not only collect fines, but to give us the ability to make the necessary improvements on properties.

4. * Staff will continue to evaluate educational materials and update the web page to further our citizens' ability to understand. We will also explore alternative ways to pay for permits (Community Value Initiative #1).
5. Inspection Services will continue to strive to be a fee funded division. We anticipate residential remodeling to remain consistent, while an increase in new homes should occur as a result of Red Road Estates and Northern Oaks breaking ground in 2021. Significant commercial projects would include a large manufacturing facility off Gumina Rd and potential redevelopment of the Boston Store site and Brookfield Fashion Center. The biannual fee adjustment will be made early in 2022.

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The budgets for fleet maintenance (521000) and gasoline (533000), respectively, include expected repair and fuel costs for vehicles and equipment assigned to this division, based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.
- 5). The increase in the computer software maintenance budget (527000) includes increased annual fees for the MUNIS administrative software, and monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). The change in the risk management budget (529000) results mainly from increased worker's compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.

- 7). The decrease in the contractual services (560000) budget is due to the inclusion of higher funding in 2021 for the DNR-mandated commercial customer cross-connection inspection program for water utility customers, the number of which fluctuates annually. Costs are borne through charges to customers included in permit revenues.

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
INSPECTION SERVICES - 304								
ADMINISTRATION - 070								
SALARIES/BENEFITS								
SALARIES	03047001	501000	106,225	107,860	72,389	108,095	110,906	
RHS PAYMENTS	03047001	501400	3,105	2,990	2,070	2,990	2,990	
FICA TAX	03047001	502000	8,057	7,927	5,455	7,881	8,148	
PENSION	03047001	502100	7,380	7,281	4,996	7,249	7,209	
GROUP INSURANCE- OTHER	03047001	502200	1,617	1,800	1,258	1,820	1,800	
GROUP INSURANCE- HEALTH	03047001	502700	17,453	17,938	12,706	17,938	18,784	
Sub-total			143,837	145,796	98,874	145,973	149,837	2.8%
PERSONNEL EXPENDITURES								
EMPLOYMENT EXPENSE	03047002	503400	816	200	595	595	300	
Sub-total			816	200	595	595	300	50.0%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	03047004	520000	4,319	4,500	2,326	4,500	4,500	
POSTAGE	03047004	520001	3,102	3,250	1,571	2,300	3,000	
COPYING	03047004	520002	1,757	1,582	788	1,750	1,740	
OFFICE EQUIPMENT REPAIRS	03047004	522000	823	889	889	889	945	
MATERIALS & SUPPLIES	03047004	524000	2,414	2,250	872	2,250	2,250	
COMPUTER MAINTENANCE	03047004	526000	351	300	17	17	300	
COMPUTER SOFTWARE MAINTENANCE	03047004	527000	17,447	17,894	17,866	17,894	20,973	
RISK MANAGEMENT	03047004	529000	4,259	4,290	2,860	4,290	4,799	
Sub-total			34,472	34,955	27,189	33,890	38,507	10.2%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	03047006	560000	2,553	22,000	4,800	20,000	10,000	
Sub-total			2,553	22,000	4,800	20,000	10,000	-54.5%
UTILITIES								
TELEPHONE	03047008	570003	2,252	3,443	955	1,700	3,428	
Sub-total			2,252	3,443	955	1,700	3,428	-0.4%
TOTAL INSPECTION ADMINISTRATION			183,930	206,394	132,413	202,158	202,072	-2.1%

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101	2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
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**INSPECTION SERVICES - 304
BUILDING INSPECTION - 071**

SALARIES/BENEFITS								
SALARIES	03047101	501000	233,335	236,326	158,608	236,574	246,647	
RHS PAYMENTS	03047101	501400	10,868	10,464	7,245	10,465	10,464	
FICA TAX	03047101	502000	17,674	17,411	11,959	17,295	18,166	
PENSION	03047101	502100	16,203	15,953	10,946	15,884	16,031	
GROUP INSURANCE- OTHER	03047101	502200	4,733	4,971	3,472	5,011	4,991	
GROUP INSURANCE- HEALTH	03047101	502700	54,542	56,056	39,707	56,056	58,700	
Sub-total			337,355	341,181	231,937	341,285	354,999	4.1%
PERSONNEL EXPENDITURES								
DUES/SUBSCRIPTIONS	03047102	504000	235	365	170	315	495	
MEETINGS, CONFERENCES & TRAVEL	03047102	505000	700	640	630	850	1,030	
EDUCATIONAL TRAINING	03047102	506000	475	600	790	900	600	
Sub-total			1,410	1,605	1,590	2,065	2,125	32.4%
OPERATING EXPENDITURES								
AUTO	03047104	521000	11,934	11,160	9,541	11,900	11,690	
RISK MANAGEMENT	03047104	529000	4,406	4,566	3,044	4,566	5,336	
GASOLINE	03047104	533000	4,911	6,316	4,712	7,010	7,590	
APPEAL/REVIEW BOARD	03047104	543000	432	520	263	400	520	
Sub-total			21,683	22,562	17,560	23,876	25,136	11.4%
TOTAL BUILDING INSPECTION			360,448	365,348	251,087	367,226	382,260	4.6%

**INSPECTION SERVICES - 304
ELECTRICAL INSPECTION - 072**

SALARIES/BENEFITS								
SALARIES	03047201	501000	96,633	83,862	54,002	79,478	87,547	
RHS PAYMENTS	03047201	501400	3,105	2,990	2,185	3,105	2,990	
FICA TAX	03047201	502000	7,563	6,326	4,095	5,868	6,503	
PENSION	03047201	502100	5,700	4,951	3,519	5,049	5,009	
GROUP INSURANCE- OTHER	03047201	502200	3,124	1,348	1,102	1,499	1,345	
GROUP INSURANCE- HEALTH	03047201	502700	17,453	17,056	12,155	17,129	17,885	
Sub-total			133,578	116,533	77,058	112,128	121,279	4.1%
PERSONNEL EXPENDITURES								
DUES/SUBSCRIPTIONS	03047202	504000	120	250	-	200	260	
MEETINGS, CONFERENCES & TRAVEL	03047202	505000	-	335	-	-	335	
EDUCATIONAL TRAINING	03047202	506000	-	325	-	200	325	
Sub-total			120	910	-	400	920	1.1%
OPERATING EXPENDITURES								
RISK MANAGEMENT	03047204	529000	2,354	2,414	1,609	2,414	2,559	
Sub-total			2,354	2,414	1,609	2,414	2,559	6.0%
TOTAL ELECTRICAL INSPECTION			136,052	119,857	78,667	114,942	124,758	4.1%

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101	2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
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**INSPECTION SERVICES - 304
PLUMBING INSPECTION - 073**

SALARIES/BENEFITS								
SALARIES	03047301	501000	81,733	100,246	59,042	88,424	103,002	
RHS PAYMENTS	03047301	501400	3,118	2,990	2,070	2,990	2,990	
FICA TAX	03047301	502000	5,973	7,459	4,467	6,485	7,656	
PENSION	03047301	502100	5,269	5,583	3,823	5,547	5,559	
GROUP INSURANCE- OTHER	03047301	502200	1,506	1,362	959	1,362	1,421	
GROUP INSURANCE- HEALTH	03047301	502700	16,933	22,436	15,892	22,436	23,494	
Sub-total			114,532	140,076	86,253	127,244	144,122	2.9%
PERSONNEL EXPENDITURES								
DUES/SUBSCRIPTIONS	03047302	504000	40	200	40	100	130	
MEETINGS, CONFERENCES & TRAVEL	03047302	505000	-	350	-	-	350	
EDUCATIONAL TRAINING	03047302	506000	50	250	210	210	255	
Sub-total			90	800	250	310	735	-8.1%
OPERATING EXPENDITURES								
RISK MANAGEMENT	03047304	529000	2,360	2,504	1,669	2,504	3,015	
Sub-total			2,360	2,504	1,669	2,504	3,015	20.4%
TOTAL PLUMBING INSPECTION			116,982	143,380	88,172	130,058	147,872	3.1%

**INSPECTION SERVICES - 304
CODE ENFORCEMENT - 074**

SALARIES/BENEFITS								
SALARIES	03047401	501000	152,457	156,660	98,378	149,718	160,909	
RHS PAYMENTS	03047401	501400	4,645	4,486	3,105	4,485	4,486	
FICA TAX	03047401	502000	11,704	11,708	7,511	11,085	11,926	
PENSION	03047401	502100	10,569	10,575	6,738	9,979	10,459	
GROUP INSURANCE- OTHER	03047401	502200	2,254	2,363	1,662	2,297	2,725	
GROUP INSURANCE- HEALTH	03047401	502700	28,274	29,163	21,778	29,163	39,930	
Sub-total			209,903	214,955	139,172	206,727	230,435	7.2%
OPERATING EXPENDITURES								
RISK MANAGEMENT	03047404	529000	3,484	3,550	2,367	3,550	4,134	
Sub-total			3,484	3,550	2,367	3,550	4,134	16.5%
TOTAL CODE ENFORCEMENT			213,387	218,505	141,539	210,277	234,569	7.4%
TOTAL INSPECTION SERVICES			1,010,799	1,053,484	691,878	1,024,661	1,091,531	3.6%

**MUNICIPAL COURT
309**

DEPARTMENT: Municipal Court

PROGRAM MANAGER: Municipal Judge

PROGRAM DESCRIPTION:

The Municipal Court has jurisdiction over local ordinance and traffic citations issued in the City. The mission of the Municipal Court is to impartially adjudicate ordinance and traffic violation cases, such that legal rights of individuals are safeguarded and public interest is protected. The Court is presided over by an elected Municipal Judge. The cost of the Court operation, including support staff, is included in the Court budget.

SERVICES:

- Managing and administering dispositions of local ordinance and traffic cases.
- Separate juvenile court night for returns of juvenile cases.
- Additional plea and trial dates as needed.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Municipal Judge (part-time, elected)	0.50	0.50	0.50	0.50	0.50
Municipal Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Clerk	1.00	1.00	1.00	1.00	1.00
Court Bailiff	0.10	0.10	0.10	0.10	0.10
Total	2.60	2.60	2.60	2.60	2.60

Note: In addition to the above, costs of 0.17 FTE are allocated from the City Hall maintenance staff for facility maintenance services.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 ¹ Actual	2021 ¹ Projected	2022 Budgeted
Municipal Court Cases ²	7,503	6,820	5,055	6,000	7,500
Total Court Sessions	72	72	52	72	72

¹ Lower amounts due to COVID-19.

² Statistics for court cases do not reflect those defendants who appear in court more than once.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue to uphold social distancing guidelines as set forth by the Supreme Court and Circuit Court by limiting number of people in courtroom, posting health questions, requiring facemasks and hand sanitizing during the COVID-19 pandemic.

- Social distancing guidelines were established and enforced as directed by order of the Supreme Court. Supreme Court vacated COVID-19 operational plans in May, allowing individual courts to determine courtroom protocol. Court has resumed normal operations, while still allowing for defendants to social distance. Facemasks and hand sanitizer are still available, should defendants desire.
2. Maintain positive working relationship with all outside agencies that aid in the court process.
 - Continue to work productively with police department to problem-solve issues in a productive manner, while maintaining neutrality in both departments.
 - Court and City prosecutors work together to resolve court matters in a timely manner and continue an efficient court process while maintaining neutrality in both departments.
 - Maintain regular contact with court programs and agencies that are used by the court for sentencing alternatives.
 3. Continue to address the needs of the municipal court to ensure a smooth running and efficient operation; continue to foster a culture of respect within the court.
 - The Court, with the assistance of the Finance Department, contracted with State Debt Collections (SDC) to collect outstanding debts owed to City, imposing service fees onto the defendant and not the City. SDC secures funds owed to the City more quickly, since they do not operate through third party vendor. Debts become a higher priority and SDC is able to collect more quickly.
 - Court provides information and notices to defendants throughout the court process to keep defendants and attorneys informed of court proceedings and judgment information.
 - Police Department and City Prosecutors are informed of fine increases and procedural changes through the court that is received from the State.
 4. Investigate better options for recording of mandatory hearings and court trials. Current recording system is outdated and not functioning adequately should cases be appealed to circuit court.
 - Court Administrator met with AVI Systems in establishing a price quote for improved sound and wireless system in courtroom.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Maintain positive working relationship with all outside agencies that aid in the court process.
2. Continue to address the needs of the municipal court to ensure a smooth running and efficient operation; continue to foster a culture of respect within the court.
3. Research and work with City personnel regarding upgrades to the physical appearance and functionality of the courtroom, including carpeting, lighting and video projection of court process while court is in session.

4. Continue to monitor all court processes in relation to the COVID-19 pandemic in the event that additional orders are handed down by the Supreme Court, so that the court is ready and able to handle new directives should they occur.

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance. Salaries also reflect a reduction in the allocated facilities maintenance staff to the Court.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). The increase in the computer software maintenance budget (527000) includes increased annual fees for the court administrative software, and monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 5). Capital outlay (601000) includes funding for replacement of the carpet in the courtroom (original carpet from building construction in 1992 is still in use).

