

City of Oak Creek

2008 Annual Budget and Capital Improvement Program



OakCreek

City of Oak Creek 2008 Annual Budget

PRINCIPAL OFFICIALS

MAYOR

Richard R. Bolender, April 2009

COMMON COUNCIL

Elizabeth J. Kopplin April 2009
First District

Allan M. Foeckler April 2008
Second District

Mark Verhalen April 2009
Third District

Michael E. Toman April 2008
Fourth District

Dimity Grabowski April 2009
Fifth District

Thomas Michalski April 2008
Sixth District

ADMINISTRATION

Patrick DeGrave, Ph.D., City Administrator

Beverly A. Buretta, City Clerk

Barbara A. Guckenberger, City Treasurer

Thomas Bauer, Police Chief

Caesar Geiger, Information Technology Manager

Larry Haskin, City Attorney

Brian Satula, Fire Chief

Richard Kulka, Facility Maintenance Superintendent

Douglas Schachtner, Director of Parks, Recreation and Forestry

Michael J. Lampe, Street Superintendent

Judith A. Price, Public Health Officer

Douglas Seymour, Community Development Director

Wayne St. John, City Engineer

Ross Talis, City Librarian

Steve Yttri, Utility Manager



Oak Creek

Date: October 5, 2007
To: Mayor and Common Council Members

From: Administrator Patrick DeGrave
Finance Manager RoseAnn Underberg
City Clerk/Comptroller Beverly Buretta

Purpose: Transmittal of 2008 Budget

Reminder: The Council is scheduled to conduct the Budget Review on Monday, October 15th, from 12:00 p.m. to approximately 9:00 p.m., and on Tuesday, October 16th, from 8:30 a.m. to approximately 1:00 p.m.

Please receive staff's Proposed 2008 City of Oak Creek Budget. This proposed budget reflects departmental requests and committee recommendations that focus on maintaining the current services and programs provided to the citizens of Oak Creek without compromising the level of those services. This transmittal letter will provide an overview of various factors and issues affecting the budget, and a summary of the budget elements.

MAJOR FACTORS

The 2008 budget process presented several challenges:

1. The recommendations and final levy estimate have been computed without having final State calculations regarding State shared revenue, Expenditure Restraint Program targets and any levy limits that may be imposed.
2. The State appears to be committed to providing shared revenue consistent with 2007. However, the preliminary estimates from the State indicate the Expenditure Restraint Program payments will be reduced by **\$200,000** for the City of Oak Creek. Oak Creek continues to search for methods whereby service levels remain intact while revenues from the State continue to dwindle.
3. Economic conditions specifically tied to the housing market in the Metro-Milwaukee area have consumers worried about the future and have focused a spotlight on the *fair market value* of the housing stock and related property taxes. This budget recognized that growing concern and maintains a commitment to fiscal restraint while maintaining services, equipment, and infrastructure.
4. Oak Creek continues to be one of the fastest-growing communities in the state. While carefully planned and controlled growth helps to keep property taxes steady, increases in population, housing, businesses, and even additional streets, combine to create greater

demands on city services. The City shares the constituents' concern over development trends and will monitor the development market and work diligently to carefully plan for sustainable future development.

5. The construction of the WE Energies Elm Road Electric Generation plant continues to increase the demands on City services. The project is on schedule and on budget with a schedule to activate the first generator in mid 2009 and the second in mid 2010. The nearly 2,000 workers populating the site on a daily basis have placed a strain on the surrounding transportation system and have increased police and fire department services to the site and surrounding area.
6. Perhaps the most daunting challenge is related to facility and infrastructure needs. The city will continue to levy debt service funds for the new police department. At the same time, there remains a pressing need to remodel/rebuild the street garage, rebuild city hall, civic center garage and fire station # 1. The City is also actively exploring the feasibility of building a new library in partnership with MATC on the MATC South campus that would service City residents as well as their student population. The facility needs are coupled with road reconstruction needs to meet the continuing demands on our transportation system. The City has six major roads that are severely under capacity and in need of full reconstruction and widening to four lanes. Current cost estimates are in excess of \$26 million. The City will work diligently to explore every alternative funding technique that will keep much of the expenses off the property tax levy.

EFFECT OF THE STATE LEVY LIMIT

In their 2006-2007 biennium budget, the State Legislature imposed a base 2% limit on levy increases for all local units of government. The State allows municipalities to collect an additional amount that reflect dollars from new development, benefiting from taxes on the value of new construction. For Oak Creek that means an additional 1.034% increase. Compared to the 2007 levy, our levy for 2008 is anticipated to increase by \$545,763.

While everyone assumes the Legislature will impose levy limits in the next biennium budget, this budget is submitted without knowledge of those limits. The State Legislature and their respective members of the Conference Committee failed in their attempt to approve a biennium budget by the July 1, 2007 deadline. At the time of submitting this proposed budget, the Conference Committee has not completed a State budget. Therefore, certain budget numbers remain estimates, including State shared revenue, expenditure restraint payments and transportation aid. While the State has offered assurance that their estimates are sound, the allocations cannot be assured until the Governor signs the budget.

Staff remains hopeful that the State will secure a 2007-2009 biennium budget before October 23, 2007 when the City budget must be published in preparation for the November 19, 2007 public hearing and adoption.

BUDGET OVERVIEW

1. City Valuations

According to State Department of Revenue figures, the equalized value of all property in the City in 2007 is \$3,163,623,100. At this time, the final assessed value and assessment ratio figures have not been provided by the State.

2. Revenues

At this point, total revenues in 2008 are estimated to be approximately \$20,417,472 which is \$2,234,798 more than the budgeted 2007 revenues of \$18,182,674. The increased revenues are attributed to the redistribution of tax levy from the CIP Fund. Total State Shared revenue is expected to decrease. Transportation Aids are decreasing by approximately \$51,000. Special Utility payments are expected to remain constant.

3. Expenditures

Expenditures in the 2008 budget as submitted are \$22,077,745, an increase of 3.0%, or \$636,385, over the 2007 budgeted expenditures of \$21,441,360. This does not include additional dollars needed for any personnel requests that may be granted. We have not received official notice regarding the State limit on expenditures allowed to qualify for the Expenditure Restraint Program.

4. Fund Balance

The difference between revenues and expenditures is expected to be approximately \$1,660,273. It is estimated that the City will have \$5,217,861 in fund balance at the end of 2007, which represents 24.8% of the operating budget. The 2008 budget as presented utilizes fund balance in the amount of \$1,660,273 to bridge the gap between revenues and expenditures. The fund balance includes \$230,000 designated as Contingency. The planned use of fund balance would leave a reserve of 16.1%, which remains consistent with the City's goal of keeping a fund balance of between 10% and 20%.

OPERATING BUDGET

All departments were instructed to keep non-personnel operating costs at a zero or near-zero increase, wherever possible, recognizing that personnel costs are the majority of the City's expenses. Due to the fluctuating cost of gasoline, and the anticipated increase in electricity and natural gas, this was not completely possible. Areas over which there is more control, such as training, offices supplies, and minor equipment, generally met the zero-increase target.

CAPITAL IMPROVEMENT/EQUIPMENT PROGRAM

This budget includes a complete listing of requests. All Capital Improvement project requests and Capital Equipment requests were reviewed by the CIP Committee, and a letter grade was assigned to each request, with major requests left for full Council discussion. The total amount requested for 2008 is \$19,149,220 with \$13,000,000 attributed to anticipated building reconstruction costs. \$4,035,825 was recommended by the CIP Committee, requiring a tax levy of \$1,276,700.

Requested projects (or partial funding) include:

- Voting Equipment and Recording System for Council Chambers
- Citywide computer hardware replacements and systems upgrades
- Police Equipment
- Addition and remodeling at fire station # 2
- Fire Engine
- New mower, snow removal machine and copier for the Parks Department
- Street Trees
- Trucks and roadside mower for the Street Department
- Continued funding for bridge maintenance, sidewalks and street repairs and road reconstruction to maintain the city's infrastructure.
- Unspecified storm water funds

OTHER FUNDS

There are five Special Revenue Funds that are in need of particular consideration for 2008:

1. Fund 11 -Solid Waste Fund

The 2008 ending fund balance is anticipated to be under \$43,100 or 3.6%. In 2007 this fund received an increase of \$105,000 from the prior years levy, from \$800,000 to \$905,000 and in 2008 another \$95,000 was needed to increase the tax levy to \$1,000,000. The fund is solvent for 2008, but it will need to be closely monitored throughout the year and a careful examination of this fund is needed in 2009.

2. Fund 19 – WE Energies

As a result of the court decision permitting WE Energies to proceed with the construction of the Elm Road Generating Station, the City received its first mitigation payment in the amount of \$1,140,410, which was a pro-rated amount for 2005. The full annual amount of \$2,250,000 was received in 2006 and 2007. The mitigation payment amount was calculated to compensate the City for additional costs faced by the presence of this major construction project. Much of the funding received in 2005 went to reimburse the City for expenses already incurred, and to establish a Dust and Noise Abatement Program to benefit property owners in the neighborhood. The Dust and Noise Abatement Program has been completed and the city paid \$704,496 to residents who participated. Staff assumes that in the absence of complaints of dust and noise that there is no need to expand the boundaries of the program and the remaining funds (\$113,606) were transferred back to Fund 19.

In 2006 and 2007 the mitigation payment was used to fund the additional Fire and Police personnel, operating costs and equipment needed to serve the project and the surrounding area. Funding needed for remodeling Fire Station #2 is included in the 2008 CIP budget, along with a fire engine.

The mitigation funds have largely been used to pay for recurring expenses in personnel. This is a perpetual commitment that will encumber mitigation funds. The costs associated with recurring expenses will increase over time, but the mitigation payment will remain constant. For future years, the Council may wish to consider utilizing the balance of mitigation funding to supplement capital projects including debt service to complete major remodeling or reconstruction projects related to deteriorating facilities.

3. Debt Service – Police Station Fund 29

This fund was established in 2003 and pays the debt for the new police station. The 15 year bond has ten annual payments left through the year 2017. The debt service is relatively flat, with the annual payment in the neighborhood of \$1,050,000 per year. For the 2008 budget, the tax levy was increased to \$950,000 and should remain consistent as long as impact fees continue to be collected in the future. If impact fees decline, the tax levy will need to increase to cover the entire debt payment.

4. Fund 31-Economic Development Fund

This fund was created in 2001, and was funded primarily with proceeds of the sale of City properties. That year, \$225,000 was transferred to the Fire Station #3 building project. Fire impact fees have reimbursed this fund \$82,500 to date, with another \$20,000 anticipated in 2008.

The proceeds from the sale of property were included in the Economic Development Fund during 2006, but there has not been any significant income in 2007 and nothing is anticipated in 2008. The fund balance at the end of 2008 is estimated to be approximately \$3,000. Funding needs to addressed for 2009.

5. Fund 37 - Emergency Medical Services (EMS)

The tax levy contribution to the EMS Fund was increased in 2007 by \$305,000 to \$3,195,000. The fund is solvent and can meet expenditure demands in 2008 with no increase in tax levy contribution, but in 2009 the tax levy contribution will need to be increased to meet rising costs unless more revenue is received from ambulance services. The fund is estimated to have a balance of approximately \$7,500 at the end of 2008, which is the lowest fund balance in several years.

PERSONNEL REQUESTS

The Personnel Committee reviewed the requests for additional personnel in 2008, as presented by the department managers. A complete set of the submittal documents is included with this draft budget starting on page 286. The Committee's recommendations concerning these requests are as follows:

Requests for Upgrades that are recommended for approval

- A. Police Dept.: Permanent Part-Time Clerk-Secretary in the Clerk of Courts – 1,500 hours
Recommendation: Approve—the Committee concurred with this request which authorizes a new position in the Clerk of Courts Department. However, the 1,500 hours must be absorbed in the 2008 police department budget. No new allocation of funds are recommended for this position.

- B. Info Technology: Full-time Computer Support person
Recommendation: Approve partial funding to 700 hours - the Committee concurred with the I.T. Manager who is seeking additional support staff. However, the Committee felt it was prudent to work into more hours by increasing the amount of part-time hours allocated in the 2007 budget from 600 to 700 for 2008. This allocation would be joined with the Clerk's part-time person for a shared position of 1,400 for 2008.

- I. Clerk: Permanent Part-time clerk-secretary
Recommendation: Approve partial funding to increase the amount of part-time hours allocated in the 2007 budget from 600 to 700 for 2008 - the Committee concurred with the request to create a part-time clerical position to be joined with the I.T. support person. The joint position would be allocated at 1,400 hours for 2008 on a trial basis.

SUMMARY COMMENTS

In summary, the 2008 budget as proposed was prepared with a balance between the continuation of quality services to Oak Creek citizens and the continuing awareness of the burden on the taxpayers. These are times of fiscal crisis for taxing agencies, particularly the State of Wisconsin and Milwaukee County, so it has become even more critical for the City of Oak Creek to maintain its record of fiscal stability. Staff believes this budget has accomplished that goal for 2008, and hope that the Mayor and Common Council will continue to support the efforts of all departments to keep that stability.

Note: The following 11 x 17 page is the Consolidated Budget for 2008, showing the summaries of the draft budgets for all funds for 2008.

2008 Administrative Budget

Major Changes Overview

Staff has worked to compile a budget that represents a status quo as closely as the economics allow. The administrative budget holds personnel and operations to a near zero increase when adjusted to inflation. The major changes that step outside of status quo are listed below.

1. Wages –
 - a. A 3% wage increase for all unions per the labor agreements.
 - b. 3% across the board wage increase for non-represented staff to reflect a similar increase provided to the labor unions in the final year of their three-year contracts.
 - c. Implement the recommended changes in non-represented salary as suggested in the Carlson-Dettmann study as adopted in concept by the Common Council for a January 1, 2008 implementation.

2. Additional personnel –
 - a. 1,500 hours in the police department clerk of courts department to be absorbed in the regular budget
 - b. Increase the clerk and I.T. departments 600 part-time personnel to 700 hours each for a 1,400 hour shared permanent part-time position, for an additional allocation of \$3,645.

3. CIP –
 - a. Refer to CIP listing on pages 202-205 for items recommended for allocation. The committee is recommending \$4,035,825 in allocations for 2008 with a tax levy of \$1,276,700. Refer to Fund 40 for detailed information.

4. CDA –
 - a. Based on the CDA's efforts to market both 27th Street as well as the city as a whole, the CDA budget shows an allocation of approximately \$280,000 to pay for the 27th Street marketing contract with the Zizzo Group as well as provide a modest fund reserve for 2009.
 - b. The Council may wish to explore creating a revenue stream for this Fund. One suggestion is to increase the hotel room tax by 1% and earmark the funds to economic development. This action would result in an annual revenue stream of approximately \$70,000.

5. Solid Waste Collection -
 - a. A levy contribution of \$95,000 has been added to the Solid Waste Fund to increase the levy to \$1,000,000. Due to rising costs in this fund, it is necessary to increase the allocation of the levy to this fund to maintain a working fund reserve.

6. General Government Legal –
 - a. With the city entering 2008 bargaining for a successor contract with each of the five bargaining units, it is necessary to allocate sufficient funds to cover legal expenses incurred with the negotiation process.
7. Police Debt Service Fund # 29–
 - a. The Debt Service Fund has been increased by \$260,000 to cover the debt service payment for the police station in 2008. All future police debt will be paid primarily from levy proceeds with some help from impact fee funds (about 10%).
8. The proposed 2008 budget assumes using \$1,660,273 of reserves. This will leave an estimated reserve balance of \$3,557,588 or 16.1% of the 2008 expenses.

Lost Revenue:

Due to a significant increase in the City's equalized value from 2005 to 2006, the City's expenditure restraint revenue will be reduced by \$200,000.

The City's State Transportation Revenue will also be reduced by \$51,000.

Assumptions:

1. That the State Transportation Revenue estimates provided by the D.O.R. are accurate. We remain hopeful that we will **NOT** lose the \$51,000, but we're not budgeting for it.
2. That the D.O.R. estimates for the Expenditure Restraint Program (ERP) are correct. We remain hopeful that we will **NOT** lose the \$200,000, but we're not budgeting for it.
3. That State Shared Revenues remain funded at their current level and that we receive the same allocation as 2007.
4. That the State Legislature and Governor will impose levy limits on local units of government. However, until the budget is adopted and signed by the Governor, we can only speculate as to what they will impose. We suspect the expenditure restraint program will allow an increase that reflects the Consumer Price Index growth coupled with a portion of growth enjoyed in each community. However, without firm numbers from the State, staff has elected to use the amount of *growth* incurred in 2006. That number is 3.034% and should be conservative once the legislature establishes both levy limits and ERP target numbers.

Fire Department Restructuring Proposal Funding Alternatives

The Finance Manager and I have worked with the Fire Chief and Assistant Chief to explore various options for funding the proposed fire department restructuring plan. We agree that it was appropriate to fund the plan from the fire department's proposed budget in order to avoid reallocating funds from other departments.

There are minimal options available that avoid negatively affecting the expenditure restraint program, potential levy limits, or use of reserve funds. Without firm knowledge of the ERP target, or any state imposed levy limits, it is impossible to predict exactly how some options may affect the overall budget.

In any case, any reallocation of funds, beyond those within the fire department's proposed budget, has the potential of negatively affecting other funding sources. Therefore, decisions regarding allocation options necessary to fund the fire department restructuring need more time to closely examine the implications, time that we simply did not have. We are unable to offer options at this time, but we will continue to work to identify funding techniques before the scheduled October 15th budget deliberation.

Date: November 19, 2007

To: Mayor and Common Council Members

From: City Administrator Patrick DeGrave *PD*
Finance Manager RoseAnn Underberg *RSU*
City Clerk/Comptroller Beverly Buretta *B*

Purpose: 2008 BUDGET PRESENTATION SUMMARY

The 2008 Budget was discussed by and tentatively agreed to by the Common Council during the October budget review sessions. The basic criteria of those discussions and consensus were:

- an increase of 3.03% in the total City tax levy, to reflect the projected levy limit amount expected to be allowed by the State of Wisconsin.
- maximizing the amount allowed under the State's Expenditure Restraint Program, estimated to be 3.0%.

Based upon numbers received after the budget discussions, the increase in the levy based on those criteria would result in a City tax rate of \$5.77 (per \$1,000 valuation).

Since the Council's initial budget review, staff has received updated and official numbers from the State of Wisconsin that have refined elements of the budget preparation:

- The levy limit for 2008 was raised to 3.86%
- The levy limit for 2009 will be 2% or the % amount of growth, whichever is greater
- The Expenditure Restraint limit for 2008 was raised to 4.1%

If the City does not follow the state-approved limits, there are some considerations that affect both 2008 and 2009:

- if the levy is lower than the limit, the difference is not able to be carried over to next year, and the levy capacity is lost.
- if we do not reach the Expenditure Restraint limit, the base upon which next year's payment is calculated will be lower.

Now that we have the official numbers, we are presenting **Option B** to be considered, in which the Council would follow the state-allowed limits by adding \$.05 to the mill rate, to \$5.82, and by maximizing the expenditure amounts allowed for the Expenditure Restraint program. The way in which this could be accomplished is to allocate \$238,750 to a line item in the General Government category called "Rate Stabilization". These funds are not anticipated to be spent during 2008, but would carry over to 2009 to offset some of the detrimental effect of the State's budget edicts. The Council's motion to adopt the budget under Option B could include a requirement that Council approval must be obtained before any spending could occur from the rate stabilization account.

In summary, the Council has a choice:

Budget Option A:

City tax rate at \$5.77, Levy Limit at 3.03%, Expenditure Restraint at 3.0%

Budget Option B:

City tax rate at \$5.82, Levy Limit at 3.86%, Expenditure Restraint at 4.1%

Attached is a new Consolidated Budget page with figures reflecting Option B.

ORDINANCE NO. 2483

BY: Committee of the Whole

AN ORDINANCE ADOPTING THE
2008 BUDGET AND MAKING APPROPRIATIONS

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

SECTION 1: As per the requirements of Section 3.01 of the Municipal Code of the City of Oak Creek, the various departments of the municipal government of the City of Oak Creek, having prior hereto duly submitted and filed with the City Administrator an itemized statement of disbursements made to carry out the power and duties of such department during the preceding fiscal year, and a detailed statement of the receipts and disbursements on account of any special fund under the supervision of the department during such year, and of the conditions and management of such fund, together with detailed estimates of the same matters of the respective departments of the City for the current fiscal year, and for the ensuing fiscal year, all formulated in budget form as is required by statutes, and the budget so formulated in detail, prior to the determination of the sum to be financed in whole or in part, by a general property tax, funds on hand and estimated revenues from all sources was available for public inspection and a summary of such budget was duly published in a newspaper of general circulation and a public hearing was held on Monday, November 19, 2007 at the City Hall at 7:00 p.m., where all residents and taxpayers were afforded an opportunity to be heard on all matters pertaining to said proposed budget.

SECTION 2: The Common Council of the City of Oak Creek does hereby adopt the budget hereinafter set out in detail and hereby appropriates under the requirements of the Purchasing Policy for corporate purposes and sums of money or so much thereof as may be needed and deemed necessary to defray all expenses and liabilities for municipal purposes of the fiscal year, commencing on the 1st day of January, 2008 and ending the 31st day of December, 2008.

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

Introduced this 19th day of November, 2007.

Passed and adopted this 19th day of Nov., 2007.

Bill E. Jack
President, Common Council

Approved this 19th day of Nov., 2007.

Richard R. Bolender
Mayor

ATTEST:
Deborah Bennett
City Clerk

Vote: Ayes 4 Noes 2

City of Oak Creek 2008 Annual Budget

Budget Levy Analysis

Levy Analysis	Budgeted 2007	Proposed by Dept 2008	Final 2008
Funds			
General Fund	9,898,040	12,114,840	12,263,440
Solid Waste	905,000	1,000,000	1,000,000
Police Station Debt	690,000	950,000	950,000
Emergency Medical Services	3,195,000	3,195,000	3,195,000
Subtotal of Proposed Operations	\$14,688,040	\$17,259,840	\$17,408,440
Capital Improvements			
New Projects	3,476,700	1,276,700	1,276,700
Other Additions	0	0	0
Other Additions	0	0	0
Subtotal of New Requests	\$3,476,700	\$1,276,700	\$1,276,700
Total Tax Levy Required	\$18,164,740	\$18,536,540	\$18,685,140
Other Adjustments			
Reductions in service levels	0	0	0
New Revenues	0	0	0
Total Adjustments	\$0	\$0	\$0
Total Property Tax Levy Net	\$18,164,740	\$18,536,540	\$18,685,140
Tax Levy and Rate			
Assessed Value of Property	2,609,342,280		3,208,917,730
Assessment Ratio	86.120%		101.500%
Base Tax Levy(w/o TIF & Comp Exempt)	18,164,740		18,685,140
Tax Rate	\$6.9500		\$5.8200
Dollar Increase/Decrease	\$0.0483		-\$1.1300
Percentage Change in Tax Rate	0.70%		-16.26%

Tax Rate Factors

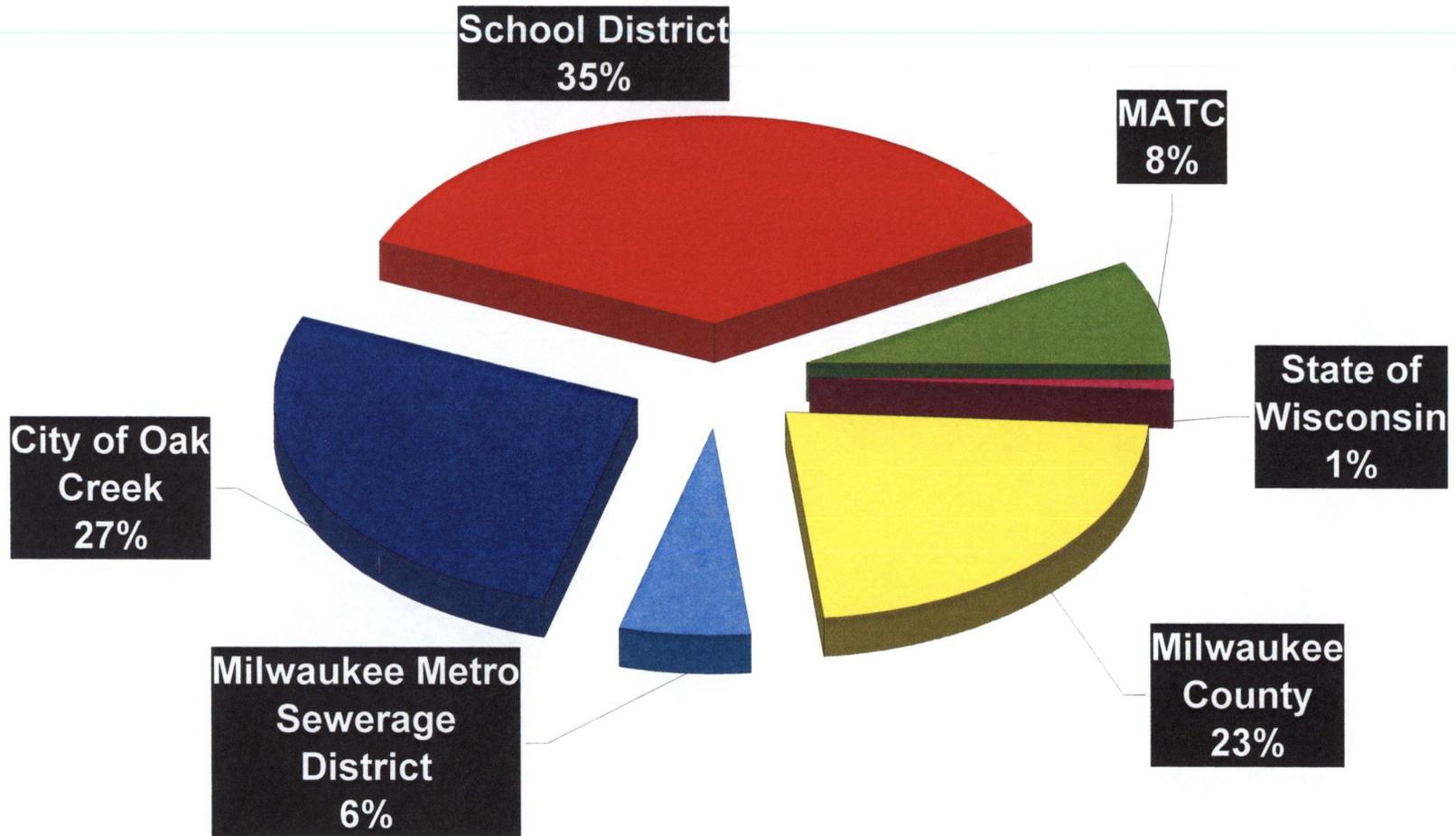
Equalized Value	\$3,046,431,800	\$3,160,910,400
TIF Increment	-\$24,218,400	-\$26,610,400
Net Tax Base	\$3,022,213,400	\$3,134,300,000
Assessment Ratio	86.120%	101.500%
Assessed Value	\$2,609,342,280	\$3,208,917,730

CITY OF OAK CREEK 2008 ANNUAL BUDGET

Final 12/6/07 *REVISED 2/19/08	2007 Tax Rates(for 2008 collection)					3/5/2008		
TAXING AGENCY:	BASE VALUE	TOTAL ASSESSED	CERTIFIED TAX LEVY	EQUALIZED TAX RATE PER \$1000	TOTAL TAX LEVY	TIF LEVY	ASSESSED TAX RATE PER \$1000	ASSESSED TAX RATE PER DOLLAR
STATE*	3,160,910,400	3,208,917,730	\$536,425.86	0.169706126	\$536,425.86	\$0	0.167167221	\$0.000167167
COUNTY*	3,134,300,000	3,208,917,730	\$15,359,065.49	4.900317612	\$15,489,464.90	\$130,399.41	4.827005927	\$0.004827006
MMSD*	3,134,300,000	3,208,917,730	\$4,016,419.00	1.281440513	\$4,050,518.64	\$34,099.64	1.262269396	\$0.001262269
18685140-173190 CITY OF OAK CREEK*	3,134,300,000	3,208,917,730	\$18,511,950.00	5.906247009	\$18,669,117.60	\$157,167.60	5.817886018	\$0.005817886
EXEMPT COMPUTER AID*			\$173,190.00					
SCHOOL*	3,134,300,000	3,208,917,730	\$24,255,246.00	7.738648502	\$24,461,174.53	\$205,928.53	7.622873688	\$0.007622874
MATC*	3,134,300,000	3,208,917,730	\$5,554,192.00	1.772067766	\$5,601,347.43	\$47,155.43	1.745556572	\$0.001745557
TOTALS:			\$68,406,488.35		\$68,808,048.97	\$574,750.62		21.44275882
COUNTY SALES TAX CREDIT*	3,134,300,000	3,208,917,730	\$3,169,633.00	\$1.011273	\$3,196,543.38 **	\$26,910.38	\$0.99614376	1.15168512
			\$65,236,855.35		Exempt Comp-TIF* ** \$	\$547,840.24		0.99614376
			(\$3,695,662.80)			5,270.39		19.29492994
			\$61,541,192.55			\$553,110.62		\$0.019294930
CREDITS:								
SCHOOL TAX CREDIT	\$0.001151685			1.15168512	\$3,695,662.80			
COUNTY SALES TAX	\$0.000987758			0.987757639	\$3,169,633.00			
					\$61,942,753.17			
LOTTERY CREDIT*	\$10,100	\$78.16					2007 rate	19.29492994
							2006 rate	22.1457534
TOTAL*								-2.850823456
EQUALIZED VALUATION*	3,160,910,400						effective rate:	\$19.29
TIF INCREMENT*	26,610,400						effective rate:	\$22.15
BASE	3,134,300,000						*****	
ASSESSED VALUATION*	3,208,917,730						difference:	(\$2.85)
Assessment Ratio*	101.507% *							

CITY OF OAK CREEK 2008 ANNUAL BUDGET

City of Oak Creek
Where do my 2007 property tax dollars go?



CITY OF OAK CREEK 2008 ANNUAL BUDGET

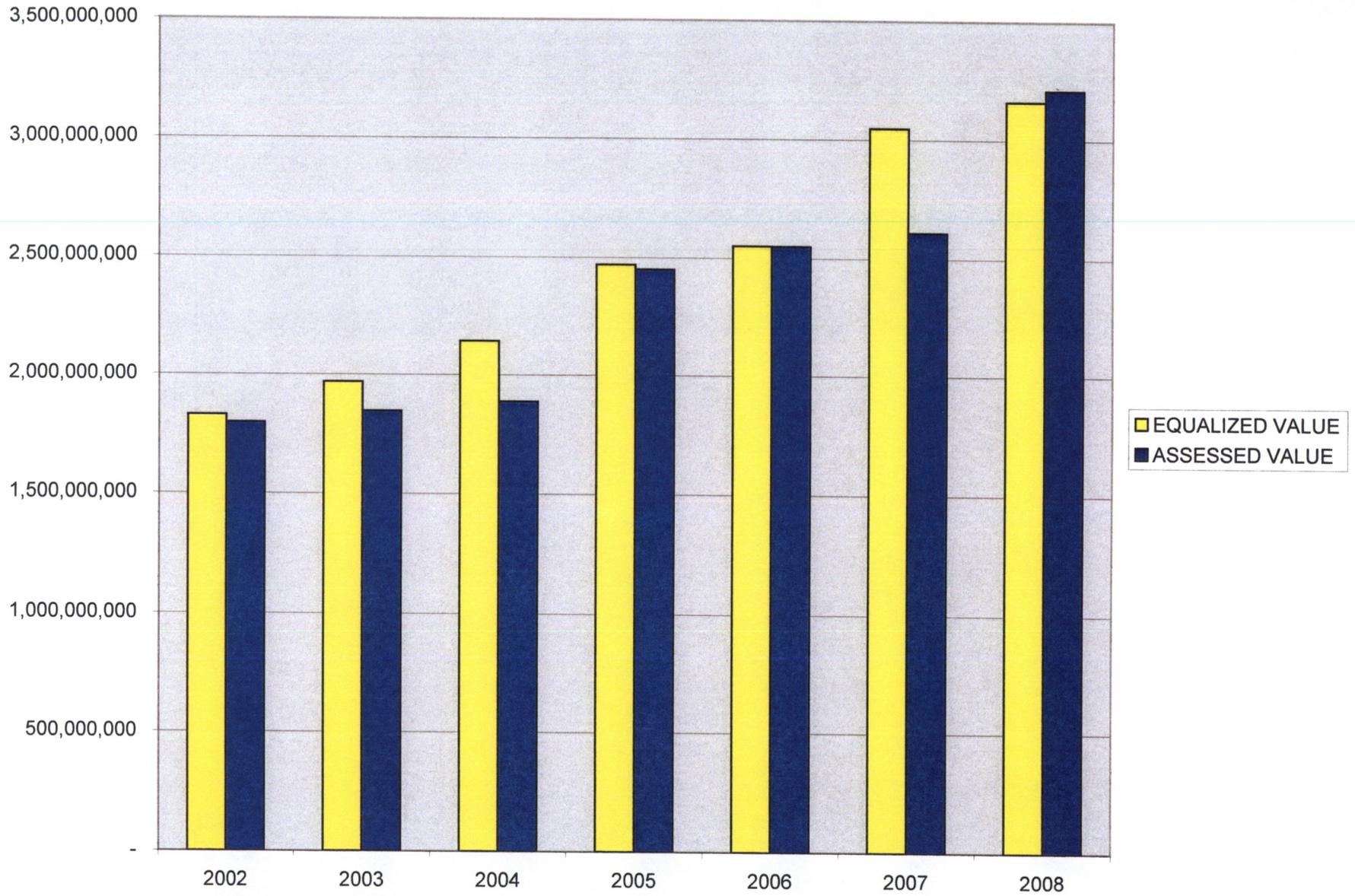
Tax Rates per \$1000 of Assessed Value

	<u>2007</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>	<u>2003</u>	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>1998</u>
State	0.17	0.21	0.19	0.20	0.23	0.21	0.20	0.23	0.22	0.21
County	4.83	5.83	5.43	5.87	6.88	6.83	6.87	7.91	7.62	7.40
MMSD	1.26	1.52	1.42	1.55	1.80	1.81	1.73	1.91	1.85	1.75
City Of OC	5.82	6.95	6.90	6.98	8.82	8.83	9.00	10.49	10.38	10.62
School	7.62	8.07	7.87	8.30	10.05	9.63	9.64	10.17	9.39	9.94
MATC	1.74	2.07	1.88	1.96	2.24	2.14	2.06	2.28	2.22	2.05
Gross Tax	<u>21.44</u>	<u>24.65</u>	<u>23.69</u>	<u>24.86</u>	<u>30.02</u>	<u>29.45</u>	<u>29.50</u>	<u>32.99</u>	<u>31.68</u>	<u>31.97</u>
School Tax Credit	-1.00	-1.25	-1.01	-1.06	-1.35	-1.32	-1.30	-1.54	-1.62	-1.74
County Sales Tax Credit	<u>-1.15</u>	<u>-1.25</u>	<u>-1.18</u>	<u>-1.27</u>	<u>-1.46</u>	<u>-1.40</u>	<u>-1.40</u>	<u>-1.68</u>	<u>-1.62</u>	<u>-1.56</u>
NET TAX RATE	19.29	22.15	21.50	22.53	27.21	26.73	26.80	29.77	28.44	28.67
Ratio of Assessed to Equalized Value	101.507%	86.12%	96.30%	99.97%	88.09%	93.41%	98.27%	88.78%	91.81%	97.03%
Lottery Credit	\$78.16	\$80.21	\$73.94	\$79.04	\$76.99	\$70.44	\$71.99			

**CITY OF OAK CREEK 2008 ANNUAL BUDGET
7 YEAR HISTORY OF CITY'S TAX RATE**

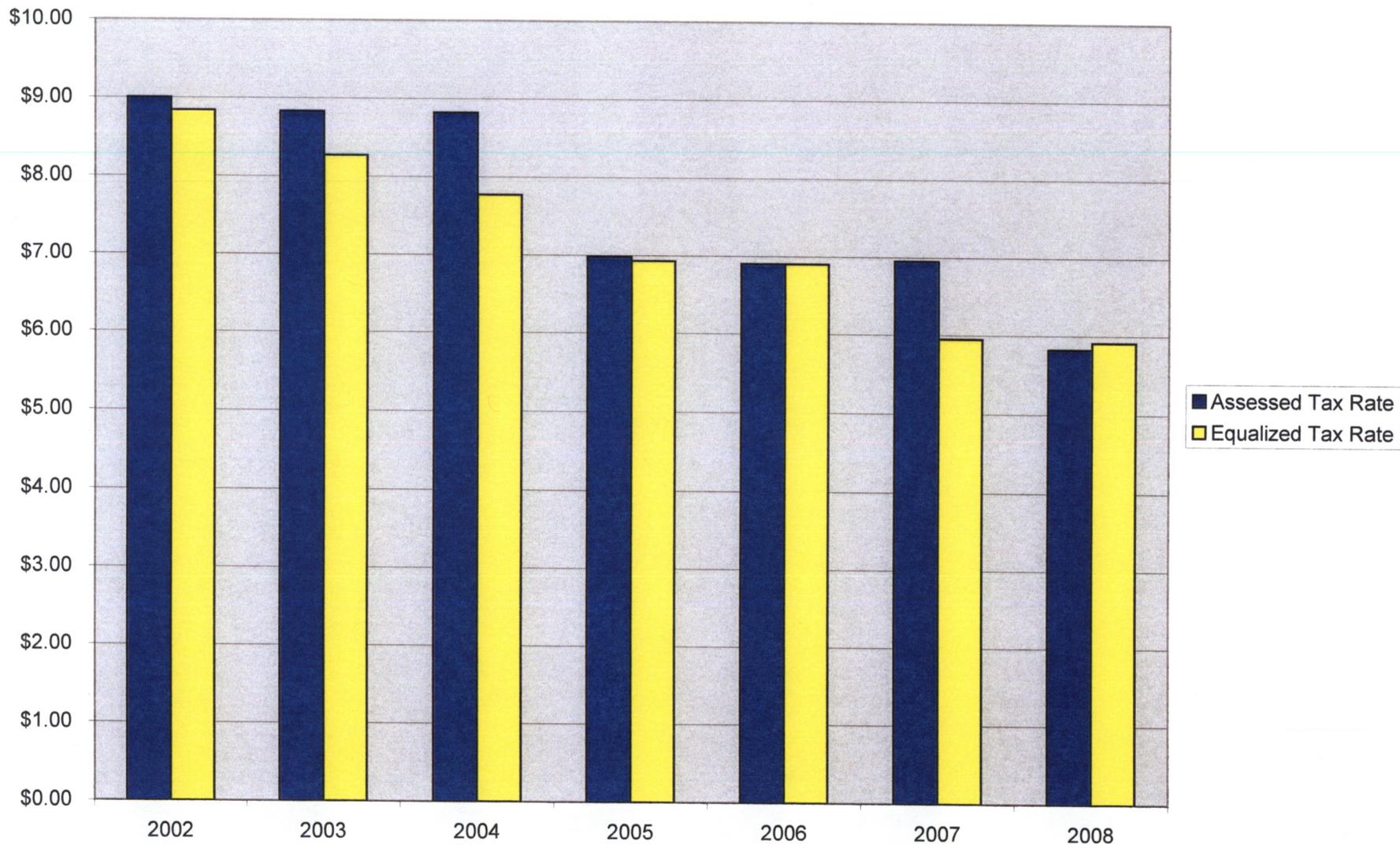
	2002	2003	2004	2005	2006	2007	2008
EQUALIZED VALUE	1,827,562,400	1,967,592,700	2,142,128,700	2,469,572,500	2,550,239,400	3,046,431,800	3,160,910,400
ASSESSED VALUE	1,796,000,140	1,844,610,680	1,886,997,950	2,449,930,570	2,549,618,560	2,609,342,280	3,208,917,730
RATIO	98.27%	93.41%	88.09%	99.97%	96.30%	86.12%	101.50%
Assessed Tax Rate	\$9.00	\$8.83	\$8.82	\$6.98	\$6.90	\$6.95	\$5.82
Equalized Tax Rate	\$8.84	\$8.27	\$7.77	\$6.93	\$6.90	\$5.95	\$5.91

**CITY OF OAK CREEK 2008 ANNUAL BUDGET
7 YEAR HISTORY OF VALUES**

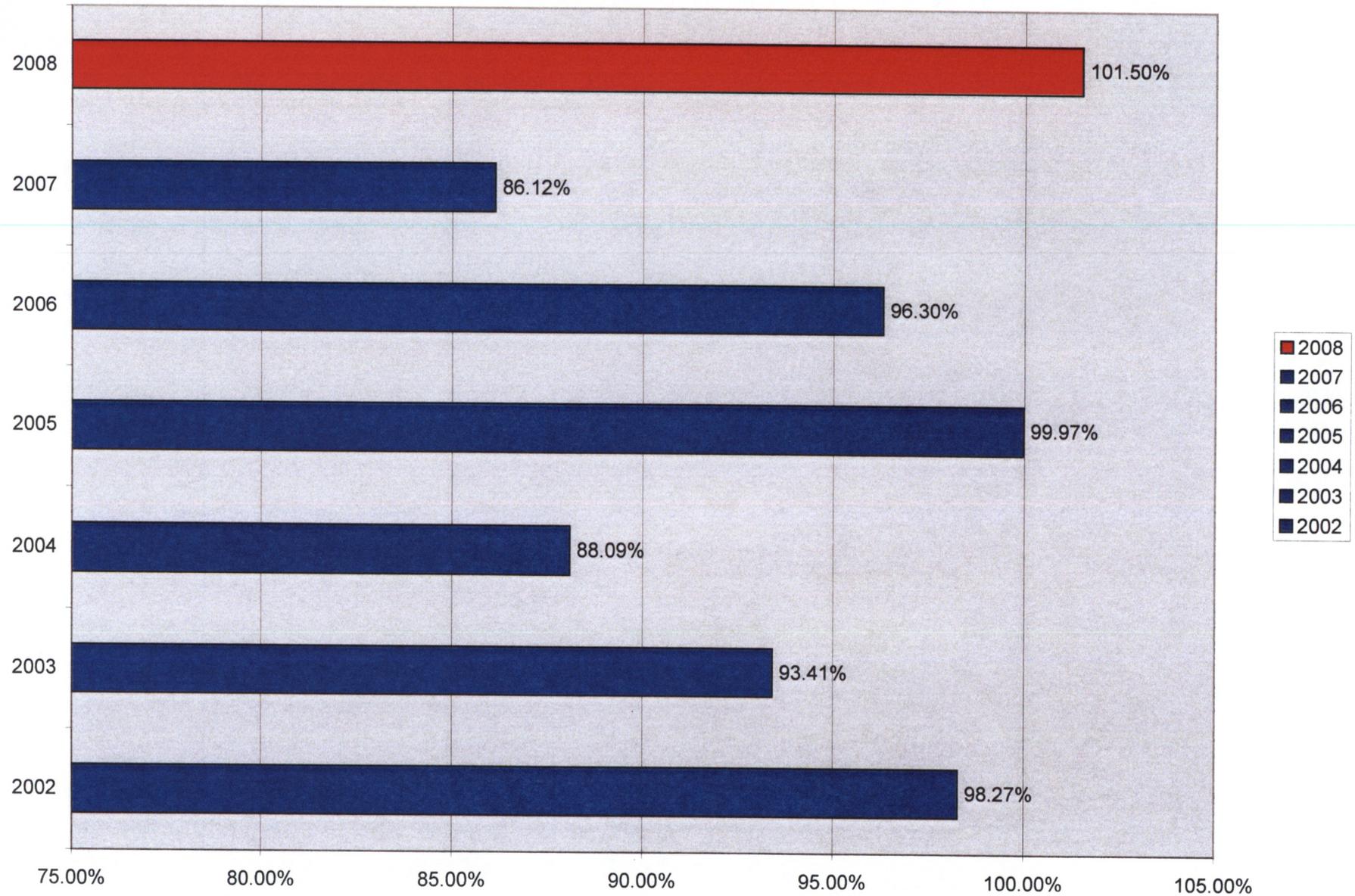


CITY OF OAK CREEK 2008 BUDGET
7 YEAR HISTORY

TAX RATES



CITY OF OAK CREEK 2008 ANNUAL BUDGET
7 YEAR HISTORY OF RATIOS



City of Oak Creek 2008 Annual Budget

Property Assessment Classifications By Year

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Change
Personal Property:											
Commercial	47,401,540	34,728,810	33,586,430	47,517,140	41,486,980	42,339,550	47,360,970	56,399,140	56,332,030	98,492,430	42,160,400
Manufacturing	42,996,750	45,513,080	51,867,720	44,472,200	45,073,600	26,234,300	23,409,500	21,780,400	18,479,600	22,836,300	4,356,700
Real Estate:											
Agriculture	14,087,100	13,291,900	5,564,500	6,907,500	6,332,000	6,166,000	6,994,000	7,981,500	8,363,600	11,737,700	3,374,100
Residential	812,302,100	855,272,700	889,013,700	1,059,652,200	1,099,842,400	1,159,010,100	1,498,618,100	1,561,789,500	1,607,854,200	1,994,005,500	386,151,300
Commercial	360,342,100	388,074,700	410,706,100	511,970,800	536,342,700	547,423,100	754,451,500	785,113,500	809,297,800	944,661,200	135,363,400
Manufacturing	101,101,400	104,460,100	106,750,300	125,671,700	115,533,000	105,824,900	119,096,500	116,554,500	108,954,800	137,184,600	28,229,800
Total	\$1,378,230,990	\$1,441,341,290	\$1,497,488,750	\$1,796,191,540	\$1,844,610,680	\$1,886,997,950	\$2,449,930,570	\$2,549,618,540	\$2,609,282,030	\$3,208,917,730	\$599,635,700
Fair Market Value Percent											
	97.03%	91.81%	88.78%	98.27%	93.41%	88.09%	99.97%	96.30%	86.12%	101.51%	
Fair Market Value											
	\$1,420,417,386	\$1,569,968,837	\$1,686,741,102	\$1,827,812,700	\$1,974,818,541	\$2,142,125,043	\$2,450,665,770	\$2,647,578,962	\$3,029,821,215	\$3,160,910,400	\$131,089,185

Classifications By Dollar Change From Previous Year

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Agriculture	6,365,100	-795,200	-7,727,400	1,343,000	-2,483,900	-166,000	828,000	987,500	382,100	3,374,100
Residential	35,432,700	42,970,600	33,741,000	170,638,500	126,780,200	59,167,700	339,608,000	63,171,400	46,064,700	386,151,300
Commercial	25,254,500	27,732,600	22,631,400	101,264,700	47,930,400	11,080,400	207,028,400	30,662,000	24,184,300	135,363,400
Manufacturing	3,826,700	3,358,700	2,290,200	18,921,400	-4,395,800	-9,708,100	13,271,600	-2,542,000	-7,599,700	28,229,800
Personal - Commercial	7,527,670	-12,672,730	-1,142,380	13,930,710	4,017,780	852,570	5,021,420	9,038,170	-67,110	42,160,400
Personal - Manufacturing	151,820	2,516,330	6,354,640	-7,395,520	-11,303,600	-18,839,300	-2,824,800	-1,629,100	-3,300,800	4,356,700
Total	\$78,558,490	\$63,110,300	\$56,147,460	\$298,702,790	\$160,545,080	\$42,387,270	\$562,932,620	\$99,687,970	\$59,663,490	\$599,635,700

Each Classification as a Percentage of the Total Value

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Residential	58.94%	59.34%	59.37%	58.99%	59.62%	61.42%	61.17%	61.26%	61.62%	62.14%
Commercial	26.15%	26.92%	27.43%	28.50%	29.08%	29.01%	30.79%	30.79%	31.02%	29.44%
Manufacturing	7.34%	7.25%	7.13%	7.00%	6.26%	5.61%	4.86%	4.57%	4.18%	4.28%
Personal - Manufacturing	3.12%	3.16%	3.46%	2.48%	2.44%	1.39%	0.96%	0.85%	0.71%	0.71%
Personal - Commercial	3.44%	2.41%	2.24%	2.65%	2.25%	2.24%	1.93%	2.21%	2.16%	3.07%
Agriculture	1.02%	0.92%	0.37%	0.38%	0.34%	0.33%	0.29%	0.31%	0.32%	0.37%
Total	100.00%									

City of Oak Creek 2008 Annual Budget

Budget Summaries

The Budget Summaries are condensed versions of the different funds that appear throughout the 2008 Annual Budget book. These pages are included to provide the easiest means to summarize the City's financial operations. The format is close to the state requirements except that interfund transfers are not double counted. On the budget page used for publication in the paper for official notice when the transfer is made from the first fund it is counted and it is counted again as an expense when it is paid out of the second fund. Since the interfund transfers represent such a large part of the City's financial activity a legend is included below to explain the acronyms that appear under the Interfund Transfers section of the summary pages.

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

General Purpose Funds

10	General Fund
12	Donations
36	Health Insurance

Debt Funds

20	General Debt
21	Debt Amortization
23	Debt TIF #7 (27 th Street)
24	Debt TIF #2 (Grunau Project)
25	Debt TIF #3 (Liberty Woods)
26	Debt TIF #4 (Rosen-Mahn Court)
27	Debt TIF #5 (Milwaukee Steel)
28	Debt TIF #6 (DeMattia)
29	Debt Police Station

Special Revenue Funds

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

Capital Improvement Funds

40	Capital Improvements
41	Developer Agreements
43	Capital Improvements TIF #7 (27 th Street)

City of Oak Creek 2008 Annual Budget

Consolidated Budget for 2008

Categories	General Fund			Fund 11	Fund 12	Fund 19	Fund 21	Fund 23	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Fund 43	Overall Total	
	2007 Budget	2007 Estimate	2008 Budget																								
REVENUES																											
1 Property Taxes	9,898,040	9,724,077	12,263,440	1,000,000	0	0	0	0	0	0	0	950,000	0	0	0	0	0	0	0	3,195,000	0	0	1,276,700	0	0	18,685,140	
2 Other Taxes	1,623,000	1,617,133	1,588,000	0	0	0	0	0	211,000	99,500	207,900	0	175,000	0	0	0	0	0	0	0	0	0	0	0	0	2,281,400	
3 Intergovernmental	4,009,604	4,009,604	3,841,112	0	0	0	0	0	1,100	4,000	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,846,412	
4 Grants and Aids	271,105	446,741	231,500	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	341,500	
5 Licenses and Permits	616,625	630,570	614,695	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	614,695	
6 Charges For Service	551,300	577,484	565,000	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	565,000	
7 Public Health and Safety	21,000	30,164	43,625	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,779,600	0	591,500	0	0	0	0	5,943,100	
8 Commercial Revenues	1,192,000	1,956,347	1,504,950	34,000	176,500	2,260,000	10,000	0	147,150	3,000	5,000	3,000	75,000	1,000	14,000	4,750	15,000	340,000	100,000	15,000	10,000	100	120,250	200,500	973,625		
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10 Total	\$18,182,674	\$18,992,120	\$20,652,322	\$1,151,000	\$176,500	\$2,260,000	\$10,000	\$0	\$359,250	\$106,500	\$213,100	\$953,000	\$250,000	\$1,000	\$14,000	\$4,750	\$15,000	\$340,000	\$4,879,600	\$4,140,000	\$601,500	\$100	\$1,396,950	\$200,500	\$0	\$37,725,072	
EXPENDITURES																											
11 General Government	5,683,005	5,512,725	5,971,075	0	0	100,000	0	0	0	0	0	0	0	68,780	0	0	0	0	0	0	0	0	0	0	0	0	6,139,855
12 Public Safety	9,914,720	9,829,390	10,208,255	0	0	896,275	0	0	0	0	0	0	0	0	0	0	0	0	0	4,471,330	0	0	0	0	0	0	15,575,860
13 Health/Social Services	578,590	532,130	603,305	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,620,500	0	0	0	0	0	0	0	6,223,805
14 Public Works	3,411,465	3,320,425	3,592,645	1,187,485	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,328,335	
15 Leisure	1,853,580	1,807,685	1,944,860	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,944,860	
16 Capital Outlay or Other	0	0	0	0	173,000	70,000	0	0	500	365	500	363	2,025	0	0	4,750	0	0	0	0	0	0	0	0	0	1,944,860	
17 Debt	0	0	0	0	0	0	0	0	360,000	93,538	147,875	1,048,350	\$2,025	\$68,780	\$0	\$4,750	\$0	\$5,620,500	\$4,471,330	\$548,205	\$0	\$4,035,825	\$200,000	\$314,900	\$0	4,802,228	
18 Total	\$21,441,360	\$21,002,355	\$22,320,140	\$1,187,485	\$173,000	\$1,066,275	\$0	\$0	\$360,500	\$93,903	\$148,375	\$1,048,713	\$2,025	\$68,780	\$0	\$4,750	\$0	\$5,620,500	\$4,471,330	\$548,205	\$0	\$4,035,825	\$200,000	\$314,900	\$0	1,649,763	
19 Excess (Deficiency)	-3,258,686	-2,010,235	-1,667,818	-36,485	3,500	1,193,725	10,000	0	-1,250	12,587	64,725	-95,713	247,975	-67,780	14,000	0	15,000	340,000	-740,900	-331,330	53,295	100	-2,638,875	500	-314,900	-3,939,634	
INTERFUND TRANSFERS																											
20 To Fund 40	0	0	0	0	0	-1,185,000	0	0	0	0	0	0	-350,000	0	0	0	0	0	0	0	0	0	0	0	0	-1,785,000	
21 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100,000	
22 To Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100,000	
23 To Fund 43	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-40,000	
24 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-314,900	
25 From Fund 31	0	0	0	0	0	0	0	0	0	0	0	100,000	0	20,000	0	0	0	0	0	0	0	0	0	0	0	120,000	
26 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	314,900	
27 From Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	350,000	
28 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20,000	
29 From Fund 19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	250,000	
30 Total	\$0	\$0	\$0	\$0	\$0	-\$1,185,000	\$0	\$0	\$0	\$0	\$0	\$100,000	-\$350,000	-\$274,900	\$0	\$0	\$0	-\$120,000	\$0	\$0	-\$250,000	\$0	\$1,765,000	\$0	\$314,900	\$0	
31 Beginning Fund Balance	\$6,272,001	\$7,228,096	\$5,217,861	\$79,509	\$129,626	\$177,842	\$332,599	\$0	\$1,268	\$116,278	\$96,121	\$630	\$189,208	\$345,742	\$423,765	\$8,498	\$677,943	\$3,500,269	\$2,723,238	\$338,894	\$248,340	\$15,245	\$8,706,226	\$15,832	-\$93,584	\$23,251,350	
32 Designated Reserve	200,000	0	230,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	230,000
33 Ending Fund Balance	\$2,813,315	\$5,217,861	\$3,320,043	\$43,024	\$133,126	\$186,567	\$342,599	\$0	\$18	\$128,875	\$160,846	\$4,917	\$87,183	\$3,062	\$437,765	\$8,498	\$692,943	\$3,720,269	\$1,982,338	\$7,564	\$51,635	\$15,345	\$7,832,351	\$16,332	-\$93,584	\$19,081,716	
34 Property Tax Contribution			\$12,263,440	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$950,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,195,000	\$0	\$0	\$1,276,700	\$0	\$0	\$18,685,140	

Fund Names
 10 General Fund
 11 Solid Waste
 12 Donations
 19 WE Energies

20 General Debt
 21 Debt Amortization
 23 Debt TIF #7
 26 Debt TIF #4
 27 Debt TIF #5
 28 Debt TIF #6
 29 Debt Police Station

30 Special Assessments
 31 Economic Development
 32 Park Escrow
 33 Low Income Loan
 34 Development Future Improvements
 35 Impact Fees
 36 Health Insurance
 37 Emergency Medical Services
 38 Storm Water Utility
 39 Asset Forfeiture

40 Capital Improvements
 41 Developer Agreements
 43 TIF #7-27th Street

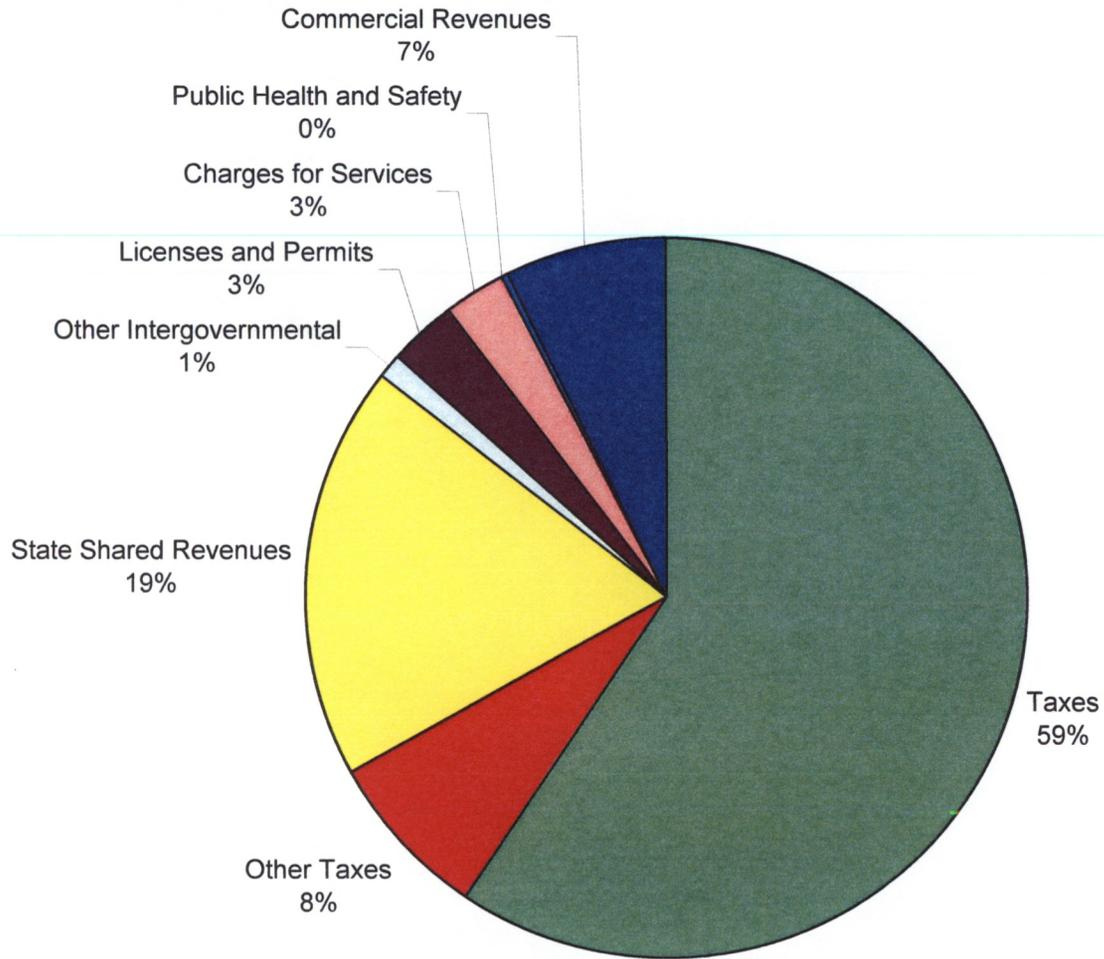
Tax Rate 2007 >>>>> \$6.9500
 Tax Rate 2008 >>>>> \$5.8200
 Difference >>>>> (\$1.1300)

2007 Tax Levy 17,990,777
 2008 3.86% Max Increase 694,443
 2008 Tax Levy Limit 18,685,220
 2008 Proposed Levy 18,685,140

*The overall total for property taxes includes the estimated 2008 State Computer Aids of \$173,190

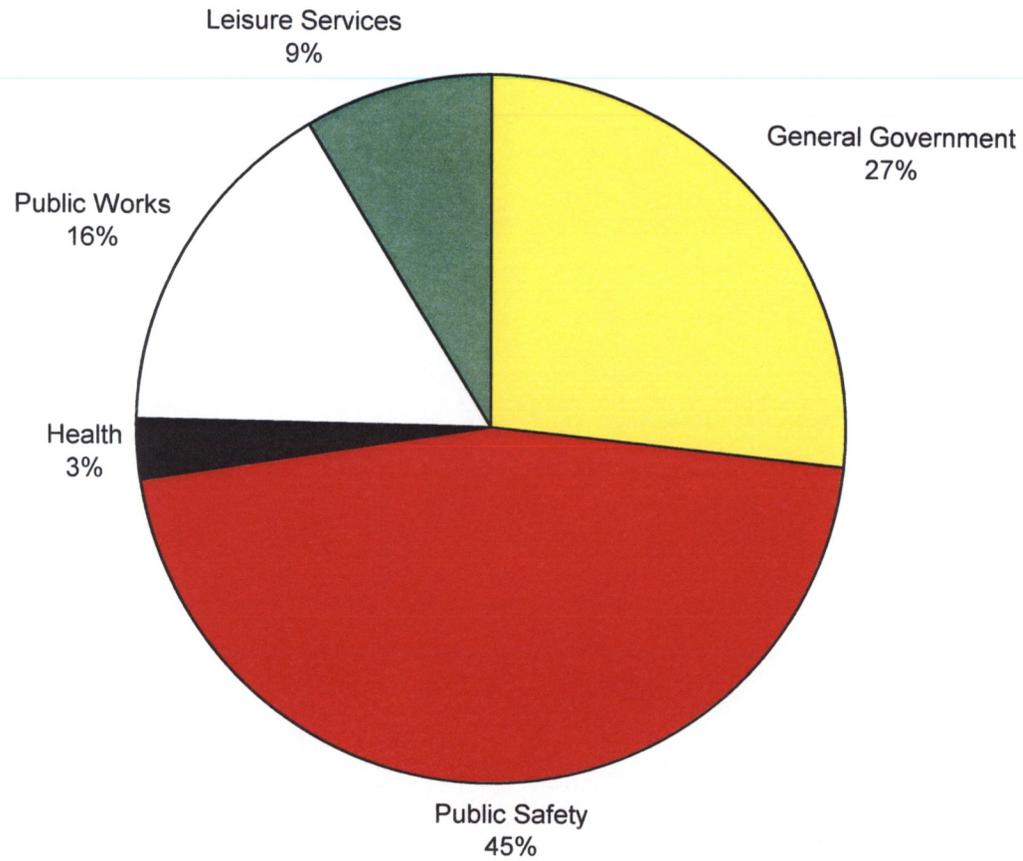
CITY OF OAK CREEK 2008 ANNUAL BUDGET

GENERAL FUND REVENUES



CITY OF OAK CREEK 2008 ANNUAL BUDGET

GENERAL FUND EXPENSES



City of Oak Creek 2008 Annual Budget

Fund Name: General Fund -- Fund 10

Fund Description:

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

Fund Objectives:

The General Fund as the primary fund of the City needs to have adequate resources to handle shortfalls in revenue and the expenses related to unexpected emergencies. The Common Council continues two goals for 2008:

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

Future Issues

The issues of State-shared revenues and property-tax levy and revenue limits continue to dominate Wisconsin's political scene. The future status of shared revenues remains unclear, as does the potential limit on municipal revenues. Although the State has not formalized action on their budget, it appears that levy limits will be re-imposed after the initial two year cap. Cities like Oak Creek that are experiencing rapid growth are allowed to further increase the levy, but only by the amount attributable to new growth. The City of Oak Creek government has kept the City portion of the tax levy under a self imposed limit of that amount for three years prior to the state's imposition of a cap. If State-shared revenues are further reduced or eliminated, or extreme revenue limits are instituted, it will force a change in service levels and necessitate layoffs. In the same way, while a property tax "freeze" sounds ideal to taxpayers, it may cause cutbacks in services to citizens, particularly in a growing community like Oak Creek. The State, unfortunately, has made very limited cutbacks of their own expenditures, and often has done so by passing off responsibilities to the local communities without compensation. It will take a considerable effort on the part of all local governments in the future to keep shared revenues intact and to work within limits set by the state, just as it takes considerable effort for the City's government to hold the line on its portion of property taxes.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
General Fund Summary					
Beginning Balance	8,875,354	\$8,119,955	\$6,272,001	\$7,228,096	\$5,217,861
Revenues					
Taxes	9,151,226	9,429,450	9,898,040	9,724,077	12,263,440
Other Taxes	1,545,397	1,554,849	1,623,000	1,617,133	1,588,000
State Shared Revenues	4,075,938	3,978,187	4,009,604	4,009,604	3,841,112
Other Intergovernmental	519,331	512,035	271,105	446,741	231,500
Licenses and Permits	735,968	759,638	616,625	630,570	614,695
Charges for Services	662,125	654,025	551,300	577,484	565,000
Public Health and Safety	48,359	40,951	21,000	30,164	43,625
Commercial Revenues	1,248,697	1,492,329	1,192,000	1,956,347	1,504,950
Transfers	0	336,723	0	0	0
Total Revenues	\$17,987,041	\$18,758,187	\$18,182,674	\$18,992,120	\$20,652,322
Total Funds Available	\$26,862,395	\$26,878,142	\$24,454,675	\$26,220,216	\$25,870,183
Expenditures					
General Government	4,439,274	4,844,403	5,683,005	5,512,725	5,971,075
Public Safety	9,123,517	9,215,431	9,914,720	9,829,390	10,208,255
Health	452,030	445,528	578,590	532,130	603,305
Public Works	3,127,604	3,149,787	3,411,465	3,320,425	3,592,645
Leisure Services	1,600,015	1,658,174	1,853,580	1,807,685	1,944,860
Interfund Transfer	0	336,723	0	0	0
Total Expenditures	\$18,742,440	\$19,650,046	\$21,441,360	\$21,002,355	\$22,320,140
Ending Fund Balance	\$8,119,955	\$7,228,096	\$2,813,315	\$5,217,861	\$3,550,043
Fund Balance Percentage	43.3%	36.8%	13.1%	24.8%	15.9%

Expenditure Restraint limit is 4.1% = 21,441,360 x .041 = 22,320,455

\$17,990,777(2007 total tax levy) x 3.86 = \$18,685,220

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
General Fund					
Beginning Fund Balance	\$8,875,354	\$8,119,955	\$6,272,001	\$7,228,096	\$5,217,861
Revenues					
Taxes					
300.00 General Property	9,151,226	9,429,450	9,898,040	9,724,077	12,263,440
301.00 Omitted Property	6,367	9,587	0	4,000	0
302.00 Utility Tax Equivalent	1,029,542	1,009,079	1,130,000	1,110,000	1,110,000
303.00 Motel/Hotel Room	403,623	438,843	400,000	400,000	400,000
304.00 Mobile Trailer Fees	88,472	81,798	90,000	75,000	75,000
305.00 Written Off Delinquent Taxes	745	134	0	17	0
306.00 Tax District Reimbursement	13,449	12,716	0	25,136	0
307.00 Motor Fuel Tax Refund	3,199	2,692	3,000	2,980	3,000
308.00 Ag Use Value Penalty	0	0	0	0	0
Subtotal	\$10,696,623	\$10,984,299	\$11,521,040	\$11,341,210	\$13,851,440
State Shared Revenues					
310.00 Per Capita Population 31,029	1,223,213	1,223,213	1,223,212	1,223,212	1,223,212
312.00 Special Utility	695,705	695,150	695,150	695,150	695,150
315.00 State Aid - Roads	1,486,154	1,515,308	1,515,597	1,515,597	1,550,697
316.00 Expenditure Restraint Program	670,866	544,516	575,645	575,645	372,053
Subtotal	\$4,075,938	\$3,978,187	\$4,009,604	\$4,009,604	\$3,841,112
Other Intergovernmental					
314.00 Fire Insurance Dues	87,490	86,970	87,000	87,538	87,000
315.50 State Aid - Computer Aids	181,742	155,825	0	173,958	0
318.00 Other State Aids	0	6,091	0	6,140	0
320.15 ALCO Grant	8,081	0	0	0	0
320.20 Speed & Aggressive Driving	5,000	0	0	0	0
320.25 Police State Training	0	0	0	0	2,000
320.32 FAST - Cops in Schools-School	88,824	93,940	95,355	95,355	90,000
320.40 Universal 2004 Hiring Grant	75,000	68,750	31,250	31,250	0
321.00 Management Training Grant-DOJ	2,000	0	0	0	0
322.00 DOJ Cease	1,325	0	0	0	0
323.00 Health Block Grant	32,215	43,957	30,000	25,000	25,000
327.00 County & Misc. Grants	0	3,463	0	0	0
328.00 State of Wisconsin Grant	7,798	0	0	0	0
329.00 Development CDBG	29,856	53,039	27,500	27,500	27,500
Subtotal	\$519,331	\$512,035	\$271,105	\$446,741	\$231,500
Licenses and Permits					
330.00 Combination Class A	5,362	5,420	5,400	5,400	5,400
330.10 Combination Class B	20,395	21,215	20,000	19,350	20,000
330.20 Beer Class A	100	125	125	125	125
330.30 Beer Class B	598	559	500	570	570
330.35 Wine Class C	217	224	200	325	300
330.40 Publishing Fees	610	650	500	550	600
331.00 Operators Licenses	8,855	7,365	6,000	8,000	7,000
332.00 Amusement Devices	5,825	5,800	5,700	6,050	6,000
332.10 Amusement Operators	2,400	3,600	3,300	2,700	2,700
333.00 Electrical Licenses	4,362	4,890	4,500	4,500	4,500
334.00 Misc Business Licenses	7,430	28,000	5,500	16,500	5,500
334.10 Misc Non-Business Licenses	104	140	100	100	100
334.20 DATCP Licenses	0	0	0	9,500	9,500