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
MUNICIPAL COURT - 309								
SALARIES/BENEFITS								
SALARIES	03090001	501000	159,716	164,119	108,306	161,350	168,524	
RHS PAYMENTS	03090001	501400	6,835	7,266	4,140	5,980	6,488	
SALARY - MAINTENANCE	03090001	501600	8,624	15,822	-	-	8,734	
FICA TAX	03090001	502000	12,654	13,090	8,004	11,577	12,914	
PENSION	03090001	502100	9,070	9,416	5,725	8,307	8,892	
GROUP INSURANCE- OTHER	03090001	502200	3,201	3,476	2,181	3,132	3,113	
GROUP INSURANCE- HEALTH	03090001	502700	42,977	46,205	28,598	40,374	42,278	
Sub-total			243,077	259,394	156,954	230,720	250,943	-3.3%
PERSONNEL EXPENDITURES								
DUES/SUBSCRIPTIONS	03090002	504000	190	190	165	165	190	
EDUCATIONAL TRAINING	03090002	506000	974	1,200	740	1,000	1,150	
Sub-total			1,164	1,390	905	1,165	1,340	-3.6%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	03090004	520000	625	1,000	310	500	800	
POSTAGE	03090004	520001	1,724	2,600	889	1,200	2,600	
COPYING	03090004	520002	1,684	1,679	956	1,700	1,740	
COMPUTER SOFTWARE MAINTENANCE	03090004	527000	21,619	22,700	22,700	22,700	24,500	
RISK MANAGEMENT	03090004	529000	1,122	1,331	887	1,331	1,252	
EQUIPMENT	03090004	531000	288	500	160	200	500	
OTHER	03090004	546000	426	1,000	104	700	500	
Sub-total			27,488	30,810	26,006	28,331	31,892	3.5%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	03090006	560000	1,271	1,420	751	1,420	1,470	
SUBSTITUTE JUDGES	03090006	562000	-	600	-	-	600	
Sub-total			1,271	2,020	751	1,420	2,070	2.5%
UTILITIES								
TELEPHONE	03090008	570003	540	554	182	554	548	
Sub-total			540	554	182	554	548	-1.1%
CAPITAL OUTLAY								
CAPITAL OUTLAY	03090009	601000	-	-	-	-	24,000	
Sub-total			-	-	-	-	24,000	100.0%
TOTAL MUNICIPAL COURT			273,540	294,168	184,798	262,190	310,793	5.7%

**EMERGENCY GOVERNMENT, MISCELLANEOUS PUBLIC SAFETY,
MOSQUITO/DEER CONTROL
310, 350, 370**

PROGRAM DESCRIPTIONS:

The Emergency Government program provides funding for activities related to emergency management, including costs for operation and maintenance of the City's emergency warning siren system. The Director of Finance and Administration is assigned as the City's Emergency Management Director, and is responsible for the implementation of the City's Emergency Operations Plan (EOP) during critical incidents and developing policies and procedures related to the City's plan.

The Miscellaneous Public Safety program provides for several accounts that are not normally contained in department operating budgets. The items accounted for in Department 350 relate to issues that generally fall under the Public Safety function. Funding for the following services are part of the Miscellaneous Public Safety budget:

- Police and Fire Commission – costs related to Police/Fire hiring/disciplinary matters; this body is created via Wisconsin statutes.
- Humane Society – Elmbrook Humane Society annual subsidy for animal control/shelter.
- Ambulance Billing Fees – cost of contracted billing service for ambulance charges.
- Fire Hydrant Rental – charge from City water utility for availability of public water for fire protection – charge required by Public Service Commission.
- Sealer of Weights and Measures – contracted charge with State for inspection of scales, meters, etc. used by businesses within the City.

The Mosquito/Deer Control program consists of monitoring and abatement activities as allowed under Wisconsin Department of Natural Resources (DNR) permits. The Director of Parks, Recreation and Forestry manages this program.

BUDGET SUMMARY:

- 1). Emergency Government contracted services (560000) includes consulting assistance relative to the City's emergency operations plan as well as annual maintenance for the emergency warning siren system.
- 2). The Fire Hydrant Rental account (550927) reflects the increased public fire protection charge from the Brookfield Water Utility included in the 2019 water utility rate case as prescribed by the Public Service Commission – no change in budget from 2021 to 2022.
- 3). The mosquito/deer control expenditures are budgeted to include the monthly summer monitoring of mosquito population as well as two partial treatment applications. The account also includes funding for the deer control program, which includes an annual aerial survey and the annual deer population control contract.

PROTECTION OF PERSON AND PROPERTY EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
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EMERGENCY GOVERNMENT - 310

OPERATING EXPENDITURES									
				682	648	148	148	158	
	03100004	528000		225	330	220	330	310	
	03100004	529000							
	Sub-total			907	978	368	478	468	-52.1%
CONTRACTUAL SERVICES									
	03100006	560000		7,702	7,800	3,350	7,800	7,800	
	Sub-total			7,702	7,800	3,350	7,800	7,800	0.0%
UTILITIES									
	03100008	570003		3,480	3,600	2,098	3,600	3,600	
	Sub-total			3,480	3,600	2,098	3,600	3,600	0.0%
TOTAL EMERGENCY GOVERNMENT				12,089	12,378	5,816	11,878	11,868	-4.1%

MISCELLANEOUS PUBLIC SAFETY - 350

OPERATING EXPENDITURES									
	03500004	550901		5,601	5,000	5,187	5,250	5,000	
	03500004	550906		75,950	77,700	58,275	77,700	79,650	
	03500004	550926		68,611	73,000	46,460	65,000	66,000	
	03500004	550927		977,124	977,124	651,416	977,124	977,124	
	03500004	550929		14,400	14,400	14,400	14,400	14,400	
	Sub-total			1,141,686	1,147,224	775,738	1,139,474	1,142,174	-0.4%
TOTAL MISCELLANEOUS PUBLIC SAFETY				1,141,686	1,147,224	775,738	1,139,474	1,142,174	-0.4%

MOSQUITO/DEER CONTROL - 370

	03700006	560000		117,626	165,000	87,026	165,000	165,000	
	Sub-total			117,626	165,000	87,026	165,000	165,000	0.0%
TOTAL MOSQUITO/DEER CONTROL				117,626	165,000	87,026	165,000	165,000	0.0%

**DPW ADMINISTRATION/ENGINEERING
401**

DEPARTMENT: Public Works

PROGRAM MANAGER: Director of Public Works

PROGRAM DESCRIPTION:

The Public Works Department is divided into four (4) divisions, as follows: Engineering, Highway, Water and Wastewater. The overall management of these divisions resides with the Director of Public Works, and that position is included in this program, as well as the engineering activities. Separate program descriptions are included elsewhere in the budget for specific program divisions.

The Engineering Division provides the resources to plan, design, construct, inspect and rehabilitate the public infrastructure, which includes such items as the city street system, wastewater collection system (e.g., sanitary sewers and pump stations), water supply, storage and distribution system, storm water management system (e.g., storm sewers, retention ponds and ditches), bike and pedestrian pathways, street signs, street lighting and traffic signals. The City Engineer is responsible for the management of the Engineering Division. In addition, surveying and public works inspection services monitor installation of all public and private infrastructures, and mark city-owned utilities for the Digger's Hotline system.

The Engineering Division staff provides design-engineering services for improvements to the public infrastructure. In addition, the Engineering Division reviews items, such as plats of survey for all building permits, preliminary and final plats, certified survey maps and reviews, and approves construction plans for utilities and site grading plans for new subdivisions and developments.

SERVICES:

- Administrative and engineering related support services provided to divisions and other City departments.
- Staff support provided to Board of Public Works, Water and Sewer Board and Plan Commission.
- Design services for streets, bike paths, sanitary sewers, wastewater treatment, storm water drainage and water projects.
- Project oversight and design review services provided for public infrastructure improvements, all public construction projects, private developments and subdivisions.
- Respond to citizen inquiries and concerns regarding flood zones, development construction and public construction.
- Maintain official maps and records, including water, sanitary sewer and storm sewer system plans and as-built drawings and other official maps.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Director of Public Works	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Engineering Project Manager	2.00	2.00	2.00	2.00	2.00
Project Engineer	2.00	2.00	2.00	2.00	2.00
Engineering Technician III	1.00	1.00	1.00	1.00	1.00
Engineering Technician II	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Total	9.50	9.50	9.50	9.50	9.50

Note: Of the 9.50 FTE in the Engineering Department, the costs of 3.33 FTE are allocated to the Water and Sewer Utility enterprise funds to reflect the cost of services provided to those operations.

ACTIVITY MEASURES:

Activity/ Projects	2019 Projects	2019 Actual 000's	2020 Projects	2020 Actual 000's	2021 Projected Projects	2021 Projected 000's	2022 Budgeted Projects	2022 Budgeted 000's
Development Plan reviews	200	N/A	190	N/A	200	N/A	180	N/A
Street permits issued	313	N/A	253	N/A	250	N/A	250	N/A
Private Construction ¹	7	\$90	6	\$50	6	\$50	5	\$40
% Roadways Inspected	100%	N/A	-	N/A	100%	N/A	-	N/A
Water Utility	4	\$3,645	4	\$4,544	2	\$2,311	2	\$4,200
Wastewater Utility	2	\$1,793	4	\$1,933	3	\$782	3	\$3,500
Stormwater	3	\$351	2	\$1,023	2	\$364	2	\$1,000
Roadwork	3	\$3,319	3	\$1,442	4	\$4,300	3	\$3,000
Pathways	1	\$50	1	\$233	2	\$716	1	\$750

¹ Reflects inspection fees collected.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

- * Oversee construction of Calhoun Road widening (Transportation Initiative #2).
 - Construction of Calhoun Road between Capitol Drive and North Avenue started May 3, 2021, approximately one month late due to delays associated with utility relocations. As of August 1, favorable weather conditions have allowed the contractor to make up most of the lost time. With continued favorable weather, it is possible that the project will reach substantial completion by the end of 2021, with completion following in spring/early summer of 2022.

2. Continue to coordinate with Waukesha County on construction project to widen North Avenue.
 - Construction on North Avenue between Pilgrim Road and 124th Street resumed in mid-April. It is anticipated that the entire project will reach substantial completion by the end of the year with completion following in the spring/early summer of 2022.
3. Develop implementation plan for compliance with storm water quality objectives to comply with the City's Watershed Based permit.
 - The City is working with the Wisconsin Department of Natural Resources and Marquette University to study the effectiveness of storm water pond dredging on phosphorus removal. Base line phosphorus monitoring is underway. Future phases will include pond dredging and performance monitoring. This objective will continue next year.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Develop implementation plan for compliance with storm water quality objectives to comply with the City's Watershed Based permit.
2. In conjunction with the Brookfield Parks and Recreation Department, develop a comprehensive maintenance plan for City sidewalks, paths and Greenway Trails.
3. Work with the Finance Department to resolve outstanding various State/Municipal Agreements between the City and the Wisconsin Department of Transportation.

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.

- 4). The budgets for fleet maintenance (521000) and gasoline (533000), respectively, include expected repair and fuel costs for vehicles and equipment assigned to this division, based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.
- 5). The increase in the computer software maintenance budget (527000) includes monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). The change in the risk management budget (529000) results mainly from increased worker's compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.

PUBLIC WORKS EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
DPW ADMINISTRATION/ENGINEERING - 401								
SALARIES/BENEFITS								
SALARIES	04010001	501000	612,776	607,248	418,599	616,088	626,640	
RHS PAYMENTS	04010001	501400	21,749	21,219	14,701	21,234	21,219	
FICA TAX	04010001	502000	45,500	44,504	31,676	45,228	45,907	
PENSION	04010001	502100	40,323	38,242	26,950	38,565	37,985	
GROUP INSURANCE- OTHER	04010001	502200	7,135	7,361	5,172	7,411	7,573	
GROUP INSURANCE- HEALTH	04010001	502700	110,619	111,963	79,331	112,034	117,303	
Sub-total			838,102	830,537	576,429	840,560	856,627	3.1%
PERSONNEL EXPENDITURES								
EMPLOYMENT	04010002	503400	481	-	-	-	-	
DUES/SUBSCRIPTIONS	04010002	504000	4,343	3,825	2,921	3,200	3,825	
MEETINGS, CONFERENCES & TRAVEL	04010002	505000	2,907	8,625	3,099	4,000	8,625	
SURVEY CREW	04010002	507001	23,969	40,000	33,438	40,000	40,000	
Sub-total			31,700	52,450	39,458	47,200	52,450	0.0%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	04010004	520000	2,333	4,000	1,259	3,600	4,000	
POSTAGE	04010004	520001	2,033	2,300	1,515	2,300	2,300	
COPYING	04010004	520002	3,598	3,166	2,193	6,600	3,530	
AUTO	04010004	521000	639	810	375	760	760	
OFFICE EQUIPMENT REPAIRS	04010004	522000	898	1,374	889	1,374	1,374	
MATERIALS & SUPPLIES	04010004	524000	114	1,450	-	1,450	1,450	
COMPUTER SOFTWARE MAINTENANCE	04010004	527000	17,974	21,655	21,189	21,655	24,461	
RISK MANAGEMENT	04010004	529000	12,287	12,400	8,267	12,400	14,565	
GASOLINE	04010004	533000	494	607	500	710	740	
Sub-total			40,370	47,762	36,187	50,849	53,180	11.3%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	04010006	560000	22,110	22,400	11,773	22,400	22,400	
Sub-total			22,110	22,400	11,773	22,400	22,400	0.0%
UTILITIES								
TELEPHONE	04010008	570003	7,224	5,953	3,071	5,000	5,930	
Sub-total			7,224	5,953	3,071	5,000	5,930	-0.4%
TOTAL DPW ADMINISTRATION/ENGINEERING			939,506	959,102	666,918	966,009	990,587	3.3%

HIGHWAY DIVISION 407

DEPARTMENT: Public Works

DIVISION: Highway

PROGRAM MANAGER: Highway Superintendent

PROGRAM DESCRIPTION:

The Highway Division provides the staff, equipment and materials to operate and maintain much of the public infrastructure of the City. Such infrastructure includes City streets, storm sewers and ditches, trees within the right-of-way, street signs, street lighting, traffic signal lights and City-owned land. The Highway Division also operates the Recycling Center.

SERVICES:

Administration

- Manage 31.53 FTE employees.
- Manage the yearly budget for the Highway Department.
- Supervise daily operations of all services provided by the Department.
- Provide customer service to residents as needed.

Street Maintenance

- Street patching and repairs.
- Maintain roadway shoulders.
- Sweep all City streets.
- Minor curb and gutter replacement.
- Maintenance and replacement of guardrails.
- Pick up and discard dead animals and trash from City right-of-way.

Ice and Snow Control

- Provide prompt response to snow and ice control to maintain safe vehicular travel.

Turf Maintenance

- Cutting grass in medians, along some roadsides and City-owned properties.

Trees and Brush

- Tree trimming and removal, brush control and stump grinding in City right-of-way under the guidance of the Parks, Recreation and Forestry Department.

Traffic Control

- Installation, repair and replacement of street signs and posts.
- Maintenance and operation of traffic signal lights.

Road and Easement Drainage

- Installation, repair and maintenance of driveway culverts, cross culverts, storm sewers and ditches within City right-of-way.
- Maintenance and repair of storm water inlets and catch basins.

Recycling Center

- Operation of the City’s Recycling Center, including manufacturing of compost and mulch.
- Pick up Christmas trees.

Street Lighting

- Maintenance and operation of streetlights.

Public Works Building

- Maintain grounds at the Public Works facility complex.
- Store equipment and materials for Public Works and other departments.

Work for Other Departments

- Provide signage and workers for parades and special events.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Highway Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Superintendent	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Crew Chief	3.00	3.00	3.00	3.00	3.00
Equipment Operator II	21.00	21.00	21.00	21.00	21.00
Recycle Center Attendant (part-time)	1.81	1.81	1.81	1.81	1.81
Seasonal Highway Employees	1.72	1.72	1.72	1.72	1.72
Total	31.53	31.53	31.53	31.53	31.53

Note: In addition to the above, costs of 1.21 FTE are allocated from the City Hall maintenance staff for facility maintenance services.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Miles of streets	255.36	255.38	255.56	255.56	255.56
Street miles crack sealed	26.5	17.4	13.1	18	18
Street sweeping – lane miles	636	761	576	600	600
Culverts replaced	194	248	141	190	190
Catch basins repaired	133	145	149	200	200
Asphalt road repairs (SY)	4,110	3,617	3,607	3,600	3,600

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Begin a program to clear City easements over existing sanitary sewers. This will ensure quick access to sanitary manholes for maintenance and emergencies.
 - This program began in 2020. It was determined during the work to do only the inspection work now to identify encroachments and give residents time to remove encroachments. This work will continue into 2021 and possibly beyond.
2. * Conduct an analysis of the flexible crack repair program to identify improvements that can be made technically or cost-effectively (Sustainability Initiative #2).
 - An analysis was completed in 2020. The analysis showed that the cracks repaired with the flexible crack repair system are holding up extremely well. Staff recommendation is to continue to fund the flexible crack repair program.
3. Set up a trailer with the necessary equipment for quick and appropriate response to natural disasters and emergencies. Equipment such as barricades, portable sign making equipment, and sand bags are an example of the types of equipment that will be stored in the trailer.
 - The trailer was outfitted with emergency response equipment. The trailer will be monitored to ensure that the equipment is in good working order if needed.
4. * Implement street lighting LED conversion per funding included by Finance Committee in 2021 budget (Sustainability Initiative #2).
 - Contract established with WE Energies to replace existing leased lights with LED lights. Work to commence in the fall and be completed by year-end.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Continue to inspect City easements over existing sanitary sewers. This will allow for a cataloging of problems that need to be rectified in the future as part of the actual sanitary sewer easement-clearing program.
2. Begin the actual clearance of obstructions within easements over the existing sanitary sewers.
3. Evaluate if the City's existing equipment is adequate for brush clearing in sanitary easements or if new equipment is needed.
4. * Analyze possible replacement lamps for existing 310-watt high pressure sodium street lamps with LED. Existing lamps are no longer manufactured so replacement bulbs are difficult to find (Sustainability Initiative #2).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part

of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance.

- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). Ice and snow materials and supplies reflect an increase in the per ton price under the state contract to \$77/ton, but a lower tonnage purchase of 4,000 tons due to having significant material still on hand from the 2020/21 winter season.
- 5). Grounds and maintenance includes funding for replacement of the Public Works Building roof top HVAC unit, original to the building construction from 2002 and funded using expected 2021 general fund surplus.
- 6). The change in the risk management budget (529000) results mainly from increased worker’s compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 7). The budgets for gasoline (533000), diesel (536000), and fleet maintenance (560002), respectively, include expected fuel and repair costs for vehicles and equipment assigned to this division, based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.
- 8). Street maintenance contracted services includes \$50,000 in one-time funding for the roadway rejuvenation program to apply the materials to Calhoun Road following its reconstruction as part of the overall program to extend the life of City streets.
- 9). Traffic control contracted services includes \$46,750 in funding for the installation of temporary and permanent Emergency Vehicle Preemption (EVP) at traffic signals as part of the reconstruction of Moorland Road by Waukesha County. EVP costs are the responsibility of the City and provide safer passage for public safety vehicles responding to emergencies. These expenditures are funded by expected 2021 general fund surplus.
- 10). Natural gas (570001) and electricity (570002) budgets have been developed using a model that considers historical consumption and current rates per WE Energies billings. The WE Energies forecasting tool utilized in prior years was not available due to billing software changes by WE Energies that rendered the forecast tool unusable.

Street lighting electricity costs show an expected decline resulting from the conversion of leased streetlights from WE Energies to LED fixtures as budgeted in 2021.

- 11). The increase in the pavement maintenance (606000) budget reflects a further proposed increase in funding to address declining pavement conditions and road ratings which have been identified and discussed with the Board of Public Works. The funding is used not only for the typical resurfacing done in recent years, but also alternative maintenance strategies including pavement sealing techniques.

PUBLIC WORKS EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
HIGHWAYS AND STREETS - 407 COMBINED ALL FUNCTIONS									
SALARIES/BENEFITS									
SALARIES	501000		1,983,384	2,037,979	1,298,469	1,968,769	2,094,095		
OVERTIME	501100		59,403	79,774	49,947	84,176	89,197		
RHS PAYMENTS	501400		89,456	87,247	58,722	82,949	87,367		
SALARIES - MAINTENANCE	501600		30,925	38,869	25,755	38,845	41,390		
FICA TAX	502000		156,885	159,890	105,797	154,666	164,852		
PENSION	502100		138,689	139,272	92,247	135,157	138,685		
GROUP INSURANCE- OTHER	502200		35,257	36,464	24,810	34,457	36,139		
GROUP INSURANCE- HEALTH	502700		438,799	454,865	315,830	433,682	470,847		
Sub-total			2,932,798	3,034,360	1,971,577	2,932,701	3,122,572		2.9%
PERSONNEL EXPENDITURES									
EMPLOYMENT	503400		1,225	-	1,328	2,000	-		
MEETINGS, CONFERENCES & TRAVEL	505000		70	1,825	411	1,200	4,450		
EDUCATIONAL TRAINING	506000		-	1,400	420	1,000	1,400		
Sub-total			1,295	3,225	2,159	4,200	5,850		81.4%
OPERATING EXPENDITURES									
OFFICE SUPPLIES	520000		2,438	2,500	1,310	2,500	2,500		
POSTAGE	520001		48	75	15	75	75		
COPYING	520002		975	1,285	786	1,480	1,290		
OFFICE EQUIPMENT REPAIRS	522000		3,705	4,000	4,000	4,000	4,254		
MATERIALS & SUPPLIES-STREET MTN.	524000		78,821	108,750	74,470	108,750	108,750		
MATERIALS & SUPPLIES-ICE AND SNOW	524000		332,764	378,100	340,711	370,000	326,300		
MATERIALS & SUPPLIES-TURF MTN	524000		2,041	2,000	133	2,000	2,000		
MATERIALS & SUPPLIES-TREES/BRUSH	524000		-	1,400	1,400	1,400	1,400		
MATERIALS & SUPPLIES-TRAFFIC CONTROL	524000		5,882	12,000	3,004	12,000	12,000		
MATERIALS & SUPPLIES-DRAINAGE	524000		85,202	88,200	42,882	88,400	88,400		
MATERIALS & SUPPLIES-STREET LIGHTING	524000		11,981	6,000	2,275	6,000	6,000		
MATERIALS & SUPPLIES-MAINTENANCE	524005		3,018	4,000	2,005	4,000	4,000		
COMPUTER SOFTWARE MAINTENANCE	527000		4,760	7,222	6,304	7,222	9,797		
GROUPS & MAINTENANCE	528000		19,403	14,000	6,166	12,500	98,000		
RISK MANAGEMENT	529000		111,569	116,512	77,675	116,512	125,362		
UNIFORM	530000		10,953	11,000	5,742	11,000	11,000		
SAFETY EQUIPMENT	531002		5,377	4,710	3,335	4,710	4,710		
GASOLINE	533000		17,435	27,188	17,670	24,830	31,180		
DIESEL FUEL	536000		90,349	143,386	81,705	125,670	172,400		
Sub-total			786,721	932,328	671,588	903,049	1,009,418		8.3%
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES-STREET MTN.	560000		101,947	141,000	15,941	141,000	191,000		
CONTRACTUAL SERV-TRAFFIC CONTROL	560000		64,806	77,500	36,969	77,500	126,750		
CONTRACTUAL SERVICES-DRAINAGE	560000		6,500	6,500	6,500	6,500	6,500		
CONTRACTUAL SERVICES-STREET LIGHTING	560000		12,239	62,000	40,897	62,000	32,000		
CONTRACTUAL SERVICES-MAINTENANCE	560001		6,496	10,650	7,432	10,850	10,850		
FLEET MAINTENANCE SERVICES	560002		577,630	436,930	375,891	485,520	463,640		
Sub-total			769,618	734,580	483,630	783,370	830,740		13.1%
UTILITIES									
NATURAL GAS	570001		9,168	10,587	9,397	12,720	12,360		
ELECTRICITY	570002		33,264	34,533	21,699	32,660	34,130		
ELECTRICITY-STREET LIGHTING	570002		95,565	96,953	53,276	94,740	91,490		
TELEPHONE	570003		5,714	5,234	3,145	5,234	5,247		
WATER/SEWER	570005		2,612	2,781	1,611	2,840	2,840		
Sub-total			146,323	150,088	89,128	148,194	146,067		-2.7%
CAPITAL OUTLAY - 450 STREET & MACHINERY									
DRAINAGE ROAD	04500009	604000	59,046	45,000	19,736	45,000	45,000		
CURB/GUTTER/CATCH BASIN	04500009	605000	116,939	103,000	-	101,500	105,000		
ANNUAL PAVEMENT MAINTENANCE	04500009	606000	1,388,018	1,550,000	457,833	1,515,000	1,625,000		
Sub-total			1,564,003	1,698,000	477,569	1,661,500	1,775,000		4.5%
TOTAL HIGHWAY AND STREETS			6,200,758	6,552,581	3,695,651	6,433,014	6,889,647		5.1%

SOLID WASTE/RECYCLING
411, 421

DEPARTMENT: Public Works

PROGRAM MANAGER: Director of Public Works

PROGRAM DESCRIPTION:

These accounts provide for the City’s solid waste collection and recycling program. The City provides weekly refuse and commingled recycling collection services to residential units and apartments with four units per building or less in accordance with state law for recycling. The collection and disposal service is outsourced to a private contractor. A new contractor (Green for Life – GFL) was selected to provide these services in 2022.

This budget includes the costs of the recycling tax (tipping fee), state recycling, and environmental repair fund tax totaling \$13.00 per ton. A portion of these taxes is used as a revenue source to help fund the State Recycling Grant program. Recyclables collected through the residential program are processed at the Materials Recovery Facility (MRF) operated jointly by Waukesha County and the City of Milwaukee. State recycling grant revenues that otherwise would come to the City have been used by the County for MRF operations and for construction costs for the joint MRF. Based on a significant drop in the unit price for sale of recyclables, the County renegotiated the agreement with the contractor operating the MRF, and resulted in the County suspending the recycling dividend paid to municipalities starting in 2019. In 2020, the County subsequently terminated reimbursement for the cost of recycling containers and additional hauling distance to the joint MRF, an annual payment of \$48,000.

SERVICES:

- Weekly “up the drive”, pickup and disposal of refuse and commingled recyclables.

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budget
Total refuse collected (tons)	10,156	10,169	11,146	10,500	10,530
Recyclables collected (tons)	4,165	4,056	4,322	4,200	4,212
Residential properties served	14,352	14,370	14,410	14,485	14,525
Refuse (lbs./property)	1,415	1,415	1,547	1,450	1,450
Recyclable (lbs./property)	580	565	559	580	580
Recycling rate	29.1%	28.5%	28.0%	28.5%	28.5%

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City’s Comprehensive Plan short-term focus initiatives.

1. Continue to monitor recycling rates, program costs and drop in revenue.

- Recycling rates remain strong with the single stream recycling, though contamination of materials has dropped revenue to recyclables.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. Coordinate the transition from the previous solid waste contractor to the new solid waste contractor.
2. Monitor solid waste contractor performance.

BUDGET SUMMARY:

- 1). Following an unfavorable renewal quote from the incumbent to extend the prior contract, the overall cost of the solid waste and recycling collection effort is increasing for 2022 following the solicitation of quotes from alternative providers, reflecting increased operational and fuel costs.