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City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
334.30 FSRL Licenses	0	0	0	25,000	20,000
334.40 Late Sanitarian License Renewal	0	0	0	0	500
335.00 Landfill License	1,450	900	500	500	500
336.00 Landfill Permits	2,800	300	0	0	0
337.00 Building Permits	328,762	343,962	300,000	275,000	275,000
337.05 Building Plan Review	36,025	69,990	25,000	25,000	25,000
337.10 Electrical Permits	134,354	114,749	100,000	100,000	100,000
337.20 Plumbing Permits	115,048	109,683	95,000	95,000	95,000
337.30 Plumbing Plan Review	12,136	3,145	10,000	1,000	1,000
338.00 Street Opening/Driveway	31,548	21,838	20,000	20,000	20,000
338.10 Erosion Control	17,272	16,638	14,000	15,000	15,000
339.00 Other Permits	315	445	300	400	400
Subtotal	\$735,968	\$759,638	\$616,625	\$630,570	\$614,695
Charges For Services					
340.00 Weed Cutting	13,339	8,118	10,000	8,000	8,000
340.05 Weed Cutting - Tax Roll	16,651	12,184	10,000	7,069	8,000
340.10 Property Status Reports	4,320	4,310	3,500	3,500	3,500
340.40 Photo Copies - Other	2,523	2,251	2,500	2,000	2,000
340.50 Postage Cost Reimbursement	205	198	200	225	200
340.60 Utility Charge For Service	34,700	36,500	38,500	38,500	39,700
341.00 Animal Licenses	11,163	11,931	10,000	1,700	0
341.20 Animal License Processing	555	1,095	500	11,000	10,000
342.00 Zoning Appeal Fees	1,100	500	500	500	500
342.10 Rezoning Petition & Fees	6,200	3,875	6,000	3,000	3,000
342.20 Conditional Use Requests	9,925	8,125	7,000	5,000	5,000
342.30 Text Amendment Requests	287	500	0	0	0
342.40 ROW Vacation Fee	0	575	0	575	0
342.50 Map Amendments	2,325	0	1,000	1,000	1,000
342.60 Filing Fees C.S.M.	13,400	15,275	10,000	5,000	5,000
342.70 Plan Commission Fees	13,150	16,900	12,000	12,000	12,000
342.75 Landscape Plan Review	4,665	5,680	5,000	5,000	5,000
342.80 Subdivision Plat Fees	4,150	3,350	1,800	475	500
342.90 Map Sales	361	713	300	100	100
343.00 State DWI Seizures	114	1,579	0	3,200	0
344.00 Police/Fire Report Copies	2,327	2,265	2,000	2,000	2,000
345.00 Engineering Fees - City	190,918	146,942	150,000	160,000	160,000
345.10 Engineering Fees - Utility	15,412	493	0	3,000	0
345.20 Engineering Fees - Developer	98,653	107,297	75,000	75,000	75,000
345.30 Engineering Fees - TIF	0	0	0	2,000	5,000
345.50 Highway Service Fees	33,215	65,360	20,000	25,000	25,000
345.70 Grading Bond Forfeitures	0	0	0	2,000	0
346.10 Sales of Culvert Pipe	6,926	7,442	7,000	9,000	7,000
346.20 Culvert Installation	10,761	3,549	5,000	6,000	5,000
346.40 Street Excavation Repairs	1,092	0	0	2,300	0
347.00 Recreation Program Charges	129,651	153,959	140,000	150,000	150,000
348.00 Library Fees	26,729	26,022	25,000	25,000	25,000
348.10 Federated Library System	0	0	0	340	0
348.20 Photo Copies - Library	5,488	5,006	6,000	5,000	5,000
349.00 Misc Charges For Service	1,820	2,031	2,500	3,000	2,500
Subtotal	\$662,125	\$654,025	\$551,300	\$577,484	\$565,000
Public Health & Safety					
350.00 Police Special Event Fees	1,482	2,360	1,000	1,000	1,000
350.10 County Constable Fees	0	1,195	0	0	0
351.10 Claims for Fire Calls	0	0	0	208	0
352.00 School Health Services	21,802	10,901	2,000	200	0
352.10 Clinic Fees	22,890	26,274	18,000	18,000	18,000
352.20 Sanitarian Pre-Inspection Fees	0	0	0	630	500
352.30 Sanitarian Re-Inspection Fees	0	0	0	126	125

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
352.40 Reg Sanitarian Serv-Franklin	0	0	0	10,000	24,000
355.00 Miscellaneous Service Charges	2,185	221	0	0	0
Subtotal	\$48,359	\$40,951	\$21,000	\$30,164	\$43,625
Commercial Revenue					
360.00 Interest on Investments	382,217	586,719	400,000	800,000	600,000
360.10 Interest on Taxes	74,064	77,630	70,000	75,000	70,000
360.30 Interest on Invoices	2,578	2,526	0	4,000	0
361.00 Land Rentals	1,060	250	500	250	250
361.50 T-Mobile Lease Payments	0	0	0	23,900	23,900
363.00 Insurance Incentives	59,977	63,059	0	30,000	0
364.00 Insurance Recovery-General	0	0	0	32,520	0
364.05 Insurance Recovery-Lights	7,275	12,934	0	14,000	0
364.10 Insurance Recovery-Police	2,191	958	0	20,600	0
364.20 Insurance Recovery-Fire	0	0	0	0	0
364.30 Insurance Recovery-Streets	0	307	0	0	0
365.00 Cable TV Franchise Fees	279,879	316,338	275,000	320,000	320,000
365.50 AT&T Video Service Fees	0	0	0	300	300
366.00 Sale of City Equip-Other	488	4,011	0	2,150	0
366.10 Sale of City Equip-Police	9,104	8,999	7,000	6,000	6,000
368.00 Miscellaneous Revenue	5,023	1,295	2,000	136,000	2,000
368.50 Retiree Drug Subsidy Program	0	0	0	84,127	75,000
369.00 Court Fines	414,991	403,853	430,000	400,000	400,000
369.10 False Alarm Penalties	9,850	13,450	7,500	7,500	7,500
Subtotal	\$1,248,697	\$1,492,329	\$1,192,000	\$1,956,347	\$1,504,950
Interfund Transfers					
390.40 From TIF #2	0	203,153	0	0	0
390.50 From TIF #3	0	133,570	0	0	0
Subtotal	\$0	\$336,723	\$0	\$0	\$0
Total Revenues	\$17,987,041	\$18,758,187	\$18,182,674	\$18,992,120	\$20,652,322
Total Revenues Available	\$26,862,395	\$26,878,142	\$24,454,675	\$26,220,216	\$25,870,183

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Expenditure Summary					
Beginning Balance	\$8,875,354	\$8,119,955	\$6,272,001	\$7,228,096	\$5,217,861
Revenues	\$17,987,041	\$18,758,187	\$18,182,674	\$18,992,120	\$20,652,322
Total Funds Available	\$26,862,395	\$26,878,142	\$24,454,675	\$26,220,216	\$25,870,183
Expenditures					
40 General Government	2,146,644	2,388,261	2,952,720	2,811,285	3,071,690
41 Building Maintenance	469,082	493,927	546,025	542,815	570,250
42 Administration	172,224	227,093	222,165	221,710	230,375
43 Information Technology	439,626	453,604	505,705	498,580	545,075
44 City Clerk	446,658	471,392	494,260	488,285	560,005
46 City Treasurer	151,603	160,419	177,960	177,220	188,595
48 City Assessor	170,006	193,630	189,605	185,555	192,925
50 Legal Department	230,070	222,937	277,215	277,215	288,380
55 Community Development	213,361	233,140	317,350	310,060	323,780
60 Police	7,269,386	7,405,276	7,932,670	7,872,905	8,175,595
63 Emergency Operations	1,319	8,292	26,235	23,675	23,735
65 Fire Non-EMS Operations	1,260,655	1,190,330	1,277,835	1,284,050	1,301,725
70 Building Inspection	592,157	611,533	677,980	648,760	707,200
75 Health	452,030	445,528	578,590	532,130	603,305
81 Engineering	856,124	981,058	1,057,380	1,020,210	1,089,995
83 Streets	2,271,480	2,168,729	2,354,085	2,300,215	2,502,650
90 Parks, Recreation and Recreation	953,206	1,001,927	1,105,665	1,070,530	1,149,620
95 Library	646,809	656,247	747,915	737,155	795,240
99 Interfund Transfer	0	336,723	0	0	0
Total Expenditures	\$18,742,440	\$19,650,046	\$21,441,360	\$21,002,355	\$22,320,140
<i>Designated Reserve</i>	\$0	\$0	\$200,000	\$0	\$230,000
Ending Fund Balance	\$8,119,955	\$7,228,096	\$2,813,315	\$5,217,861	\$3,320,043
Fund Balance Percentage	43.3%	36.8%	13.1%	24.8%	14.9%

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: General Government

Program Description

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

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

2007 Objectives – Status through July 31st

1. Continue to take a proactive stance on development in the area of S. 27th Street, including maintaining regular communication with the City of Franklin.
Status: *The Council has agreed to sharing costs for streetscape and marketing plans with the City of Franklin, including use of shared consultant services, and the two Councils are meeting on a regular basis.*
2. Review reports from IRG, the City's consultant regarding the lake front/Lakeview Village area.
Status: *With the Milwaukee County moratorium on any development on the Oak Creek lakefront, the partnership with IRG has been dissolved and lakefront efforts redirected.*
3. Consider options for the City's building needs; review reports from Facilities Review Committee, and determine action to take related to the City Hall Complex; determine action to take related to Street Department expansion.
Status: *An Ad-Hoc Committee was established to review space and funding needs and to discuss possible funding options.*

2008 Objectives

1. Develop long-range planning for City facilities and roads, and review funding options to accomplish plans without raising taxes.
2. Review long-range staff planning, current and future needs, restructuring and succession plans for City departments.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
General Government - 40					
Direct Employee Costs					
105 Salaries, Part Time	92,042	113,896	120,700	120,000	157,775
125 Car Allowance	9,600	13,543	13,500	13,790	13,800
130 Retirement	7,408	7,495	8,300	8,300	9,700
135 Social Security	7,095	7,440	8,140	8,100	8,765
160 Insurance, Work Comp	500	500	370	370	450
175 Insurance, Group Life	116	89	110	75	100
Subtotal	\$116,761	\$142,963	\$151,120	\$150,635	\$190,590
Indirect Employee					
200 Travel/Training	721	290	600	300	600
205 Recruitmnt/Testng/Physicals	115	469	100	500	500
210 Expense Allowance	193	53	150	300	300
225 Recognition	1,641	1,046	1,000	1,000	1,000
Subtotal	\$2,670	\$1,858	\$1,850	\$2,100	\$2,400
Utility Costs					
315 Telephone	429	821	1,100	1,100	1,300
330 Street Lighting	344,707	382,838	360,000	370,000	390,000
Subtotal	\$345,136	\$383,659	\$361,100	\$371,100	\$391,300
Supplies					
400 Office Supplies	1,621	1,918	1,500	1,500	1,500
410 Printing and Copying	804	7,631	8,000	8,000	8,000
415 Postage	2,988	2,156	7,000	7,000	3,500
420 Dues and Publications	16,168	16,156	18,000	16,400	17,000
425 Advertising and Promotions	2,246	1,119	2,000	2,000	2,000
450 Public Information	8,266	8,958	9,000	9,000	9,500
460 Minor Equipment	1,420	236	0	0	0
494 Leased Major Equipment	4,908	4,908	5,500	5,500	5,500
495 Miscellaneous	10,980	487	1,100	1,000	1,000
Subtotal	\$49,401	\$43,569	\$52,100	\$50,400	\$48,000
Other Services					
503 Section 125 Plan Administration	601	1,600	1,000	1,000	1,000
504 Retiree Medicare Premiums	145,800	163,000	185,400	185,400	185,000
505 Retiree Health Insurance	1,125,000	1,151,280	1,280,000	1,280,000	1,200,000
514 Engineering/Consulting	0	0	175,000	75,000	75,000
525 Outside Legal Services	0	57,152	300,000	300,000	300,000
535 Insurance	114,249	122,107	150,000	125,000	150,000
545 Legal Notices	9,638	7,686	9,000	9,000	9,000
560 Tax Assessment Refunds	25,080	58,234	25,000	25,000	25,000
565 Election Costs	5,908	11,410	10,000	11,000	18,000
575 Claims	49,881	41,519	47,500	47,500	47,500
576 Sales Tax	3,157	2,815	3,500	3,500	3,500
580 CDBG Grantee Expenses	29,856	53,039	27,500	27,500	27,500
581 Board of Review	741	457	5,000	5,000	1,000
583 Civil Service Commission	1,558	3,784	3,000	3,000	3,000
584 Board of Zoning Appeals	4,592	3,645	3,500	3,500	3,500
585 Plan Commission	6,800	6,958	9,300	9,300	9,300
586 Celebrations Commission	39,000	27,000	27,000	27,000	27,000
587 Cable Advisory Council	357	0	0	0	0
588 Police and Fire Commission	9,627	6,440	8,000	8,000	8,000
590 Board of Health	8,340	8,399	9,000	4,000	4,000
592 Historical Society	3,447	3,421	5,000	5,000	5,000
593 County Animal Control	44,081	48,376	49,000	55,000	55,000

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
594 Miscellaneous Boards	0	0	100	100	100
595 Miscellaneous	107	297	250	250	239,000
596 Weed Commissioner	31,349	20,076	50,000	25,000	40,000
Subtotal	\$1,659,169	\$1,798,695	\$2,383,050	\$2,235,050	\$2,436,400
Maintenance					
600 Office Equip Maintenance	2,118	1,705	3,500	2,000	3,000
645 Street Lighting System	-28,611	15,812	0	0	0
Subtotal	-\$26,493	\$17,517	\$3,500	\$2,000	\$3,000
Total	\$2,146,644	\$2,388,261	\$2,952,720	\$2,811,285	\$3,071,690

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

GENERAL GOVERNMENT - 40

200 TRAVEL/TRAINING Miscellaneous League activities, training, travel expenses.	\$600
205 RECRUITMENT/TESTING/PHYSICALS Cost of ads, physical exam for PT Gen. Govt. clerical employees	\$500
210 EXPENSE ALLOWANCE Miscellaneous reimbursable expenses paid to Mayor & Council	\$300
225 RECOGNITION Memorials, flowers, plaques, retirement watches, commemorative items.	\$1,000
315 TELEPHONE Mayor and Aldermen cell phone & long distance charges.	\$1,300
330 STREET LIGHTING Charges for electric service for the city owned and rented street lights	\$390,000
400 OFFICE SUPPLIES Paper, pens, folders and miscellaneous office supplies needed for daily office business for Mayor and Council, boards/commissions; recording tapes; stationery; binders; accounts payable checks.	\$1,500
410 PRINTING AND COPYING Costs for reproducing agenda items and miscellaneous materials for Mayor/Council, staff and public.	\$8,000
415 POSTAGE Postage costs for routine business correspondence; Federal Express mailings; PO Box fees.	\$3,500
420 DUES & PUBLICATIONS Mayor, Council and City subscriptions to: Journal/Sentinel, Daily Reporter, Wisconsin Taxpayers Alliance, League of Municipalities updates, Milwaukee County Board proceedings. Purchase of updates/handbooks from League of Municipalities. Dues for League of Municipalities, ICC, Sam's Club, MAMEA, VALUE, Wis.Alliance of Cities. Miscellaneous costs for publications, memberships.	\$17,000
425 ADVERTISING & PROMOTIONS Purchase of City logo clothing, T-shirts, mugs, etc. for sale to the public or for donations	\$2,000
450 PUBLIC INFORMATION Share of costs for producing and delivering the City's newsletter, the ACORN, 3 times per year, at approximately \$3,000 per issue.	\$9,500
494 LEASED MAJOR EQUIPMENT Lease rental & maintenance for Pitney Bowes mail machine & postage meter.	\$5,500
495 MISCELLANEOUS Vehicle registration/title fees, employee lounge equipment, safe deposit box rental, bee/wasp nest removal and other miscellaneous expenses not covered by categories.	\$1,000
503 SECTION 125 PLAN ADMINISTRATION Charges for administration of the flexible spending plan.	\$1,000
504 RETIREE MEDICARE PREMIUMS The City reimburses for the Medicare premium for all its eligible retirees. Estimated to be \$98.00 per month in 2008, was \$93.50 in 2007.	\$185,000

City of Oak Creek 2008 Annual Budget

505 RETIREE HEALTH INSURANCE The City pays for retiree health insurance.	\$1,200,000
514 ENGINEERING/CONSULTING Potential consultant fees for various TIF and non-TIF related development issues.	\$75,000
525 OUTSIDE LEGAL SERVICES Potential future costs for City litigation.	\$300,000
535 GENERAL INSURANCE All general City insurances: Property & Inland Marine, Umbrella, Police Professional Liability, Public Officials Liability, Motor Vehicle, Bonds, Boiler & Machinery, Money/Securities, Errors/Omissions. Includes Excess Workers Compensation premiums	\$150,000
545 LEGAL NOTICES All required legal notices published for hearings, bids, official minutes, etc.	\$9,000
560 TAX ASSESSMENT REFUNDS Refunds resulting from an incorrect or appealed assessment, which could include locally and/or state assessed properties.	\$25,000
565 ELECTION COSTS Costs payable to Milwaukee County for ballot preparation, paper ballots, supplies; costs for supplies for pollworkers; maintenance of voting machines and peripherals; official election notices.	\$18,000
575 CLAIMS Settlement of minor claims and disputes, deductibles.	\$47,500
576 SALES TAX Sales tax payments on items sold by the City.	\$3,500
580 CDBG GRANTEE EXPENSES Costs associated with the flow through of CDBG grant funds; matches CDBG revenues.	\$27,500
581 BOARD OF REVIEW Salaries, miscellaneous forms, postage, subpoena costs.	\$1,000
583 CIVIL SERVICE COMMISSION Salaries, travel/training, recruitment/testing/physicals, advertising, postage, legal notices, supplies.	\$3,000
584 BOARD OF ZONING/HOUSING APPEALS Salaries, legal notices, postage, supplies & printing, dues and publications.	\$3,500
585 PLAN COMMISSION Salaries, dues/publications, office supplies, recruitment, travel/training, miscellaneous	\$9,300
586 CELEBRATIONS COMMISSION Supplies; costs associated with Independence Day celebration for parade, music, trophies, fireworks, flags, food, activities, portable restrooms, etc. Memorial Day, Halloween & special event program costs.	\$27,000
588 POLICE & FIRE COMMISSION Salaries, travel/training, recruitment/testing/physicals, advertising, postage, legal notices, supplies.	\$8,000

City of Oak Creek 2008 Annual Budget

590 BOARD OF HEALTH Fees for Medical Officer have been reduced to \$600 per quarter; travel/training, supplies, postage, printing /advertising.	\$4,000
592 HISTORICAL SOCIETY Supplies purchased for general upkeep of the City buildings at the Historical Society site.	\$5,000
593 ANIMAL CONTROL Costs determined by Milwaukee Area Domestic Animal Control Commission for animal control:	\$55,000
594 MISCELLANEOUS BOARDS Costs incurred by various boards and committees: Bender Park, Finance, Environmental Advisory, Traffic & Safety, Stormwater Management, ad-hoc committees.	\$100
595 MISCELLANEOUS/RATE STABILIZATION Expenses not covered by other specific categories	\$239,000
596 WEED COMMISSIONER Fees paid to the Weed Commissioners - \$75/hr x 600 hours plus inspection fees, administrative & supplies costs	\$40,000
600 OFFICE EQUIPMENT MAINTENANCE Maintenance costs and insurance agreements for Clerk's office copiers, transcribers, recorders.	\$3,000
TOTAL	\$2,881,100

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Facility Maintenance - 41

Program Description

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

Status of 2007 Objectives:

1. Continue participation in the Ad-Hoc Facilities Needs Study Committee until the committee's work is completed, and the Council acts upon a recommendation. *I attended all of the Study Committee meetings in 2007 and in a presentation by the Study Committee to the Common Council, they found it would be more cost effective to build new City facilities rather than remodel the current buildings.*
2. Depending on Council direction, develop a long-range plan for the repair, remodeling and renovation of the Library, City garage, and Fire Station #1 facilities, and/or assist in development of an implementation plan for replacement of one or more of the buildings in the City Hall complex. *Ongoing*
3. Depending on Council direction, develop a long-range plan for the repair, remodeling and renovation of the Street Department facility, or assist in development of an implementation plan for a new main building, or expansion of the current main building. *The street garage is currently in the design phase of a major remodeling project. I have attended meetings with City staff and designers to ensure that the mechanical equipment being specified is in the best interest of the City.*
4. Oversee remodeling projects at Fire Station #2, which will accommodate changes made necessary by the WE Energies power plant project. *This project was placed on hold by the Common Council in 2007 and will be looked at in 2008.*

2008 Objectives:

1. Try to keep the aging and deteriorating City facilities and their mechanical equipment running with as little down time as possible.
2. Continue attending any meetings regarding the replacement of City facilities.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Building Maintenance - 41					
Direct Employee Costs					
100 Salaries, Full Time	112,451	118,556	123,370	123,385	130,830
105 Salaries, Part Time	113,542	118,415	124,600	124,000	126,330
110 Salaries, Overtime	524	398	1,500	1,000	1,500
130 Retirement	23,008	24,721	26,525	26,000	27,450
135 Social Security	17,165	18,097	19,150	19,000	19,825
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	20,560	21,000	21,720	21,720	21,180
160 Insurance, Work Comp	9,350	9,850	9,900	9,900	10,400
165 Insurance, Disability	491	491	495	495	495
170 Insurance, Dental	1,420	1,475	1,430	1,430	1,440
175 Insurance, Group Life	613	684	750	725	850
180 Longevity	195	240	285	285	300
185 Section 125 Administration	0	0	0	0	0
Subtotal	\$299,322	\$313,927	\$329,725	\$327,940	\$340,600
Indirect Employee					
200 Travel/Training	1,057	0	1,500	1,500	1,600
205 Recruitmnt/Testng/Physicals	1,008	105	800	800	800
215 Uniforms and Clothing	347	195	500	500	500
Subtotal	\$2,412	\$300	\$2,800	\$2,800	\$2,900
Utility Costs					
300 Electricity	32,252	34,883	38,400	38,400	41,300
305 Water and Sewer	2,712	2,580	2,800	2,800	2,800
310 Natural Gas	24,967	21,348	41,500	41,500	43,500
315 Telephone	45,143	50,484	52,000	52,000	53,000
325 Heating Oil	0	521	500	500	0
Subtotal	\$105,074	\$109,816	\$135,200	\$135,200	\$140,600
Supplies					
400 Office Supplies	10	169	150	150	50
420 Dues and Publications	20	100	100	100	0
430.10 Civic Center/Library/Streets	10,093	11,708	11,850	11,850	12,900
430.20 Police	6,525	7,187	11,350	11,350	11,500
430.30 Fire	6,765	6,399	7,000	7,000	8,500
440 Medical & Safety	108	55	500	500	500
455 Small Tools	134	0	200	200	200
460 Minor Equipment	81	483	1,500	1,500	1,500
495 Miscellaneous	0	0	0	0	0
Subtotal	\$23,735	\$26,101	\$32,650	\$32,650	\$35,150
Other Services					
517.10 Civic Center Carpet cleaning	8,625	8,741	7,200	7,200	9,200
517.20 Police Carpeting Cleaning	7,160	7,508	5,500	6,275	9,350
517.30 Police Windows	0	0	2,100	2,100	2,100
517.40 Fire Carpet Cleaning	874	56	1,150	1,150	2,450
Subtotal	\$16,659	\$16,305	\$15,950	\$16,725	\$23,100

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Maintenance					
620 Building Maintenance	18,139	24,054	23,000	23,000	23,000
635 Equipment Rental	0	0	100	100	100
Subtotal	\$18,139	\$24,054	\$23,100	\$23,100	\$23,100
Vehicles					
700 Vehicle Maintenance	454	501	500	1,300	1,300
710 Gas/Oil/Fluids	3,287	2,923	6,100	3,100	3,500
Subtotal	\$3,741	\$3,424	\$6,600	\$4,400	\$4,800
Total	\$469,082	\$493,927	\$546,025	\$542,815	\$570,250

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

BUILDING MAINTENANCE - 41

200 Training	\$1,600
This account covers the cost of any seminars that any member of the maintenance department attends throughout the year. Advanced training is needed on the software that controls the HVAC systems.	
205 Recruitment/Testing/Physicals	\$800
Costs incurred when hiring new personnel.	
215 Uniform clothing	\$500
Uniforms for maintenance department employees.	
300 Electricity	\$41,300
Electricity for City Hall and City Hall garage.	
305 Water and sewer	\$2,800
Water and sewer for City Hall complex.	
310 Natural gas	\$43,500
Natural gas for City Hall and City Hall garage.	
315 Telephone	\$53,000
This account covers all the incoming and outgoing phone lines that enter or leave the phone system at City Hall. Also charged to this account are all calls made through this system and any repairs needed. Also includes all T1 circuits used in all of the city facilities.	
325 Heating oil	\$0
Fuel oil for backup heat and generator at City Hall.	
400 Office supplies	\$50
Pens, pencils, markers and paper for maintenance department.	
420 Dues and Publications	\$0
This account is for any subscriptions or license fees.	
430 Housekeeping	\$32,900
Hand towels, toilet paper, paper cups, and minor cleaning supplies for City Hall, Library and Streets (\$12,900), Police (\$11,500) and Fire (\$8,500).	
440 Medical & safety	\$500
Safety shoes for maintenance employees.	
455 Small tools	\$200
Screw drivers, hammers, wrenches and other hand tools for maintenance department.	
460 Minor equipment	\$1,500
This covers an assortment of things, such as an air tool, saws, drills, air compressors, refrigeration equipment and large building cleaning equipment.	
517 Building cleaning	\$23,100
Outside services used to clean carpeting, second story windows and floor mats for city buildings.	

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

620 Building maintenance Supplies and parts to make changes or repairs on all City Hall buildings and equipment.	<i>\$23,000</i>
635 Rental For rental on tools that the maintenance department does not have.	<i>\$100</i>
700 Vehicles maintenance Maintenance of department vans and pool cars.	<i>\$1,300</i>
710 Gas/oil/fluids Gas, oil, brake fluid and washer solvent for maintenance vans and pool cars.	<i>\$3,500</i>
TOTAL	<i>\$229,650</i>

City of Oak Creek 2008 Annual Budget

2007 GOALS AND OBJECTIVES STATUS REPORT

Department: City Administrator's Office

Program Description

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

2007 Objectives / Accomplishments Status:

1. Assist with development efforts throughout the city; maintain weekly communication with department managers and elected officials. *Implemented a bi-weekly memo from the Administrator to the Council to inform them of pertinent activity and the upcoming meeting schedule.*
2. Keep up-to-date on developments in other legislative bodies that have an effect on the City; keep the Common Council advised of potential fiscal ramifications. *Ongoing*
3. Develop wage and benefit surveys to measure City wages and benefits compared to other public agencies and private enterprises. *The Council commissioned the firm of Carlson-Dettmann from Madison to conduct a comprehensive compensation and staffing study. The study was completed in early 2007 and approved in concept by the Common Council, with implementation to be considered for January 1, 2008.*
4. Monitor the effects on the City of the WE Energies plant construction. *Ongoing*
5. Update job descriptions on their normal two-year cycle. *Only those job descriptions that needed specific attention were adjusted. A comprehensive review of all job descriptions will occur in 2008.*
6. Assist the Personnel Committee in reviewing and updating City personnel policies. *Ongoing.*
7. Develop an employee policy manual; oversee the update of the employee rules and regulations handbook. *The Council commissioned the legal firm of Davis and Kuelthau to complete a comprehensive employee manual that will condense several documents into one user-friendly personnel manual. The preliminary draft has been reviewed and edited by department managers. Modifications have been made and reviewed by Davis and Kuelthau. The next modified draft will be reviewed by staff and then presented to the Personnel Committee for their review and comment.*
8. Establish a system for recording and monitoring all staff training, with an emphasis on safety measures and policy issues. *The Safety Committee has begun regular meetings to work on a new Safety Manual. Their effort will incorporate safety measures as well as selecting and documenting training pertinent to keeping our employees safe in the workplace.*
9. Monitor progress by departments on implementation of CVMIC recommendations. *Ongoing*

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: City Administrator's Office

Program Description

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

Objectives:

1. Assist with development efforts throughout the city; maintain weekly communication with elected officials and department managers.
2. Keep up-to-date on developments in other legislative bodies that have an effect on the City; keep the Common Council advised of potential fiscal ramifications.
3. Monitor the effects the WE Energies plant construction has on Oak Creek, its residents and businesses.
4. Update job descriptions on their normal two-year cycle.
5. Work with the Common Council, the Personnel Committee, and staff to update City personnel policies.
6. Work with the Common Council, the Personnel Committee, and staff to develop a comprehensive employee policy manual that embodies employee policies, rules, and regulations.
7. Establish a system for recording and monitoring all staff training, with an emphasis on safety measures and policy issues.
8. Monitor progress by departments on the implementation of CVMIC recommendations.
9. Review and update the Revenue Manual.
10. Monitor health, dental insurance utilization.
11. Begin the process of bargaining with five labor unions for successor contracts.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
City Administrator - 42					
Direct Employee Costs					
100 Salaries, Full Time	85,161	140,607	155,300	155,285	163,075
105 Salaries, Part Time	19,343	4,241	0	0	0
110 Salaries, Overtime	778	2,052	1,000	1,000	1,000
125 Car Allowance	1,000	3,246	3,600	3,600	3,600
130 Retirement	10,707	15,042	16,600	16,500	17,405
135 Social Security	8,099	11,655	11,975	11,700	12,100
150 Insurance, Active Employees	20,560	30,000	21,720	21,720	21,180
160 Insurance, Work Comp	400	400	500	500	425
165 Insurance, Disability	246	450	495	492	495
170 Insurance, Dental	1,420	2,100	1,470	1,470	1,440
175 Insurance, Group Life	218	247	300	268	300
180 Longevity	45	120	120	120	120
185 Section 125 Administration	72	42	100	45	50
Subtotal	\$148,048	\$210,202	\$213,180	\$212,700	\$221,190
Indirect Employee					
200 Training/Travel	648	4,093	4,000	4,000	4,000
205 Recruitment/Testing/Physicals	20,114	8,069	0	0	0
210 Expense Allowance	0	75	200	200	200
Subtotal	\$20,762	\$12,237	\$4,200	\$4,200	\$4,200
Utility Costs					
315 Telephone	363	617	1,500	1,100	1,200
Subtotal	\$363	\$617	\$1,500	\$1,100	\$1,200
Supplies					
400 Office Supplies	939	541	700	500	700
410 Printing and Copying	430	1,007	500	1,000	1,000
415 Postage	188	299	500	500	500
420 Dues and Publications	1,095	1,461	1,500	1,625	1,500
460 Minor Equipment	394	729	0	0	0
495 Miscellaneous	0	0	25	25	25
Subtotal	\$3,047	\$4,037	\$3,225	\$3,650	\$3,725
Maintenance					
600 Office Equip Maintenance	4	0	60	60	60
Subtotal	\$4	\$0	\$60	\$60	\$60
Total	\$172,224	\$227,093	\$222,165	\$221,710	\$230,375

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

CITY ADMINISTRATOR'S OFFICE - 42

200 Training/Travel	\$4,000
WCMA winter conference, WCMA summer conference, ICMA annual conference, miscellaneous conferences and training seminars. It is also used for travel expenses to other in-state conferences. Increase due to a greater involvement in CVMIC, WI League and WI Alliance.	
210 Expense Allowance	\$200
Expenses related to special events, dinners, and other events of a business nature.	
315 Telephone	\$1,200
All long distance calls, FAX transmissions and cell phone.	
400 Office Supplies	\$700
Pens, paper, envelopes and other miscellaneous office supplies needed for carrying out the department's daily office tasks.	
410 Printing	\$1,000
All required printed materials such as stationery letterhead, envelopes and other special forms for the personnel record keeping function and computer printing.	
415 Postage	\$500
Postage on all correspondence or other materials sent out in conducting this department's workload.	
420 Dues and Publications	\$1,500
Membership fees for ICMA, WCMA, MAMEA, WPELRA. Various municipal, and human resources functions, books and magazine subscriptions.	
495 Miscellaneous	\$25
Funding for supplies not otherwise listed.	
600 Office Equipment Maintenance	\$60
Maintenance on office equipment.	
Total	\$9,185

City of Oak Creek 2008 Annual Budget

2007 GOALS AND OBJECTIVES STATUS REPORT

Department: Information Technology

Program Description

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

Objectives:

1. Complete the purchase and installation of all new City software and hardware in the 2007 budget by December, 2007. *Ongoing*
2. Continue to coordinate with City departments the planning, research and initial development of a comprehensive citywide database to store city records, documents and data electronically. *Ongoing*
3. Work with various departments to plan and integrate existing City data in the City GIS information system for use by City departments. *Ongoing*
4. Using GIS keep City maps, easements, zoning & databases current. *Ongoing*
5. Install and integrate the faster WLAN links between City Hall and other City buildings. *Ongoing*
6. Provide instruction/training/support for an Microsoft Office user group for City staff and additional training for new City computer users including the creation of a new employee computer manual. *Underway*
7. Set standards and provide for the maintenance/update of the City Web Page and Intranet as needed during the year. *Ongoing*
8. Update the 5-Year plan for yearly migration and replacement of computer hardware in conjunction with network/connectivity upgrades by November 2007. *Completed*

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: Information Technology

Program Description

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

Objectives:

1. Complete the purchase and installation of all new City software and hardware in the 2008 budget by December, 2008.
2. Continue to coordinate with City departments the planning and development of a comprehensive citywide database to store city records, documents and data electronically.
3. Work with various departments to plan and integrate existing City data in the City GIS information system for use by City departments.
4. Using GIS keep City maps, easements, zoning & databases current.
5. Install and integrate faster WLAN links between City Hall and other City buildings.
6. Provide instruction/training/support for an Microsoft Office user group for City staff and additional training for new City computer users including the creation of a new employee computer manual.
7. Set standards and provide for the maintenance/update of the City Web Page and Intranet as needed during the year.
8. Update the 5-Year plan for yearly migration and replacement of computer hardware in conjunction with network/connectivity upgrades by November 2008.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Information Technology - 43					
Direct Employee Costs					
100 Salaries, Full Time	216,855	226,867	237,000	237,000	250,780
105 Salaries, Part Time	0	0	6,000	0	7,000
125 Car Allowance	1,200	3,600	3,600	3,600	3,600
130 Retirement	22,092	23,576	25,135	25,010	27,360
135 Social Security	16,054	17,258	18,880	17,950	20,000
150 Insurance, Active Employees	48,960	51,000	51,720	51,720	50,580
160 Insurance, Work Comp	700	700	745	745	650
165 Insurance, Disability	983	983	985	985	985
170 Insurance, Dental	3,520	3,575	3,505	3,505	3,600
175 Insurance, Group Life	412	433	465	450	500
180 Longevity	120	120	120	120	120
185 Section 125 Administration	51	38	100	45	100
Subtotal	\$310,947	\$328,150	\$348,255	\$341,130	\$365,275
Indirect Employee					
200 Travel/Training	1,004	2,319	4,000	4,000	4,000
205 Recruitment/Physicals	0	0	0	0	0
Subtotal	\$1,004	\$2,319	\$4,000	\$4,000	\$4,000
Utility Costs					
315 Telephone	349	840	900	900	2,300
320 Data Lines	1,997	4,275	6,400	6,400	7,000
Subtotal	\$2,346	\$5,115	\$7,300	\$7,300	\$9,300
Supplies					
400 Office Supplies	553	212	500	500	500
405 Computer Network Software	21,044	23,606	15,000	15,000	15,000
410 Printing & Copying	730	38	800	800	800
415 Postage	20	41	50	50	50
420 Dues & Publications	901	684	700	700	700
460 Minor Equipment	3,451	4,829	3,000	3,000	3,000
495 Miscellaneous	1,502	665	5,000	5,000	5,000
Subtotal	\$28,201	\$30,075	\$25,050	\$25,050	\$25,050
Other Services					
550 Consulting	5,975	3,120	5,000	5,000	5,000
551 Data Services	24,371	17,715	25,000	25,000	26,700
552 Annual License Fees	55,921	51,602	77,600	77,600	95,550
Subtotal	\$86,267	\$72,437	\$107,600	\$107,600	\$127,250
Maintenance					
600 Office Equip Maintenance	0	0	0	0	0
605 Computer Maintenance	8,179	13,721	11,500	11,500	12,000
606 Computer Service Contracts	2,681	1,787	2,000	2,000	2,200
Subtotal	\$10,861	\$15,508	\$13,500	\$13,500	\$14,200
Total	\$439,626	\$453,604	\$505,705	\$498,580	\$545,075

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

INFORMATION TECHNOLOGY - 43

200 Travel/Training Computer/Network training for support staff. Technology seminars. Travel re-imbursement (mileage). Maintain & update computer training room for staff. Training videos.	\$4,000
315 Telephone Long distance telephone charges, modem line charges and cellular phone charges.	\$2,300
320 Data Lines Internet Access for City Hall/PD & IT/Main plus web site hosting.	\$7,000
400 Office Supplies Cabinet, binders, folders, paper, CD/DVD's, disk cases, general office	\$500
405 Computer Hardware/Software Application software (new & upgrades), network operating/management software, network infrastructure upgrades (cabling, hubs, NIC cards), network software upgrades, new or replacement computer hardware (monitors, memory, hard drives, CD-Rom drives, etc.).	\$15,000
410 Printing & Copying Department copier charges, printing material for training.	\$800
415 Postage	\$50
420 Dues & Publications Microsoft Users Group, Microsoft TechNet Subscription, miscellaneous computer books or publications.	\$700
460 Minor Equipment Data backups, cabling, printers, computer tools, computer parts, etc.	\$3,000
495 Miscellaneous Computer costs not anticipated at this time.	\$5,000
514 Consulting Custom programming or consulting services. Program customization, Network/router/WAN and voice/data consulting	\$5,000

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

551 OnLine Services		
Annual Subscriptions:		\$26,700
	Police & Fire Dept. WAN (MDC's)	21,000
	Wisconsin Dept. of Justice - Record Checks	2,300
	Wisconsin Dept. of Justice - Time System	<u>3,400</u>
	TOTAL	26,700
552 Annual License Fees		\$95,550
Software license fees:		
	MSI - updates/Maint. (Acct.)	8,700
	GCS - updates (Acct., Assessor & Treas)	3,800
	Univers & Visual Landisc Maint/upg (Assessor)	3,400
	WPS (Health)	50
	Phoenix/KPI Support (Fire and Police)	36,000
	Microsoft Mapoint (Fire & Police)	600
	Schedule Soft (Police)	450
	Cross Match Fingerprint (Police)	1,700
	Beast Evidence Tracking (Police)	850
	Dictaphone Freedom Call Check (Police)	600
	PTWin32 (Inspection)	2,500
	CAiCE - IPSWIMM (Engineering)	1,200
	Pond Pack (Engineering)	1,500
	AutoCAD (Engineering, Planning, GIS)	7,200
	Arc Info & ArcView(GIS)	4,200
	ARCIMS (GIS)	3,200
	Quark (Rec)	900
	RecTrac (Parks & Rec)	4,400
	Dossier Fleet Maintainance Software	1,700
	Mitchell On Demand (Streets)	1,500
	Transmissions (Streets)	1,500
	Sign Cad (DPW)	1,000
	Microsoft Exchange (Email) updates	3,500
	Barracuda Spam Filter	500
	Diskeeper (IT)	1,200
	Surf Control (IT)	3,400
		<hr/>
	TOTAL	95,550
605 Computer Maintenance		\$12,000
General computer maintenance on city's 180 computers. Parts replacement, upgrades, toner & printer cartridges, printer repairs, spare parts, network & cable maintenance.		
606 Annual Computer Maintenance Contracts		\$2,200
Cisco Pix Firewall, Routers, Switches & Bridges		
		<hr/>
	TOTAL	\$179,800

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: City Clerk

Program Description

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

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

The City Clerk's office is also responsible for the City's financial and accounting functions, which include but are not limited to: overseeing investments; processing accounts payable and receivable and billing; handling payroll and other personnel related activities; administering all special assessments; preparing the annual tax roll; providing budgetary information; and implementing internal auditing procedures.