PUBLIC WORKS EXPENDITURES - FUND 101				2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
SOLID WASTE DISPOSAL - 411									
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	04110006	560000		1,991,947	2,000,472	971,769	2,004,331	2,114,831	
Sub-total				1,991,947	2,000,472	971,769	2,004,331	2,114,831	5.7%
TOTAL SOLID WASTE DISPOSAL				1,991,947	2,000,472	971,769	2,004,331	2,114,831	5.7%
RECYCLING PROGRAM - 421									
CONTRACTUAL SERVICES									
CONTRACTUAL SERVICES	04210006	560000		567,137	577,106	283,320	575,066	721,273	
Sub-total				567,137	577,106	283,320	575,066	721,273	25.0%
TOTAL RECYCLING PROGRAM				567,137	577,106	283,320	575,066	721,273	25.0%

LIBRARY 501

DEPARTMENT: Library

PROGRAM MANAGER: Director of Library Services

PROGRAM DESCRIPTION:

The Brookfield Public Library is established under the authority of Chapter 43 of the Wisconsin Statutes. A nine-member Board of Trustees, appointed by the Mayor includes one representative suggested by the Superintendent of the Elmbrook School District, and oversees the operations and finances of the Library. The Brookfield Public Library is a contractual member of the Bridges Library System (formerly Waukesha County Federated Library System (WCFLS)), and is a founding member of the CAFÉ automation consortium (which includes all 24 public libraries in Bridges). Both Jefferson County and Waukesha County library system boards, and the respective county boards, unanimously passed resolutions to form a joint Bridges Library System beginning January 1, 2016.

“The Brookfield Public Library supports the vision and mission of the City of Brookfield by striving to provide all residents with the information resources which meet their educational, informational and recreational needs. The Library envisions a future where all individuals and families are lifelong learners.” [Adopted Brookfield Public Library Board Vision Statement; March 9, 2016; reaffirmed April 10, 2019]

SERVICES:

- Administration – responsible for planning, organizing, managing and directing all phases of Library operation in accordance with the goals, policies and budgetary decisions of the Library Board. Manages public meeting rooms, payroll, accounts payable and all other office functions.
- Adult Services – responsible for planning, organizing, implementing and evaluating services for persons in middle-school level through adult. Provides materials and programs for self-education and enjoyment, encourages use of resources, provides reference and referral services, participates in collection development, and provides services for special groups (e.g., teens, seniors).
- Children’s Services – responsible for planning, organizing, implementing and evaluating services for children from birth to middle-school level. Provides materials and programs to encourage reading awareness, reference and referral services, and special groups (e.g., daycare providers, home-school parents, scout groups). A key activity of this department is the provision of programs for children and families.
- Circulation Services – responsible for planning, organizing, implementing and evaluating all phases of circulation services, which include registration, reserves, fines and fees, check in and check out, interlibrary loan and interlibrary transfers, shelving of materials, self-checkout and the voice notification system for reserves and upcoming overdue materials.
- Technical Services – responsible for planning, organizing, implementing and evaluating all phases of technical services including acquisitions, cataloging, material

processing and reconditioning, de-selection, online services and databases (both internal and external) and internal automation services and resources.

- Additional Services – The Library serves the needs of a broad spectrum of the community that includes: parents of young children, home-schooled students, youth through seniors, retired adults, book clubs, the homebound, civic organizations, newcomers, businesses, consumers, investors, independent study, job-seekers, students at all age levels, city officials and departments, educators and schools and other libraries and communities.

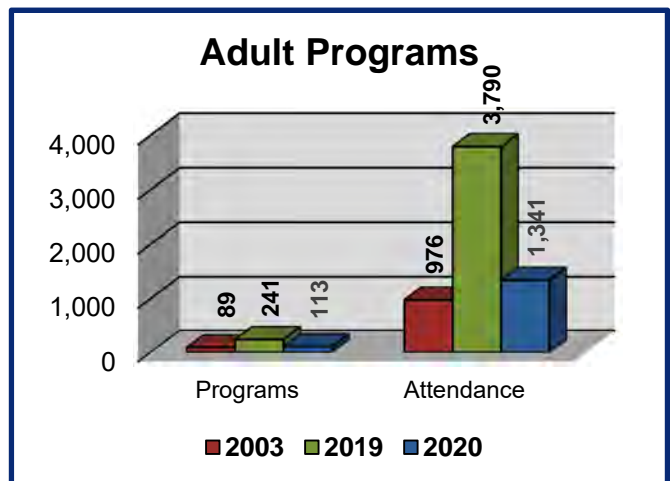
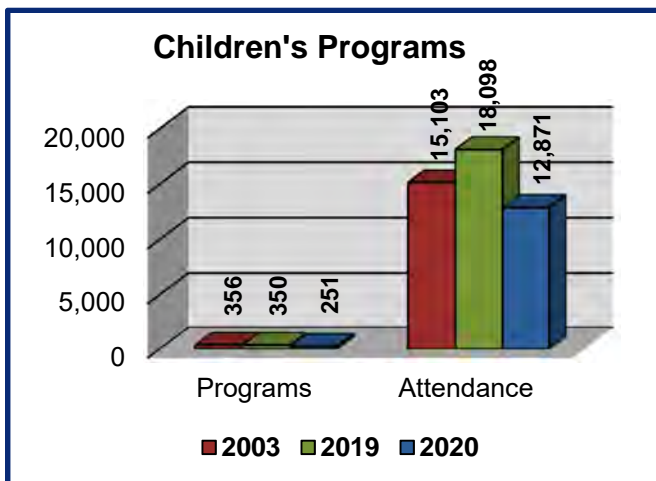
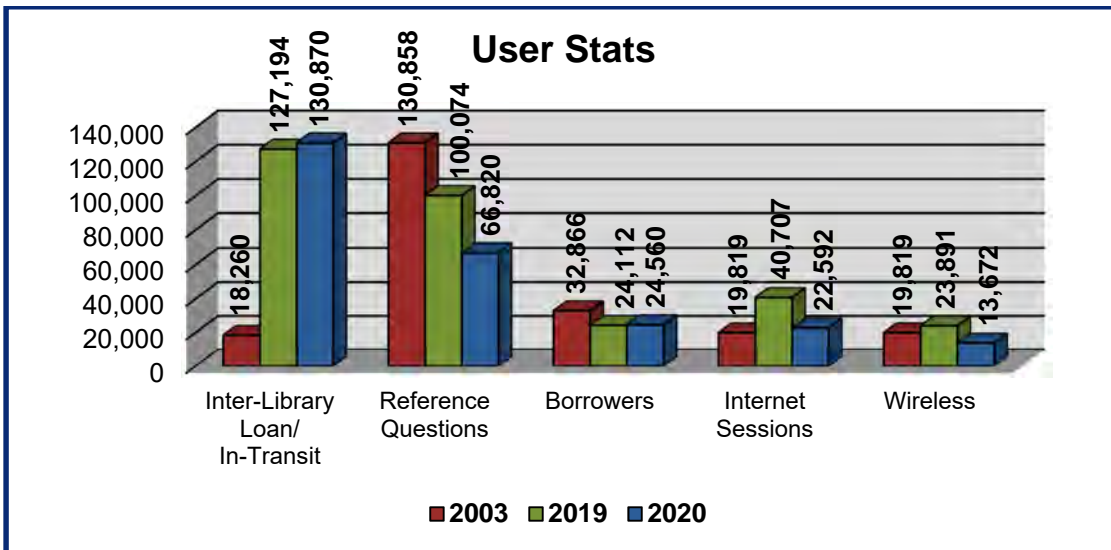
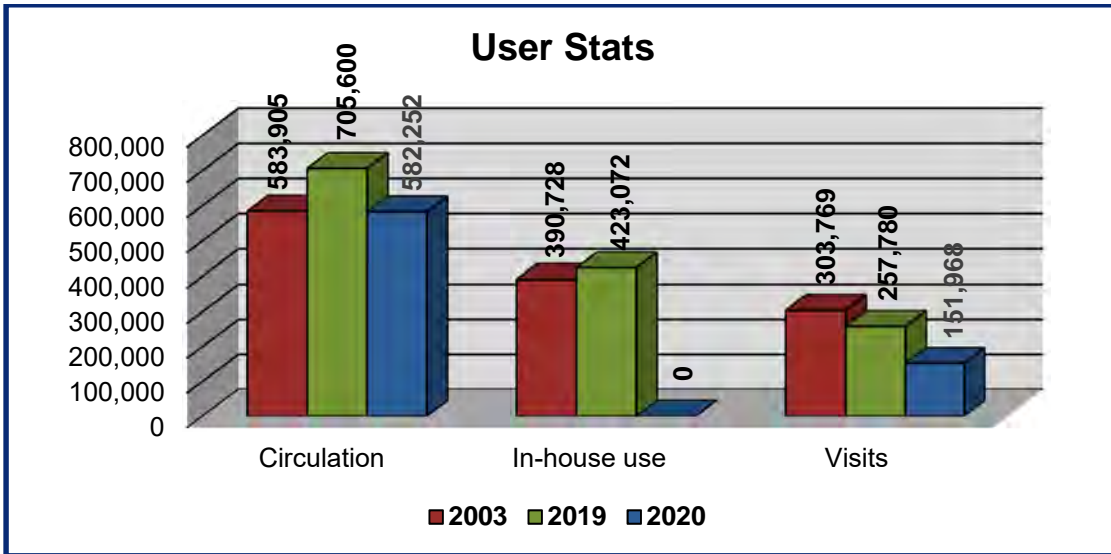
These service areas, along with the goals adopted by the Library Board, establish the Library as an essential contributor to the quality of life in the community, and to the creation of a vibrant and educated citizenry. This contribution has been recognized in past survey results and is reflected in higher than average performance measures when compared to similar population size communities in the State.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Library Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	1.00	1.00	1.00
Public Services Manager	1.00	1.00	1.00	1.00	1.00
Circulation Services Supervisor	1.00	1.00	1.00	1.00	1.00
Technical Services Manager	1.00	1.00	1.00	1.00	1.00
Librarian	10.40	10.40	10.80	10.80	10.80
Library Technician I	13.20	13.20	13.20	13.20	13.20
Summer Staff	0.23	0.23	0.00	0.00	0.00
Total	28.83	28.83	29.00	29.00	29.00

Note: In addition to the above, the costs of 2.60 FTE are allocated from the City Hall maintenance staff for facility maintenance services.

ACTIVITY MEASURES:



ACTIVITY (BENCHMARK) MEASURES:

Performance Measure	2003 ¹	2014 ²	2018 ³	2019 ⁴	2020 ⁵
Circulation	583,905	713,911	701,679	705,600	582,252
• Adult	339,623	364,619	328,529	320,901	250,037
• Children	244,282	319,201	316,452	322,950	252,389
• Digital Resources	Not Reported	30,091	56,698	61,749	79,826
Inter-loan/In-Transit	18,260	112,189	119,980	127,194	130,870
• Received	11,784	59,146	62,133	64,319	67,829
• Sent	6,476	53,043	57,847	62,875	63,041
In-house Use	390,728	404,456	435,760	423,072	N/A
Registered Borrowers	32,866	31,677	23,983	24,112	24,560
• Resident	23,296	28,756	22,001	22,120	22,520
• Non-Resident	9,570	2,921	1,982	1,992	2,040
User Visits	303,769	285,637	260,776	257,780	151,968
Reference requests	130,858	134,160	93,964	100,074	66,820
Directional requests	80,808	103,012	66,534	76,778	50,700
Internet sessions	19,819	31,472	43,440	40,707	22,592
Adult Programs	89	229	271	241	113
• Attendance	976	4,250	4,239	3,790	1,341
Children's Programs	356	377	357	350	251
• Attendance	15,103	18,355	18,254	18,098	12,871
Staff (FTE)	30.33	29.73	28.83	28.83	29.00

¹ 2003 Initial year of CAFÉ automation consortium membership.

² 2014 Parking lot reconstruction.

³ 2018 Re-carpeting in children's and periodicals' reading areas.

⁴ 2019 Re-carpeting in adult reading areas.

⁵ 2020 COVID-19 pandemic; North Ave construction

* 2021 COVID-19 pandemic, North Ave and Calhoun Rd construction.

OBJECTIVES ACCOMPLISHED IN 2021:

The Library Board of Trustees focused their efforts and the resources of the Library to the following:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

- * The Library will continue to identify and keep pace with the needs of the community by striving to maintain collections, programs and services at the enhanced levels the residents of the City of Brookfield expect (Education Initiative #2).
 - We continue to offer some virtual programs while offering in-person programs in a safe, socially distanced environment. All of our book clubs returned to meeting in-person, and many people have commented that they are pleased with the variety and availability of activities during the pandemic and recovery period.
 - New signage was added to better direct patrons to all of the Library's collections. The end panel signage especially in the non-fiction collections makes it easier for patrons to locate items quickly.