Status of 2007 Objectives:

1. Continue to work with the Information Technology Manager to refine a proposal to use CD-ROM technology for recordkeeping; train clerical staff in proper techniques of electronic document storage; continue the ongoing reorganization and consolidation of archived records.
Unable to achieve in 2007 due to workload and staff shortages.
2. Monitor and maintain the highest safe level of return on City investments; continue ongoing research on vendor proposals. Prepare a report on compliance with the investment policy in conjunction with the annual audit.
Completed.
3. Provide 24 hours of professional and computer training to each staff person.
Completed.
4. Resume the training process for Open Meetings requirements with the various boards and commissions.
Unable to achieve in 2007 due to workload and staff shortages.
5. Develop an orientation packet to be given to all newly elected City officials by April, 2007; and develop a packet to be given to all newly appointed or prospective Board and Commission citizen members by December, 2007.
Unable to achieve in 2007 due to workload and staff shortages.
6. Continue preparation for new GASB 34 requirements by December, 2007; train other City departments in GASB 34 requirements when appropriate.
Completed.
7. Continue training election officials in the new statewide voter registration system and the use of the new HAVA required voting equipment by April, 2007.
Completed.

City of Oak Creek 2008 Annual Budget Goals and Objectives

2008 Objectives:

1. Continue to work with the Information Technology Manager to refine a proposal to use CD-ROM technology for recordkeeping; train clerical staff in proper techniques of electronic document storage; continue the ongoing reorganization and consolidation of archived records.
2. Monitor and maintain the highest safe level of return on City investments; continue ongoing research on vendor proposals. Prepare a report on compliance with the investment policy in conjunction with the annual audit.
3. Provide 24 hours of professional and computer training to each staff person.
4. Resume the training process for Open Meetings requirements with the various boards and commissions.
5. Develop an orientation packet to be given to all newly elected City officials by April, 2008; and develop a packet to be given to all newly appointed or prospective Board and Commission citizen members by December, 2008.
6. Train new election officials for major 2008 elections by August 31, 2008.
7. Implement voter registration drives and activities by October 1, 2008.
8. Continue participation in TIF No. 7 working group as an ongoing objective.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
City Clerk - 44					
Direct Employee Costs					
100 Salaries, Full Time	292,630	305,590	324,300	320,500	379,000
110 Salaries, Overtime	5,633	6,587	3,500	3,500	3,500
130 Retirement	30,965	33,066	35,310	35,000	38,060
135 Social Security	22,495	23,575	25,150	24,500	29,325
150 Insurance, Active Employees	51,910	57,000	56,220	56,220	55,080
160 Insurance, Work Comp	900	1,000	1,000	1,000	1,000
165 Insurance, Disability	1,474	1,474	1,475	1,475	1,475
170 Insurance, Dental	4,940	5,050	4,965	4,965	5,040
175 Insurance, Group Life	1,600	1,743	1,830	1,830	2,000
180 Longevity	565	605	660	660	725
185 Section 125 Administration	153	129	200	135	200
Subtotal	\$413,265	\$435,819	\$454,610	\$449,785	\$515,405
Indirect Employee					
200 Travel/Training	49	540	900	600	900
205 Recruitment and Physicals	0	100	100	0	2,500
Subtotal	\$49	\$640	\$1,000	\$600	\$3,400
Utility Costs					
315 Telephone	14	258	100	0	0
Subtotal	\$14	\$258	\$100	\$0	\$0
Supplies					
400 Office Supplies	584	312	1,000	400	500
420 Dues and Publications	416	286	450	400	400
460 Minor Equipment	0	0	0	0	200
Subtotal	\$1,000	\$598	\$1,450	\$800	\$1,100
Other Services					
530 Audit	32,330	34,037	37,000	37,000	40,000
595 Miscellaneous	0	40	100	100	100
Subtotal	\$32,330	\$34,077	\$37,100	\$37,100	\$40,100
Maintenance					
600 Office Equip Maintenance	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total	\$446,658	\$471,392	\$494,260	\$488,285	\$560,005

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

CITY CLERK - 44

200 TRAVEL/TRAINING

Training includes Wisconsin Municipal Clerks Association seminars, computer courses, Milwaukee County & UW-M & UW-Extension classes and workshops, ETN sessions, Virchow, Krause & Co. seminars, and other miscellaneous training classes for six full-time employees. Mileage costs are also included. \$900

205 RECRUITMENT/PHYSICALS

Costs associated with recruitment and hiring of an employee. Possible two retirements in 2008. \$2,500

315 TELEPHONE

\$0

400 OFFICE SUPPLIES

Paper, pens, folders and miscellaneous office supplies needed for daily office business, as well as special forms, stationery, envelopes, computer paper, etc. \$500

420 DUES & PUBLICATIONS

Membership fees for International Institute of Municipal Clerks, Wisconsin Municipal Clerks Association, Milwaukee Metro Clerks Association; IIMC and WMCA booklets. \$400

460 MINOR EQUIPMENT

Calculator \$200

530 AUDIT

Fees for 2007 audit, per contract with Virchow Krause & Co. \$38,500; Funding for Single Audit Act and special audits when required and miscellaneous information-\$1,500. \$40,000

595 MISCELLANEOUS

Expenses not covered by specific categories. \$100

TOTAL **\$44,600**

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: Treasurer's Office

Program Description

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

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

2007 Objectives – Status through July 31st:

1. Mail 100% of the Real Estate and Personal Property tax bills in a timely fashion.
Status: 4th Quarter Activity.
2. Collect 98.5% of the Personal Property tax bill amount by June 1, 2007, following Resolution No 10566-111505 for the handling of delinquent personal property tax to reduce the loss of revenue owed to the City.
Status: Collected 98.9%.
3. Collect real estate taxes of 98% by July 31, 2007 to provide additional revenue in interest on delinquent taxes and at the same time increase interest income on City investments. Mail delinquent notices by June 30, 2007.
Status: Collected 98.5% by July 31, 2007. Mailed delinquent notices June 15, 2007.
4. Work with the City Clerk to monitor and maintain the highest safe level of return on City investments.
Status: Ongoing process.
5. Utilize service of a new firm for acceptance of credit cards for purposes currently not available to the public and research check processing services. Will utilize firm only for those services which have no cost to the City or in which the increase in revenue or benefit from the service exceeds the cost.
Status: Obtained service of Official Payments Corp for acceptance of credits cards for tax payments – monitoring progress. Check processing service has a significant cost; benefit doesn't outweigh the cost at this time.
6. Work with all Departments that handle City funds to improve safety of City funds and to reduce the risk of receiving an unfavorable opinion of our financial statements. Will also make recommended changes to the Common Council for approval in an effort to provide city wide guidelines in the handling of City funds.
Status: An Internal Control Policy was approved by the Common Council. All City Departments are in compliance of this policy, with the exception of Water & Sewer Utility. A comparison internal control review will be done in mid September and all appropriate controls will be implemented.
7. Reconcile the health insurance fund and general fund accounts in a timely fashion.
Status: Completed first seven months.
8. Full- and/or part-time staff to attend computer class(es) and/or Treasurer to take Local Government Class. Also, attend Advanced Treasurer's Classes or Master Academy at the Treasurer's Institute. Continue to earn experience points required to complete Certification for Municipal Treasurer of Wisconsin.
Status: Treasurer completed Master Academy at the Treasurer's Institute; still working on experience requirements for certification. Intend on sending new part-time staff to computer class or other training to benefit the City.
9. Monitor monthly mobile home parking fees to ensure timely and accurate collections.
Status: Completed.

City of Oak Creek 2008 Annual Budget Goals and Objectives

2008 Objectives:

1. Mail 100% of the Real Estate and Personal Property tax bills in a timely fashion.
2. Collect 98.5% of the Personal Property tax bill amount by June 1, 2008, following Resolution No 10566-111505 for the handling of delinquent personal property tax to reduce the loss of revenue owed to the City.
3. Collect real estate taxes of 98% by July 31, 2008 to provide additional revenue in interest on delinquent taxes and at the same time increase interest income on City investments. Mail delinquent notices by June 30, 2008.
4. Work with the City Clerk to monitor and maintain the highest safe level of return on City investments.
5. Look at the service of a new Collection Agency for collection of delinquent personal property tax.
6. Monitor and assist in the implementation of internal controls specifically related to the Water and Sewer Utility.
7. Reconcile the health insurance fund and general fund accounts in a timely fashion.
8. Full- and/or part-time staff to attend computer class(es) and/or Treasurer to take Local Government Class. Also, attend Advanced Treasurer's Classes or Master Academy at the Treasurer's Institute. Continue to earn experience points required to complete Certification for Municipal Treasurer of Wisconsin.
9. Monitor monthly mobile home parking fees to ensure timely and accurate collections.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
City Treasurer - 46					
Direct Employee Costs					
100 Salaries, Full Time	89,484	93,190	100,415	100,000	109,560
105 Salaries, Part Time	8,238	10,858	16,000	16,000	16,000
110 Salaries, Overtime	68	0	500	250	500
130 Retirement	10,185	11,055	12,920	12,900	13,940
135 Social Security	7,396	7,879	8,950	8,900	9,650
150 Insurance, Active Employees	17,200	18,000	18,000	18,000	17,700
160 Insurance, Work Comp	325	350	360	360	325
165 Insurance, Disability	491	491	495	493	495
170 Insurance, Dental	2,100	2,100	2,100	2,100	2,160
175 Insurance, Group Life	127	155	185	182	230
180 Longevity	60	60	60	60	60
185 Section 125 Administration	0	0	0	45	0
Subtotal	\$135,676	\$144,138	\$159,985	\$159,290	\$170,620
Indirect Employee					
200 Travel/Training	1,948	1,164	2,100	1,800	2,000
205 Recruitment/Testing	0	0	0	0	0
Subtotal	\$1,948	\$1,164	\$2,100	\$1,800	\$2,000
Utility Costs					
315 Telephone	3	325	295	250	290
Subtotal	\$3	\$325	\$295	\$250	\$290
Supplies					
400 Office Supplies	1,006	1,462	1,100	1,100	1,100
410 Printing and Copying	3,605	3,928	4,000	4,000	4,100
415 Postage	7,855	7,281	8,600	8,600	8,600
420 Dues and Publications	412	377	430	430	450
460 Minor Equipment	1,068	1,628	1,250	1,550	1,235
Subtotal	\$13,946	\$14,676	\$15,380	\$15,680	\$15,485
Maintenance					
600 Office Equip Maintenance	31	116	200	200	200
Subtotal	\$31	\$116	\$200	\$200	\$200
Total	\$151,603	\$160,419	\$177,960	\$177,220	\$188,595

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

TREASURER - 46

200 TRAVEL/TRAINING	\$2,000
Municipal Treasurer District meetings, Annual Municipal Clerk/Treasurer's Institute & Convention, Classes for Computer Training and/or Local Government.	
315 TELEPHONE	\$290
Long distance telephone charges and FAX calls. Charges for mobile phone (shared with Clerk).	
400 OFFICE SUPPLIES	\$1,100
Pens, pencils, note pads, calculator tape, typewriter ribbons, staples, tape, correct type, computer paper, diskettes, calculator ribbons, ink cartridges, validation ribbons, cash receipting ribbons, cash receipting tape.	
410 PRINTING AND COPYING	\$4,100
Envelopes-tax bills-payroll-tax payments-general, copy paper, toner, tax info flyers, tax bills.	
415 POSTAGE	\$8,600
Bulk mailing of tax bills, certified letters, delinquent notices-real estate-personal property, routine.	
420 DUES AND PUBLICATIONS	\$450
Membership in the Municipal Treasurer's Association of United States & Canada , Dues for the Municipal Treasurer's Association of WI, Dues for the Wisconsin Municipal Clerks Association, Government Finance Officers Association, Notary renewals.	
460 MINOR EQUIPMENT	\$1,235
Two Monroe calculators, Money Counters, Check Verifier	
600 OFFICE EQUIPMENT MAINTENANCE	\$200
Service maintenance for the copy machine.	
TOTAL	\$17,975

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: Assessor's Office

Program Description

The Assessor's Office is responsible for discovering, listing and placing a fair market value on all real and personal property according to State laws to equitably distribute the local tax burden. Preparation of the annual assessment roll is the end result of each year's work. Personnel in this department assist the public in obtaining assessment information on agricultural, residential, commercial, manufacturing, and mobile home properties in the City. In 1994 the City hired a contract assessor to act as City Assessor. With that change, the City Clerk assumed the day-to-day supervision of this office.

2007 Objectives – Status through July 31st:

1. Prepare assessments and mail new revaluation notices on mobile homes by January 30, 2007.
Mobile home fieldwork completed by January 30th ; new valuation notices mailed on February 13th.
2. Continue to work with the Information Technology office on efficient transfer of data between the Unifers and GCS systems; some Unifers property information to be available on website by August 31, 2007.
Partial information regarding sales put on website; continue for 2008.
3. Prepare and mail personal property self-reporting forms by January 30, 2007; complete the review and posting of values to the Unifers and GCS systems by May 1, 2007.
Mailing completed; posting to be finished by September 30, 2007.
4. Maintain departmental deadlines with the Department of Revenue and complete the 2007 assessment roll by October 1, 2007.
Will be completed October 1, 2007.
5. Continue to identify names of exempt properties and add legal descriptions to GCS and Unifers.
Ongoing.
6. Provide 24 hours of professional and computer training to staff.
Ongoing; 16 hours completed through 2nd quarter.

2008 Objectives:

1. Complete mobile home fieldwork, prepare assessments and report annual mobile home valuations to the Treasurer's office by January 30, 2008.
2. Continue to work with the Information Technology office on efficient transfer of data between the Unifers and GCS systems; resolve IT issues with Milwaukee County property records program as they implement changes throughout the year.
3. Prepare and mail personal property self-reporting forms by January 30, 2008; complete the review and posting of values to the Unifers and GCS systems by May 1, 2008.
4. Complete the 2008 assessment roll by June 30, 2008.
5. Provide 24 hours of professional and computer training to staff.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
City Assessor - 48					
Direct Employee Costs					
100 Salaries, Full Time	41,868	44,206	46,185	46,170	47,745
105 Salaries, Part Time	13,667	18,494	18,775	20,000	24,000
110 Salaries, Overtime	376	28	500	500	500
130 Retirement	5,645	6,525	6,950	7,100	7,675
135 Social Security	4,211	4,787	5,015	5,015	5,550
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	3,000	3,000	3,000	3,000	3,000
160 Insurance, Work Comp	1,700	1,800	200	200	200
165 Insurance, Disability	246	246	250	246	250
170 Insurance, Dental	370	370	370	370	420
175 Insurance, Group Life	72	75	100	79	100
180 Longevity	60	60	60	60	60
Subtotal	\$71,214	\$79,591	\$81,405	\$82,740	\$89,500
Indirect Employee					
200 Travel/Training	28	365	350	400	400
205 Recruitment/Testing	0	10	0	0	200
Subtotal	\$28	\$375	\$350	\$400	\$600
Utility Costs					
315 Telephone	18	0	0	0	0
Subtotal	\$18	\$0	\$0	\$0	\$0
Supplies					
400 Office Supplies	1,820	1,557	2,000	2,000	2,000
410 Printing and Copying	990	839	2,500	1,000	1,000
415 Postage	1,542	1,217	2,100	1,600	1,500
420 Dues and Publications	650	995	1,000	1,000	1,000
460 Minor Equipment	473	550	550	115	600
495 Miscellaneous	0	0	100	100	100
Subtotal	\$5,475	\$5,158	\$8,250	\$5,815	\$6,200
Other Services					
514 Engineering/Consulting	81,000	96,025	84,000	84,000	84,000
520 Fee for State Manuf Assessments	11,752	11,885	15,000	12,000	12,000
Subtotal	\$92,752	\$107,910	\$99,000	\$96,000	\$96,000
Maintenance					
600 Office Equip Maintenance	519	596	600	600	625
Subtotal	\$519	\$596	\$600	\$600	\$625
Total	\$170,006	\$193,630	\$189,605	\$185,555	\$192,925

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

ASSESSOR'S DEPARTMENT - 48

200 TRAVEL/TRAINING	\$400
Funds in this account will be used for training of staff in computer courses, seminars and mileage.	
205 RECRUITMENT/TESTING	\$200
400 OFFICE SUPPLIES	\$2,000
Covers the cost of necessary supplies to run the office including, but not limited to, pens, paper, folders, toner, binders, labels, storage boxes, and miscellaneous.	
410 PRINTING AND COPYING	\$1,000
Daily business copying, updates of current materials, business envelopes, assessment manual updates, and copying charges from Milwaukee County Register of Deeds for deeds, mortgages and plat pages.	
415 POSTAGE	\$1,500
Routine business correspondence, annual mailings of personal property forms, assessment increase notices, mailings to Department of Revenue, and required certified mailings.	
420 DUES AND PUBLICATIONS	\$1,000
Includes subscriptions to professional and technical journals and commercial costing manuals.	
460 MINOR EQUIPMENT	\$600
Purchase file cabinets for boxed assessment records, to be stored in basement.	
495 MISCELLANEOUS	\$100
Funds to cover any unplanned incident or expense.	
515 ENGINEERING CONSULTING	\$84,000
Tyler Technologies, Inc. (formerly CLT) for assessor services annual contract.	
520 FEE FOR STATE MANUFACTURING ASSESSMENTS	\$12,000
Fee paid to State DOR for performing manufacturing assessments annually	
600 OFFICE EQUIPMENT MAINTENANCE	\$625
Service and maintenance of copy machine.	
TOTAL	\$103,425

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Legal

Program Description

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

2007 Objectives – Status through July 31:

1. Successfully defend the litigation brought by the Citizen Action Committee regarding the direct legislation petition.
Status: The City was successful at the Trial Court level. The case was dismissed. That decision was reversed by the Court of Appeals. A petition for review to the Supreme Court was just denied. We will continue to oppose the litigation in circuit court.
2. Successfully defend the City on the litigation brought by Alan Boy regarding the validity of the junked motor vehicle ordinance.
Status: The City was successful in defending this lawsuit..
3. Continue to work with the staff, Common Council and IRG regarding the legal issues involving the Lakeview Redevelopment District.
Status: The agreement with IRG has been terminated. There are ongoing staff discussions regarding the redevelopment of the Lakeview area.
4. Represent the City's interest with regard to the dispute as it relates to the option to purchase 290 acres at the southwest corner of Oakwood and Howell.
Status: A meeting was held with MMSD regarding the purchase of the 290 acres. Negotiations continue. We are waiting for an appraisal to continue the negotiations.
5. Continue to monitor the ongoing neighbor dispute between Borowski and Weinholds on East Ryan Road and continue to keep the City out of the middle of the litigation.
Status: Ongoing.
6. Successfully conclude the real estate transactions involving Joseph Campione and Sons and Micjensar Realty Ltd.
Status: The transaction with Micjensar Realty has been concluded. The transaction with Campione and Sons awaits approval of a TIF Agreement by the Common Council.
7. Successfully negotiate a remedy relative to the claim brought by the Citizens Victims Board against the Police Department.
Status: Completed.

City of Oak Creek 2008 Annual Budget Goals and Objectives

8. Successfully defend the claim brought against the City by Independence Corrugated.
Status: A hearing is scheduled before Judge Christopher Foley on October 1, 2007.
9. Bring the lawsuits filed against Andrew Zielinski and Robert George relative to the clean up of their properties to a successful conclusion.
Status: Litigation involving Andrew Zielinski remains pending. A hearing is scheduled before Judge David Hansher on October 15, 2007. The Robert George property was cleaned up and the litigation dismissed.
10. Develop ordinances and strategies to deal with the effect of the impact fee legislation.
Status: Awaiting input from the Director of Community Development.
11. Resolve the Oak Leaf Estates sidewalk issue.
Status: Resolved.
12. Bring the Liberty Property Trust TIF negotiations to a conclusion that is satisfactory to the Common Council and the Joint Review Board.
Status: A TIF agreement was approved for the Liberty property trust development.
13. Provide legal support to issues involving the possible relocation and/or remodeling of City Hall.
Status: No activity.
14. Represent the City vigorously in the collection of delinquent property taxes.
Status: Ongoing.
15. Prosecute those persons charged with operating while under the influence that file jury demands in the Circuit Court.
Status: Ongoing.

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Legal

Program Description

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

2008 Objectives:

1. Successfully defend the litigation brought by the Citizen Action Committee regarding the direct legislation petition.
2. Represent the City's interest with regard to the dispute as it relates to the option to purchase 290 acres at the southwest corner of Oakwood and Howell.
3. Successfully conclude the real estate transaction and completion of a TIF Agreement with Joseph Campione and Sons.
4. Continue to monitor the ongoing neighbor dispute between Borowski and Weinholds on East Ryan Road and continue to keep the City out of the middle of the litigation.
5. Successfully defend the claim brought against the City by Independence Corrugated.
6. Bring the lawsuit filed against Andrew Zielinski relative to the clean up of his property to a successful conclusion.
7. Work with the Department of Community Development regarding strategies dealing with the effect of the impact fee legislation.
8. Provide legal support for issues involving the possible relocation and/or remodeling of City Hall.
9. Continue to work with the staff to assist in clean up of nuisance properties.
10. Continue to work on creation of a sexual offender placement ordinance.
11. Assist outside counsel in the Clean Wisconsin v. WE Energies litigation to secure the permit for the once through cooling system.
12. Work with counsel for RTC Communities in opposing the pending cable bill in the state legislation and in supporting the City of Milwaukee litigation.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

13. Assist staff on South 27th Street issues.
14. Assist staff regarding Delphi closure issues.
15. Represent the City vigorously in the collection of delinquent property taxes.
16. Prosecute those persons charged with operating while under the influence that file jury demands in the Circuit Court.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
City Attorney - 50					
Direct Employee Costs					
100 Salaries, Full Time	76,267	78,747	81,620	81,620	84,400
105 Salaries, Part Time	22,857	23,571	24,400	24,370	25,100
125 Car Allowance	1,200	1,800	1,800	1,800	1,800
130 Retirement	7,771	8,180	8,655	8,610	8,950
135 Social Security	7,532	7,833	8,250	8,100	8,515
150 Insurance, Active Employees	14,200	15,000	15,000	15,000	14,700
160 Insurance, Work Comp	300	315	320	320	300
165 Insurance, Disability	246	246	245	245	245
170 Insurance, Dental	1,050	1,050	1,050	1,050	1,080
175 Insurance, Group Life	308	318	325	445	540
185 Section 125 Administration	51	42	50	55	50
Subtotal	\$131,781	\$137,102	\$141,715	\$141,615	\$145,680
Indirect Employee					
200 Travel/Training	215	0	800	1,030	2,000
Subtotal	\$215	\$0	\$800	\$1,030	\$2,000
Supplies					
400 Office Supplies	321	0	400	300	400
415 Postage	135	228	300	300	300
420 Dues and Publications	5,074	5,322	5,000	6,500	6,000
Subtotal	\$5,530	\$5,550	\$5,700	\$7,100	\$6,700
Other Services					
525 Outside Legal Services	89,352	77,401	125,000	125,000	130,000
545 Legal Notices/Recordings	3,191	2,884	4,000	2,470	4,000
Subtotal	\$92,544	\$80,285	\$129,000	\$127,470	\$134,000
Total	\$230,070	\$222,937	\$277,215	\$277,215	\$288,380

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

CITY ATTORNEY - 50

200 Training	\$2,000
Attendance at the League of Wisconsin Municipalities Attorney's Institute. City Attorney's attendance at the NIMLO National conference.	
400 Office Supplies	\$400
Paper, pens, folders and miscellaneous office supplies.	
415 Postage	\$300
Miscellaneous mailings and postage charges.	
420 Dues and Publications	\$6,000
NIMLO dues, subscription to McQuillins on Municipal Corporations and Clark Boardman and Callaghan Current Municipal Problems. Legal research service provided over the internet	
525 Outside Legal Services	\$130,000
Litigation on a variety of issues, jury demands, personal property tax collection	
545 Legal Notices/Recordings	\$4,000
Charges to record various documents and place certain notices in the newspaper	
TOTAL	\$142,700

City of Oak Creek 2008 Annual Budget

Status of 2007 Goals and Objectives

Department: Community Development

Program Description:

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

2007 Objectives Status:

1. To work with the Community Development Authority, Plan Commission and Common Council to implement the recommendations of the adopted Comprehensive Plan and 27th Street plans.
Status: Department staff has been taking part in the joint 27th Street Steering Committee, whose efforts to date have led to the creation of a streetscape plan and a proposal for a joint marketing effort for the corridor, both of which were recommendations of previous plans.
2. To work with elected officials, the private sector and staff to fulfill the City's obligations with respect to the redevelopment of the lakefront.
Status: In 2007 staff devoted considerable effort towards the redevelopment of the lakefront, and in particular the master developer agreement with IRG. IRG, and its local partners opted not to pursue the opportunity due in part to the lack of cooperation from Milwaukee County, a major stakeholder along the lakefront.
3. To process all requested zoning, land division, and Official Mapping matters within statutory time limits; to process all interdepartmental permits and forms within statutory limits.
Status: The Department processes such requests in accordance with all statutory time limits.
4. To work closely with the Community Development Authority (CDA) to implement programs; that will, on behalf of the City, be proactive and aggressive in the areas of business and industrial retention, expansion, and construction.
Status: Department of Community Development staff provides support services to the CDA and 27th Street Steering Committee to promote the recommendations of the 27th Street Corridor plans. The CDA is currently requesting funding of a marketing plan as part of the 2008 budget cycle.
5. To provide appropriate oversight and monitoring of Community Development Block Grant (CDBG) Program projects handled both inside and outside the department.
Status: In 2007 the City reallocated a portion of its unspent CDBG funds to pay for a remodeling of the Miller Park pavilion restrooms to make them handicap accessible. DCD staff works with Milwaukee County, internal department managers and external program recipients to ensure that the CDBG program is implemented in an appropriate manner, and to the benefit of the citizens of Oak Creek.
6. To respond to commercial and industrial inquiries within three (3) working days of receipt of such inquiry.
Status: All commercial or industrial inquiries are investigated in an expeditious manner.
7. To implement and oversee a zoning code enforcement program for the City.
Status: In 2007 a zoning code enforcement program was introduced into the community.

City of Oak Creek 2008 Annual Budget

Status of 2007 Goals and Objectives

8. To work with the Parks and Recreation Department on updating the City's Park and Open Space Plan and to apply for funds for acquisition and development of parks as appropriate.
Status: It is anticipated that the plan will be presented for adoption in October of this year.

9. To maintain weekly communication with elected officials and appointed officials.
Status: Formal weekly reports have not been made to the Common Council. However summary notes are provided to the Mayor, City Administrator, and district alderperson for events and meetings that take place regarding development in their district. Communication between the department and elected and appointed officials is ongoing.

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Community Development

Program Description:

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

Objectives:

1. To work with the Community Development Authority, Plan Commission and Common Council to implement the recommendations of the adopted Comprehensive Plan and 27th Street plans.
2. To work with elected officials, the private sector and staff to promote and accelerate the redevelopment of the lakefront.
3. To process all requested zoning, land division, and Official Mapping matters within statutory time limits; to process all interdepartmental permits and forms within statutory limits.
4. To work closely with the Community Development Authority (CDA) to implement programs; that will, on behalf of the City, be proactive and aggressive in the areas of business and industrial retention, expansion, and construction.
5. To provide appropriate oversight and monitoring of Community Development Block Grant (CDBG) Program projects handled both inside and outside the department.
6. To oversee zoning code enforcement activities for the City, and to provide a year end report to the Council on the status of the program.
7. To work with the Parks and Recreation Department to apply for funds for acquisition and development of parks as appropriate.
8. To maintain ongoing communication with elected officials and appointed officials.
9. To propose changes to the zoning map based on the future land use map adopted as part of the comprehensive plan, and where necessary to propose changes to the future land use map.
10. To evaluate the official maps for at least two neighborhoods in the City and to propose changes where appropriate.
11. To complete a monitoring report for the status of objectives in the adopted comprehensive plan.
12. To complete a detailed redevelopment plan for the area currently containing the Delphi facility.
13. To incorporate the 27th Street subarea, corridor and streetscape plans into City's adopted comprehensive plan.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

14. To draft and adopt revised design overlay districts in Oak Creek zoning code for the 27th Street corridor.
15. To monitor the function and content of the department's web page on a weekly basis.
16. To continuously update the citywide database of businesses.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Community Development - 55					
Direct Employee Costs					
100 Salaries, Full Time	134,849	140,035	192,485	192,450	211,520
105 Salaries, Part Time	9,362	9,877	10,500	10,500	10,840
110 Salaries, Overtime	2	57	425	200	425
130 Retirement	14,690	15,595	21,590	21,500	23,650
135 Social Security	10,815	11,275	15,580	15,300	17,075
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	29,545	38,250	47,485	47,485	34,780
160 Insurance, Work Comp	440	405	2,295	2,295	575
165 Insurance, Disability	627	688	875	875	875
170 Insurance, Dental	2,100	2,675	3,355	3,355	2,795
175 Insurance, Group Life	248	325	470	400	425
180 Longevity	153	204	205	205	205
185 Section 125 Administration	102	71	100	80	100
Subtotal	\$202,933	\$219,457	\$295,365	\$294,645	\$303,265
Indirect Employee					
200 Travel/Training	530	1,249	2,500	2,500	4,000
205 Recruitment and Testing	0	731	0	0	0
Subtotal	\$530	\$1,980	\$2,500	\$2,500	\$4,000
Utility Costs					
315 Telephone	81	1,633	870	1,500	1,500
Subtotal	\$81	\$1,633	\$870	\$1,500	\$1,500
Supplies					
400 Office Supplies	798	893	1,100	1,100	1,800
410 Printing and Copying	2,563	2,330	3,500	1,200	1,500
415 Postage	2,420	2,912	3,000	3,600	3,700
420 Dues and Publications	971	833	1,015	1,015	1,015
Subtotal	\$6,753	\$6,968	\$8,615	\$6,915	\$8,015
Other Services					
545 Legal Notices	2,517	2,060	3,000	2,100	3,000
574 Recording and Review Fees	476	594	2,000	600	1,000
Subtotal	\$2,993	\$2,654	\$5,000	\$2,700	\$4,000
Maintenance					
600 Office Equip Maintenance	71	448	600	600	600
Subtotal	\$71	\$448	\$600	\$600	\$600
Vehicles					
700 Vehicles Maintenance	0	0	1,000	200	1,000
710 Gas/Oil/Fluids	0	0	3,000	1,000	1,000
715 Tires	0	0	400	0	400
Subtotal	\$0	\$0	\$4,400	\$1,200	\$2,400
Total	\$213,361	\$233,140	\$317,350	\$310,060	\$323,780

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

DEPARTMENT OF COMMUNITY DEVELOPMENT - 55

200 TRAVEL/TRAINING	\$4,000
Training of staff and members of the Department of Community Development and staff mileage reimbursement. (2008 APA conference, 2008 Wisconsin Chapter APA conference). NOTE: New continuing education credits are required to maintain AICP certification.	
315 TELEPHONE	\$1,500
Mobile and long distance phone service.	
400 OFFICE SUPPLIES	\$1,800
Purchasing of office supplies for the department's activities. The Zoning Administrator has requested funds for a new digital camera to better document cases.	
410 PRINTING AND COPYING	\$1,500
Cost of printing documents generated for or by the department in carrying out their duties.	
415 POSTAGE	\$3,700
Cost of mailings generated by the department.	
420 DUES AND PUBLICATIONS	\$1,015
Staff membership in the American Planning Association, American Institute of Certified Planners, as well as publications for the department.	
545 LEGAL NOTICES	\$3,000
Publication of legal notices in conjunction with City and developer initiated petitions.	
574 RECORDING AND REVIEW FEES	\$1,000
Fees for the County's review and recording of documents such as certified survey maps, development agreements, deed restrictions, easements, etc.	
600 OFFICE EQUIPMENT MAINTENANCE	\$600
Maintenance contracts on office equipment within the department.	
700 VEHICLE MAINTENANCE	\$1,000
Maintenance of vehicle for Zoning Administrator.	
710 GAS/OIL/FLUIDS	\$1,000
Zoning Administrator vehicle.	
715 TIRES	\$400
Zoning Administrator vehicle.	

TOTAL \$20,515

City of Oak Creek 2008 Annual Budget

Goals & Objectives Status Report – 7/31/07

Department: Police

Program Description

The Police Department is charged with protecting the lives and property of the citizens of Oak Creek and visitors to the community. In order to do this, the Police Department must progressively design and execute programs of community service, crime prevention, and anti-crime education, as well as programs to identify and apprehend those who commit crimes. The Police Department has based its responses to the community in its Mission Statement and Statement of Values. Both internally and externally, the Police Department is striving to improve, and as such, is working closely with the community to define priorities. The community of Oak Creek has entrusted to the Police Department the authority and responsibility to serve the needs of the community while preserving peace and dignity and protecting the rights of all. Placing the needs of the community first, the Police Department will work toward the following goals in 2007:

Objectives - Administrative:

1. Continue with at least one customer satisfaction survey that randomly samples the level of satisfaction, both actual and perceived, of the citizens that have contact with the Police Department or live within the City. Our intention is to have this customer satisfaction survey released with our annual report to the Common Council.

Status: This will be completed during the second half of 2007.