- Conditions of the pandemic challenged libraries to quickly adapt how materials and services were offered. The greater availability of electronic resources providing business, craft, genealogy, newspaper, consumer and magazine databases was critical to many people who for a variety of reasons were unable to come to the Library in-person.
 - Parents were able to take home bundles of pre-selected materials for their children on a variety of topics. These bundles were very popular especially during the school year. We also provided space and resources for parents to work with children in study rooms.
 - Individual study rooms were usually full throughout the day. Two patrons thanked us for being open (since June 1, 2020) because access to the Library allowed them a quiet place to complete their doctoral studies.
2. * The Library will work collaboratively with the Bridges Library System, and its member libraries, on initiatives that include strategic planning, shared services, and evaluating and modifying policies and procedures as necessary to provide seamless and effective public services. Library managers and staff will continue to promote exemplary public service and serve as leaders and mentors to their colleagues (Regionalism Initiative #1).
- The Brookfield Public Library is one of several participants in the Bridges Library System’s “Memory Café” project. Through this initiative, the Library serves those who have Alzheimer’s or other forms of dementia, along with their family members. A new grant from Bader Philanthropies will expand this programming to include “StoryCorps” training for librarians and the necessary technology to implement this unique project. Through StoryCorps, locals with memory loss will have their personal stories told in an interview with a loved one or caretaker. Those stories will be preserved for the family and, with permission, can be archived as a piece of local history at the American Folk Life Center in the Library of Congress.
 - We worked with other libraries in Bridges Library System to promote and present collaborative online programs including the ever-popular Michael Perry, garden expert Melinda Myers, and a COVID-19 vaccine program. We co-hosted several virtual Memory Café, and attendees were extremely grateful to have contact with the Library and other people.
 - The Library Director has been appointed to the Waukesha County Library Planning Committee, which is charged with reviewing and updating the County’s library, services plan. This plan is required by State law and the committee will look at key strategic issues that include standards, funding, and expansion of technology.
3. * The Library will continue to evaluate collections and programming to meet the needs of a diverse community. We will continue to explore and implement alternative methods of providing materials, services and programs (Education Initiative #2).
- We were able to provide a Café Library app for our patrons through an enhancement to the Café library software system. In addition to the app, the Café system now allows patrons to make online payments, with distribution of funds to that patron’s library from Waukesha County.
 - Remote access to our shared database services was greatly expanded. This resulted in popular services like Ancestry Plus having remote access. These

databases were previously only available to in-library users. Access to Hoopla and Overdrive for eBooks, music and movies was also increased.

4. The Library celebrates 60 years of service in 2020, and will provide programs and special events throughout the year, which highlight a tradition of excellence in library services.
 - Most of the Library's 60th anniversary celebrations slated for 2020 were cancelled because of the pandemic. Staff had bi-monthly celebrations planned for the 1960s, 70s, 80s, 90s, 2000s and 2010s, with special activities, films, family game nights, and programs. We were able to carry over some of the activities into 2021. Up until late spring of this year, most programming was done virtually. The next anniversary celebration will take place in 2025. We have resumed our normal programming activities for 2021, and are prepared to transition back to virtual should that become necessary.

2022 GOALS ESTABLISHED BY THE LIBRARY BOARD OF TRUSTEES:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * The Library will continue to identify and keep pace with the needs of the community by striving to maintain collections, programs and services at the enhanced levels the residents of the City of Brookfield expect (Education Initiative #2).
2. * The Library will work collaboratively with the Bridges Library System, and its member libraries, on initiatives that include strategic planning, shared services, and evaluating and modifying policies and procedures as necessary to provide seamless and effective public services. Library managers and staff will continue to promote exemplary public service and serve as leaders and mentors to their colleagues (Regionalism Initiative #1).
3. * The Library will continue to evaluate collections and programming to meet the needs of a diverse community. We will continue to explore and implement alternative methods of providing materials, services and programs (Education Initiative #2).
4. * The Library will investigate and plan for implementation of RFID (Radio Frequency Identification) of material collections in cooperation with other libraries in the Bridges Library System. The Wisconsin Division for Library Services is encouraging libraries statewide to convert to RFID (Regionalism Initiative #1 and Community Value Initiative #2).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance. 2022 is a year with 2,088 work hours for those employees who work a 40-hour workweek. The salary budget

projection takes into account these variations. Additional FTE is included in the Salary-Maintenance line to cover additional staffing for cleaning and maintenance. Maintenance salaries also affect benefit accounts where applicable.

- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 4). Materials and supplies (524000) and grounds maintenance (528000) accounts reflect increased costs of maintaining the Library building.
- 5). Computer software maintenance (527000) includes the Café automation system, which runs all of the Library's acquisitions, cataloging, and circulation functions. There is slight increase in the Café contract due to enhancements such as the addition of a mobile app. This account also includes monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 6). The change in the risk management budget (529000) results mainly from increased worker's compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 7). The slight increase in Library materials (541000) comes from the shared electronic services and databases available as part of our membership in the Bridges Library System. Brookfield residents are strong users of library materials and services compared to in-county comparables, and state and national averages. This has proven to be true during the pandemic and especially for access to eMagazine content, digital audio and video resources, Gale Courses, and dozens of databases in a wide array of topics (e.g., Ancestry Plus, Morningstar Reports, Wisconsin JobNet, Medicaid and Medicare information, etc.).
- 8). Natural gas (570001) and electricity (570002) budgets have been developed using a model that considers historical consumption and current rates per WE Energies billings. The WE Energies forecasting tool utilized in prior years was not available due to billing software changes by WE Energies that rendered the forecast tool unusable.

EDUCATION, PARKS AND RECREATION EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
LIBRARY - 501								
SALARIES/BENEFITS								
SALARIES	05010001	501000	1,510,840	1,579,197	1,030,290	1,545,059	1,643,827	
RHS PAYMENTS	05010001	501400	49,556	48,557	34,054	49,126	50,712	
SALARIES - MAINTENANCE	05010001	501600	62,859	83,851	54,887	83,697	94,387	
FICA TAX	05010001	502000	117,222	123,244	81,920	119,265	128,635	
PENSION	05010001	502100	108,505	112,261	74,552	108,952	112,982	
GROUP INSURANCE- OTHER	05010001	502200	20,345	21,381	14,761	21,652	23,267	
GROUP INSURANCE- HEALTH	05010001	502700	267,171	275,843	194,515	279,157	302,907	
Sub-total			2,136,498	2,244,334	1,484,979	2,206,908	2,356,717	5.0%
PERSONNEL EXPENDITURES								
EMPLOYMENT	05010002	503400	365	1,500	375	450	750	
DUES/SUBSCRIPTIONS	05010002	504000	990	1,170	965	996	1,170	
MEETINGS, CONFERENCES & TRAVEL	05010002	505000	2,139	5,050	-	2,070	5,050	
Sub-total			3,494	7,720	1,340	3,516	6,970	-9.7%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	05010004	520000	20,589	23,350	8,636	21,509	23,350	
POSTAGE	05010004	520001	578	1,000	515	627	800	
COPYING	05010004	520002	5,183	9,061	3,498	7,335	8,870	
COIN-OP COPIER	05010004	520004	839	5,200	499	3,900	4,500	
OFFICE EQUIPMENT REPAIRS	05010004	522000	282	10,500	7,968	11,677	10,500	
PUBLISHING/ADVERTISING	05010004	523000	14,624	23,837	11,539	21,779	23,837	
MATERIALS & SUPPLIES	05010004	524000	7,261	8,000	3,991	8,000	9,500	
COMPUTER SUPPLIES	05010004	525000	4,341	7,300	2,685	7,100	7,300	
COMPUTER EQUIP MAINTENANCE	05010004	526000	10,539	14,300	10,321	11,637	14,400	
COMPUTER SOFTWARE MAINTENANCE	05010004	527000	46,997	50,112	42,990	49,732	61,368	
GROUPS & MAINTENANCE	05010004	528000	44,249	20,000	6,886	20,000	22,000	
RISK MANAGEMENT	05010004	529000	22,311	24,557	16,371	24,557	27,008	
LIBRARY MATERIALS	05010004	541000	426,862	421,595	300,567	421,600	423,418	
Sub-total			604,655	618,812	416,466	609,453	636,851	2.9%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES - MAINTENANCE	05010006	560001	8,255	12,000	5,800	12,500	12,500	
Sub-total			8,255	12,000	5,800	12,500	12,500	4.2%
UTILITIES								
NATURAL GAS	05010008	570001	14,809	16,047	15,086	18,370	16,260	
ELECTRICITY	05010008	570002	67,270	69,056	49,029	71,530	71,870	
TELEPHONE	05010008	570003	11,457	13,452	5,542	12,233	13,376	
WATER/SEWER	05010008	570005	2,732	3,202	1,710	3,650	3,510	
Sub-total			96,268	101,757	71,367	105,783	105,016	3.2%
TOTAL LIBRARY			2,849,170	2,984,623	1,979,952	2,938,160	3,118,054	4.5%

PARKS AND RECREATION
503

DEPARTMENT: Parks, Recreation and Forestry

PROGRAM MANAGER: Director of Parks, Recreation and Forestry

PROGRAM DESCRIPTION:

The City of Brookfield provides comprehensive community-wide parks and recreation services through the Parks, Recreation and Forestry Department with policies and budget development determined by the Parks and Recreation Commission. The Parks, Recreation and Forestry Department is committed to the effective and responsible management of parks, open space, facilities and resources to satisfy the recreational needs of the community; and to deliver quality, benefit-based leisure services and programs that meet the varied needs and interests of the community in a cooperative, innovative and responsive manner.

The Department has two divisions: Recreation and Parks/Forestry. The Recreation Division is responsible for providing year round recreational programs and activities for all age groups. The Recreation Division is accounted for in two funds. The programs for which a fee is charged that are sufficient to cover the direct cost of the program are accounted for in the Self-Supporting Recreation Programs special revenue fund (see separate section). Programs that are subsidized by the tax levy, along with the management cost for all recreation programs are accounted for here. These include community special events, aquatic center and swimming programs, and senior adult center and activities. In addition, this division collaborates with and assists many Brookfield groups, organizations and clubs to provide recreation services throughout the community.

The Parks/Forestry Division is responsible for 26 park sites and designated open space areas totaling over 1,900 acres of which 508 acres are developable land suitable for recreation areas and facilities. This division is also responsible for maintaining the Civic Center grounds and plant life in the public right-of-way in cooperation with Highway Department personnel. Major responsibilities include routine maintenance of resources, facilities and equipment including the Wiberg Aquatic Center (WAC); providing support services for recreation programs and park improvements and development.

SERVICES:

Recreation

- Aquatic programs for youth, adult and families including the operation of the Wiberg Aquatic Center.
- Senior adult center operation and activities/programs.
- Community-wide special events including Independence Day Celebration and Civic Plaza Concert Series.
- Collaborate with and assist various community groups and organizations to promote and enhance recreational opportunities with the community.

Parks/Forestry

- Park Facility reservations.
- Park and recreation facilities and grounds maintenance including the WAC.
- Maintain Civic Center grounds.
- Maintain plant life in the public right-of-way in cooperation with the Highway Department.
- Provide support services for recreation programs.
- Provide resources and support for park improvements and development.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Director of Parks, Recreation & Forestry	1.00	1.00	1.00	1.00	1.00
Parks & Forestry Superintendent	1.00	1.00	1.00	1.00	1.00
Park Programs & Operations Manager	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Office Services Assistant	2.00	2.00	2.00	2.00	2.00
Office Assistant	0.56	0.56	0.56	0.56	0.56
Park Facilities/Grounds Arborist	2.00	2.00	2.00	2.00	2.00
Park Facilities/Grounds Horticulturist	2.00	2.00	2.00	2.00	2.00
Park Facilities/Grounds Specialist	3.00	3.00	3.00	3.00	3.00
Park Facilities/Grounds Generalist	3.00	3.00	3.00	3.00	4.00
Seasonal Park Maintenance (6 month positions)	2.30	2.30	2.30	2.30	2.30
Summer Park Maintenance	3.00	3.00	3.00	3.00	3.00
Park Ranger (Summer)	0.20	0.20	0.20	0.20	0.20
Total	24.06	24.06	24.06	24.06	25.06

Note: In addition to the above positions, salary costs include funding for seasonal recreation staff (for example, WAC).

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Recreation – Programs	58	52	50	58	58
Recreation – Registration ¹	8,295	7,523	4,610	7,600	7,600
Recreation – Attendance	102,003	100,627	50,149	100,000	100,000
Senior Adults – Programs	80+	80+	80+	80+	80+
Senior Adults – Participants ²	1,466	1,476	895	1,400	1,400
Senior Adults – Attendance	34,358	34,438	15,851	21,935	34,000

Activity	2018 Actual	2019 Actual	2020 * Actual	2021 Projected	2022 Budgeted
Special Events – Sponsored	6	6	6	7	7
Special Events – Supported	6	6	6	7	7
Special Events – Attendance	124,000	125,000	2,200	125,000	125,000

¹ Registered participants-number of individuals who actually registered (completed form and paid fee) for programs.

² Participant is any individual who completes a current participation form.

* COVID-19 Impact – Cancelled 4th of July Activities & German Holiday Market. Restricted participation in other Special Events, and recreation programs.

Parks/Forestry

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Permits/Reservations	8,688	9,369	10,497	9,800	9,800
Parks & Open Space Acreage:					
– Developable	496	496	496	508	508
– Non-Developable	1,455	1,455	1,455	1,455	1,445
– Total	1,951	1,951	1,951	1,963	1,963
Number of Recreational Facilities ¹	117	117	119	119	119
Acres of Maintained Turf	310±	312±	312±	312±	312±
Trees ²					
– Street Right-of-Way (ROW)	4,145	4,172	4,196	4,230	4,265
– Parks/City Property	3,681	3,773	3,835	3,923	3,988
Shrub / Flower Beds:					
– Street Right-of-Way (ROW)	87	87	87	87	87
– Parks/Civic Center	371	375	375	377	377
Miles of Pathways / Trails:					
– Hard Surfaced ³	78.24	78.57	79.14	84.28	88.18
– Gravel/Chips	3.87	3.87	3.87	3.87	3.87
– Boardwalk	0.85	0.85	0.85	0.85	0.85

¹ Includes City owned/maintained ball diamonds/play fields, soccer fields, play equipment structures/areas, tennis courts, game courts, picnic shelters, skating rinks/ponds, ski trails, sled hills and piers.

² Does not include the 15,500+ trees located in naturalized areas.

³ Includes Greenway Corridor Trails.