2. Continue to maintain the current level of technical, professional and management training offered to members of the department. Our goal is to provide approximately 5,000 hours of annual training which includes mandatory in-service training, state-required instructor re-certifications, and monthly in-house training.

Status: During the first six months of 2007, employees received a total of 3,000+ hours of training.

3. Continue to work with the School District providing the School Resource Officer Program in both the Senior High School and Middle Schools.

Status: During the first half of 2007, two police officers were assigned to full-time duties as School Resource Officers. One SRO was assigned to the Senior High School, and the other SRO split time between both Middle Schools and the Senior High School.

4. Continue the process of the annual review of mandated department policies, which includes a yearly review and update of all General Orders and Special Orders. Implement policy and procedural changes as necessary.

Status: A review committee was formulated consisting of 13 sworn and non-sworn employees. This committee is currently in the process of reviewing all Department policies. Once completed, the committee will begin to review General Orders and Special Orders for updates.

5. Dispatch:

- a. Provide continual annual training for the dispatchers to enhance skills for police and fire dispatching, including internal telephone etiquette training.
- b. Continue to work with Chief Satula of the Oak Creek Fire Department in moving forward with the implementation of the new Phoenix software and instituting a new computer-aided dispatch system that is compatible City-wide.
- c. Review and edit, where required, the yearly evaluation forms and guidelines.
- d. Review and edit, where required, the dispatcher training program.
- e. Create and maintain an Information Guidelines Booklet for the Dispatch Center.
- f. Work with the Fire Department to combine the Business Night Call/After Hour Contact Form and have the Fire Department distribute twice a year during their inspections in order to keep contacts updated.

City of Oak Creek 2008 Annual Budget

Goals & Objectives Status Report – 7/31/07

Status:

- a. As of August, 2007, dispatchers are trained monthly on topics where improvement is needed or in those areas where they wish to gain further knowledge. Training of all dispatchers in verbal Judo has been scheduled for September, 2007.
 - b. Meetings are held every 6 months between the Fire and Police Departments to discuss all Fire Dispatching matters and the Phoenix CAD system. As of July 31st, the Fire Department has not yet integrated their Phoenix program with the police side of the program.
 - c. No change on this as of July 31, 2007.
 - d. As of July 31st, a new training program has been implemented with the hiring of the most recent Dispatcher which will extend the police and fire dispatch training program over a 5-month period. Input has been provided by trainers in adjusting the program. We have also implemented 30, 60, 90, and 120-day tests for the new hires to gauge their learning status.
 - e. As of July 31st, this document has been created as well as a Dispatch Intranet system to make readily available all SOP's and other needed information for the Dispatch Center. This document is continually updated with new processes or changes in procedures and information as needed/requested.
 - f. As of July 31st, this has been accomplished and implemented.
6. Clerical:
- a. Work with Phoenix Group, Phoenix User Group and the Info. Tech. Manager to continue enhancing our computer software programs.
 - b. Store and destroy appropriate records according to the Records Retention Ordinance.

Status:

- a. Progress has been made with several of the modules within the Phoenix Cad program; most notably, improvements in the court package. Bi-weekly user group meetings are being held and attended by our IT staff.
- b. During the first six months of the year, numerous traffic citations and municipal citations have been destroyed. Destruction of records will continue during the remainder of the year whereby all traffic citations, municipal citations and incident reports dating more than seven years will be destroyed.

Objectives - Operational:

1. Continue the development of our Community Resource Program, which would include the following:
 - a. Continue to solicit donations from the local business community to support crime prevention programs in the City of Oak Creek with a donation goal of \$4,000
 - b. Maintain or increase the current participation level of National Night Out and continue to develop programs for the newly implemented year-round "Special Events" sponsored by National Night Out funding.
 - c. Maintain a minimum of eight community safety events (examples: Bike Rodeo, Child Identification Programs, Oak Creek Health & Safety Fair, Teen Nights, National Night Out and Crime Stoppers).
 - d. Continue liaison in community organizations (Oak Creek Community Center, Apartment Managers Compact and Crime Stoppers) to better serve the community and to spread the crime prevention message.
 - e. Continue development of the Property/Apartment Management Program by actively pursuing inactive complexes and their managers.
 - f. Continue to develop and sponsor educational courses for the residents of Oak Creek such as the Women's Danger Awareness and Self Defense Course and the Firearms Safety Course.
 - g. Reactivate the Neighborhood Watch Program by sponsoring meetings in targeted areas of the community.
 - h. Utilize the Oak Creek/Franklin School District and private sector schools as a conduit for quick and effective communications on safety issues pertaining to children in the community.

City of Oak Creek 2008 Annual Budget

Goals & Objectives Status Report – 7/31/07

Status:

- a. As of July, 2007, we have surpassed the goal set for 2007. Currently, the majority of the funding is for National Night Out, which in turn, is used to support the year- round programming.
 - b. This year's National Night Out event is scheduled for Tuesday, August 7th. Reporting on this goal will be submitted in the Department's "year-end" report.
 - c. During the first six months of the year, programs that we planned and executed or participated in included: March 22 – Career Day; March 29 – O.C. Senior Citizens' Health Fair; April 24 – Ebenezer Pre-school Safety Fair; April 25 - Meadowview Bike Rodeo; May 11 – Crime Stoppers Sr. High Volleyball Night; May 25 – Shepard Hills Career Day; June 13 – South Shore Fresh Air Fest; June 18 – Oak Creek Library Summer Safety Program; and June 24 – O.C.P.D. Community Bike Rodeo.
 - d. The Community Resource Bureau remains active in all the areas mentioned.
 - e. Twenty-seven apartment complexes receive information, when available through Phoenix. Unfortunately, monthly reports were not available for the first five months of the year. Manager meetings have continued every other month with an average of nine complexes represented by owners, managers, or maintenance personnel.
 - f. The Police Department has discontinued the Firearms Safety Course. Three (3) sessions of the Women's Danger Awareness and Self Defense Course were offered - February 5/6, February 12/13, and March 12/13. Classes are increasing in popularity by using the Spring and Fall Community Education Catalogs as a vehicle for promotion. We are currently researching the possibility of offering a condensed version of this course to high school senior girls during P.E. classes.
 - g. Progress is slow in this area. We have promoted Neighborhood Watch through the Apartment Managers Compact, and through National Night Out. In the last six months, we have had contact with three neighborhoods in Oak Creek—Rolling Meadows Condominiums, Groveland Drive and Normandy Estates. With the help of patrol officers, we are building a communication database of concerned citizens' e-mail addresses throughout Oak Creek to be used as a means of communicating crime alerts.
 - h. Brochures and flyers were distributed throughout the school systems (public and private) to promote Bus Safety, Stranger Danger Awareness and the Concerned Parents Program. This department also forwards information from the Municipal Emergency Service Coordinator of the Milwaukee County Emergency Management when it pertains to the educational sector, to all private and public principals interested in receiving the information. We are in the process of increasing the size of our database for all the schools in Oak Creek, to offer pertinent information in a timely fashion.
2. Continue the development of our Drug Unit, which would include:
- a. Initiate and complete investigations that would lead to the acquisition of ten (10) search warrants being served in conjunction with the Emergency Response Unit.
 - b. Full- time Drug Unit officers to set up and work with patrol officers in conducting special drug interdictions/investigations for a minimum of five (5) separate dates.
- Status:
- a. As of July 31, 2007, the Drug Unit has obtained and served 17 warrants in conjunction with the Emergency Response Unit.
 - b. As of July 31, 2007, Drug Unit officers have conducted two special drug interdictions/investigations.
3. The goals and objectives for the Traffic Unit include:
- a. Maintain a minimum of 90% conviction rates in all cases involving charges of Operating While Under the Influence of an Intoxicant that are adjudicated.
 - b. Issue citations in a minimum of 70% of multi-vehicular traffic crashes that occur within the City.
 - c. Deploy radar speed trailer in identified problem areas a minimum of 50 times.
 - d. Continue to utilize the "no roll call" concept to insure traffic enforcement during high traffic periods.
 - e. Obtain traffic safety grants as they become available.
 - f. Maintain a leadership role as a member of the Traffic and Safety Committee.
 - g. Maintain the present amount of traffic contacts within the Patrol Bureau, using the 2006 statistics as our guide.
 - h. Monitor the activity of the traffic unit regarding bias-based policing practices by checking a sampling of 3 officers' activity on a bi-annual basis.

City of Oak Creek 2008 Annual Budget

Goals & Objectives Status Report – 7/31/07

- i. Random telephone and/or mail checks will be performed by the Crime Analysis employee to insure that the Department's "Guide For Citizen Contacts" is being handed out to all contacts.

Status:

- a. Since the conversion to a new operating system, the Department is unable to obtain this information for accurate reporting.
 - b. Since the conversion to a new operating system, the Department is unable to obtain this information for accurate reporting.
 - c. As of July 31, 2007, the trailer has been deployed 41 times in identified traffic concern areas.
 - d. No roll call days have been altered into assigning officers to specific traffic enforcement on all 3 shifts for areas where complaints have been received. Officers have also been assigned to enforcement for violations at intersections where high numbers of accidents have occurred.
 - e. To date, the Department has not written for/obtained any traffic safety grants.
 - f. To date, the Department has had a representative at every traffic and safety meeting and has worked with specific subdivisions on enforcement issues.
 - g. The amount of traffic contacts has been monitored by shift Lieutenants and the Patrol Captain to ensure consistency and quality in the officer's enforcement.
 - h. Since the conversion to a new operating system, the Department is unable to obtain this information for accurate reporting.
 - i. This goal will be completed during the second half of 2007.
4. To continue and improve the quality of our criminal and civil investigations.
- a. Continue monthly training for Evidence Technicians in conjunction with advanced specialized training when available.
 - b. Conduct two audits of the property room—one during the first quarter and one during the third quarter.

Status:

- a. The Evidence Technician Unit has conducted 7 monthly trainings to date. They have also participated in 2 specialized courses and attended the Wisconsin Association For Identification Conference.
 - b. An audit of the property room was conducted in the narcotics area in conjunction with a burn in May, in which 43 containers of seized narcotics were destroyed.
5. To supplement the Patrol Bureau in the following areas:
- a. Utilize the Bicycle Patrol Unit for special events such as 4th of July, Lions Fest, high school football games and special requests for patrol.
 - b. Maintain current levels of K-9 activity, i.e., calls/crime prevention presentations/training (will compare number of call outs last year to current year).
 - c. When specific crime trends are identified, as staffing allows, provide specialized patrol tactics in an attempt to apprehend the suspects.

Status:

- a. In the first 6 months of 2007, the Bike Unit has had an officer assigned to community events such as the concert in the park series at the Oak Creek Community Center and the Community Resource Bike Rodeo. Members of the bike patrol have been assigned to patrol duties on 4 occasions as 2-person teams to patrol those areas in the City with repeat problems.
 - b. In the first six months of this year, the teams have been utilized 109 times. We have had numerous Mutual Aid requests from other departments. We continue to do demonstrations at the schools and with civic organizations. The teams have been very successful this year.
 - c. To date, plainclothes, unmarked squads and directed patrols have been assigned to crime trends as needed.
6. Continue utilizing the Warrant Squad to actively seek individuals who are wanted on warrants or commitments held by our department, sending out the Warrant Team a minimum of 80 hours during the year.

City of Oak Creek 2008 Annual Budget

Goals & Objectives Status Report – 7/31/07

Status: During the first six months of the year, the warrant squad has not been active due to staffing shortages and one of the warrant squad members being on maternity leave for a portion of that time. For the first six months the warrant squad has worked 8 hours collecting \$879.23.

7. Within the first three months of 2007, the following listed specialty units—Crisis Negotiators, Emergency Response Unit, Evidence Technician Unit, Field Training Officers and Use of Force Officers—will be required to provide Goals and Objectives related to the Unit's operation to the Chief's Office. At the end of 2007, Unit Commanders will forward to the Chief's Office a written report of the outcome of their submitted Goals and Objectives. The written report itself is for police administrative review only.

Status: Requested goals and objectives were submitted to the Chief's Office.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: Police

Program Description

The Police Department is charged with protecting the lives and property of the citizens of Oak Creek and visitors to the community. In order to do this, the Police Department must progressively design and execute programs of community service, crime prevention, and anti-crime education, as well as programs to identify and apprehend those who commit crimes. The Police Department has based its responses to the community in its Mission Statement and Statement of Values. Both internally and externally, the Police Department is striving to improve, and as such, is working closely with the community to define priorities. The community of Oak Creek has entrusted to the Police Department the authority and responsibility to serve the needs of the community while preserving peace and dignity and protecting the rights of all. Placing the needs of the community first, the Police Department will work toward the following goals in 2007:

Objectives - Administrative:

1. Continue with at least one customer satisfaction survey that randomly samples the level of satisfaction, both actual and perceived, of the citizens that have contact with the Police Department or live within the City. Our intention is to have this customer satisfaction survey released with our annual report to the Common Council.
2. Continue to maintain the current level of technical, professional and management training offered to members of the department. Our goal is to provide approximately 5,000 hours of annual training which includes mandatory in-service training, state-required instructor re-certifications, and monthly in-house training.
3. Continue to work with the School District providing the School Resource Officer Program in both the Senior High School and Middle Schools.
4. Continue the process of the annual review of mandated department policies, which includes a yearly review and update of all General Orders and Special Orders. Implement policy and procedural changes as necessary.
5. Dispatch:
 - a. Provide continual annual training for the dispatchers to enhance skills for police and fire dispatching.
 - b. Continue to work with Chief Satula of the Oak Creek Fire Department in moving forward with the implementation of the new Phoenix software and instituting a new computer-aided dispatch system that is compatible City-wide.
 - c. Review and edit, where required, the yearly evaluation forms and guidelines.
 - d. Review and edit, where required, the dispatcher training program.
 - e. Implement and create training SOG's for the dispatcher training program.
 - f. Research the concept of Lead Dispatchers versus a Dispatch Supervisor.
6. Clerical:
 - a. Work with Phoenix Group, Phoenix User Group and the Info. Tech. Manager to continue enhancing our computer software programs.
 - b. Store and destroy appropriate records according to the Records Retention Ordinance.

Objectives - Operational:

1. Continue the development of our Community Resource Program, which would include the following:
 - a. Continue to solicit donations from the local business community to support crime prevention programs in the City of Oak Creek with a donation goal of \$4,000.
 - b. Maintain or increase the current participation level of National Night Out and continue to develop programs for the newly implemented year round "Special Events" sponsored by National Night Out funding.
 - c. Maintain a minimum of eight community safety events (examples: Bike Rodeo, Child Identification Programs, Oak Creek Health & Safety Fair, Teen Nights, National Night Out and Crime Stoppers).

City of Oak Creek 2008 Annual Budget

Goals and Objectives

- d. Continue liaison in community organizations (Oak Creek Community Center, Apartment Managers Compact and Crime Stoppers) to better serve the community and to spread the crime prevention message.
 - e. Continue development of the Property/Apartment Management Program by actively pursuing inactive complexes and their managers.
 - f. Continue to develop and sponsor educational courses for the residents of Oak Creek such as the Women's Danger Awareness and Self Defense Course and the Firearms Safety Course.
 - g. Reactivate the Neighborhood Watch Program by sponsoring meetings in targeted areas of the community.
 - h. Utilize the Oak Creek/Franklin School District and Private Sector Schools as a conduit for quick and effective communications on safety issues pertaining to children in the community.
2. Continue the development of our Drug Unit, which would include:
 - a. Initiate and complete investigations that would lead to the acquisition of ten (10) search warrants being served in conjunction with the Emergency Response Unit.
 - b. Full-time Drug Unit officers to set up and work with patrol officers in conducting special drug interdictions/investigations for a minimum of five (4) separate dates.
3. The goals and objectives for the Traffic Unit include:
 - a. Maintain a minimum of 90% conviction rates in all cases involving charges of Operating While Under the Influence of an Intoxicant that are adjudicated.
 - b. Issue citations in a minimum of 70% of multi-vehicular traffic crashes that occur within the City.
 - c. Deploy radar speed trailers in identified problem areas a minimum of 75 times.
 - d. Continue to utilize the "no roll call" concept to insure traffic enforcement during high traffic periods.
 - e. Assign officers to specific traffic complaint areas and intersection violation enforcement throughout the year.
 - f. Obtain traffic safety grants as they become available.
 - g. Maintain a leadership role as a member of the Traffic and Safety Committee.
 - h. Monitor the activity of the traffic unit regarding bias-based policing practices by checking a sampling of 3 officers' activity on a bi-annual basis.
 - i. Random telephone and/or mail checks will be performed by the Crime Analysis employee to insure that the Department's "Guide For Citizen Contacts" is being handed out to all contacts.
 4. To continue and improve the quality of our criminal and civil investigations.
 - a. Continue monthly training for Evidence Technicians in conjunction with advanced specialized training when available. Begin certification testing for Evidence Technicians who want board recognized certification.
 - b. Conduct two audits of the property room—one during the first quarter and one during the third quarter.
 5. To supplement the Patrol Bureau in the following areas:
 - a. Utilize the Bicycle Patrol Unit for special events such as 4th of July, , high school football games and special requests for patrol.
 - b. Maintain current level of K-9 activity, i.e., calls/crime prevention presentations/training (will compare number of call outs last year to current year). Increase number of call outs by 10%.
 - c. When specific crime trends are identified, as staffing allows, provide specialized patrol tactics in an attempt to apprehend the suspects.
 6. Continue utilizing the Warrant Squad to actively seek individuals who are wanted on warrants or commitments held by our department, sending out the Warrant Team a minimum of 80 hours during the year.
 7. Patrol Division:
 - a. Maintain a culture of ethical behavior and professional tactical communication within the Patrol Division.
 - b. Maintain a high level of professionalism centered on quality, thorough investigations and follow up.
 - c. Proactive addressing of concerns, trends and problems concerning public safety in the City of Oak Creek – Problem solving oriented.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

- d. Maintain a high level of officer/citizen safety, proficiency and job skills through monthly use of force training and roll call training.
 - e. Maintain an atmosphere of teamwork between all 3 shifts, the Detective Bureau and Dispatch through cooperation, planning, joint operations and intelligence sharing.
 - f. Maintain consistency between all 3 Patrol shifts in areas of protocol, tactics, discipline, evaluating and coaching of officers. This will be maintained through coordination and conferencing between shift commanders and the Captain of Operations.
8. Within the first three months of 2008, the following listed specialty units—Crisis Negotiators, Emergency Response Unit, Evidence Technician Unit, Field Training Officers and Use of Force Officers—will be required to provide Goals and Objectives related to the Unit's operation to the Chief's Office. At the end of 2008, Unit Commanders will forward to the Chief's Office a written report of the outcome of their submitted Goals and Objectives. The written report itself is for police administrative review only.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
100% Original - 2006,2007&2008 Only- 5% Operating Costs and 2% Direct Employee Costs to WE Energies Fund 19					
Police - 60					
Direct Employee Costs					
100 Salaries, Full Time	3,908,631	4,064,830	4,366,010	4,280,000	4,527,165
105 Salaries, Part Time	55,235	51,294	44,400	54,150	45,600
110 Salaries, Overtime	259,744	278,188	266,000	266,000	273,000
115 Salaries, Holiday Pay	85,688	91,232	93,000	93,000	95,000
120 Special Pay Allowances	100,019	103,257	106,715	106,715	109,485
129 Non-Worked Paid Time	1,353	0	0	0	0
130 Retirement	762,039	803,169	868,325	852,000	902,100
135 Social Security	327,157	344,806	370,450	362,400	385,220
145 Unemployment Compensation	762	4,995	0	2,830	0
150 Insurance, Active Employees	861,180	889,500	947,460	947,460	912,240
160 Insurance, Work Comp	104,000	115,578	122,400	122,400	125,450
165 Insurance, Disability	18,079	18,222	18,935	18,360	18,920
170 Insurance, Dental	65,550	65,850	67,355	67,355	68,220
175 Insurance, Group Life	4,971	5,080	5,720	5,405	6,255
180 Longevity	8,125	8,080	10,645	10,645	10,585
185 Section 125 Administration	510	673	600	700	650
Subtotal	\$6,563,043	\$6,844,754	\$7,288,015	\$7,189,420	\$7,479,890
Indirect Employee					
200 Travel/Training	31,973	32,908	30,000	30,000	30,000
205 Recruitment/Testing/Physicals	16,611	22,847	17,450	20,450	17,450
210 Expense Allowance	951	1,040	1,000	1,000	1,000
215 Uniforms and Clothing	9,012	13,234	11,400	13,900	13,400
220 Tuition Reimbursement	10,517	23,240	23,385	23,385	61,175
225 Recognition	0	0	2,000	1,500	2,000
Subtotal	\$69,063	\$93,269	\$85,235	\$90,235	\$125,025
Utility Costs					
300 Electricity	58,044	61,366	67,000	67,000	70,000
305 Water and Sewer	2,874	2,388	3,200	3,200	3,200
310 Natural Gas	49,325	42,976	58,000	58,000	61,000
315 Telephone	32,609	41,890	40,000	40,000	42,500
Subtotal	\$142,851	\$148,620	\$168,200	\$168,200	\$176,700
Supplies					
400 Office Supplies	10,725	11,910	11,000	13,500	12,000
410 Printing and Copying	5,886	4,225	6,000	6,000	6,000
415 Postage	4,890	4,970	5,500	5,500	5,500
420 Dues and Publications	4,339	4,956	7,000	7,000	7,000
425 Advertising and Promotions	605	3,785	2,500	2,500	2,500
426 Crime Prevention	11,875	12,230	12,000	12,000	12,000
440 Medical and Safety	7,534	5,669	6,500	6,500	6,500
460 Minor Equipment	480	1,156	1,500	4,200	4,500
470 Audio Visual/Photo Supplies	4,570	3,391	2,000	1,500	2,500
480 Fire Equipment	300	163	1,000	1,000	1,000
485 Police Equipment	13,887	13,478	15,000	15,000	15,000
486 Ammunition/Armory	17,481	18,941	20,000	20,000	21,000
486.10 ERU Equipment	10,333	10,539	10,000	10,000	10,000
487 Police Auxiliary	2,167	767	2,500	1,500	2,500
488 Police Special Operations	2,000	1,145	5,000	3,000	4,000
488.10 DWI Enforcement	791	539	1,000	1,000	1,000

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
100% Original - 2006,2007&2008 Only- 5% Operating Costs and 2% Direct Employee Costs					
490 Police Vehicles	113,196	81,689	120,400	153,165	124,900
490.10 Police Vehicles Equipment	0	27,406	28,500	28,500	15,000
493 Canine Operations	3,333	4,875	4,500	4,500	4,500
494 Leased Major Equipment	10,782	12,608	9,200	9,200	9,200
495 Miscellaneous	9,667	6,488	5,000	6,500	5,000
Subtotal	\$234,840	\$230,930	\$276,100	\$312,065	\$271,600
Other Services					
500 County Prisoner Fees	28,163	28,985	37,500	32,500	37,500
525 Attorney/Legal	47,896	54,230	30,000	25,000	40,000
Subtotal	\$76,059	\$83,215	\$67,500	\$57,500	\$77,500
Maintenance					
600 Office Equip Maintenance	2,597	2,706	6,000	4,000	6,000
610 Radio Equip/Maintenance	21,258	21,967	20,000	20,000	20,000
615 Grounds Maintenance	2,451	4,219	4,500	4,500	4,500
620 Building Maintenance	13,550	13,043	13,500	17,500	16,500
Subtotal	\$39,857	\$41,935	\$44,000	\$46,000	\$47,000
Vehicles					
700 Vehicle Maintenance	40,796	29,139	37,000	37,000	37,000
705 Equip Maint/Fire Range Repairs	1,292	553	4,500	4,500	4,500
710 Gas/Oil/Fluids	96,427	111,829	140,500	140,500	140,500
715 Tires	5,158	6,665	9,000	9,000	10,000
Subtotal	\$143,673	\$148,186	\$191,000	\$191,000	\$192,000
Total	\$7,269,386	\$7,590,909	\$8,120,050	\$8,054,420	\$8,369,715

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

POLICE DEPARTMENT

200 TRAVEL / TRAINING

\$30,000

This requested amount provides monies to be used for advanced training by all department staff in specialized fields as assigned by the Chief in the department's effort to meet the needs of the department and the community. Of particular importance is the fact that non-sworn employee training costs are not offset by state funds.

Types of training that this line item would fund would include, but are not limited to: Int'l Assn. of Chiefs of Police Conference, Wisc. Chiefs of Police Conference, Attorney General's Conference, Wisc. Traffic & Safety Officers' Conference, Wisc. Emergency Management Assn., specialized computer and dispatch training including yearly dispatcher in-service training, training for fire dispatching, Wisc. Narcotics Officers' Annual Conference/training, Wisc. Arson Investigators' Training, K-9 handler training, specialized schools in evidence collection, fingerprinting, TIME system certification and re-certification, narcotics investigation and interdiction, intoximeter and preliminary breath test training, supervisory and management training for first line supervisors/senior staff, specialized firearms training, hostage negotiation and SWAT training, unfunded State certifications (i.e., D.A.A.T.--\$1,000), as well as any updates required.

Training also includes Wisc. Juvenile Officers' Conference, Midwest Gang Investigators' Conference, gunsmithing school, Wisc. Tactical Officers' Assn. Conference, Emergency Response Unit in-service, UCR training and update training as required, S.R.O. in-service/training, and Northwestern University updates (\$1,500) as well as FBI Nat'l Academy refresher courses and Certified Public Mgr courses (\$4,000). This line item also funds the mandatory annual in-service for all sworn personnel which is normally conducted and attended at M.A.T.C., as well as clerk of court seminars and Supreme Court Continuing Judicial Education courses for the judge. It covers unanticipated travel costs for major investigations not covered by the D.A.'s Office. It also includes payment for mileage for the use of any personal vehicle to attend specialized training and meal allowances set at \$45/day per employee.

205 RECRUITMENT / TESTING / PHYSICALS

\$17,450

This line item funds any anticipated costs not covered in the Police & Fire Commission's budget for advertising, in-house testing, psychological testing, and physical exams for entry level personnel and/or those going through the promotional process, as well as fitness-for-duty physicals. In 2008, the Department will be developing a Police Officer eligibility list (\$3,500) and Dispatcher eligibility list(s) (\$3,000). We will be conducting a Captain, Lieutenant and Sergeant process as we anticipate one (1) Captain and one (1) Police Officer retirement. This line item also covers costs associated with drug testing (\$3,000), mandatory hearing tests (\$700), and bi-annual lead testing (\$1,500). If the City adopts a respiratory policy, annual screenings will be required for those who wear a gas mask/respirator (\$1,200).

210 EXPENSE ALLOWANCE

\$1,000

This line item would fund costs associated with the Department's hosting of meetings and training sessions, which includes but is not limited to, the purchase of refreshments.

215 UNIFORMS & CLOTHING

\$13,400

This line item covers the cost of outfitting two (2) new officers (\$3,000/each) which includes the purchase of uniforms (\$300 max.), badges, leather, body armor (\$600) and weapons (\$800). We have two (2) possible retirements during 2008 and, therefore, anticipate the replacement of two (2) officers. Also included in this line item are dress uniforms for newly promoted Captains/Lieutenants/Sergeants, specialty uniforms for the Honor Guard, bicycle patrol unit, and trainers, issuing of reflective traffic vests to all officers, vehicle maintenance uniforms, and unanticipated body armor replacements.

220 TUITION REIMBURSEMENT

\$61,175

This line item would allow funding for tuition reimbursement as mandated under the current labor contracts (4), to include officers(43)/dispatchers(13)/clerks(5) @ \$285/ea. and \$6,000 per Police Sergeants' contract. (Funding for 3 specific officers provided by WEPCO). Also included is \$8,680 for Lieutenants and \$10,900 for the Dispatch Manager. The Management staff requests have been added for masters programs as follows: Captains-\$10,700 and Lieutenants \$12,510.

225 RECOGNITION

\$2,000

This line item would allow funding for the Department's annual Awards Ceremony in addition to memorials, flowers, plaques and commemorative items.

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

POLICE DEPARTMENT

300 ELECTRICITY	\$70,000
Allows for funding for lighting and cooling components within the Police Department. Also funds exterior lighting and other normal uses of electricity. The budget estimate reflects a 7.5% increase over last year's expenditures as quoted by a representative of WE Energies.	
305 WATER & SEWER	\$3,200
Covers the cost of water and sewer utilities provided. No rate increase is anticipated for 2008 as quoted by Utility personnel.	
310 NATURAL GAS	\$61,000
Covers the cost of heating the Police Department facility and garage. This budget estimate reflects a 5% increase over last year's expenditures as quoted by a representative of WE Energies.	
315 TELEPHONE	\$42,500
Covers the cost of telephone service for the Department, including SBC (\$18,500), long distance (\$1,000), Nextel, and anticipated costs for phone line repairs/equipment costs (\$5,000), cell phone repairs/replacements/equipment needs, and E911 wireless trunk line costs (\$200/mo.).	
400 OFFICE SUPPLIES	\$12,000
Covers the cost of necessary office supplies to run the Police Department and Municipal Court including, but not limited to, paper, pens, copy & fax machine supplies, computer supplies, filing systems, costs for in-house printing of forms (Annual Report, mugshots, computerized D.A. forms, etc.), and various other supplies needed to support the department's office and clerical functions.	
410 PRINTING AND COPYING	\$6,000
This line item would cover the cost of printing materials--primarily forms, brochures, etc.--by outside printing services.	
415 POSTAGE	\$5,500
Covers the cost of mailing blood/urine samples to the state, certified mail for the Detective Bureau, mass mailings of citizen surveys including the business reply permit fee (\$125), shipping of weapons for repairs, and all other office/clerical postage requirements of the Department.	
420 DUES AND PUBLICATIONS	\$7,000
Covers the cost of dues to several associations including the IACP, WCPA, Wisc. Juvenile Officers Assn., Int'l Juvenile Officers' Assn., Milw. Co. Law Enf. Exec. Assn., Wisc. Chapter of Arson Investigators, Wisc. & Int'l Assn. for Identification, Nat'l Assn. for SWAT Personnel, and Municipal Judge Assn. It also covers the cost of several publications including the Physician's Desk Reference, Nat'l Directory of Law Enforcement Administrators, Dispatcher Monthly magazine, Motor Vehicle Registration and Driver License Registration on CD ROM, Secure USA database subscription (\$1,000), Wisc. State Statutes (\$120/set), "Selected Excerpts from Wisc. Statutes" and "Wisc. Uniform State Traffic Schedule", and local government and reference books as required to update the department's library. Also included are the membership fees for the Wisc. Electric Rod & Gun Club (outdoor range) which allows department members to have access to an outdoor shooting range (\$900).	
425 ADVERTISING AND PROMOTIONS	\$2,500
Covers the costs related to Department promotions, including the continuation of the Department's Adult Citizens' Academy Program and ADA Academy Programs, miscellaneous promotional t-shirts/hats and other items, Open House every 3 yrs. (\$2,000), and a department group picture every 5 years (\$2,000).	
426 CRIME PREVENTION	\$12,000
Covers the cost of materials, mass mailings, education, and training to operate numerous programs within the Department's Crime Prevention Unit. Some of these would include: Neighborhood Watch Program (including block captains' recognition/awards), home safety programs, drug awareness programs and National Night Out.	

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

POLICE DEPARTMENT

440 MEDICAL AND SAFETY	\$6,500
Covers the cost of emergency blankets, antimicrobial wipes, disinfectants, medical gloves, fingerprint gloves, bandages, CPR pocket masks, N95 masks, splints, C-collars, Quick Clot for ERU members/first aid kits, jail biohazard response kit, ERU trauma kit, biohazard spill/clean-up kits, and other miscellaneous supplies required to comply with the federal OSHA requirements for bloodborne pathogens, as well as supplies/maintenance and purchase of automated external defibrillators and safety shoes/glasses/respirators for fleet mechanic.	
460 MINOR EQUIPMENT	\$4,500
This line item would cover the costs associated with both anticipated and unanticipated smaller office equipment purchases/replacements.	
470 AUDIO VISUAL / PHOTO SUPPLIES	\$2,500
Covers the cost of all photo and audio visual supplies, updates, repairs and replacement of all department cameras, as well as the cost for CD's & DVD's for the mandated digital recording of interviews/in-car videos (\$2,000) and for the processing & developing of film for Evidence Technicians by outside vendors, including the processing of sensitive photos by the Sheriff's Dept.	
480 FIRE EQUIPMENT	\$1,000
This line item would cover the costs associated with the inspection/recharging/replacement of fire extinguishers for department vehicles and throughout the building.	
485 POLICE EQUIPMENT	\$15,000
This line item will cover costs for the purchase/replacement of needed police equipment, including annual equipment updates, fingerprint-related items, the replacement of drug testing kits (\$1,000), D.A.A.T. training equipment/maintenance (\$2,000), evidence tech supplies (\$1,000), flares (\$3,500), citations/parking tickets, replacement bicycle patrol equipment, stop sticks, etc.	
486 AMMUNITION / ARMORY	\$21,000
This line item would cover the costs of replacement and/or updates in OC spray as well as the purchase of ammunition, less lethal rounds--i.e., bean bag, taser cartridges (\$2,000 for annual certification), and simunition equipment--targets, non-lead based ammunition, match-grade sniper ammunition and all other range and firearm-related supplies.	
486.10 ERU EQUIPMENT	\$10,000
This line item would cover costs associated with the purchase of specialty ERU equipment including chemical agents, distraction devices, replacement explosive entry explosives, specialty ammunition for the 37mm Sage weapon, and specialty uniforms, as well as sniper team needs for 15 ERU members, 7 TEMS members and 2 K-9 members.	
487 POLICE AUXILIARY	\$2,500
This line item would cover the cost of replacement and new uniforms for auxiliary police officers, including the cost for in-service training (\$300+), and annual service awards.	
488 POLICE SPECIAL OPERATIONS	\$4,000
This line item would allow funding to be utilized to work specific drug investigations within the City. Specifically, to fund the purchase, when required, of controlled substances, the development of confidential sources of information, and the purchase of necessary equipment. Also included are costs associated with subpoenaed telephone/financial records.	
488.10 DWI ENFORCEMENT	\$1,000
This line item would cover the costs associated with DWI enforcement, including blood draws by hospital personnel of DWI subjects, drug testing of blood drawn by State Dept. of Hygiene @ \$200/ea., towing of DWI court-ordered seized vehicles and the requirement to title seized vehicles prior to being sold at auction.	

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

POLICE DEPARTMENT

490 POLICE VEHICLES

This line item will cover the purchase of one 4 wheel drive Tahoe to replace squad #10 and one 2 wheel drive Tahoe to replace squad #4, both vehicles have in excess of 120,000 miles. Also, the purchase of three Crown Vics. One is to replace the Chief's squad, which will be passed down to the Detective Bureau to replace a 2001 Crown Vic, who in turn will pass the 2001 to the Health Department. The second Crown Vic will replace squad #26, which is used as a training/school vehicle, and the old #26 will replace squad #9, which will have in excess of 110,000 miles when replaced. The third Crown Vic will replace squad #1, which will then be used to replace squad #14, a 2005 Crown Vic with will have in excess of 100,000 miles when replaced. Based on documentation received, there will be a 3% increase in the cost of the vehicles for 2008.

\$124,900

490.10 POLICE VEHICLES EQUIPMENT

This line item will cover the costs associated with equipping new squads (graphics/pushbars/light bars, etc.--5 replacement vehicles), which includes a radio (\$3,100), computer w/phone card (\$2,000), siren (\$800), emergency lights (\$1,800), security partition (\$400), molded seat (\$200), center console (\$500), graphics (\$600), pushbar (\$200), radar unit (\$3,800), Taser unit (\$800), squad rifle (\$1,500), shotgun (\$800), less lethal shotgun (\$400), stop sticks (\$500), AED (\$1,800), first aid kits (\$250), Tahoe trunk vaults (\$2,000), in-car video equipment (\$5,000), Opticom units (\$500), and citation printers (\$250).

\$15,000

493 CANINE OPERATIONS

This line item covers the costs for the K-9 units, including food, veterinarian services, supplies and equipment and medical insurance.

\$4,500

494 LEASED MAJOR EQUIPMENT

Covers the cost of the Dictaphone equipment used in the taping and transcribing of department reports (\$8,400), including the personal property taxes paid on this equipment (\$800).

\$9,200

495 MISCELLANEOUS

This line item covers the costs for notary fees, downtown court parking fees including a monthly parking permit (\$1,000), prisoner costs (\$500), costs for requested transcripts for appealed cases, costs for interpreters (\$1,000), CDL renewals, evidentiary towing (\$500), fees associated with the tax intercept program, various paper products (plates/cups/napkins), plastic utensils, as well as other miscellaneous operating expenses.

\$5,000

500 COUNTY PRISONER FEES

Covers the cost of housing prisoners who have been committed to the House of Correction or Criminal Justice Facility on municipal commitments. This is a daily charge back to the City for each day the person is committed to serving at the H.O.C. or C.J.F.

\$37,500

525 ATTORNEY / LEGAL

Covers the cost of legal representation in cases where the City Attorney cannot represent the Department in personnel issues. This line item also covers the cost of the City's labor attorney in those management/labor disputes that are handled by the City's labor attorney, as well as any specialized legal work that may be required.

\$40,000

600 OFFICE EQUIPMENT MAINTENANCE

Includes the cost of maintenance contracts for current copy machines, cash registers and other miscellaneous service contracts on office equipment. Also includes costs for maintenance/repair of fax machines and other office equipment not covered under a service contract.

\$6,000

610 RADIO EQUIPMENT / MAINTENANCE

Covers the cost for service contracts (\$8,000 for 4 radio consoles) and all required repairs/replacements of all radio and MDC communication equipment within the Department and its vehicles, as well as the Department's logger machine (not covered by maintenance contract), and any dispatch-related costs (i.e., headsets @ \$1,500, etc.).

\$20,000

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

POLICE DEPARTMENT

615	GROUNDS MAINTENANCE	\$4,500
	This line item covers the costs of improvements and maintenance as needed for the exterior grounds of the Department, including lawn maintenance (fertilizing/weed feed @ \$1,000) and pond maintenance (\$1,500). It also covers any purchase of or repairs to equipment used to maintain the exterior grounds of the Department.	
620	BUILDING MAINTENANCE	\$16,500
	This line item will cover the necessary repairs and maintenance for the Department's building, including the heating and air conditioning units, building security system, mnt. supplies, painting of both the interior and exterior of the building, yearly sprinkler system inspections (\$650), carpet replacement as needed, etc.	
700	VEHICLE MAINTENANCE	\$37,000
	Covers the cost of the maintenance of all police vehicles, including necessary parts and supplies, the replacement of damaged squad decals/graphics, the yearly updates on the diagnostic scanner (\$800), maintenance and refurbishing of the speed trailer, as well as updates/replacement of tools required to maintain the vehicles. Also covers costs for damage to squads not covered by insurance (below \$5,000 deductible).	
705	EQUIPMENT MAINTENANCE	\$4,500
	This line item would cover the cost of the maintenance of the emergency generator and other specialized equipment used by the Department, including radar maintenance and certifications. Also covers the cost of mandatory leak testing for fuel storage tanks and costs associated with the maintenance/cleaning of the range and annual range air-quality testing.	
710	GAS AND OIL	\$140,500
	Covers the cost of an estimated usage of 56,500 gallons of gasoline at an estimated cost of \$3.25 per gallon, and the required motor oil (440 gallons @ \$7.40/gal.) used by the Department's fleet.	
715	TIRES	\$10,000
	Covers the cost of tires for all department vehicles, including snow tires for winter use and speed rated tires as required.	
	TOTAL	\$889,825

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
In 2006,2007 &2008 95% of Operating Costs-5% to WE Energies Fund 19					
In 2006,2007&2008 98% of Direct Employee Costs-2% to WE Energies Fund 19					
Police - 60					
Direct Employee Costs					
100 Salaries, Full Time	3,908,631	3,983,533	4,278,690	4,200,000	4,436,620
105 Salaries, Part Time	55,235	50,268	43,510	53,100	44,690
110 Salaries, Overtime	259,744	272,624	260,680	260,680	267,540
115 Salaries, Holiday Pay	85,688	89,407	91,140	91,140	93,100
120 Special Pay Allowances	100,019	101,186	104,580	104,580	107,295
129 Non-Worked Paid Time	1,353	0	0	0	0
130 Retirement	762,039	787,106	850,955	835,000	884,050
135 Social Security	327,157	337,910	363,040	355,000	377,515
145 Unemployment Compensation	762	4,939	0	2,770	0
150 Insurance, Active Employees	861,180	871,710	928,510	928,510	893,995
160 Insurance, Work Comp	104,000	113,266	119,950	119,950	122,940
165 Insurance, Disability	18,079	17,858	18,555	18,000	18,540
170 Insurance, Dental	65,550	64,533	66,005	66,005	66,845
175 Insurance, Group Life	4,971	4,978	5,605	5,300	6,130
180 Longevity	8,125	7,918	10,430	10,430	10,370
185 Section 125 Administration	510	659	585	685	635
Subtotal	\$6,563,043	\$6,707,895	\$7,142,235	\$7,051,150	\$7,330,265
Indirect Employee					
200 Travel/Training	31,973	30,960	28,500	28,500	28,500
205 Recruitment/Testing/Physicals	16,611	21,713	16,580	19,430	16,575
210 Expense Allowance	951	989	950	950	950
215 Uniforms and Clothing	9,012	10,830	10,830	13,205	12,730
220 Tuition Reimbursement	10,517	22,078	22,215	22,215	58,115
225 Recognition	0	0	1,900	1,425	1,900
Subtotal	\$69,063	\$86,570	\$80,975	\$85,725	\$118,770
Utility Costs					
300 Electricity	58,044	58,298	63,650	63,650	66,500
305 Water and Sewer	2,874	2,269	3,040	3,040	3,040
310 Natural Gas	49,325	40,827	55,100	55,100	57,950
315 Telephone	32,609	39,817	38,000	38,000	40,375
Subtotal	\$142,851	\$141,211	\$159,790	\$159,790	\$167,865
Supplies					
400 Office Supplies	10,725	11,318	10,450	12,825	11,400
410 Printing and Copying	5,886	4,015	5,700	5,700	5,700
415 Postage	4,890	4,711	5,225	5,225	5,225
420 Dues and Publications	4,339	4,683	6,650	6,650	6,650
425 Advertising and Promotions	605	3,596	2,375	2,375	2,375
426 Crime Prevention	11,875	11,154	11,400	11,400	11,400
440 Medical and Safety	7,534	5,386	6,175	6,175	6,175
460 Minor Equipment	480	1,098	1,425	3,990	4,275
470 Audio Visual/Photo Supplies	4,570	3,221	1,900	1,425	2,375
480 Fire Equipment	300	155	950	950	950
485 Police Equipment	13,887	12,814	14,250	14,250	14,250
486 Ammunition/Armory	17,481	17,276	19,000	19,000	19,950
486.10 ERU Equipment	10,333	10,012	9,500	9,500	9,500
487 Police Auxiliary	2,167	729	2,375	1,425	2,375
488 Police Special Operations	2,000	1,088	4,750	2,850	3,800
488.10 DWI Enforcement	791	512	950	950	950

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
In 2006, 2007 & 2008 95% of Operating Costs-5% to WE Energies Fund 19					
490 Police Vehicles	113,196	77,605	114,380	145,510	118,655
490.10 Police Vehicles Equipment	0	26,036	27,075	27,075	14,250
493 Canine Operations	3,333	4,631	4,275	4,275	4,275
494 Leased Major Equipment	10,782	11,978	8,740	8,740	8,740
495 Miscellaneous	9,667	6,160	4,750	6,175	4,750
Subtotal	\$234,840	\$218,178	\$262,295	\$296,465	\$258,020
Other Services					
500 County Prisoner Fees	28,163	27,536	35,625	30,875	35,625
525 Attorney/Legal	47,896	51,518	28,500	23,750	38,000
Subtotal	\$76,059	\$79,054	\$64,125	\$54,625	\$73,625
Maintenance					
600 Office Equip Maintenance	2,597	2,571	5,700	3,800	5,700
610 Radio Equip/Maintenance	21,258	12,651	19,000	19,000	19,000
615 Grounds Maintenance	2,451	4,008	4,275	4,275	4,275
620 Building Maintenance	13,550	12,391	12,825	16,625	15,675
Subtotal	\$39,857	\$31,621	\$41,800	\$43,700	\$44,650
Vehicles					
700 Vehicle Maintenance	40,796	27,654	35,150	35,150	35,150
705 Equip Maint/Fire Range Repairs	1,292	524	4,275	4,275	4,275
710 Gas/Oil/Fluids	96,427	106,237	133,475	133,475	133,475
715 Tires	5,158	6,332	8,550	8,550	9,500
Subtotal	\$143,673	\$140,747	\$181,450	\$181,450	\$182,400
Total	\$7,269,386	\$7,405,276	\$7,932,670	\$7,872,905	\$8,175,595

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Emergency Operations

Program Description

The Emergency Management Group was formerly termed Emergency Government. The name has been changed to better reflect the group's mission. The elected officials always govern the City, the Emergency Management group is responsible to manage events in the City during and after a disaster situation, under policies approved by the elected officials.

The City recognizes that because of its geographic location and the mix of industrial, transportation and natural hazards that the City and its citizens will continue to experience natural and man-made disasters that will require the City staff to be prepared to deal with these events in a rapid and professional manner.

2007 Goals and Objectives – Status:

1. Conduct quarterly reviews of Emergency Operations Plan.
Status: This process is under way with each department reviewing their section. Final drafts are being sent to the Personnel Specialist for final collation.
2. Establish 2 Task Force Groups:
 - a. Establish a multi-department task force addressing Homeland Security issues with members of law enforcement, fire, and health.
 - b. Establish a multi-department task force addressing Pandemic and All-Hazards planning with members of law enforcement, fire, and health.*Status: Both groups have formed and met throughout the year and in 2008 more work will be accomplished. Since a baseline has been established with Homeland security and the Pandemic group, further participation has allowed for better network and streamlining of information.*
3. Emergency Operations Plan – update sections
 - a. NIMS/NRP compliant wording
 - b. Remove names and replace with titles
 - c. Update your identified resources (if applicable)
 - d. Remove critical information and place in specific department SOP's and SOG's – create public records copy
 - e. Prepare complete EOP for transition to ESF.*Status: This process is moving forward and will be completed and compliant in early 2008.*
4. Update Existing and Create New Emergency Action Checklists
 - a. Mass Evacuation (new)
 - b. Active Shooter (new)
 - c. School Responses (new)*Status: Still in development stages.*
5. Resource Typing by October 1, 2007.
Status: Departments are making progress and should be compliant at the end of 2007.
4. Emergency Operations Center Set Up
 - a. Resource Boxes updated
 - b. Staff positions – based on NIMS model
 - c. Staff Assignments – E-spender Training*Status: This will be tested at the November 7th Functional and improved upon after that date.*
5. Business Continuity Planning
Status: Templates were given out and work will continue into 2009 on this project.

City of Oak Creek 2008 Annual Budget Goals and Objectives

6. National Incident Management System – 2007 Training
 - a. ICS 300
 - b. ICS 400
 - c. NIMS training for other City employees (as identified)

Status: The city will have the majority of the required training done in 2007. Further training will proceed to the identified personnel in 2008.
7. Conduct Functional Exercises for NIMS/NRP requirements.

Status: September 13th and November 7th will be the first exercise testing on this matter.

2008 Objectives:

1. Conduct quarterly reviews of Emergency Operations Plan.
2. Establish quarterly reports for the Homeland and Pandemic Security Groups for 2008.
3. Complete the Emergency Operations Plan update.
4. Update Existing and Create New Emergency Action Checklists that were developed in 2007:
 - a. Mass Evacuation (new)
 - b. Active Shooter (new)
 - c. School Responses (new)
 - d. Develop the Emergency Action and response plans for the Elm Road Generating Station
5. Continue the Business Continuity Planning development in 2008.
6. Complete any NIMS specific training requirements in 2008 as required by Homeland Security.
7. Fully implement and train on the E-sponder website.
8. With Council's approval, purchase and implement the Reverse 9-1-1 notification system.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Emergency Operations - 63					
Direct Employee Costs					
110 Salaries, Overtime	189	64	7,500	11,500	7,500
130 Retirement	37	13	1,495	1,495	1,495
135 Social Security	2	0	580	580	580
Subtotal	\$228	\$77	\$9,575	\$13,575	\$9,575
Indirect Employee					
200 Travel/Training	0	871	7,500	2,500	5,000
210 Expense Allowance	0	10	1,000	500	1,000
Subtotal	\$0	\$881	\$8,500	\$3,000	\$6,000
Utility Costs					
300 Electricity	\$16	15	0	0	0
315 Telephone	100	853	960	960	960
Subtotal	\$115	\$868	\$960	\$960	\$960
Supplies					
400 Office Supplies	64	129	250	250	250
410 Printing and Copying	0	0	500	500	500
415 Postage	0	0	50	20	50
420 Dues and Publications	165	211	1,000	1,200	1,000
470 Audio Visual/Photo Supplies	0	0	400	670	400
495 Miscellaneous	0	5,820	3,000	3,000	3,000
Subtotal	\$229	\$6,160	\$5,200	\$5,640	\$5,200
Maintenance					
625 Warning System Maintenance	747	306	2,000	500	2,000
Subtotal	\$747	\$306	\$2,000	\$500	\$2,000
Total	\$1,319	\$8,292	\$26,235	\$23,675	\$23,735

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

EMERGENCY OPERATIONS - 63

200 TRAVEL/TRAINING	\$5,000
There are a variety of training seminars held across the state for emergency operations training. This account would be for all departments. The increase in this line item is for overtime related to required National Incident Management System (NIMS) training 300 and 400 classes.	
210 EXPENSE ALLOWANCE	\$1,000
Expenses related to special training events, emergency operations events, and other events of a business nature. Food expense for employees for large disasters.	
315 TELEPHONE	\$960
Monthly charges for cellular telephones and fax machine in command vehicles for Fire and Police Departments.	
400 OFFICE SUPPLIES	\$250
This money is used for fax ink cartridges, pens, paper, envelopes and other miscellaneous supplies needed to operate the EOC.	
410 PRINTING AND COPYING	\$500
This money is used for all required materials such as the Emergency Operations Manual and other forms to be used in case of an emergency. The increase in this line item is for additional training materials that may be needed for NIMS and Matural Aid Box Alarm System (MABAS) participation.	
415 POSTAGE	\$50
This money is used for postage on all correspondence or other materials sent out in the conduct of this department's workload.	
420 DUES AND PUBLICATIONS	\$1,000
Membership fees for various emergency operations organizations including the National Safety Council and Wisconsin Emergency Management MABAS dues.	
470 AUDIO VISUAL/PHOTO SUPPLIES	\$400
Funding for audio visual items to support emergency operations.	
495 MISCELLANEOUS	\$3,000
Pandemic N-95 masks for city employees and other miscellaneous items not covered elsewhere.	
625 EMERGENCY SIREN SYSTEM MAINTENANCE	\$2,000
The City has three large warning sirens that require regular maintenance.	
TOTAL	\$14,160

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Goals and Objectives

Department: Fire Service

Program Description

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

Monthly Performance Indicators Report

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

1. Training/Safety
2. Overtime
3. Grid Activity
4. Response Times
5. Fire Loss/Save Ratio
6. Life Safety Loss/Save Ratio
7. Fire/EMS field hours
8. Paramedic Activity

2007 Goals and Objectives - Update

Administrative:

1. If the Council approves the three additional personnel, the department will realize increased efficiencies in response while decreasing overtime costs. This goal will be measured through the following objectives:
 - a. The department can establish a 24/7/365 ALS and BLS response from Station #1, from 35% of the time to 80% of the time.
 - b. The incidence of responses from other fire stations and mutual aid will be reduced from an average estimate of 960 annually to 420 annually. In Station 1's territory in 2006, 1200 EMS (estimated at budget time) incidents occurred.
 - c. The 2007 projected overtime cost of \$261,000 will be reduced by 39% to \$185,000.
 - d. Safety for fire personnel and the public will be increased by the reduction in cross-City responses of fire department vehicles.

Status: Council did not approve the personnel so these challenges still will remain for the remainder of 2007

2. If the Council approves the We Energies funds for this project, the department will complete the building addition and necessary repairs to Fire Station #2. The addition is necessary to locate an additional ladder truck in this fire district which was identified in City's mitigation negotiation with We Energies. The addition will precede the production of the ladder truck, identified in the Capital Improvements Plan for 2008, which will precede the start up of Unit #1 of the Elm Road Generating Station. The addition further addresses space needs for the future fire protection of the entire We Energies campus and future lake development. The necessary repairs are for the roof replacement of the existing Station #2. This goal will be measured through the following objectives:
 - a. Establish a needs study of the fire station addition by February 15, 2007.
 - b. Select an architectural firm to design the addition and Council approval by April 30, 2007.
 - c. Obtain Council approval for the architectural plans and construction of the addition, and setting a construction start date.

Status: The Council did not approve funding for this objective and more discussion will occur in the 2008 Fire CIP.

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Goals and Objectives

3. With Council's approval, initiate and complete the reorganization of the department as presented in the 2007 budget planning process. The reorganization will address multiple levels on needs, such as improvement in training at multiple levels; address multiple management priorities facing the department, to increase the premise intelligence in pre-fire planning for incidents, to improve incident operations with a single officer-in-charge, and to provide additional assistance in management priorities. This goal will be measured through the following objectives:
 - a. Establish the single management-level officer-in-charge of operations, identified in the reorganization as the Battalion Chief, assigned primarily to Station #1.
 - b. Establish a management-level position to conduct training and develop standards of performance, and an officer development program, identified in the reorganization plan as a Deputy Chief, assigned primarily to Station #3.
 - c. Re-allocate duties of the current Assistance Chiefs to address organizational priorities in emergency management, administration, pre-fire planning and emergency response planning and preparedness, and fire inspection.

***Status:** The Council referred the restructuring to a study committee. The study committee consisted of Alderman Tom Michalski, City Administrator Pat DeGrave, Fire Chief Brian Satula, and Assistant Chief Tom Rosandich. The study concluded with support for moving the restructuring forward to the Personnel Committee. The Personnel Committee met and decided to move the restructuring to the full Council. The final review and possible action is set for September 18, 2007.*

4. Develop a business Continuity Plan for the Fire Department. This goal will be accomplished through the following objectives:
 - a. Conduct training for business continuity planning internal to the Department by April 30, 2007.
 - b. Department members will be required to have a family plan by May 30, 2007.
 - c. Prepare budget documents to address fire department business continuity challenges by August 1, 2007.

***Status:** Training overview has been completed, a final family plan has been reviewed but not finalized, and a draft copy has been completed. In 2008 the review process will be started.*

Operational:

1. Response time is the amount of time elapsed from the point where the caller dials 9-1-1 to the time the fire department renders medical help, begins fire suppression, or initiates rescue procedures. Recognized standards of mortality of individuals in cardiac arrest prove that brain damage is likely beyond 6 minutes of cardiac and respiratory arrest. Based on testing and actual experiences, fires are likely to reach flashover temperatures in 5 to 6 minutes from first flame. Response time further is divided into call taking, transmitting the request to the fire stations, the reaction time (turnout time), the travel time, and the time it takes to access the scene. The intent of this goal is to reduce response time by 5%, from an average of 5 minutes, 39 seconds to an average of 5 minutes, 20 seconds. With continued training and quality assurance initiatives, this goal will be accomplished through the following objectives:
 - a. With the cooperation and training of the Dispatch Center at the Police Department, answer all 9-1-1 calls in 15 seconds 95% of the time and in 40 seconds 99% of the time; processing of emergency calls will take no more than 60 seconds 95% of the time; 95% of calls will be transmitted to the appropriate fire station in 30 seconds. These objectives are identified standards in the fire service and are consistent with NFPA 1221.
 - b. Turnout time average to not to exceed 60 seconds with fire apparatus acknowledging the en route time in 20 seconds. These objectives are identified standards in the fire service and are consistent with NFPA 1710.

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Goals and Objectives

- c. Deployment of personnel of first-, second- and third-due in fire companies standard established in testing and training in 2006 will become integrated into fire suppression operations. The benchmark for fire companies for deployment will be no more than 60 seconds from stopping of the apparatus.

Status: The overall measurement of achieving this goal was dependant on the full development of the CAD and the interface with the mobile computers. The CAD development is still underway, so the time stamping program component associated with these goals is still in the developmental stages. Internally, the department has identified improvements in response time through a process-oriented analysis of the physical steps in response, driving, and training to meet objectives b. (turnout time) and c. (response of additional fire companies).

2. Develop an adaptive Emergency Response Plan for the We Energies campus to address current and emerging fire, emergency medical and rescue incidents that would occur at the Oak Creek Power Plant and the Elm Road Generating Station. This goal will be measured through the following objectives:
 - a. Conduct a quarterly review of the Emergency Response Plan with We Energies, Bechtel Power and necessary subcontractors. Review pre-fire planning procedures and command-level requirements through on-going meetings and/or correspondence.
 - b. Conduct 8-hour recertification for Mine Safety and Health Act (MSHA)-level tunnel rescue team members by April 2007.
 - c. Conduct on-going training and site visits to the tunnel operations and building construction progress on a monthly basis to keep all rescue personnel abreast of the changing environment and conditions.

Status: Procedures and command level requirements have been established and are an ongoing process. Over 2,000 hours have been devoted to the We Energies project including the recertification and the onsite visits and training. The total response plan has been initiated and parts are being pieced together for the various components of the area, including response, mutual aid, smokestack procedures, tunnel response, high angle response, fire protection, the naming of roads and other facility structures. Also, we have not lost sight of the existing building and the challenges that were already there to face.

3. Provide Advanced Life Support (ALS)-level care for the City on emergency medical services (EMS) incidents. The 2007 Paramedic Contract negotiations provides an opportunity for the department to realize an increase in productivity in our emergency medical services (EMS) while providing an higher level ALS care to the City. The goal will be measured through the following objectives:
 - a. On January 1, 2007, the department will staff all ALS-level emergency medical service units with 2 personnel and will have the capability to transport both ALS-level and Basic Life Support (BLS)-level patients to the hospital. For ALS-level incidents, a support engine will accompany the ALS/BLS units and remain available for subsequent calls for service.
 - b. At Station #3, establish a Paramedic first-responder unit for 25% of the year.
 - c. Provide ALS-level assessment and/or care for 60% of EMS calls responded to.
 - d. Establish seven paramedic personnel on each shift. This level will be accomplished through the successful completion and graduation of three student paramedics. Enroll three additional paramedic students into the Fall 2007 Milwaukee County Paramedic Education class.
 - e. Through the successful negotiation with the Union, establish four as the minimum number of paramedic personnel on duty for the first six months of the year; establish five as the minimum number of paramedic personnel on duty for the second six months of the year.

Status: The overall goal for ALS-level care has been substantially met. Objective a. was identified as a result of the operational changes that would occur with the restructuring. While the Department did not change to 2 paramedic personnel per paramedic unit at Station #1, the paramedic unit at Station #2 was staffed at that level and contributed to achieving this objective. Objective b. will be attained with the addition of the third paramedic unit at Station #3 as a paramedic first-responder by October 1, 2007. This unit is only waiting for the controlled substance account establishment at Milwaukee County EMS. The Department anticipates this to occur within the next week. Objective c. has been met – the actual percentage is 63% year-to-date. Objective d. has been met and exceeded to 8 paramedic personnel on 2 of the 3 shifts.

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Objective e. has been met through proper scheduling and minimal use of overtime - no negotiations with the Union has occurred as of yet.

4. The Mutual Aid Box Alarm System (MABAS) was approved by the Council to provide a fire and medical emergency plan for the people and interests of the City against the natural and accidental disasters, man-made catastrophes and destruction from acts of terrorism. The MABAS provides the resources to the fire department necessary to minimize the loss of life and property. The success of this goal will be measured through the following objectives:

- a. Conduct a 6-month and a twelve-month review of MABAS procedures and workload on the City's emergency dispatch center as the back up dispatch center for MABAS.
- b. Conduct an effectiveness assessment of the MABAS-level responses as they occur.

Status: A new set of cards was developed during the summer months and will be instituted by September 15th. With the addition of other MABAS divisions, i.e. Milwaukee Fire Department and Washington County, response capabilities along with formal procedural changes in the MABAS system will strengthen the response to Oak Creek without overburdening any particular city. In April, the MABAS was tested during the Kuebne landscape fire and, even with extreme heat conditions, the MABAS system proved invaluable in deploying the number of personnel and resources necessary for this long duration incident.

5. Complete communications upgrades initiated in 2006 to promote safety in emergency operations. These communications are integral to the Computer Assisted Dispatch (CAD) system, the MABAS, and to the goal of emergency services interoperability called for in the National Response Plan. This goal will be measured through the following objectives:

- a. Complete the installation of mobile data computers (MDC) on board fire department units. Work with the CAD vendor to complete the fire service component of the CAD.
- b. Finalize the communications plan for MABAS operations within Milwaukee County and throughout the State. Complete the department training in February 2007.
- c. Complete the radio communication transition to the 800 MHz frequency band initiated in 2006 to ensure interoperability with all local protective services, and State and Federal emergency response agencies.

Status: The data units have been installed and the CAD component is making progress, but the programming logic is still a work in progress. The Milwaukee County communications plan is in final draft and should be completed by November 1, 2007. Training has been completed, however the final training will occur after the Nextel rebanding has been completed. All portable 800 radios will be expanded from 3 bands to 5 bands in the future. The Department radio system is now fully 800 compliant, however neighboring fire departments still have not made the transition to the 800 system, which continues to create some communication issues for our Department.

6. Do a comprehensive analysis of the available water resources for firefighting, the response and training level of the department, and the capability of the dispatch center and communication lines for the coming Insurance Services Office grading evaluation. This goal will be measured through the following objectives:

- a. In cooperation with the Water Utility, assess the City fire flow capacity and provide the certified testing necessary. Provide recommended improvements report to the Water Utility.
- b. Conduct assessment and audit of apparatus equipment, training records and programs, and response time improvements. Make the necessary changes with the 2007 budget and prepare budget proposals for the 2008 budget year.
- c. In cooperation with the Police Department, assess the capability and capacity of the dispatch center and the reliability of communication lines. Provide recommended improvements to the Police Department.

Status: Our fire water rating was given a strong score (a level one) in water supply. We have a very reliable system and any new building occurring in the city will have a code-compliant fire protection system including the proper number of

City of Oak Creek 2008 Annual Budget Goals and Objectives

hydrants. City water pressure and flow levels will still have to be monitored to meet demands for fire sprinkler systems and fire pumps.

7. The department needs to establish a fire investigation team to work with members of the Police Department. Since the appointment of Chief Satula, there has been an experience gap in fire origin and cause investigation. The department has failed to train additional personnel beyond the basic fire investigation level for a variety of reasons. This goal will be accomplished through the following objectives:
 - a. Send 3 department members to intermediate fire investigation training to provide coverage on all three shifts.
 - b. All fire officers will provide a fire cause determination report for 100% of the fires within the City boundaries.

Status: The training on fire investigation did not take place due to other training priorities that arose in 2007. We made an attempt to enroll 2 personnel in the National Fire Academy fire investigation course but were turned down due to the high number of applicants. This will be a future need to fill especially in light of the retirement of the Assistant Chief of Inspection and will be dictated by the availability of classes that are offered. During any fire, all investigations are done by the officer in charge of the fire or his/her designee. This is State code and is followed by our staff.

8. With Council's approval purchase the Deccan software package. This software package is 100% compatible with our Computer Assisted Dispatch (CAD) system and will provide a variable and accurate data management analysis tool for future operations of the department. This software will provide quantifiable and verifiable data to enhance the operation of the department and efficiently justify any future needs. The following are a sampling of the areas the software will aid the department in:
 - a. Trends in call volume.
 - b. Identify response times for the initial fire company as well as the full first alarm assignment.
 - c. Identify strengths and weaknesses of established staffing standards.
 - d. Optimize limited resources.
 - e. Future placement of fire stations.
 - f. Identify advantages and disadvantages of automatic aid and consolidation.

Status: The Council did not approve the purchase of the software for 2007 and will do so when the Council has decided the future of Fire Station #1. The Department will be requesting the software again in 2008.

2008 Goals and Objectives

Administration/Finance

1. Revise the City's Fire Prevention Code to match the changes in the State code and to have consistent fire prevention codes with our neighboring communities.
2. Establish nine paramedic personnel on each shift. This level will be accomplished through the successful completion and graduation of four student paramedics from the 2007/2008 class. Enroll three additional paramedic students into the fall 2008/2009 Milwaukee County Paramedic Education class. This may be the final paramedic class offered by Milwaukee County and the Department seeks student positions to capture the education available.

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Goals and Objectives

3. In planning for potential changes in Milwaukee County Emergency Medical Services (EMS), explore other training options for the paramedic service including partnerships with other paramedic training centers outside of Milwaukee County EMS, i.e. Waukesha County Technical College and the Brookfield Fire Department programs.
4. If the Council approves the We Energies funds for this project, the department will complete the building addition to Fire Station #2. The addition is necessary to locate an additional ladder truck in this fire district which was identified in City's mitigation negotiation with We Energies. The addition will precede the production of the ladder truck, identified in the Capital Improvements Plan for 2008, which in turn will precede the start up of Unit #1 of the Elm Road Generating Station. The addition further addresses space needs for the future fire protection of the entire We Energies campus and future lake development. This goal will be measured through the following objectives:
 - a. Select an architectural firm to design the addition and Council approval by April 30, 2008.
 - b. Obtain Council approval for the architectural plans and construction of the addition, and setting a construction start date.
5. Identify funding grants that serve the needs of the City and reduce overall operating costs of the Department.

Operations:

1. Complete EMT refresher for personnel currently holding this license.
2. Complete paramedic training for the four personnel attending the 2007/2008 Milwaukee County Paramedic program.
3. Response time will continue to be monitored to meet fire service standards. Response time is the amount of time elapsed from the point where the caller dials 9-1-1 to the time the fire department renders medical help, begins fire suppression, or initiates rescue procedures. Recognized standards of mortality of individuals and extreme dangers associated with fires reaching flashover are well understood. Response time has a direct impact on these conditions and dependant on call taking, transmitting the request to the fire stations, the reaction time (turnout time), the travel time, and the time it takes to access the scene. The intent of this goal is to fully achieve a reduction in response time by 5%, from an average of 5 minutes, 39 seconds to an average of 5 minutes, 20 seconds. With continued training and quality assurance initiatives, this goal will be accomplished through the following objectives:
 - a. With the cooperation and training of the Dispatch Center at the Police Department, answer all 9-1-1 calls in 15 seconds 95% of the time and in 40 seconds 99% of the time; processing of emergency calls will take no more than 60 seconds 95% of the time; 95% of calls will be transmitted to the appropriate fire station in 30 seconds. These objectives are identified standards in the fire service and are consistent with NFPA 1221.
 - b. Turnout time average not to exceed 60 seconds with fire apparatus acknowledging the en route time in 20 seconds. These objectives are identified standards in the fire service and are consistent with NFPA 1710.
 - c. Monitor deployment of personnel of first-, second- and third-due in fire companies standard established in testing and training in 2006. The benchmark for fire companies for deployment will be no more than 60 seconds from stopping of the apparatus.
4. The Mutual Aid Box Alarm System (MABAS) was approved by the Council to provide a fire and medical emergency plan for the people and interests of the City against the natural and accidental disasters, man-made catastrophes and destruction from acts of terrorism. The MABAS provides the resources to the Fire Department necessary to minimize the loss of life and property. The Department must continue to monitor the system through the following objectives:
 - a. With the completion of the WEM 8 Administrative Rules adoption by the State, review the MABAS contract for its compliance within the State and potentially resign a revised contract if necessary.

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Goals and Objectives

- b. Conduct a 6-month and a twelve-month review of MABAS procedures and workload on the City's emergency dispatch center as the back up dispatch center for MABAS.
- c. Conduct an effectiveness assessment of the MABAS-level responses as they occur.
5. Complete mobile data communications upgrades initiated in 2006 to promote safety in emergency operations. These communications are integral to the Computer Assisted Dispatch (CAD) system, the MABAS, and to the goal of emergency services interoperability called for in the National Response Plan. This goal will be measured through the following objectives:
 - a. Complete the installation of Phase 2 of the mobile data computers (MDC) to provide for on board MDC's for the second tier fire department units. Work with the CAD vendor to complete the fire service "recommended units" and "records management system" component of the CAD.
 - b. Finalize the communications plan for MABAS operations within Milwaukee County and throughout the State. Complete the department training started in 2007.
6. The department needs to establish a fire investigation team to work with members of the Police Department. Since the appointment of Chief Satula, there has been an experience gap in fire origin and cause investigation. The department has no trained personnel beyond the basic fire investigation. This goal will be accomplished through the following objectives:
 - a. Send 3 department members to intermediate fire investigation training to provide fire investigation coverage on all three shifts.
 - b. All fire officers will provide a fire cause determination report for 100% of the fires within the City boundaries.

Planning:

1. With Council's approval, initiate and complete the restructuring of the department as presented in the 2007-2008 budget planning process. The Restructuring Proposal will address multiple levels on needs, such as improvement in training at multiple levels; address multiple management priorities facing the department, to increase the premise intelligence in pre-fire planning for incidents, to improve incident operations with a single officer-in-charge, and to provide additional assistance in management to meet the expanding priorities. This goal will be measured through the following objectives:
 - a. Establish the single management-level officer-in-charge of operations, identified in the Restructuring Proposal as the Battalion Chief of Operations, assigned primarily to Station #1.
 - b. With the retirement of the Assistant Chief of Inspection in March of 2008, establish a management-level position to conduct training and develop standards of performance, and an officer development program, identified in the Restructuring Proposal as a Battalion Chief of Training, assigned primarily to Station #3.
 - c. Re-allocate responsibilities of the remaining Assistant Chief to address organizational priorities in emergency management, administration, pre-fire planning, emergency response planning, preparedness, and fire inspection coordination.
2. Review 50% of the Business Continuity Plan developed by the Fire Department for pandemic and all-hazards contingencies. Develop needs list to be addressed in the 2009 budget.
3. Develop an adaptive Emergency Action Plan for the We Energies campus to address current and emerging fire, emergency medical and rescue incidents that would occur at the Oak Creek Power Plant and the Elm Road Generating Station. This goal will be measured through the following objectives:
 - a. Continue to develop and conduct a quarterly review of the Emergency Action Plan with We Energies, Bechtel Power and necessary subcontractors.

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Goals and Objectives

- b. Review pre-fire planning procedures and command-level requirements through on-going meetings and/or correspondence. Establish operational scenario requirements and incident command post locations to interact with supervisors and contractors during an incident.
 - c. Conduct 8-hour recertification for Mine Safety and Health Act (MSHA) level tunnel rescue team members by April, 2008.
 - d. Develop High-angle Rescue capability as the construction transitions to the structures in and around the power block area. Train all personnel to the operations level and 6 individuals to the technician level.
 - e. Complete the Confined Space II training started in 2007 to the NFPA 1670 operations competency level.
 - f. Complete the Structural Collapse training started in 2007 to the NFPA 1670 operations competency level.
 - g. Conduct on-going training and site visits for building construction progress on a monthly basis to keep all rescue personnel abreast of the changing environment and conditions.
6. With Council's approval, purchase the Deccan software package. This software package is 100% compatible with our Computer Assisted Dispatch (CAD) system and will provide a variable and accurate data management analysis tool for future operations of the department. This software will provide quantifiable and verifiable data to enhance the operation of the department and efficiently justify any future needs. The following are a sampling of the areas the software will aid the department in:
- a. Trends in call volume.
 - b. Identify response times for the initial fire company as well as the full first alarm assignment.
 - c. Identify strengths and weaknesses of established staffing standards.
 - d. Optimize limited resources.
 - e. Future placement of fire stations.
 - f. Identify advantages and disadvantages of automatic aid and consolidation.