PERFORMANCE MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Total Miles of off-road trails completed	74%	74%	76%	76%	78%

2021 OBJECTIVES-SUMMARY OF PROGRESS:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

Recreation

1. Accommodate expansion of services/activities, within budgeted resources and in line with philosophy and objectives, based on community demand and long range.
 - Pickle ball instruction at various levels has been offered, as well as a free Tri-It Event that was very successful.
2. Create new and/or modify existing programs to adequately meet the expressed need and demand for recreational services with emphasis in the following areas:
 - Programming that promotes participation by children in nature and outdoor activities.
 - Expand the Wisconsin Bike Federation programming to include a family biking opportunity.
 - Programming and events that support active and healthy lifestyles that can reduce health concerns and augment preventative care.
 - Ongoing recreation programming for seniors, adults and youth with emphasis on healthy lifestyle choices. Exercise, socialization, and healthy living are part of the program format.
 - Senior exercise began a video-based instructional format in the place of the Elmbrook Hospital class, due to COVID-19 restrictions.
 - Free Pickle ball Try-It Event was held in June and was well attended.
 - Events and celebrations that create a sense of community and place.
 - After a limited special event schedule in 2020, the following community special events will be held in 2021: Arbor Day Celebration, Bird Day, Family Campout, 4th of July parade, Family Fest and fireworks, Civic Plaza Concert series, and German Holiday Market/Tree Lighting Ceremony. The return of the special events was well received by the community.
 - Park facility development and related programming that focuses on self-directed, non-structured and/or non-traditional uses.
 - Develop a facility for permanent pickle ball courts.
 - Planning and design for permanent pickle ball courts is in progress. Construction will be scheduled in late spring of 2021.
 - Explore addition of passive recreation programming in response to COVID-19: i.e., scavenger hunts, photo contests, etc.
 - Continue to offer a variety of special events programming that appeal to a broad cross section of residents of all ages.
 - Continue to investigate, evaluate, and strategize summer programming in relationship to Elmbrook Schools (EBS) summer school programming.
 - Offered a field trip program for middle school participants to better utilize staff during low enrollment weeks of summer camp.
3. Provide continuing emphasis on expanding/enhancing alliances and partnerships with community groups, organizations and businesses to effectively enhance the provision of recreation programs and activities.
 - Continue to evaluate community needs, and provide and adapt programming with community partners.

- Provided support to Elmbrook Swim Club in promoting their school year learn to swim program.
 - Continued collaboration with the EBSD to best utilize school district facilities to optimize parks and recreation programming, specifically with the youth basketball program.
 - Research, interview and select a new concessions vendor at Wiberg Aquatic Center.
4. Expand/enhance departmental sponsorship solicitation strategies and continue emphasis on soliciting sponsors for community based events and various program/activities.
- Implement department social media pages.
 - Facebook page to promote recreation services, special events and as a communication tool for program cancellations if needed.
 - Special Events – WaterStone Bank returned for the (seventh) year to sponsor 10 noon concerts and 3 evening concerts (\$4,000). WaterStone Bank also provided \$500 each for the Family Camp Out, Children’s Parade, Bird City Program and the Arbor Day Celebration.
 - Fireworks/Parade – Bank Five Nine returned as the Fireworks sponsor as well. Soerens Ford provided vehicles for 4th of July Parade.
 - German Holiday Market – Tree Lighting Event – Fund raising assistance provided by chairing the Steering Committee and making direct sponsor contacts (\$7,000 to \$9,000) \$11,500 in total sponsorship for 2019 event! We hope to meet or exceed this for 2021 and beyond.
 - Memorial Tree Program – The Memorial Tree Program is promoted through the seasonal Program Brochures and is featured on our web page. Activities continue to facilitate the placement and recognition of donated trees and benches throughout the Park system.
 - Sponsorships are promoted through the seasonal Program Brochure, web page features and banners at locations throughout the City of Brookfield. Exploring expanded promotion on social media postings as those are developed.
5. * Increase department efficiency and effectiveness through enhanced office automation and further computerization of recreation program registration and facility reservation functions (Community Value Initiative #2).
- Implement RecTrac 3.1.
 - Continue using e-mail and recreation software to communicate changes/cancellations to program participants.
 - Propose WebTrac Facility Module to allow individuals to see facility openings on-line.
 - Pool pass purchasing enhancements.
 - New POS System implemented at Wiberg Aquatic Center.
 - New Season Pass system/style implemented at Wiberg Aquatic Center.
6. * Explore and implement improved methods for enhancing communication to the public with regard to programs and services (Community Value Initiative #1).
- Continue to evaluate community needs, provide, and adapt programming with community partners.
 - Evaluate social media platforms to communicate upcoming special events, registration for recreation services, recreation program promotion and parks and forestry operations updates.

- Continue to promote city website and social media platforms for up to date program information.
 - Gather cell phone carrier information and agreement with participants to enable text messaging as an additional communication option for program changes and/or cancellations.
 - Consider on-line processing for Pass Renewals.
 - Facebook page was initiated in 2021. More social media platforms will be added in the future.
 - Exploring options for creating apps for program cancellations and park amenities.
7. Wiberg Aquatic Center evaluation and implementation.
- Evaluate hours of operation.
 - Evaluate hours of operation for recreation programming, public open swim and Elmbrook Swim Club practice.
 - Pool Pass expanded to non-residents and enhance ability to purchase passes, as well as evaluate possibilities for digital passes.
 - Evaluate concession operation.
 - Due to retirement of the past concessionaire, staff developed a RFP process to evaluate and select a new concession vendor. Result of the RFP will provide the City with a qualified vendor, larger menu options and additional revenue per the agreed upon contract.
 - Consider facility surcharge on swimming lesson program.

Parks and Forestry

1. * Continue implementation of Greenway Corridor Recreational Trail Plan (Natural Resources and Recreation Initiative #2).
 - Complete next phase of trail segment construction as approved in 2020-2021 Capital Improvement Program and initiate planning for 2021 construction.
 - Deer Creek Segment AN-DN
 - 2021 Concept Planning and Construction Documents Development
 - 2022 Construction
 - Underwood Creek Trail
 - 2022 Concept Planning and Construction Documents Development
 - 2023 Construction
 - Lilly Heights Trail F-G
 - 2022 Concept Planning and Construction Document Development
 - 2023 Construction
2. * Complete land acquisition as recommended in the 2035 Park and Open Space Plan and Capital Improvement Program to include (Natural Resources and Recreation Initiative #1).
 - Acquisition of wetland parcel(s) and/or open space, as recommended in the Wetland Acquisition Plan, through combination of dedication and/or purchase.
 - Bradon Preserve Development – Wetland Acquisition and Dedication
 - Northern Oaks – Wetland Dedication
 - Land Acquisition – Negotiate and purchase of Imperial Park from the Elmbrook School District
3. Continue citywide beautification efforts in public areas and right-of-way as allocated resources permit.

- Additional plantings and replacements have occurred citywide in the public right-of-way and Parks, which included shrubs, trees and perennials.
 - City staff removed all hazardous and dead trees, and year six of the six-year pruning cycle has been initiated and will be completed in 2022.
 - Buckthorn/garlic mustard and other invasive plants were controlled at many park/city sites using volunteers and staff.
 - Renovation of a number of landscaped beds: including at Wirth Park, Calhoun Road median, and in the Civic Center complex area (Library Courtyard).
 - Installed additional trees at Wirth Park.
 - Installed many trees at Canterbury, Krueger and Three Meadows Parks.
 - Landscaped Hidden Lake Trail, which included trees and shrubs.
 - Completed Hidden Lake Park Sign bed.
4. * Continue emphasis on maintenance and/or renovation of older neighborhood parks and updating infrastructure/facilities as needed (Natural Resources and Recreation Initiative #3).
- Installed benches on the Hidden Lake trail.
 - Repaired Meadows of Brookfield, Ruby, and Weston Hills park signs.
 - Repaired cracks and cleaned the tennis courts at Beverly Hills Park.
 - Power washed and cleaned Krueger and Clearwater lakes bridges.
 - Replaced sand at the volleyball courts at Wirth Park South and Endicott Parks
 - Replaced boards on the boardwalk at Mitchell and Endicott Parks.
 - Repaired/repainted/ added reflectors on many Greenway Corridor trail gates.
 - Installed gate and signage at the Hidden Lake Trail.
 - Installed a bench near the playground at Hidden Lake Park.
 - Replaced the office entry door at the Park Maintenance Building.
 - Repaired Lilly Heights Park and Mitchell Park boardwalks.
 - Completed improvements/updates at Wirth Park to include:
 - Replaced the portable toilet enclosure in the back parking lot.
 - Installed a portable toilet enclosure in the Baseball complex.
 - Restriped the parking lot and roadway.
 - Repaired signage at picnic areas and entrance
 - Repainted doors, trim and fascia on selected areas on the Wiberg Aquatic Center bathhouse.
 - Repaired/replaced the decks and stairs at the Wiberg Aquatic Center.
 - Replaced playground surfacing at the Wiberg Aquatic Center.
 - Repainted the main pool at the Wiberg Aquatic Center.
 - Repaired swim lockers at the Wiberg Aquatic Center.
 - Repaired the cracks on the tennis courts.
 - Repaired flow meters at the Wiberg Aquatic Center.
 - Replaced the basket strainer at the Wiberg Aquatic Center main pool.
 - Replaced the Reznor heater in the zero depth pool mechanical room.
 - Replaced the decking on the adult observation deck at the Wiberg Aquatic Center.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

*Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

Recreation

1. Accommodate expansion of services/activities, within budgeted resources and in line with philosophy and objectives, based on community demand and long range.
2. Create new and/or modify existing programs to adequately meet the expressed need and demand for recreational services with emphasis in the following areas:
 - Programming that promotes participation by children in nature and outdoor activities.
 - Programming and events that support active and healthy lifestyles that can reduce health concerns and augment preventative care.
 - Re-establish the senior exercise class within hospital guidelines established due to COVID-19 protocols.
 - Expand pickle ball options when new outdoor courts are complete.
 - Events and celebrations that create a sense of community and place.
 - Park facility development and related programming that focuses on self-directed, non-structured and/or non-traditional uses.
 - Continue to investigate, evaluate, and strategize summer programming in relationship to EBSD summer school programming.
3. Provide continuing emphasis on expanding/enhancing alliances and partnerships with community groups, organizations and businesses to effectively enhance the provision of recreation programs and activities.
 - Continue to evaluate community needs, provide, and adapt programming with community partners.
 - Evaluate scheduling process for baseball fields and tennis courts on Elmbrook School District property.
 - Develop additional class and educational offerings through Aging and Disability Resource Center (ADRC).
4. Expand/enhance departmental sponsorship solicitation strategies and continue emphasis on soliciting sponsors for community based events and various program/activities.
 - Utilize Department Social Media Pages to market sponsorship opportunities.
 - Develop sponsorship brochure to market opportunities and distribute to potential sponsors.
5. * Increase Department efficiency and effectiveness through enhanced office automation and further computerization of recreation program registration and facility reservation functions (Community Value Initiative #2).
 - Ongoing review of facility reservation process to provide customers a stream lined experience.
 - Evaluate current registration and facility reservation software and explore new technology options for future consideration.
6. * Explore and implement improved methods for enhancing communication to the public with regard to programs and services (Community Value Initiative #1).

- Continue to evaluate community needs, provide, and adapt programming with community partners.
 - Evaluate social media platforms to communicate upcoming special events, registration for recreation services, recreation program promotion, and parks and forestry operations updates.
 - Exploring options for creating apps for program cancellations and park amenities.
7. * Continue to develop strategies to evaluate, hire, train and retain seasonal recreation employees (Sustainability Initiative #3).

Parks and Forestry

1. * Continue implementation of Greenway Corridor Recreational Trail Plan (Natural Resources and Recreation Initiative #2).
 - Complete next phase of trail segment construction as approved in 2021-2022 Capital Improvement Program and initiate planning for 2022 construction.
2. Develop in collaboration with the Public Works Department a Sidewalk/Bike Way, Park Pathway, and Greenway Trail System replacement plan for future consideration.
3. * Complete land acquisition as recommended in the 2035 Park and Open Space Plan and Capital Improvement Program to include (Natural Resources and Recreation Initiative #1).
 - Acquisition of wetland parcel(s) and/or open space, as recommended in the Wetland Acquisition Plan, through combination of dedication and/or purchase.
4. Continue citywide beautification efforts in public areas and right-of-way as allocated resources permit.
5. * Continue emphasis on maintenance and/or renovation of older neighborhood parks and updating infrastructure/facilities as needed (Natural Resources and Recreation Initiative #3).
6. Evaluate and develop a replacement plan for public park facilities to include but not limited to ball diamond fencing and support facilities, tennis courts, soccer fields, Skate Park, Wiberg Aquatic Center play features and mechanical components.

BUDGET SUMMARY:

- 1). Parks, recreation and forestry revenues included in the General fund include the aquatics program, senior center, special events, and park reservation and related fees. Aquatics revenues are the major portion and further modifications have been made to the aquatics revenue program to increase revenue and eliminate/mitigate the property tax subsidy historically required for aquatic center operations and programming. 2022 budgeted revenues reflect an increase of \$84,000 in estimated aquatics revenues compared to the 2019 budget.
- 2). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance. Salary and benefit budgets also include the effect of the additional park generalist shown in the staffing table above,

and increased pay rates for Youth Swim Instructors and Lifeguards. Program revenue collection offsets the salary increase. These increases place the pay rates at a competitive level with surrounding organizations. Demand for seasonal staff is at an all-time high and with the ongoing lifeguard shortage in the area; the salary adjustment will allow the City to remain competitive.