Logistics:

1. With Council's approval, complete the specifics and purchase a new rescue pumper for specialized rescue and firefighting operations. This equipment will replace one of the two fire engines taken out of service in 2007 due to safety concerns over frame rail deterioration. The delivery of this rescue pumper will be in mid-2008.
2. With Council's approval, complete the specifics for the purchase a second ladder truck to meet the growing demands and service needs for the City and improve our ISO rating in this area. The delivery of this ladder truck will be in mid-2009.

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Fund / Department		2005	2006	2007	2007	2008
		Actual	Actual	Budget	Estimate	Budget
100% Original budget not split into Fire vs. EMS & WE Energies						
Fire - 65						
Direct Employee Costs						
100	Salaries, Full Time	2,878,725	2,960,541	3,021,980	3,021,000	3,252,770
105	Salaries, Part Time	0	0	18,750	18,400	17,025
110	Salaries, Overtime	191,637	179,087	201,000	232,000	236,000
115	Salaries, Holiday Pay	23,517	22,816	30,000	30,000	35,000
120	Special Pay Allowances	63,767	63,638	68,020	68,020	72,060
125	Car Allowance	4,800	6,349	6,600	6,600	6,135
130	Retirement	594,650	614,019	667,085	663,345	712,295
135	Social Security	232,911	244,921	256,335	254,000	276,610
150	Insurance, Active Employees	647,280	688,500	675,480	675,480	652,800
160	Insurance, Work Comp	130,326	147,346	139,795	139,795	135,260
165	Insurance, Disability	12,285	12,120	12,285	12,285	12,285
170	Insurance, Dental	46,380	48,065	45,335	45,335	46,140
175	Insurance, Group Life	4,001	3,323	3,765	3,765	4,180
180	Longevity	5,125	4,675	5,030	5,030	5,320
185	Section 125 Administration	1,122	714	1,200	815	800
	Subtotal	\$4,836,526	\$4,996,114	\$5,152,660	\$5,175,870	\$5,464,680
Indirect Employee						
200	Travel/Training	7,228	10,180	11,000	11,000	12,000
205	Recruitmnt/Testng/Physicals	2,750	9,983	2,500	5,000	2,600
210	Expense Allowance	417	755	500	500	500
215	Uniforms and Clothing	33,870	50,586	49,295	49,295	49,295
220	Tuition Reimbursement	11,000	10,907	16,000	16,000	25,000
	Subtotal	\$55,265	\$82,411	\$79,295	\$81,795	\$89,395
Utility Costs						
300	Electricity	0	1,815	33,000	35,000	38,000
	Electricity #1	10,166	9,542	0	0	0
	Electricity #2	7,862	8,100	0	0	0
	Electricity #3	12,094	16,834	0	0	0
305	Water and Sewer	0	197	5,000	4,500	5,000
	Water and Sewer #1	1,250	1,234	0	0	0
	Water and Sewer #2	1,054	776	0	0	0
	Water and Sewer #3	1,910	1,736	0	0	0
310	Natural Gas	0	1,668	50,000	40,000	43,000
	Natural Gas #1	8,232	8,002	0	0	0
	Natural Gas #2	9,324	8,550	0	0	0
	Natural Gas #3	16,798	15,128	0	0	0
315	Telephone	2,698	9,911	13,000	12,000	12,000
	Telephone #1	0	0	0	0	0
	Telephone #2	368	370	0	0	0
	Telephone #3	3,012	3,098	0	0	0
	Subtotal	\$74,768	\$86,961	\$101,000	\$91,500	\$98,000
Supplies						
400	Office Supplies	3,003	3,171	3,300	3,300	3,300
410	Printing and Copying	1,019	721	1,400	1,400	1,400
415	Postage	277	189	600	400	500

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Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
100% Original budget not split into Fire vs. EMS & WE Energies					
420 Dues and Publications	1,567	2,276	2,300	2,300	2,300
425 Advertising and Promotions	0	360	200	200	200
427 Public Education	3,819	4,000	4,000	4,000	4,500
430 Housekeeping	908	467	1,000	1,000	1,000
440 Medical and Safety	23,454	24,033	28,000	28,000	29,500
460 Minor Equipment	3,472	2,853	3,900	4,000	8,900
470 Audio Visual/Photo Supplies	323	699	800	800	800
480 Fire Equipment	9,604	14,793	11,500	14,000	7,500
495 Miscellaneous	126	189	300	300	300
Subtotal	\$47,572	\$53,751	\$57,300	\$59,700	\$60,200
Other Services					
506 Hazard Response Unit	2,004	2,000	2,000	2,000	8,000
523 Administration Billing Fee	33,773	32,497	70,000	50,000	70,000
525 Outside Legal Services	20,138	28,441	10,000	18,000	20,000
Subtotal	\$55,915	\$62,938	\$82,000	\$70,000	\$98,000
Maintenance					
600 Office Equip Maint	124	85	1,200	1,200	600
Office Equip Maint #1	66	72	0	0	0
Office Equip Maint #2	68	63	0	0	0
Office Equip Maint #3	587	684	0	0	0
610 Radio Maintenance	5,141	12,152	10,450	10,450	11,500
615 Grounds Maintenance	200	157	1,500	1,500	1,500
Grounds Maintenance #1	54	92	0	0	0
Grounds Maintenance #2	0	10	0	0	0
Grounds Maintenance #3	256	1,188	0	0	0
620 Building Maintenance	6	735	13,000	14,000	14,000
Building Maintenance #1	3,979	2,913	0	0	0
Building Maintenance #2	4,348	5,779	0	0	0
Building Maintenance #3	7,310	5,276	0	0	0
Subtotal	\$22,139	\$29,206	\$26,150	\$27,150	\$27,600
Vehicles					
700 Vehicle Maintenance	23,653	22,727	30,000	30,000	30,000
705 Equipment Maintenance	1,095	4,177	5,300	5,300	5,300
710 Gas/Oil/Fluids	23,919	29,304	23,000	23,000	25,000
715 Tires	538	4,178	2,500	2,500	2,500
Subtotal	\$49,205	\$60,386	\$60,800	\$60,800	\$62,800
Total	\$5,141,390	\$5,371,767	\$5,559,205	\$5,566,815	\$5,900,675

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

Fire Department

200 TRAVEL/TRAINING	\$12,000
Money in this line will be used for in-house training related to fire suppression and emergency medical service. Schools, conferences and seminars, certifications in training, inspection, fire investigation and updating training manuals. State Chief's Conference, Spring and Fall Chief's education conference, Fire Inspector Conference, FDIC, Fire-Rescue conference in Las Vegas or comparable EMS conferences in-state, and Chief and Assistant Chief's meeting expenses.	
205 RECRUITMENT/TESTING/PHYSICALS	\$2,600
Money in this line will be used for employee drug testing, new hire physical and job trait assesment, and blood tests required for paramedic school.	
210 EXPENSE ALLOWANCE	\$500
Large fire expense for Fire Bell, food for firefighters at long term fires, expenses for hosting meetings and seminars.	
215 UNIFORM CLOTHING	\$49,295
Cleaning service for station uniforms (\$22,230), dress blues, uniform shirts and pants, repair and cleaning for turnout gear, replacement boots, helmets, and gloves.	
220 TUITION REIMBURSEMENT	\$25,000
Attendance at Milwaukee Area Technical College for credits towards an associate degree in fire technology and college attendance for credits toward a Bachelor's degree with approval of the Chief and Personnel Committee. This amount is the contractual agreement with Local 1848. The increase in this line item is for additional costs for non-representative personnel if the department restructuring is approved.	
300 ELECTRICITY	\$38,000
Electricity use for Fire Stations 1, 2, & 3.	
305 WATER AND SEWER	\$5,000
Water and sewer charges to operate Fire Stations 1, 2, & 3.	
310 NATURAL GAS	\$43,000
Natural gas will be used for heating, hot water, and auxiliary generator on an incidental basis for Fire Stations 1, 2, & 3.	
315 TELEPHONE	\$12,000
Monthly charges for Stations 2 and 3, long distance, cellular phone service and advertising.	
400 OFFICE SUPPLIES	\$3,300
Miscellaneous office supplies for three fire stations and the Command Post.	
410 PRINTING AND COPYING	\$1,400
Business cards, stationery, labels, and copy machine paper for three fire stations.	
415 POSTAGE	\$500
Routine business correspondence, including fire inspection correspondence and UPS costs.	

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420 DUES AND PUBLICATIONS	\$2,300
This covers department membership in NFPA, International Association of Fire Chiefs, membership in Wisconsin State Fire Service Instructors, NFPA Standard and Code updates, and other miscellaneous publications to aid in keeping up with the changing technologies and skills in fire service and EMS.	
425 ADVERTISING AND PROMOTIONS	\$200
Promotional advertising for EMS and Fire Prevention Weeks.	
427 PUBLIC EDUCATION	\$4,500
EMS week and fire prevention activities throughout the year including Fire Prevention Week and the Chamber of Commerce Business and Industry Fair. Fire prevention handouts, senior citizen fire education, and stroke awareness program. This account also funds materials needed for car safety seat inspections and installs and File of Life materials.	
430 HOUSEKEEPING	\$1,000
Dish soap, towels, Kleenex, and other miscellaneous household items not covered in the Facilities Maintenance Budget.	
440 MEDICAL AND SAFETY	\$29,500
Emergency ambulance supplies for six ambulances to include but not limited to oxygen delivery and service, suction equipment, diagnostic equipment, C-Spine and patient packaging, splints, kits, cases, BSI, Decon, BioHaz, dressing and bandages, medications, and solutions. The increase in this line item is for additional costs related to cot maintenance (\$1,500).	
460 MINOR EQUIPMENT	\$8,900
Small hardware, TV, and appliance replacement or repair. The increase in this line item is for a treadmill replacement and other fitness equipment needed to support the Fire Department's Wellness/Fitness program.	
470 AUDIO VISUAL/PHOTO SUPPLIES	\$800
Film and developing for fire alarms, rescues, and fire investigation. Camera repair and maintenance.	
480 FIRE EQUIPMENT	\$7,500
Includes but not limited to nozzles, nozzle repair, hydrotests and air bottle filling, air mask repair, cleaning and testing. Hose repair and/or replacement, explosive meter repair, and extinguishing agent. The decrease in this line item is due to moving foam and oil shorb purchases to the hazardous response unit account.	
495 MISCELLANEOUS	\$300
Miscellaneous items not covered elsewhere.	
506 HAZARDOUS RESPONSE UNIT	\$8,000
Level B hazardous material and spill clean-up and materials. The purchase of foam and oil shorb has been shifted to this line item from fire equipment to account for the increase.	
523 ADMINISTRATION BILLING FEE	\$70,000
8.5% billing fee for ALS and BLS treatments and transports.	

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525 ATTORNEY/LEGAL	\$20,000
Legal fees for grievance settlements, bargaining or other legal matters.	
600 OFFICE EQUIPMENT MAINTENANCE	\$600
Station 1, 2, and 3 copier supplies and maintenance.	
610 RADIO MAINTENANCE	\$11,500
Repair, maintenance, and batteries for all mobile, portable, paging and base radio equipment. Portable radio battery and analyzer/conditioners.	
615 GROUNDS MAINTENANCE	\$1,500
Grounds maintenance and flowers for Stations 1, 2, and 3.	
620 BUILDING MAINTENANCE	\$14,000
Painting, plumbing, heating and air-conditioning repair. Light bulbs, emergency generator and inside repairs for Stations 1, 2 & 3. Annual sprinkler test for Station 1, 2, and 3 (\$1,500).	
700 VEHICLE MAINTENANCE	\$30,000
Maintenance of 6 ambulances, 5 engines, 1 aerial ladder, 2 grass fire rigs, 2 cars and a command post. Annual brake inspections.	
705 EQUIPMENT MAINTENANCE	\$5,300
This includes all ground and aerial ladder tests and certifications. Hurst tool repair and maintenance and repairs to small equipment and meters. The increase in this line item is due to pump test certification.	
710 GAS/OIL/FLUIDS	\$25,000
Gas and oil usage and oil changes and filters for all department equipment.	
715 TIRES	\$2,500
General repair and replacement of tires.	
Fire Total:	\$435,995

Fund #19 WE Energies

2% of personnel and 5% of the operating budget is charged to Fund #19, except for the following accounts.

110 OVERTIME	\$45,000
Overtime costs involved with Bio Pak and High Angle Rescue Recertification. This will also be for Confined Space training, Paratech rescue training, National Fire Academy, Safety Officer Certification requirements, and the Collaspe Class held at Volk Field.	
200 TRAVEL/TRAINING	\$20,000
The costs involved for Bio Pak and High Angle Rescue Recertification. This will also be used for Paratech rescue training, National Fire Academy, Safety Officer Certification requirements, and sending 8 department members to Volk Field for Collaspe Class.	
957 EQUIPMENT	\$70,000
32 sets of tech-rescue gear, boots and suspenders @ \$1875 each and 3 air bag systems for each engine @ \$3300 each.	

Additions to Fund 19: \$135,000

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Fire - 65	2005 24.00%	2006 22.00%	2007 23.00%	2007 23.00%	2008 22.00%
Direct Employee Costs					
100.00 Salaries, Full Time	690,986	639,830	681,155	681,000	701,300
105.00 Salaries, Part Time	0	0	4,225	4,100	3,670
110.00 Salaries, Overtime	45,993	38,611	45,305	52,295	50,880
115.00 Salaries, Holiday Pay	5,644	4,919	6,760	6,760	7,550
120.00 Special Pay Allowances	15,304	13,724	15,330	15,330	15,540
125.00 Car Allowance	1,152	1,369	1,490	1,490	1,320
130.00 Retirement	142,951	132,877	150,360	150,000	153,570
135.00 Social Security	55,989	53,238	57,820	57,000	59,640
150.00 Insurance, Active Employees	155,347	148,441	152,255	152,255	140,745
160.00 Insurance, Work Comp	31,476	31,768	31,520	31,520	29,160
165.00 Insurance, Disability	2,948	2,613	2,770	2,770	2,650
170.00 Insurance, Dental	11,131	10,363	10,220	10,220	9,950
175.00 Insurance, Group Life	960	720	850	850	900
180.00 Longevity	1,230	1,008	1,135	1,135	1,150
185.00 Section 125 Administration	269	154	270	185	175
Subtotal	\$1,161,380	\$1,079,635	\$1,161,465	\$1,166,910	\$1,178,200
Indirect Employee					
200.00 Travel/Training	1,903	2,135	2,415	2,405	2,510
205.00 Recruitmnt/Testng/Physicals	659	1,950	545	1,095	545
210.00 Expense Allowance	100	150	110	105	105
215.00 Uniforms and Clothing	8,129	10,417	10,770	10,770	10,300
220.00 Tuition Reimbursement	2,640	2,280	3,495	3,495	5,225
Subtotal	\$13,431	\$16,932	\$17,335	\$17,870	\$18,685
Utility Costs					
300.00 Electricity	0	0	15,675	16,625	18,050
300.01 Electricity Station #1	5,083	4,771	0	0	0
300.02 Electricity Station #2	3,931	4,050	0	0	0
300.03 Electricity Station #3	6,047	8,417	0	0	0
305.00 Water and Sewer	0	0	2,375	2,135	2,375
305.01 Water and Sewer Station #1	625	617	0	0	0
305.02 Water and Sewer Station #2	527	388	0	0	0
305.03 Water and Sewer Station #3	955	868	0	0	0
310.00 Natural Gas	0	0	23,750	19,000	20,425
310.01 Natural Gas Station #1	4,116	4,001	0	0	0
310.02 Natural Gas Station #2	4,662	4,275	0	0	0
310.03 Natural Gas Station #3	8,399	7,564	0	0	0
315.00 Telephone	1,336	3,543	6,175	5,700	5,700
315.01 Telephone Station #1	0	0	0	0	0
315.02 Telephone Station #2	184	185	0	0	0
315.03 Telephone Station #3	1,506	1,549	0	0	0
Subtotal	\$37,371	\$40,228	\$47,975	\$43,460	\$46,550

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Supplies					
400.00 Office Supplies	1,510	1,553	1,565	1,565	1,565
410.00 Printing and Copying	437	341	665	665	665
415.00 Postage	133	79	285	190	235
420.00 Dues and Publications	761	1,081	1,090	1,095	1,095
425.00 Advertising and Promotions	0	171	95	95	95
427.00 Public Education	3,819	2,258	3,800	4,000	4,275
430.00 Housekeeping	454	222	475	475	475
430.03 Housekeeping Station #3	0	0	0	0	0
440.00 Medical and Safety	0	0	0	0	0
460.00 Minor Equipment	1,736	1,355	1,850	1,900	4,225
460.01 Minor Equipment Station #1	0	0	0	0	0
470.00 Audio Visual/Photo Supplies	162	332	380	380	380
480.00 Fire Equipment	9,604	12,743	10,925	13,300	7,125
495.00 Miscellaneous	63	114	140	140	140
Subtotal	\$18,679	\$20,249	\$21,270	\$23,805	\$20,275
Other Services					
506.00 Hazard Response Unit	2,004	1,900	1,900	1,900	7,600
525.00 Outside Legal Services	4,870	5,623	2,185	3,935	4,180
Subtotal	\$6,874	\$7,523	\$4,085	\$5,835	\$11,780
Maintenance					
600.00 Office Equip Maintenance	62	20	570	570	285
600.01 Office Equip Maint-Station #1	33	36	0	0	0
600.02 Office Equip Maint-Station #2	34	32	0	0	0
600.03 Office Equip Maint-Station #3	293	342	0	0	0
610.00 Radio Maintenance	2,527	5,018	4,960	4,960	5,460
615.00 Grounds Maintenance	100	21	710	710	710
615.01 Grounds Maintenance Station #1	27	46	0	0	0
615.02 Grounds Maintenance Station #2	0	5	0	0	0
615.03 Grounds Maintenance Station #3	128	595	0	0	0
620.00 Building Maintenance	3	0	6,175	6,650	6,650
620.01 Building Maintenance Station #1	1,990	1,455	0	0	0
620.02 Building Maintenance Station #2	2,174	2,877	0	0	0
620.03 Building Maintenance Station #3	3,656	2,635	0	0	0
Subtotal	\$11,027	\$13,082	\$12,415	\$12,890	\$13,105
Vehicles					
700.00 Vehicle Maintenance	5,691	4,787	6,555	6,555	6,270
705.00 Equipment Maintenance	263	873	1,160	1,155	1,110
710.00 Gas/Oil/Fluids	5,810	6,148	5,025	5,025	5,225
715.00 Tires	129	873	550	545	525
Subtotal	\$11,893	\$12,681	\$13,290	\$13,280	\$13,130
Total	\$1,260,655	\$1,190,330	\$1,277,835	\$1,284,050	\$1,301,725

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Inspection Department

Program Description:

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

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

2007 Objectives Status as of July 31, 2007:

1. Complete all commercial plan reviews within three weeks. **On target**
2. Coordinate all residential plan reviews in order to attain a 10 day review time required by State of Wisconsin. **On target**
3. Complete all requested inspections within 24 hours. **On target**
4. Implement the necessary changes with Engineering to comply with State mandated storm water and erosion control rules. **Ongoing**
5. Select, install, train, debug and operate a computerized permitting and occupancy tracking system by 2009. **Software in place, transition in progress.**
6. Implement a formal tracking procedure for complaints and enforcement. **Software in place.**
7. Cross train inspectors within certifications (goal is to have an informed backup).
Training continues.

2008 Objectives:

1. Complete all commercial plan reviews within three weeks.
2. Coordinate all residential plan reviews in order to attain a 10 day review time required by the State of Wisconsin.
3. Complete all requested inspections within 24 hours.
4. Implement the necessary changes with Engineering to comply with State mandated storm water and erosion control rules.
5. Select, install, train, debug and operate a computerized permitting and occupancy tracking system by 2009.
6. Implement a formal tracking procedure for complaints and enforcement.
7. Cross train Inspectors within certifications to achieve informed backup personnel.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Building Inspection - 70					
Direct Employee Costs					
100 Salaries, Full Time	359,521	371,799	414,700	380,000	429,100
105 Salaries, Part Time	10,598	11,958	12,000	27,000	12,300
110 Salaries, Overtime	7,581	4,618	1,000	3,000	1,000
130 Retirement	38,455	40,438	44,335	44,000	46,950
135 Social Security	28,358	29,306	32,760	32,500	33,900
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	80,360	84,000	84,720	84,720	94,680
160 Insurance, Work Comp	14,000	14,500	14,665	14,665	16,175
165 Insurance, Disability	1,638	1,638	1,725	1,600	1,725
170 Insurance, Dental	6,000	6,025	6,000	6,000	6,840
175 Insurance, Group Life	2,115	2,270	2,500	2,120	2,200
180 Longevity	360	390	525	420	480
185 Section 125 Administration	102	126	100	230	100
Subtotal	\$549,088	\$567,068	\$615,030	\$596,255	\$645,450
Indirect Employee					
200 Travel/Training	3,538	4,690	4,500	2,500	4,500
205 Recruitment/Testing/Physicals	105	779	1,000	1,000	1,000
215 Clothing Maintenance	0	0	0	0	1,000
Subtotal	\$3,643	\$5,469	\$5,500	\$3,500	\$6,500
Utility Costs					
315 Telephone	551	2,479	2,000	1,500	1,500
Subtotal	\$551	\$2,479	\$2,000	\$1,500	\$1,500
Supplies					
400 Office Supplies	1,437	1,199	1,700	1,700	1,700
401 State Building Permit Seals	4,500	0	4,500	2,555	2,500
410 Printing and Copying	4,501	4,565	4,000	3,000	3,000
415 Postage	1,684	1,650	2,000	2,000	2,000
420 Dues and Publications	2,275	1,486	2,500	1,500	2,000
440 Medical and Safety	731	718	500	500	500
450 Public Information	1,182	500	1,200	0	0
455 Small Tools	294	79	200	200	200
460 Minor Equipment	0	232	1,000	1,000	1,000
495 Miscellaneous	675	215	600	600	600
Subtotal	\$17,278	\$10,644	\$18,200	\$13,055	\$13,500
Other Services					
516 Demolition/Property Cleanup	0	0	10,000	5,000	10,000
524 Testing	9,200	9,200	10,000	9,200	10,000
Subtotal	\$9,200	\$9,200	\$20,000	\$14,200	\$20,000
Maintenance					
600 Office Equip Maintenance	0	215	250	250	250
Subtotal	\$0	\$215	\$250	\$250	\$250
Vehicles					
700 Vehicle Maintenance	3,888	8,019	4,000	9,000	6,000
710 Gas/Oil/Fluids	8,111	8,439	12,000	10,000	12,000
715 Tires	398	0	1,000	1,000	2,000
Subtotal	\$12,397	\$16,458	\$17,000	\$20,000	\$20,000
Total	\$592,157	\$611,533	\$677,980	\$648,760	\$707,200

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

Inspection - 70	
200 TRAVEL AND TRAINING	\$4,500
Administrative Codes are being revised as well as the introduction of I.B.C. and training fees have increased. Necessary to maintain certifications.	
205 RECRUITMENT/TESTING/PHYSICALS	\$1,000
Testing and recruitment costs for new hires.	
215 CLOTHING MAINTENANCE	\$1,000
ID shirts similar to street supervisors	
315 TELEPHONE	\$1,500
Five cell phones and share of long distance charges.	
400 OFFICE SUPPLIES	\$1,700
401 STATE BUILDING PERMIT SEALS	\$2,500
Building seals required by the State for each home constructed.	
410 PRINTING AND COPYING	\$3,000
Costs include forms and check lists for permits. Our brochures are being done in-house.	
415 POSTAGE	\$2,000
Postage costs for all mailing from the department.	
420 DUES AND PUBLICATIONS	\$2,000
Costs incurred to maintain up-to-date codes as well as certification renewal.	
450 MEDICAL & SAFETY	\$500
Safety shoes and glasses.	
450 PUBLIC INFORMATION	\$0
Address numbers and plates to address properties.	
455 SMALL TOOLS	\$200
Test meters, rubber gloves, testers, etc.	
460 MINOR EQUIPMENT	\$1,000
Supports street light effort.	
495 MISCELLANEOUS	\$600
516 DEMOLITION/PROPERTY CLEANUP	\$10,000
524 TESTING	\$10,000
Charges paid to the State for weights and measures.	
600 OFFICE EQUIP MAINTENANCE	\$250
Fax and copy machines.	
700 VEHICLE MAINTENANCE	\$6,000
Maintenance of five cars and a hoist truck.	
710 GAS/OIL/FLUIDS	\$12,000
4000 gallons at \$3.00.	
715 TIRES	\$2,000
Tire replacements for five cars and a hoist truck.	
TOTAL	\$61,750

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Health

Program Description

The Health Department promotes health and prevents disease and injury through assessing community needs, developing policies, and assuring that public health services are provided.

Status of 2007 Objectives:

1. Maintain state requirements of a Level I health department, which consists of at a minimum, surveillance, investigation, control and prevention of communicable diseases, other disease prevention, health promotion and human health hazard control and research the requirements for advancing to a Level II Health Department. **Currently maintaining core public health functions for Level I health department; on-going process. See #10 for Level II information.**
2. Review all existing policies and procedures and update as needed. **In process of reviewing all policies and procedures; on-going process.**
3. If the Registered Sanitarian (RS) position is approved by the Common Council in 2006 develop job description, commence the hiring process and hire a new RS by December 31, 2007. **Registered Sanitarian was hired on March 5, 2007. Achieved "agent" status for the Wisconsin Department of Health and Family Services and the Wisconsin Department of Agriculture, Trade and Consumer Protection one year ahead of schedule.**
4. Investigate all reported cases of communicable diseases such as Tuberculosis, Pertussis, Rabies, Measles, Hepatitis A, Blastomycosis, and Lyme Disease within 24-72 hours of being reported to the department as mandated by the State of Wisconsin and the Centers for Disease Control. **YTD 139 investigations.**
5. Evaluate the results from the Aurora telephone survey related to the Community Needs Assessment process, organize at least one community focus group to assess the findings, and contract with UW-Milwaukee Urban Institute to compile the Oak Creek Community Health Plan by December 31, 2007. **The Aurora survey has been reviewed by health officer; currently negotiating with UW-Milwaukee Urban Institute to continue with process and development of the Oak Creek Community Health Plan. This plan is to be completed in 2008.**
6. Continue to actively participate in all mandated Preparedness activities with local emergency government as well as the Public Health partners (local and state). **Health Department staff have attended all mandatory NIMS/ICS training and participated in the Milwaukee-Waukesha Preparedness Consortium exercise on June 26 & 27, 2007.**
7. Provide at least 12 hours of continuing education for each staff member. Topics include first aid, CPR, preparedness skills, infant/child/adult assessment skills, contagion, computer skills, leadership skills, coalition building, etc. **Completed.**
8. Assist with the Franklin-Oak Creek School District assuring that 100% of all children enrolled in Oak Creek Schools (both public and private) meet minimum immunization standards as required by Wisconsin law. **Met with Oak Creek-Franklin school personnel on a regular basis to assure understanding of minimum immunization standards. First Annual Immunization Update for school personnel was on August 23, 2007. Will continue to partner with the school district.**
9. During the 2007-08 flu season, administer 1,000 Influenza immunizations to those who meet the CDC guidelines. **1,200 Influenza doses have been ordered. Fall clinics are scheduled.**
10. By December 31, 2007, explore the necessary requirements to become a Level II Health Department. **Health Officer has been part of a work group of health officers reviewing the Administrative Rule 140, which sets the requirements of a health department's level status. The timeframe for this rule revision is early 2008. The health officer will continue to evaluate programs and strategically position the department for possible advancement to a Level II health department.**

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Health

2008 Objectives:

1. Maintain state requirements of a Level I health department, which consists of at a minimum, surveillance, investigation, control and prevention of communicable diseases, other disease prevention, health promotion and human health hazard control.
2. Investigate all reported cases of communicable diseases such as Tuberculosis, Pertussis, Rabies, Measles, Hepatitis A, Blastomycosis, and Lyme Disease within 24-72 hours of being reported to the department as mandated by the State of Wisconsin and the Centers for Disease Co.
3. Continue to provide staff training to maintain the level of technical and professional expertise necessary to sustain a health department.
4. Continue to review and update policies and procedure; begin to reformat manual.
5. Complete a five-year Community Health Plan and submit to the Board of Health for their support and approval.
6. Continue establishment inspections for the Department of Family Services and the Wisconsin Department of Agriculture, Trade and Consumer Protection.
7. Assist with the Oak Creek-Franklin School District assuring that 100% of all children enrolled in Oak Creek Schools (both public and private) meet the minimum immunization standards as required by Wisconsin law.
8. Administer 1,200 doses of influenza immunizations to those who meet the CDC guidelines during the 2007-2008 flu season.
9. Evaluate electronic media record retention in order to enhance storage capacity of immunization forms.
10. Continue joint venture with Franklin or other surrounding communities utilizing the Registered Sanitarian services.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Health - 75					
Direct Employee Costs					
100 Salaries, Full Time	136,898	126,151	216,115	216,600	243,250
105 Salaries, Part Time	174,783	173,313	165,085	130,000	152,500
110 Salaries, Overtime	787	1,659	0	500	2,000
130 Retirement	31,580	30,046	39,885	36,100	42,115
135 Social Security	23,702	22,193	28,875	26,000	30,440
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	34,760	36,000	60,000	60,000	58,800
160 Insurance, Work Comp	14,500	14,500	9,875	9,875	14,300
165 Insurance, Disability	696	573	985	925	985
170 Insurance, Dental	2,470	2,525	4,185	4,185	4,320
175 Insurance, Group Life	1,030	995	1,675	1,640	1,975
180 Longevity	225	115	120	120	120
185 Section 125 Administration	153	168	100	235	100
Subtotal	\$421,583	\$408,238	\$526,900	\$486,180	\$550,905
Indirect Employee					
200 Travel/Training	2,938	4,397	6,890	4,000	6,000
205 Recruitmnt/Testng/Physicals	739	2,948	3,000	3,900	2,000
Subtotal	\$3,677	\$7,345	\$9,890	\$7,900	\$8,000
Utility Costs					
315 Telephone	11	649	200	700	500
Subtotal	\$11	\$649	\$200	\$700	\$500
Supplies					
400 Office Supplies	1,135	1,616	2,000	1,200	2,000
410 Printing and Copying	3,001	1,993	2,700	2,000	2,500
415 Postage	898	770	1,500	1,300	1,500
420 Dues and Publications	1,214	585	1,600	1,500	1,200
425 Advertising and Promotions	907	951	1,650	1,000	1,300
440 Medical and Safety	15,763	16,968	22,250	22,250	23,500
470 Audio Visual/Photo Supplies	0	30	200	200	200
495 Miscellaneous	1,004	313	4,800	3,000	4,800
Subtotal	\$23,923	\$23,226	\$36,700	\$32,450	\$37,000
Other Services					
507 Hazardous Waste Disposal	2,207	2,657	3,300	3,000	3,500
514 Consultants	29	2,623	700	200	700
524 Testing	0	150	200	200	200
Subtotal	\$2,236	\$5,430	\$4,200	\$3,400	\$4,400
Maintenance					
600 Office Equip Maintenance	600	640	700	200	500
Subtotal	\$600	\$640	\$700	\$200	\$500
Vehicles					
700 Vehicle Maintenance	0	0	0	500	1,000
710 Gas & Oil	0	0	0	800	1,000
Subtotal	\$0	\$0	\$0	\$1,300	\$2,000
Total	\$452,030	\$445,528	\$578,590	\$532,130	\$603,305

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

HEALTH DEPARTMENT - 75

200 TRAVEL/TRAINING	\$6,000
Mileage for staff for home visits/schools/meetings/etc. - \$2500 Inservice classes/seminars for 11 staff members - \$700; Expenses pertaining to trainings or health officer convention (housing/meals/etc) - \$2000 - Sanitarian - \$800	
205 RECRUITMENT/TESTING/PHYSICALS	\$2,000
For advertising for any vacant position(s) and the funding for pre-employment physicals for employees. Record checks for volunteers.	
315 TELEPHONE	\$500
Cost for two cell phones for the health department.	
400 OFFICE SUPPLIES	\$2,000
Paper, pens, folders and miscellaneous office supplies needed for daily office business.	
410 PRINTING AND COPYING	\$2,500
For costs of printing forms, letters, reports, for both nursing and environmental health.	
415 POSTAGE	\$1,500
For the mailing of correspondence, immunization reminders, lab/test samples, license renewals, etc.	
420 DUES AND PUBLICATIONS	\$1,200
For departmental membership in professional organizations (Nurses/Public Health/Environmental) and for subscriptions to nursing and public health journals.	
425 ADVERTISING AND PROMOTIONS	\$1,300
Community outreach and education.	
440 MEDICAL AND SAFETY	\$23,500
For the purchase of vaccines (Influenza- \$20,000; Pneumonia-\$1,000; Hepatitis B -\$800; TB Skin test solution- \$1,000), syringes, alcohol, cotton balls, Band-Aids, and miscellaneous medical/first aide equipment - \$700.	
470 AUDIO VISUAL/PHOTO SUPPLIES	\$200
For the purchase of videos for staff/public use and developing of photos of our activities.	
495 MISCELLANEOUS	\$4,800
Community Needs Assessment/Health Plan \$2,000; for the purchase of miscellaneous supplies or for unforeseen price increases. Note: Larvacide may need to be purchased.	
507 HAZARDOUS WASTE DISPOSAL	\$3,500
For the payment of sharps destruction (\$463/quarterly) and for the purchase of sharps containers. Another increase for pick-up and increase client use of these services.	
514 CONSULTANTS	\$700
For payment of audits and consultant services.	
524 TESTING	\$200
For mandated lab tests/x-rays for contagion control/environmental safety.	
600 OFFICE EQUIPMENT MAINTENANCE	\$500
For recalibration of audiometers and blood pressure screening equipment, etc.	
700 VEHICLE MAINTENANCE	\$1,000
For maintenance of Sanitarian vehicle.	
710 GAS & OIL	\$1,000
For Sanitarian vehicle and any nursing staff usage.	

TOTAL: \$52,400

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Engineering Department

Program Description

The Engineering Division is responsible for the design, inspection, and administration of public works infrastructure improvements within the City. The Engineering Division is full service and can handle most engineering activities in-house. The Engineering Division also manages all land development activities from the review of plans to final certification of improvements. Other important functions of the Engineering Division are traffic safety and environmental issues. Intersections, road capacities, and road conditions are reviewed continually and improvements are recommended if problems are revealed. Environmental issues, enforcement of erosion control standards, landfill closures, site remediation, and the preservation of wetlands and flood plains are becoming more complex.