- 3). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 4). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary projections from the City’s insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City’s health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.
- 5). The budget for fleet maintenance (521000) and gasoline (533000) respectively, include expected repair and fuel costs for vehicles and equipment assigned to the Parks, Recreation and Forestry department, based upon recent repair and fuel costs history, and U.S. Energy Information Administration predictions for 2022 combined with historical usage data.
- 6). The change in the risk management budget (529000) results mainly from increased worker’s compensation costs due to a substantial increase in the experience modification factor, reflecting higher claims experience in recent years.
- 7). Natural gas (570001) and electricity (570002) budgets have been developed using a model that considers historical consumption and current rates per WE Energies billings. The WE Energies forecasting tool utilized in prior years was not available due to billing software changes by WE Energies that rendered the forecast tool unusable.
- 8). Capital Outlay consists of the following items:

Park/Improvements/Renovations (615000)	Cost
Mitchell Park – Fireplace/Chimney Repair	\$ 12,500
WAC Zero Depth Pool Sand Filter Replacement	10,000
WAC Main Pool Sand Filter Replacement	12,000
Wirth Skate Park – Coping Repair/Replacement	8,000
TOTAL	\$ 42,500

EDUCATION, PARKS AND RECREATION EXPENDITURES - FUND 101		2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
PARKS AND RECREATION - 503 COMBINED ALL PROGRAMS							
SALARIES/BENEFITS							
SALARIES	501000	1,330,442	1,582,163	1,104,434	1,574,152	1,696,393	
RHS PAYMENTS	501400	52,785	53,820	35,190	50,830	56,810	
FICA TAX	502000	99,520	117,323	83,930	116,222	126,008	
PENSION	502100	80,604	84,296	56,617	82,782	86,800	
GROUP INSURANCE- OTHER	502200	15,611	17,645	11,385	16,400	18,154	
GROUP INSURANCE- HEALTH	502700	261,836	296,112	193,852	273,673	316,181	
Sub-total		1,840,798	2,151,359	1,485,408	2,114,059	2,300,346	6.9%
PERSONNEL EXPENDITURES							
EMPLOYMENT	503400	1,717	2,000	1,856	2,000	2,000	
UNEMPLOYMENT COMPENSATION	503600	3,839	5,000	935	5,000	5,000	
DUES/SUBSCRIPTIONS	504000	4,526	4,700	4,072	4,700	4,850	
MEETINGS, CONFERENCES & TRAVEL	505000	1,198	6,375	390	6,375	6,375	
EDUCATIONAL TRAINING	506000	851	3,350	3,117	3,350	3,350	
Sub-total		12,131	21,425	10,370	21,425	21,575	0.7%
OPERATING EXPENDITURES							
OFFICE SUPPLIES	520000	2,058	4,100	2,718	4,100	4,100	
POSTAGE	520001	3,427	7,425	3,751	7,425	7,425	
COPYING	520002	3,895	5,150	2,417	5,150	5,150	
AUTO	521000	98,900	101,870	67,508	105,850	98,090	
OFFICE EQUIPMENT REPAIRS	522000	1,010	1,000	800	1,000	1,000	
PUBLISHING/ADVERTISING	523000	1,605	5,200	5,175	5,200	5,700	
MATERIALS & SUPPLIES	524000	5,308	23,720	12,507	23,720	21,145	
MATERIALS & SUPPLIES - PARKS	524001	54,005	86,125	38,680	86,125	87,950	
MATERIALS & SUPPLIES - POOLS	524002	965	20,100	23,526	20,100	20,500	
COMPUTER SUPPLIES	525000	1,466	1,750	648	1,750	1,750	
COMPUTER SOFTWARE MAINTENANCE	527000	10,453	8,955	8,923	8,955	12,728	
GROUNDS & MAINTENANCE - PARKS	528001	15,326	20,650	9,020	20,650	20,800	
GROUNDS & MAINTENANCE - POOLS	528002	762	7,225	5,452	7,225	7,350	
RISK MANAGEMENT	529000	53,483	54,457	36,305	54,457	62,233	
UNIFORMS	530000	3,963	4,000	2,643	4,000	4,000	
EQUIPMENT	531000	15,751	18,550	-	18,550	18,850	
SAFETY EQUIPMENT	531002	753	1,550	717	1,550	1,550	
GASOLINE	533000	26,164	29,911	28,050	41,790	36,518	
REPAIRS/PARTS - PARKS	539001	12,029	14,758	13,068	14,758	14,958	
REPAIRS/PARTS - POOL	539002	4,046	8,175	10,716	11,500	8,300	
Sub-total		315,369	424,671	272,624	443,855	440,097	3.6%
CONTRACTUAL SERVICES							
CONTRACTUAL SERVICES	560000	28,311	65,825	52,402	65,825	71,241	
RENTAL	560005	11,863	21,233	8,821	21,233	20,292	
Sub-total		40,174	87,058	61,223	87,058	91,533	5.1%
UTILITIES							
NATURAL GAS	570001	9,002	19,498	14,778	19,498	20,010	
ELECTRICITY	570002	25,020	38,350	19,328	40,690	41,300	
TELEPHONE	570003	5,534	5,087	2,763	5,087	5,087	
CELLULAR PHONE	570004	1,403	1,900	847	1,900	1,900	
WATER/SEWER	570005	3,033	18,717	3,763	17,260	17,490	
REFUSE COLLECTION	570007	8,518	11,900	3,344	11,900	11,900	
Sub-total		52,510	95,452	44,823	96,335	97,687	2.3%
CAPITAL OUTLAY							
PARK EQUIPMENT	614000	-	48,000	15,745	48,000	-	
PARK RENOVATION	615000	22,911	10,000	600	10,000	42,500	
Sub-total		22,911	58,000	16,345	58,000	42,500	-26.7%
TOTAL PARKS AND RECREATION		2,283,893	2,837,965	1,890,793	2,820,732	2,993,738	5.5%

COMMUNITY DEVELOPMENT 601

DEPARTMENT: Community Development

DIVISION: Administration/Planning

PROGRAM MANAGER: Director of Community Development

PROGRAM DESCRIPTION:

The Director of Community Development and Department staff is responsible for providing policy and administrative leadership and support services to the three divisions of the Community Development Department – Administration/Planning or the Planning Office, Community Development Authority (CDA) and Economic Development. This specific section focuses on the administration and planning functions of the Community Development Department. The other functions are discussed in other sections of this document.

The Planning Office facilitates the development or redevelopment project review process for property owners and developer's use of property in the context of local, state and federal regulations. The office advises the Plan Commission, Plan Review Board, Common Council and other City staff and departments on planning and zoning matters and daily administration of the Zoning Code and related Ordinances. The office facilitates development proposals through the City review process, by coordinating with other departments. As the community has transitioned into a built community, the Planning Office has experienced a greater volume of and complexities associated with "redevelopment" projects versus new development projects. Redevelopment projects have required the staff to apply new planning tools, and acquire knowledge in the areas of redevelopment financing, brownfields and public – private partnerships, in order to appropriately advise the boards and commissions listed above.

The Planning Office also provides staff resources to complete and maintain a comprehensive plan for the community. Under Wisconsin Statute, the City must maintain a comprehensive plan in order to regulate land development through zoning or subdivision controls, or official mapping. In March 2020, the Council adopted the City of Brookfield 2050 Comprehensive Plan for the community. The 2050 Comprehensive Plan includes a chapter identifying steps that the City should take to implement the 30-year Plan including the establishment of priorities and identification of individuals or groups responsible for pursuing or monitoring Plan activities or initiatives.

The 2050 Comprehensive Plan identifies eleven (11) key neighborhoods in the community called Targeted Investment Areas (TIAs) wherein detailed physical planning is to be completed in order that these areas become developed or redeveloped in a manner that meets identified community goals and objectives. These key neighborhoods represent the most likely areas of physical change to be experienced in Brookfield between now and year 2050. The Planning Office prepares and maintains detailed plans for these TIAs, as time and resources are allocated and as prioritized by the City's Strategic Plan. In addition, the Comprehensive Plan has established criteria for the consideration by the elected officials of "housing options sites" that may create alternative

sites for various forms of housing that help to meet housing demands within the community. Related to this objective, the Planning Office prepares the annual housing reports that Wisconsin Statutes require of municipalities.

SERVICES:

- Coordinate the preparation of various neighborhood plans or studies, housing studies, urban design projects, redevelopment plans and other City planning studies, projects and request for proposals.
- Prepare policy alternatives consistent with community goals in the context of constraints and competing interest.
- Direct the preparation of various reviews and updates to the Comprehensive Plan through the identification of needs for evaluation, updating and implementation, including review and comment on the annual capital improvement program.
- Assist other City departments in the implementation of the Comprehensive Plan.
- Assist in the facilitation of neighborhood or group meetings, information sessions, open houses, public hearings and similar group processes.
- Make presentations of reports and recommendations to City boards and commissions, the Common Council and ad hoc task forces.
- Discuss neighborhood zoning and planning activities with the public, and assist in providing recommendations to City officials.
- Facilitate/coordinate of the review of development or redevelopment projects, subdivisions, site and building plans and certified survey maps.
- Provide primary staff support to Plan Commission, Plan Review Board and Community Development Authority.
- Administer the Zoning Code, including Wetland and Floodplain Code and advising if projects comply with the Site Development Standards.
- Pursue latest trends in site and building architecture design, including sustainable components in order to advise designers of projects.
- Provide for an assessment of the status of Brookfield achieving other goals of community sustainability, as identified in the Comprehensive Plan.

STAFFING:

Positions (FTE)	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
Director of Community Development	1.00	1.00	1.00	1.00	1.00
Planning Administrator	1.00	1.00	1.00	0.00	0.00
Neighborhood Planning Coordinator	0.00	0.00	1.00	0.00	0.00
Neighborhood Planner	1.00	1.00	0.00	0.00	0.00
Associate Planner	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Graduate Intern	0.00	0.00	0.00	0.25	0.35
Total	3.50	3.50	3.50	2.75	2.85

ACTIVITY MEASURES:

Activity	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Budgeted
Comprehensive Plan activities	10	25	10	2	5
Conditional Use/Special Exceptions	9	5	12	8	12
Certified Survey Map (CSM)/Land splits	15	5	10	10	12
Design Research Projects	4	-	-	2	2
Development Agreements	14	8	10	8	10
Developer Conferences ¹	625	625	500	550	575
Floodplain Issues/Inquiries	2	2	2	2	2
Neighborhood/Comprehensive Plan Amendments	1	2	3	2	3
Neighborhood Meetings	12	9	5	6	8
Neighborhood Plans Completed	1	-	-	-	1
Neighborhood Plans – in process	-	-	1	2	1
Plan Commission/Plan Review Board Meetings	22	22	22	22	22
Planned Developments (PDD)	5	7	5	4	5
Plan and Method Review	50	25	22	20	20
Plats	6	1	2	3	2
Rezoning	5	5	4	5	5
Special Projects ²	1	3	10	10	10

¹ Includes unscheduled one-to-one contacts on phone, e-mail and at counter.

² Will include multiple special projects assessing strategies to employ to react to the impacts of the COVID 19 pandemic on the local economy, planning and development.

OBJECTIVES ACCOMPLISHED IN 2021:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * Continue to implement the recommendations of the plan for the Bluemound Road/I-94 Area or TIA including, but not limited to the pursuit of the strategies and development objectives outlined in the TIA plan, the implementation and administration of TID #5 and TID #8, marketing of concepts, administration of design guidelines and considering partnerships with property owners and interested developers particularly during the post COVID-19 pandemic period. In 2021 prepare a project scope to update the TIA plan in 2022-23 if the conditions of the post COVID-19 pandemic are generally understood by City staff through outreach to experts otherwise delay into 2022. Respond to proposals regarding the repositioning of retail centers, office parks and hospitality businesses, in part, to promote re-use and changes in the market demand for such buildings along Bluemound Road. Monitor Interstate 94 interchange needs based on development activity in Bluemound Road corridor, and the associated need for an update to the plan for this TIA in anticipation of an Environmental Impact Study contemplated for an interstate highway interchange

alternative analysis listed in the City Comprehensive Plan. Monitor the studies and policy deliberations associated with the potential implementation of the Milwaukee Region Bus Rapid Transit (BRT) proposed for the Bluemound Road Corridor within the region. Monitor the project implementation schedule of Waukesha County to reconstruct Moorland Road – County O – to reduce the business disruption impacts of the construction. Understand the results of a sanitary sewer capacity analysis of the Deer Creek drainage basin to guide developments within the tributary area (Land Use Initiative #2, Jobs and Shopping Initiative #1 and Transportation Initiative #1).

- Staff assisted interested parties pursuing the redevelopment of the former Boston Store department store site at Brookfield Square, being one of the most pivotal development sites in the City.
 - Staff prepared a detailed report for a joint meeting of the Plan Commission and Water and Sewer Board to discuss the constraints for redevelopment of properties relative to sanitary sewer capacities within the Brookfield Square, Deer Creek and Underwood Creek sanitary sewer interceptor basins.
 - Assisted the Engineering Department in providing land use variables for sanitary sewer capacity studies for an area located along Wisconsin Avenue and near Brookfield Square – two studies.
 - Processed the redevelopment proposal to convert the former Toys-R-Us retail site into luxury, market rate apartments. (220 dwelling units proposed).
 - Monitored Waukesha County plans to reconstruct Moorland Road- County O- in order to mitigate the impacts on the Moorland Road business area and maintain access to the Brookfield Conference Center and contemplate construction of a Moorland Road sidewalk.
 - Represented the City on the Advisory Committee reviewing the Waukesha County Transit Plan Update under preparation by the Southeastern Wisconsin Regional Planning Commission.
 - Drafted three (3) Zoning Districts and accompanying standards and regulations applying to the Bluemound Road Corridor for future consideration by the Common Council.
2. * Prepare a strategy during 2021, when the economic and market conditions of the post COVID-19 pandemic are generally understood by City staff through outreach to experts, that will inform the need to strategically update the 2050 Comprehensive Plan or component parts thereof, such as other TIA plans over the course of several years. As part of this initiative, respond to proposals regarding the repositioning of retail centers, office parks and hospitality businesses, in part, to promote re-use and changes in the market demand for such buildings consistent with the goals and objectives listed in Chapters Two, Four and Eight of the 2050 Comprehensive Plan (Land Use Initiative #1, Jobs and Shopping #3 and Destination Initiative #1).
- As part of the aforementioned detailed report for a joint meeting of the Plan Commission and Water and Sewer Board, the staff conducted outreach with representatives of the real estate community to learn about the viability of retail, office, hospitality and other land uses to populate the vacant or partially vacant tenant spaces in buildings located along the Bluemound Road Corridor.
3. * Promote the development of the Northwest Gateway Industrial Area or TID #4 including responding to requests for building construction. Continue to heighten the

collaboration with the developer of said area and others to continue to promote the industrial use of the area. Work with owner of the Capitol Airport on the plans for the airport (Jobs and Shopping Initiative #3).

- Staff prepared a report outlining how a local manufacturer who proposed relocating to the Northbrook Commerce Center, would qualify to receive an economic development grant of \$225,000 from the Community Development Authority reserve funds. The project did not come to fruition due to issues outside the City's control.
 - Staff collaborated with Engineering to analyze the next steps and costs to extend sanitary sewer in the Northwest Gateway Industrial Area.
 - Staff worked with Spring Creek Church to permit use of a City-owned parcel for the construction of an extension of a church driveway that could later become a path for a rerouting of Gumina Road to facilitate the future expansion of industrial uses with the Northwest Gateway Industrial Area.
4. * Promote the redevelopment of the Village Area TIA. Complete the relocation and renovation of the former Canadian Pacific Rail Depot into an active commercial use and trailhead for the County's recreational trail planned for the Upper Fox River corridor. Continue to respond to strategies for private sector redevelopment as additional projects are proposed (Destination Initiative #1).
 - Discussion with developers of several considering projects in the area.
 - Processed the proposal to develop Cottage Commons, a 14-unit single-family condominium project located at 186th street and Pleasant Street. A unique "pocket neighborhood" design would be achieved that is "new to market" in Waukesha County.
 - Depot relocated in fall 2021.
 - Drafted code amendment to the Village Area Business Zoning District to aide in the redevelopment of properties.
 5. * Recommend strategies to the elected officials to implement the next steps of the development plan for the 124th Street Corridor TIA including providing applicable assistance to the growth at the Milwaukee Tool Corporation (MTC) campus (Land Use Initiative #1 and Jobs and Shopping Initiative #1).
 - Processed approvals for the redevelopment of a vacant restaurant site into a new 3,555 square foot national chain restaurant.
 - Assisted MTC with various site operational and building needs.
 6. * Assist the City Administration with monitoring legislative issues to ensure there is no adverse impact on City (Regionalism Initiative #1).
 - Assisted Mayor's Office in discussions about a feasibility study for considering Bus Rapid Transit in Waukesha County and sustaining transit services along Bluemound Road after Milwaukee County Transit Services closes the Gold Line.
 7. * Work collaboratively with other City departments to review the City's development review processes to ensure the processes are fair, clear and as predictable as possible and respective of the strategies outlined in objective #2 above during the post COVID-19 pandemic recovery period. Present to the appointed and elected officials

strategies to update zoning and other land use regulations consistent with this initiative (Land Use Initiative #1 and Jobs and Shopping Initiative #2).

- Staff member is part of the leadership team of exploring the introduction of a possible City-wide Content Management System.
- Processed multiple amendments to the Zoning Code to streamline and make regulations clearer to the users.
- Participated in joint work sessions with other departments on updating various sections of the Municipal Code including the Subdivision Code and Development Agreement procedures.
- Made significant progress on updating the City's Site Development Standards for Non-Residential Uses.

OBJECTIVES TO BE ACCOMPLISHED IN 2022:

* Indicates if associated with one of the City's Comprehensive Plan short-term focus initiatives.

1. * Continue to implement the recommendations of the plan for the Bluemound Road/I-94 Area or TIA including, but not limited to the pursuit of the strategies and development objectives outlined in the TIA plan, the implementation and administration of TID #5 and TID #8, marketing of concepts, administration of design guidelines and considering partnerships with property owners and interested developers particularly during the post COVID-19 pandemic period. In 2021-22 prepare a project scope to update the TIA plan in 2022-23 if the conditions of the post COVID-19 pandemic are generally understood by City staff through outreach to experts otherwise delay fully into 2023. This effort should be informed by decisions made by the Common Council regarding sanitary sewer enhancements needed with in the TIA. Respond to proposals regarding the repositioning of retail centers, office parks and hospitality businesses, in part, to promote re-use and changes in the market demand for such buildings along Bluemound Road. Monitor Interstate 94 interchange needs based on development activity in Bluemound Road corridor, and the associated need for an update to the plan for this TIA in anticipation of an Environmental Impact Study contemplated for an interstate highway interchange alternative analysis listed in the City Comprehensive Plan. Monitor the studies and policy deliberations associated with the potential implementation of the Milwaukee Region Bus Rapid Transit (BRT) proposed for the Bluemound Road Corridor within the region. Monitor the project implementation schedule of Waukesha County to reconstruct Moorland Road – County O – to reduce the business disruption impacts of the construction. (Land Use Initiative #2, Jobs and Shopping Initiative #1 and Transportation Initiative #1).
2. * Implement a strategy during 2022-23, when the economic and market conditions of the post COVID-19 pandemic are generally understood by City staff through outreach to experts, that will inform the need to strategically update the 2050 Comprehensive Plan or component parts thereof, such as other TIA plans over the course of several years. As part of this initiative, respond to proposals regarding the repositioning of retail centers, office parks and hospitality businesses, in part, to promote re-use and changes in the market demand for such buildings consistent with the goals and

objectives listed in Chapters Two, Four and Eight of the 2050 Comprehensive Plan (Land Use Initiative #1, Jobs and Shopping #3 and Destination Initiative #1).

3. * Promote the development of the Northwest Gateway Industrial Area or TID #4 including responding to requests for building construction. Continue to heighten the collaboration with the developer of said area and others to continue to promote the industrial use of the area. Work with owner of the Capitol Airport on the plans for the airport (Jobs and Shopping Initiative #3).
4. * Promote the redevelopment of the Village Area TIA. Assist Waukesha County to install the County's recreational trail planned for the Upper Fox River corridor. Pursue a third municipal public parking lot if a site becomes available. Continue to respond to strategies for private sector redevelopment as additional projects are proposed (Destination Initiative #1).
5. * Recommend strategies to the elected officials to implement the next steps of the development plan for the 124th Street Corridor TIA including providing applicable assistance to the growth at the Milwaukee Tool Corporation (MTC) campus (Land Use Initiative #1 and Jobs and Shopping Initiative #1).
6. * Assist the City Administration with monitoring legislative issues to ensure there is no adverse impact on City (Regionalism Initiative #1).
7. * Work collaboratively with other City departments to review the City's development review processes to ensure the processes are fair, clear and as predictable as possible and respective of the strategies outlined in objective #2 above during the post COVID-19 pandemic recovery period. Present to the appointed and elected officials strategies to update zoning and other land use regulations consistent with this initiative (Land Use Initiative #1 and Jobs and Shopping Initiative #2).
8. * In collaboration with the Director of Finance and other Department Heads, hire a consultant to complete the 2022 Citizen Survey (Community Value #1).

BUDGET SUMMARY:

- 1). Salary budgets include estimated salary adjustments for non-represented staff based on the 3.0% salary adjustment factor established by the Finance Committee as part of the 2022 budget parameters and the salary ordinance expected to be adopted by the Human Resources and Public Safety Committee. Actual salary amounts for individual employees and the impact on department salary budgets depend on the position in salary grades, including the impact of step or merit increases for eligible employees, and determination of satisfactory performance. Salaries also include funding for graduate interns as shown in staffing table above.
- 2). The change in the pension budget includes the impact of employer pension contribution rates from the Wisconsin Retirement System (WRS) applied to budgeted wages for eligible employees, reflecting a slight decrease in the contribution rate for general and elected employees as established by WRS. Changes in contribution rates are shared between the City and all employees.
- 3). Group insurance – health reflects a 5% change from the premium contribution charges in the 2021 budget. 2022 estimated rates have been derived based on preliminary

projections from the City's insurance consultant reflecting recent health claims experience, projection of health care cost trend, and the reserves built up in the City's health insurance fund. Budgets also reflect any changes in plan coverage elections for staff assigned to this department.

- 4). The increase in the computer software maintenance budget (527000) includes monies for Microsoft Office 365 subscription costs, which are being allocated to user departments in lieu of purchasing standalone licenses as part of the desktop replacement program in 2022. Office 365 includes better options for email security and provides enhanced tools for the office productivity applications used by employees.
- 5). Contracted services includes funding for planning consultants, including landscape plan reviews, as needed, and \$18,000 for conducting a citizen survey (last done in 2017 – costs include survey consultant and printing/postage).

CONSERVATION AND DEVELOPMENT EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
COMMUNITY DEVELOPMENT - 601 ADMINISTRATION - 080								
SALARIES/BENEFITS								
SALARIES	06018001	501000	165,611	178,476	113,805	168,537	173,707	
RHS PAYMENTS	06018001	501400	4,658	4,485	3,105	4,485	4,485	
FICA TAX	06018001	502000	12,055	13,294	8,683	12,453	12,833	
PENSION	06018001	502100	11,506	11,362	7,796	11,313	11,291	
GROUP INSURANCE- OTHER	06018001	502200	2,757	2,871	2,001	2,870	2,950	
GROUP INSURANCE- HEALTH	06018001	502700	28,368	29,156	20,652	29,156	30,531	
Sub-total			224,955	239,644	156,042	228,814	235,797	-1.6%
PERSONNEL EXPENDITURES								
DUES/SUBSCRIPTIONS	06018002	504000	2,133	1,800	110	1,200	1,800	
MEETINGS, CONFERENCES & TRAVEL	06018002	505000	70	1,750	55	750	2,250	
EDUCATIONAL TRAINING	06018002	506000	-	250	-	200	250	
Sub-total			2,203	3,800	165	2,150	4,300	13.2%
OPERATING EXPENDITURES								
OFFICE SUPPLIES	06018004	520000	1,315	1,500	207	1,500	1,500	
POSTAGE	06018004	520001	407	265	86	200	250	
COPYING	06018004	520002	1,294	1,200	664	1,300	1,330	
COMPUTER SOFTWARE MAINTENANCE	06018004	527000	-	1,173	1,173	1,173	2,341	
RISK MANAGEMENT	06018004	529000	1,538	1,645	1,097	1,645	1,314	
Sub-total			4,554	5,783	3,227	5,818	6,735	16.5%
UTILITIES								
TELEPHONE	06018008	570003	1,305	1,200	470	1,200	1,200	
Sub-total			1,305	1,200	470	1,200	1,200	0.0%
TOTAL COMM. DEV. - ADMINISTRATION			233,017	250,427	159,904	237,982	248,032	-1.0%

CONSERVATION AND DEVELOPMENT EXPENDITURES - FUND 101			2020 Actual	2021 Adopted	YTD 09/15/21	2021 Estimated	2022 Adopted	Percent Change
COMMUNITY DEVELOPMENT - 601 PLANNING - 081								
SALARIES/BENEFITS								
SALARIES	06018101	501000	156,027	82,657	55,473	82,628	94,329	
RHS PAYMENTS	06018101	501400	5,405	2,990	2,070	2,990	2,990	
FICA TAX	06018101	502000	12,086	6,114	4,182	6,058	6,956	
PENSION	06018101	502100	10,019	5,580	3,820	5,547	5,524	
GROUP INSURANCE- OTHER	06018101	502200	2,600	1,277	904	1,277	1,282	
GROUP INSURANCE- HEALTH	06018101	502700	37,468	22,436	15,892	22,436	23,494	
Sub-total			223,605	121,054	82,341	120,936	134,575	11.2%
PERSONNEL EXPENDITURES								
MEETINGS, CONFERENCES & TRAVEL	06018102	505000	-	400	22	22	400	
EDUCATIONAL TRAINING	06018102	506000	-	1,000	-	250	1,000	
Sub-total			-	1,400	22	272	1,400	0.0%
TOTAL COMM. DEV. - PLANNING			223,605	122,454	82,363	121,208	135,975	11.0%
COMMUNITY DEVELOPMENT - 601 PLAN COMMISSION - 082								
PERSONNEL EXPENDITURES								
DUES/SUBSCRIPTIONS	06018202	504000	-	360	648	360	360	
MEETINGS, CONFERENCES & TRAVEL	06018202	505000	-	50	50	50	50	
Sub-total			-	410	698	410	410	0.0%
OPERATING EXPENDITURES								
POSTAGE	06018204	520001	77	150	9	100	125	
COPYING	06018204	520002	47	100	23	75	100	
Sub-total			124	250	32	175	225	-10.0%
CONTRACTUAL SERVICES								
CONTRACTUAL SERVICES	06018206	560000	15,544	17,500	2,083	28,500	37,182	
Sub-total			15,544	17,500	2,083	28,500	37,182	112.5%
TOTAL COMM. DEV. - PLANNING COMMISSION			15,668	18,160	2,813	29,085	37,817	108.2%
TOTAL COMMUNITY DEVELOPMENT			472,290	391,041	245,080	388,275	421,824	7.9%