2007 Objectives Status:

1. Effectively maintain the integrity of the existing infrastructure.
 - a. On an ongoing basis: develop, maintain, and monitor a comprehensive multi-year capital improvement program for bridges, drainage, lighting, and miscellaneous public works projects. **Completed with budget.**
 - b. Prepare an annual report, using historical PASER data, summarizing deterioration trends of the City's streets. **WDOT change in software delays report to 2008.**
2. Pursue the cost-effective completion of approved capital improvement projects.
 - a. Complete, consistent with committed schedules, all capital projects that are under the control of the Engineering Division. **All 2007 projects completed.**
 - b. Facilitate the completion of those capital projects whose completion is controlled by others. **Ongoing.**
 - c. Establish a 2007 design schedule by April 1, 2007. **Complete.**
3. Continue to upgrade record retention in a manner, which leads to ease of access/use.
 - a. Complete the vault-filing database as time is available. **Ongoing.**
4. Support development within the City so those approved/completed projects are compatible and functional.
 - a. Reviews/inspections:
 - i. Development agreements drafted within six weeks. **Met - Ongoing.**
 - ii. All plans reviewed within thirty business days. **Met - Ongoing.**
 - iii. Driveway approach permits issued within one business day. **Met - Ongoing.**
 - iv. Inspection requests completed within one business day. **Met - Ongoing.**
 - b. Proactively manage development agreements: compliance, schedule, and closeout so that orderly development occurs. **Focused in second half of year.**
5. Continue to be responsive to the citizens of the City.
 - a. Respond to complaints within 24 hours. **Met - Ongoing.**
 - b. Respond to requests for information within two working days. **Met - Ongoing.**
6. Support City initiatives.
 - a. Support and fully participate in the Emergency Operation Plan. **Ongoing.**

City of Oak Creek 2008 Annual Budget Goals and Objectives

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

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Engineering Department

Program Description

The Engineering Division is responsible for the design, inspection, and administration of public works infrastructure improvements within the City. The Engineering Division is full service and can handle most engineering activities in-house. The Engineering Division also manages all land development activities from the review of plans to final certification of improvements. Other important functions of the Engineering Division are traffic safety and environmental issues. Intersections, road capacities, and road conditions are reviewed continually and improvements are recommended if problems are revealed. Environmental issues, enforcement of erosion control standards, landfill closures, site remediation, and the preservation of wetlands and flood plains are becoming more complex.

Objectives:

1. Effectively maintain the integrity of the existing infrastructure.
 - a. On an ongoing basis: develop, maintain, and monitor a comprehensive multi-year capital improvement program for bridges, drainage, lighting, and miscellaneous public works projects.
 - b. Prepare an annual report, using historical data, summarizing deterioration trends of the City's streets.
2. Pursue the cost-effective completion of approved capital improvement projects.
 - a. Complete, consistent with committed schedules, all capital projects that are under the control of the Engineering Division.
 - b. Facilitate the completion of those capital projects whose completion is controlled by others.
 - c. Establish a 2008 design schedule by April 1, 2008
3. Support development within the City so those approved/completed projects are compatible and functional.
 - a. Reviews/inspections:
 - i. Development agreements drafted within six weeks.
 - ii. All plans reviewed within thirty business days.
 - iii. Driveway approach permits issued within one business day.
 - iv. Inspection requests completed within one business day.
 - b. Proactively manage development agreements: compliance, schedule, and closeout so that orderly development occurs.
4. Continue to be responsive to the citizens of the City.
 - a. Respond to complaints within 24 hours.
 - b. Respond to requests for information within two working days.
5. Support City initiatives.
 - a. Support and fully participate in the Emergency Operation Plan.
 - b. Support and fully participate in Civic Center design committee.
 - c. Manage the design of the Municipal Services Building (Streets/Parks).
 - d. Assist in establishing a financing plan for the CIP Program.
 - e. Others as they are developed.

City of Oak Creek 2008 Annual Budget Goals and Objectives

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

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Engineering - 81					
Direct Employee Costs					
100 Salaries, Full Time	513,436	619,908	645,515	635,000	685,590
105 Salaries, Part Time	4,192	0	7,000	0	7,200
110 Salaries, Overtime	8,054	7,727	20,000	10,000	20,000
125 Car Allowance	1,200	2,400	2,400	2,400	2,400
130 Retirement	53,100	64,859	69,555	68,000	74,865
135 Social Security	39,287	46,927	51,685	49,000	54,765
145 Unemployment Compensation	1,613	0	0	0	0
150 Insurance, Active Employees	140,520	147,000	147,000	147,000	130,560
160 Insurance, Work Comp	26,000	27,000	24,900	24,900	26,980
165 Insurance, Disability	2,211	2,457	2,460	2,460	2,460
170 Insurance, Dental	10,190	10,300	10,300	10,300	9,360
175 Insurance, Group Life	1,476	1,666	1,755	1,840	2,000
180 Longevity	520	600	660	660	665
185 Section 125 Administration	408	326	400	400	200
Subtotal	\$802,207	\$931,170	\$983,630	\$951,960	\$1,017,045
Indirect Employee					
200 Travel/Training	1,797	1,117	2,000	1,000	2,000
205 Recruitmnt/Testng/Physicals	1,487	0	1,000	0	1,000
215 Clothing Maintenance	510	629	1,400	1,400	1,400
Subtotal	\$3,794	\$1,746	\$4,400	\$2,400	\$4,400
Utility Costs					
315 Telephone	745	2,303	1,500	1,200	1,500
Subtotal	\$745	\$2,303	\$1,500	\$1,200	\$1,500
Supplies					
400 Office Supplies	2,064	2,096	4,000	3,000	4,000
410 Printing and Copying	2,403	2,159	3,000	3,000	3,000
415 Postage	1,078	1,246	2,000	2,000	2,000
420 Dues and Publications	309	592	1,400	500	1,400
425 Advertising and Promotions	111	0	0	0	0
440 Medical and Safety	304	329	1,000	1,000	1,000
455 Small Tools	0	2	150	150	150
460 Minor Equipment	3,707	882	2,000	6,500	2,000
461 Drafting Supplies	0	60	0	0	0
462 Field Supplies	1,638	1,269	2,400	1,500	1,500
495 Miscellaneous	58	1	0	0	0
Subtotal	\$11,672	\$8,636	\$15,950	\$17,650	\$15,050
Other Services					
515 Engineering/Consulting	0	1,487	5,000	1,000	5,000
516 Diggers Hotline Services	30,704	25,696	35,000	35,000	35,000
524 Testing	0	100	0	0	0
Subtotal	\$30,704	\$27,283	\$40,000	\$36,000	\$40,000

City of Oak Creek 2008 Annual Budget

<u>Fund / Department</u>	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Maintenance					
600 Office Equip Maintenance	3,989	4,150	4,500	4,500	4,500
Subtotal	\$3,989	\$4,150	\$4,500	\$4,500	\$4,500
Vehicles					
700 Vehicle Maintenance	204	1,345	1,500	1,500	1,500
705 Equipment Maintenance	0	25	500	500	500
710 Gas/Oil/Fluids	2,809	3,898	5,000	4,500	5,000
715 Tires	0	502	400	0	500
Subtotal	\$3,013	\$5,770	\$7,400	\$6,500	\$7,500
Total	\$856,124	\$981,058	\$1,057,380	\$1,020,210	\$1,089,995

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

ENGINEERING - 81

200 TRAVEL/TRAINING The Engineering Department must stay current in traffic analysis & signage, sanitary sewer, water main, storm sewer, pavement and hydrologic design and construction.	\$2,000
205 RECRUITMENT AND TESTING Recruitment for possible vacant positions.	\$1,000
215 CLOTHING MAINTENANCE Maintain uniforms per Local 133 Contract	\$1,400
315 TELEPHONE Yearly telephone costs, plus six cell phones.	\$1,500
400 OFFICE SUPPLIES	\$4,000
410 PRINTING AND COPYING Contracts, notices and informational pieces.	\$3,000
415 POSTAGE	\$2,000
420 DUES AND PUBLICATIONS Professional memberships, registrations, certifications.	\$1,400
440 MEDICAL AND SAFETY Safety Shoes and glasses.	\$1,000
455 SMALL TOOLS	\$150
460 MINOR EQUIPMENT	\$2,000
462 FIELD SUPPLIES Includes traffic counters, stakes, lathe, spray paint, flags, nails, fiberglass tape, etc.	\$1,500
515 ENGINEERING/CONSULTING This will provide funds to retain consultants to supplement staff and obtain specialized staff .	\$5,000
516 DIGGERS HOTLINE The City is charged on a per call basis for the location of its underground facilities.	\$35,000
600 OFFICE EQUIPMENT MAINTENANCE Covers the cost of maintaining three high volume copiers and other miscellaneous equipment.	\$4,500
700 VEHICLE MAINTENANCE Maintenance of five vehicles.	\$1,500
705 EQUIPMENT MAINTENANCE Maintenance of GPS system, including batteries.	\$500
710 GAS/OIL/FLUIDS 1,500 gallons @\$3.00	\$5,000
715 TIRES Tire for five vehicles.	\$500
TOTAL	\$72,950

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Street Department

The Street Department is responsible for a wide variety of tasks ranging from residential rubbish pick up to the maintenance of the streets including asphalt patching and the tarring of the seams. We also do the painting of center, stop and edge lines, trimming trees, debrushing, concrete and sidewalk repairs, culvert installation, ditch reconstruction and renovation, along with replacing street signs. The Department also will cut and maintain all of the city roadside and channels including picking up litter and other debris.

2007 Objectives Status:

During the first half of 2007, the Department accomplished the following tasks:

- Debrushing approximately 1 mile of the Oak Creek channel.
- Brush and branch pick up has been done for the 3 scheduled times, with one more scheduled for October 1st. Due to weather problems, there have been 3 additional pickups.
- Shouldering has been ongoing, completing approximately 20 lane miles of the possible 95 and using 510 tons of stone.
- The cleaning of catch basins and monthly street sweeping continues.
- Tarring, for the most part, has been completed using 19,000 pounds of tar and covering 15 miles.
- The concrete crew has been working on various areas in the city replacing catch basins, some street slabs and mainly sidewalks, using approximately 230 yards of concrete and replacing 575 to 600 sidewalk slabs.
- Assisted with many utility light pole knock downs (replacing base).
- Ditching is ongoing, with the Department having to redo problem ditches in Oakwood Lakes, Stonegate, Oak Creek Drive and 11th Avenue subdivisions.
- Ditching crews have also replaced approximately 28 driveway culverts and several other culverts under the roadway.
- A new garbage route has been added to accommodate the new subdivision areas of the City.
- Accomplished other projects, such as the fall clean up, special pick ups, erecting snow fence, marker post installation and pickup of leaves with the street sweepers. Also, erected 5 more park shelters in various parks.
- Approximately 417 stop lines, 377 crosswalks, and 529 corner edge lines in various intersections have been painted, using over 450 gallons of paint. This work covers about three fourths of the City for the department. We will also be working on right and left turn arrows.

City of Oak Creek 2008 Annual Budget Goals and Objectives

2008 Street Department Objectives:

- Complete yearly crack sealing that is identified by PASER in high, medium and low priority areas.
- Patch damaged concrete and asphalt streets or sidewalks city wide.
- Identify and correct low or eroded shoulders that are at least 2" below the road edge.
- Replace city owned culverts that are either corroded or have crushed edges.
- Keep all city streets safe and passable from ice and snow.
- Cut open roadside and drainage channel grass areas where permissible.
- Sweep all curbs and gutters once or twice monthly to meet NR216 requirements.
The NR216 requirement is the Wisconsin DNR water runoff program.
- Identify and replace all damaged or worn street signs.
- Paint all center and edge lines where needed, as well as the stop and crosswalk lines.
- Debrush parts of the Oak Creek channel on an annual basis, depending on weather conditions.
- Update and identify city streets that are in need of reconstruction or major repair.
- Clean and maintain all open roadside ditches.
- Inspect all catch basins twice a year and clean out debris where needed to meet the requirements of NR216.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Streets - 83					
Direct Employee Costs					
100 Salaries, Full Time	1,012,306	1,030,172	1,118,285	1,100,000	1,175,940
105 Salaries, Part Time	68,639	66,291	62,750	62,750	74,420
110 Salaries, Overtime	50,656	23,646	45,000	45,000	45,000
130 Retirement	110,449	110,340	125,445	125,000	132,815
135 Social Security	84,389	84,820	94,015	94,000	99,335
145 Unemployment Compensation	0	1,280	0	0	0
150 Insurance, Active Employees	249,665	282,960	268,575	268,575	272,100
160 Insurance, Work Comp	47,600	51,915	46,920	46,920	51,940
165 Insurance, Disability	5,111	5,028	5,505	5,310	5,505
170 Insurance, Dental	18,220	19,820	18,350	18,350	19,425
175 Insurance, Group Life	2,896	2,888	2,865	3,030	3,265
180 Longevity	3,144	2,960	2,925	2,900	3,105
185 Section 125 Administration	163	202	200	185	200
Subtotal	\$1,653,237	\$1,682,322	\$1,790,835	\$1,772,020	\$1,883,050
Indirect Employee					
200 Travel/Training	180	190	1,200	1,700	1,200
205 Recruitmnt/Testng/Physicals	4,818	4,276	5,500	4,800	5,500
215 Uniforms and Clothing	8,905	8,646	12,000	6,000	12,000
Subtotal	\$13,903	\$13,112	\$18,700	\$12,500	\$18,700
Utility Costs					
300 Electricity	10,363	11,186	13,500	12,500	15,000
305 Water and Sewer	703	657	1,000	2,260	2,500
310 Natural Gas	26,423	20,157	28,500	29,000	30,000
315 Telephone	1,738	2,524	2,700	2,280	2,500
Subtotal	\$39,227	\$34,524	\$45,700	\$46,040	\$50,000
Supplies					
400 Office Supplies	1,803	3,257	3,000	3,000	3,000
410 Printing and Copying	393	420	500	500	500
420 Dues and Publications	692	588	950	950	950
430 Housekeeping	7,543	6,605	7,000	7,000	7,000
435 Reimbursable Expenses/Culverts	10,008	7,532	7,000	7,000	7,000
440 Medical and Safety	5,501	6,015	6,500	6,500	6,500
455 Small Tools	4,677	2,191	3,000	3,000	3,000
460 Minor Equipment	3,396	2,081	6,000	6,000	6,000
465 Chemicals	4,280	2,577	4,000	3,500	4,000
475 Sign Materials	0	25,786	20,000	20,000	20,000
495 Miscellaneous	6,051	4,593	3,350	3,000	3,500
Subtotal	\$44,345	\$61,645	\$61,300	\$60,450	\$61,450
Other Services					
525 Attorney/Legal	18,980	28,217	8,000	4,000	8,000
Subtotal	\$18,980	\$28,217	\$8,000	\$4,000	\$8,000

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Maintenance					
600 Office Equip Maintenance	680	285	700	400	700
610 Radio Maintenance	0	207	1,200	300	1,200
615 Grounds Maintenance	895	1,182	4,000	1,200	4,000
620 Building Maintenance	5,310	7,568	7,500	6,500	7,500
640 Street Maintenance Materials	67,290	62,970	48,000	48,000	48,000
645 Boulevard Decorations	1,868	3,298	3,000	3,000	3,000
650 Storm Drainage System	17,614	0	0	0	0
660 Snow and Ice Removal Materials	206,655	90,308	158,900	157,805	191,300
Subtotal	\$300,313	\$165,818	\$223,300	\$217,205	\$255,700
Vehicles					
700 Vehicle Maintenance	32,186	44,568	42,000	50,000	50,000
705 Equipment Maintenance	61,258	39,523	42,750	32,000	42,750
710 Gas/Oil/Fluids	96,848	90,996	117,000	100,000	127,000
715 Tires	11,184	8,004	4,500	6,000	6,000
Subtotal	\$201,475	\$183,091	\$206,250	\$188,000	\$225,750
Total	\$2,271,480	\$2,168,729	\$2,354,085	\$2,300,215	\$2,502,650

2008 City of Oak Creek Annual Budget

Departmental Detail Information

STREET DEPARTMENT - 83

200 TRAVEL/TRAINING	\$1,200
Seminars for highway safety, snow plow rodeo, tree trimming, road maintainance, snow and ice control and school reimbursement.	
205 RECRUITMENT AND TESTING	\$5,500
Recruitment of part time employees and vacancies. Drug and alcohol testing.	
215 UNIFORM MAINTENANCE	\$12,000
Maintain uniforms per Local 133 contract and logo shirts for Supervisors.	
300 ELECTRICITY	\$15,000
Buildings #1 and #2 at 800 W. Puetz - 7.5% increase.	
305 WATER AND SEWER	\$2,500
Building #1	
310 NATURAL GAS	\$30,000
Buildings #1 and #2 at 800 W. Puetz -5% increase.	
315 TELEPHONE	\$2,500
Monthly and long distance telephone charges, including cell phones for Street Superintendent, Street Supervisor, 2 Mechanics, fax machine and pagers.	
400 OFFICE SUPPLIES	\$3,000
Paper, pens, pencils, folders, film, batteries and miscellaneous office supplies.	
410 PRINTING AND COPYING	\$500
Forms, public information and related costs associated with printing and copying.	
420 DUES AND PUBLICATIONS	\$950
Membership in organizations, subscriptions to technical journals, including the Daily Reporter and the Milwaukee Journal/Sentinal.	
430 HOUSEKEEPING	\$7,000
Paper products: cups, towels, toilet paper, shop soaps, bland soaps, glass cleaners, oil dry, floor cleaners and finishers, mops, assorted aerosols, brooms, handles and brushes.	
435 REIMBURSABLE EXPENSE	\$7,000
Sale of culvert pipe.	
440 MEDICAL AND SAFETY	\$6,500
Boots, vests, gloves, goggles, rain suits, ear protection, safety shoes, glasses, safety equipment and first aid supplies.	
455 SMALL TOOLS	\$3,000
City and employee tool replacements and additional new tools.	
460 MINOR EQUIPMENT	\$6,000
Drills, air guns, saws, grinders, etc.	
465 CHEMICALS	\$4,000
Degreasers, engine cleaners, and a variety of solvents.	

2008 City of Oak Creek Annual Budget

Departmental Detail Information

475 SIGN MATERIALS	\$20,000
Mailboxes, barricades, orange safty barrels, other mailbox supplies and sign materials.	
495 MISCELLANEOUS	\$3,500
Nuts, bolts, hardware, nails, carpenter shop supplies, hoses, chains, traps and advertising.	
525 ATTORNEY/LEGAL	\$8,000
Local 133 expenses.	
600 OFFICE EQUIPMENT MAINTENANCE	\$700
Service maintenance agreement for copier and dictaphone.	
610 RADIO MAINTENANCE	\$1,200
2-way radios installed in all trucks and equipment.	
615 GROUNDS MAINTENANCE	\$4,000
Signs, lights, fertilizier, grass seed, trees, flowers and yard gates at 800 W. Puetz.	
620 BUILDING MAINTENANCE	\$7,500
Doors, windows, boilers, sinks and other building related items	
640 STREET MAINTENANCE MATERIALS	\$48,000
Gravel,limestone, asphalt, cold patch, concrete street repairs, culvert block, grass seed, top soil, erosion matting, brooms, rakes, shovels, mallets, axes, tool handles and marking paints.	
645 BOULEVARD DECORATIONS	\$3,000
Flag maintenance, banners, banner brackets and Christmas decoration repair.	
660 SNOW AND ICE REMOVAL MATERIALS	\$191,300
Salt 6000 tons and 4000 gallions of Calcium Chloride.	
700 VEHICLE MAINTENANCE	\$50,000
Cars, small trucks, patrol trucks, tire balancer, metal, welding supplies and aerosel paints.	
705 EQUIPMENT MAINTENANCE	\$42,750
Graders, loaders, and backhoe.	
710 GAS/OIL/FLUIDS	\$127,000
Regular gas, oils, fuel oil and diesel #2 (plus Presidential tax), windshield solvent, hydraulic oil and transmission fluid, LP gas and all oil related items and additives.	
715 TIRES	\$6,000
TOTAL	\$619,600

City of Oak Creek 2008 Annual Budget

7/31/07 Goals and Objectives Status Report

Department: Parks, Recreation & Forestry

Status of 2007 Objectives:

1. Provide a well-rounded recreation program at reasonable costs (± 50 various programs/activity & sections) comparable/supplemental to other private and public sources.

Status: This is an on-going activity. Fees and charges are reviewed and adjustments made annually.

2. Striving to obtain a potential seasonal program enrollment for each season (winter, summer and fall) equal to 10% of the community's population.

Status: Fall 2006 total enrollment was consistent with previous year's enrollments which, including open swim, open gym and drop in fitness walking*, represents approximately 12% of the population.

* in addition to the walkers registered for the semester or season.

Winter/Spring 2007 total enrollment represented approximately 11% of the population.

Summer 2007 enrollment rose slightly from 2006. Including open swim, the 6,500+ participants represent approximately 22% of the population.

3. Maintain a class cancellation rate of less than 20%.

Status: In Fall 2006, 93 classes/sections were offered. There were three cancellations for a cancellation rate of 3%.

The Department offered over 90 classes/sections during the Winter/Spring 2007 season. Eight classes were cancelled resulting in a cancellation rate of 9%. Summer 2007 offered over 240 classes/sections, with 11 classes cancelled which indicates a 5% cancellation rate.

Cancellation rates in the range of 10% to 20% would indicate that we are offering enough new classes to determine new trends in recreation programming while still offering enough of the traditionally popular classes to the public. The cancellation rates above are lower than optimal, however we are not able to significantly increase the classes we offer due to lack of facility space and personnel and budget constraints. It should be noted that during the time period reported above, we were unable to provide programming for over 200 persons on our waiting lists for the same reasons.

4. Promote public awareness and support for recreation, park, and leisure services available by such means as brochures, three mass mailings, four public announcements in the *Acorn*, reader board displays, web information and weekly articles in the *Pictorial* and advertisements to all residents.

Status: The "Acorn" which is distributed three times a year (Winter/Spring in mid-December, Summer in mid-June, and Fall in mid-August). The "Acorn" is being delivered by the US Postal Service to each residence, post office box and business in Oak Creek. It consists of recreation registration information, procedures, forms, various policies and procedures, park locations and maps, recreation classes and program; as well as city departmental information and articles, school district and community education programs. The Department also submits information to the "Oak Creek Now", the City of Oak Creek web page, local media and distributes promotional flyers to the Oak Creek/Franklin School District and other schools within the City. Program information is disseminated through reader board announcements, bulletin board displays and flyers distributed directly to participants in our programs.

City of Oak Creek 2008 Annual Budget

7/31/07 Goals and Objectives Status Report

5. Provide maintenance services to the existing parklands and facilities according to established standards.

Status: This is an on-going activity. There are 350 acres of school and park sites in Oak Creek. Park employees mow 250 acres of grass at 25 school and park sites and 21 municipal areas and medians; maintain 176 park facilities (tennis, basketball, volleyball courts, football, soccer fields etc.); over 8 miles of sidewalk and bike trails, 15 parking lot/areas, maintenance buildings, shelters, a pavilion, skate park, disc golf course and assist City Forester with tree planting, pruning and removals. Providing maintenance services to established standards is difficult (not possible) at times do to an increase in facilities and need for additional staff.

6. Accommodate facility permit/rental requests by providing and maintaining public facilities and parklands according to established standards.

Status:

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Facility Requests	153	196	211	129	204
Number of Dates	924	891	799	833	762
Total Registration	23,336	22,595	21,623	18,948	19,444

7. Update (1998) 5-Year Parks and Open Space Plan by spring 2007.

Status: The Departments of Community Development and Parks, Recreation, & Forestry together with the Parks, Recreation & Forestry Commission are in the process of updating the plan. The update will be completed by the end of 2007. Implementation of the current 5 year Parks and Open Space Plan will continue until the updated plan is developed and adopted.

8. Complete the construction or installation of all budgeted capital improvements by the end of the growing season for 2007.

Status: Effort will continue toward completing this objective.

Abendschein Community Park-Phase I Development:

In early 2007, the City was informed by the School District that various park facilities would need to be relocated or eliminated from the East Middle School site. The Parks, Recreation & Forestry Commission is in the process of updating the Abendschein Community Park Master Plan and will be re-prioritizing park facilities Phase I Development later this year with the hopes of having Phase I Development in 2008.

Woodknoll/Oak Creek Manor Neighborhood Park Acquisition:

The Department of Community Development contacted various property owners in the Woodknoll neighborhood about possible purchase/acquisition of their property for park purposes and received a couple favorable responses. The intent is to pursue acquisition of two adjacent properties.

Woodridge Neighborhood Park:

Three locations are being considered for the possible neighborhood park. At present, staff is taking a wait-and-see approach regarding what impact the Drexel Avenue interchange and development in the area would have for a possible park site location.

Riverton Meadows Neighborhood Park-Tennis Court/Playstructure:

The tennis court was constructed and the play structure enhancements were completed this spring.

Various Neighborhood Parks-Open Air Shelters:

Four shelters were purchased this summer with the intent to install the shelters at Camelot, Chapel Hills, Willow Heights and Manor Marquette neighborhood parks in late fall of 2007.

City of Oak Creek 2008 Annual Budget 7/31/07 Goals and Objectives Status Report

Otjen Neighborhood Park-Parking Lot:

The parking lot will be paved this fall.

Henry Miller Park Pavilion-Addition/Renovation:

The pavilion project which will provide additional rest room fixtures and be handicapped accessible will be completed this fall.

9. Urban Forestry.

Status:

a. As of this date, the Revised Street Tree Ordinance is nearly ready to submit, requiring a reworking in a few areas: root disturbances and potential fines for example.

b. The Woodland Preservation is not ready for submittal and will require additional research. It is likely the last item on this list to be completed.

c. The Urban Forestry Master Plan has been complete since March and was submitted to the DNR along with other 2005 grant information.

d. After a summer of collecting yet more information on the Emerald Ash Borer (EAB), I will begin a PowerPoint presentation to be ready for Council by the end of October.

e. A few priority areas of large tree pruning were completed this winter by the Streets Department and the effort is continued since the planting season concluded, by the forestry crew. We are about to embark on contractor pruning to be submitted for bid in September.

f. Prairie grass will be planted at 10025 S. Shepard Avenue this fall.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: Parks, Recreation & Forestry

Program Description

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

Objectives:

1. Provide a well-rounded recreation program at reasonable costs (± 50 various programs/activities) comparable/supplemental to other private and public sources.
2. Strive to obtain a seasonal program enrollment for each season (winter, summer and fall) equal to 10% of the community's population.
3. Maintain a class cancellation rate of less than 20%.
4. Promote public awareness and support for recreation, park, forestry and leisure services available by such means as brochures, mass mailings, public announcements in the "Acorn", reader board displays, and weekly articles in the "Oak Creek Now", City of Oak Creek website and advertisements to all residents.
5. Provide maintenance services to the existing parklands and facilities according to established standards.
6. Accommodate facility permit/rental requests by providing and maintaining public facilities and parklands according to established standards.
7. Complete the construction or installation of all budgeted capital improvements by the end of the growing season for 2008.
8. Urban Forestry:
 - A. To develop and revise the following:
 1. Emerald Ash Borer Community Plan & Presentation
 - a. Marshalling yard designation priority
 2. Revised Street Tree Ordinance
 3. Woodland Preservation Ordinance
 - B. Large tree pruning continued as priority
 - C. Continue reforestation effort by continuing new tree planting; new developments, replacements, developing parks
 - D. Train additional staff to perform large tree pruning
 1. Part time consideration
 2. Additional Street Department Personnel

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Parks, Recreation and Forestry - 90					
Direct Employee Costs					
100 Salaries, Full Time	344,280	359,287	374,155	374,525	404,635
105 Salaries, Part Time	267,181	272,552	321,100	305,000	330,735
110 Salaries, Overtime	4,546	4,348	3,000	3,000	3,000
130 Retirement	45,664	47,723	54,645	52,000	58,175
135 Social Security	46,511	48,100	53,485	53,400	56,560
145 Unemployment Compensation	126	1,457	500	1,100	500
150 Insurance, Active Employees	72,520	67,500	76,440	76,440	68,040
160 Insurance, Work Comp	24,000	23,000	23,800	23,800	25,300
165 Insurance, Disability	1,638	1,720	1,720	1,720	1,720
170 Insurance, Dental	5,310	5,015	5,340	5,340	5,460
175 Insurance, Group Life	932	1,128	1,450	1,330	1,450
180 Longevity	720	780	830	830	925
185 Section 125 Administration	102	126	100	145	100
Subtotal	\$813,532	\$832,736	\$916,565	\$898,630	\$956,600
Indirect Employee					
200 Travel/Training	3,299	2,443	5,000	4,000	5,000
205 Recruitmnt/Testng/Physicals	2,123	1,834	2,000	1,500	2,000
215 Uniforms and Clothing	1,007	2,178	1,300	1,300	1,300
Subtotal	\$6,429	\$6,455	\$8,300	\$6,800	\$8,300
Utility Costs					
300 Electricity	5,018	5,910	7,500	6,700	7,500
305 Water and Sewer	3,011	1,892	8,800	3,000	8,800
310 Natural Gas	8,249	7,106	12,500	10,500	12,000
315 Telephone	818	3,603	4,200	2,800	2,800
Subtotal	\$17,096	\$18,511	\$33,000	\$23,000	\$31,100
Supplies					
400 Office Supplies	3,890	5,623	2,600	2,600	2,600
410 Printing and Copying	9,758	8,428	10,300	10,600	11,000
415 Postage	7,937	8,973	9,050	9,200	9,200
420 Dues and Publications	1,520	1,212	1,200	1,200	1,200
425 Advertising and Promotions	418	56	100	100	100
440 Medical and Safety	2,080	1,830	2,000	3,000	2,000
460 Minor Equipment	3,108	5,670	1,000	1,800	2,000
475 Recreation Equip/Supplies	10,932	14,674	12,000	12,000	12,000
495 Miscellaneous	86	115	200	100	200
Subtotal	\$39,729	\$46,581	\$38,450	\$40,600	\$40,300

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Maintenance					
600 Office Equip Maintenance	4,149	4,644	5,050	5,100	5,320
615 Grounds Maintenance	29,903	37,245	42,000	42,000	42,000
620 Building Maintenance	4,739	7,791	4,000	3,500	4,000
635 Facility/Equipment Rental	10,739	10,838	16,000	8,000	14,000
665 Boulevard Maintenance	1,655	3,597	3,000	3,400	3,000
Subtotal	\$51,185	\$64,115	\$70,050	\$62,000	\$68,320
Vehicles					
700 Vehicle Maintenance	4,227	4,871	5,000	5,000	5,000
705 Equipment Maintenance	5,573	8,190	11,000	8,500	11,000
710 Gas/Oil/Fluids	13,315	19,393	22,300	25,000	28,000
715 Tires	2,120	1,075	1,000	1,000	1,000
Subtotal	\$25,235	\$33,529	\$39,300	\$39,500	\$45,000
Total	\$953,206	\$1,001,927	\$1,105,665	\$1,070,530	\$1,149,620

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

PARKS AND RECREATION - 90

105 Part Time Salaries - For informational purposes only.

Recreation....\$167,138

Parks.....\$86,408

Clerical.....\$51,303

Forestry.....\$16,251

Total.....\$321,100 x 3% increase = \$330,735

200 Travel/Training

\$5,000

Maintenance workshops for maintenance supervisor, technician & staff @ \$1050

Red Cross swimming certification @ \$600, secretarial workshops @ \$600

Rec. Supervisor's Rec. Section Workshop (\$500), WPRA State conference (\$600) Director/Supervisor

Playground Program/Baseball Program mileage reimbursement (\$300)

Forester/staff workshops/training \$1000

Playground Staff Inservice (\$100)

Senior Citizen Coordinator (\$150)

205 Recruitment/Testing/Physicals

\$2,000

1. Classified ads for part-time clerical, maintenance and program staff (2 @ \$375)=\$750

2. Criminal history checks (180 @ \$5/each) = \$900

3. Hearing tests (\$10 x 6) = \$60

4. CDL license (\$75 x 2) = \$150

5. Physicals (\$103 x 5 PT) = \$515

6. Work Permits (35 x \$5) = \$175

215 Uniforms & Clothing

Maintenance & forester coveralls, rain gear, gloves, staff shirts, etc. (\$500)

\$1,300

Uniform clothing allowance per Union Contract \$800

300 Electricity

\$7,500

2007 monthly facility charges and energy charges for 13 different locations throughout the city equals \$6,700 (estimated increase in 2008 to \$7500).

305 Water & Sewer

\$8,800

2007 facility charges for two locations in city=\$1800 (estimated increase in 2008 to \$1800)

Miller Park filling charges - estimated to be \$5,000. Athletic fields - estimated to be \$2,000.

310 Natural Gas

\$12,000

Heating for various park sites throughout the city such as Miller Park pavilion, garages at 800 West Puetz and 720 West Puetz. Estimated 2007 cost is \$10,500 (estimated increase in 2008 to \$12,000)

315 Telephone

\$2,800

Long distance and FAX usage (\$30 x 12 mo.= \$360), cellular phones (\$25 x 12 mo.= \$300 x 7 = \$2100),

Ameritech voice mail (\$26 x 12 mo.= \$312)

400 Office Supplies

\$2,600

Folders, markers, labels, pens, binders, ink, ribbons, steno pads, staplers, printer cartridges, stationery, envelopes, paper and other misc. supplies needed to conduct daily business as well as special forms.

410 Printing & Copying

\$11,000

Program booklets printed (3 @ \$3000 each=\$9,000), quarterly printing charges and paper (approx. \$200 qtr)

Recreation program paper supply \$1,200

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

PARKS AND RECREATION - 90

415 Postage	\$9,200
Delivery of Rec. program booklets (3 @ \$1900), Clerk's Office postage charges (+/- \$225/mo. x 12)=\$2700	
Program registration confirmation = 3 @ \$400), recreation target mailings 750 x \$.39=\$293	
420 Dues & Publications	\$1,200
Dues: WPRA membership (\$385), NRPA (\$245), SEPRC (\$25), WTA (\$125), LERN (\$295)	
Publications: Park Maintenance/Grounds, Turf Management, OC Pictorial, Wisc. Forestry/Right of Way Coalition Newsletter, Sam's Club membership, Landscape Architecture, Inside Quark Express, WAA (WI Arborist Assoc.), ISA (International Society of Arboriculture)	
425 Advertising & Promotion	\$100
Departmental promotional pens, frisbees, etc.	
440 Medical & Safety	\$2,000
Reimbursement for safety shoes/safety glasses/first aid supplies	
460 Minor Equipment	\$2,000
Office, forestry, grounds, buildings, vehicle, equipment	
475 Recreation Equipment / supplies	\$12,000
Playground transportation/mileage, senior citizen club, sporting goods equipment, trophies, first aid supplies, recreation program supplies, swim program supplies, fish for pond, T-shirts, ribbons, arts & crafts supplies, books, and other necessary supplies and equipment needed to provide recreation programming.	
495 Miscellaneous	\$200
Miscellaneous expenses for city business, postcards, legal ads for vehicle/equipment, etc.	
600 Office Equipment Maintenance	\$5,320
Typewriter repair/cleaning, Sharp copier maintenance agreement	
615 Grounds Maintenance	\$42,000
Picnic tables, paint, fertilizer, lumber, herbicide, baseball infield mix, Round-Up, Aqua Shade, Miller Pond water management, city hall complex flowers/shrubs and sidewalk salt, park signs, wood chips, topsoil, seed, trees, etc. and other supplies and materials needed for maintenance of public grounds.	
Use of Border Collie's to remove Canada Geese from Miller Park pond, Kickers Creek park, and South Hills park=\$10,500. Acrylic crack filling court surfaces=\$5,000.	
620 Buildings Maintenance	\$4,000
Paint, insulation, lumber fire extinguishers, keys, plumbing supplies, wire, Plexiglas, cement, shelving, supplies, etc. and other supplies/materials/equipment needed for maintenance of public buildings. Fire protection system inspection/testing for cold storage building=\$500	
635 Facility/Equipment Rental	\$14,000
Facility rental at Senior High, East & West Middle School and elementary school facilities needed to conduct recreation programs, port-a-jon unit rental for various park sites throughout the summer as well as mnt. garage, acetylene/oxygen cylinder rental, road signs, and misc. eqpt. rental	
665 Boulevard Maintenance	\$3,000
Puetz Road and Howell Avenue Boulevard Maintenance	
700 Vehicle Maintenance	\$5,000
Supplies/repairs on Department trucks	

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

PARKS AND RECREATION - 90

705 Equipment Maintenance \$11,000
Maintenance and service on mowers, tractors, power tools, plows, power equipment, trailers, etc.
Supplies/materials/equipment such as nuts, bolts, springs, saw blades, etc., needed to perform
maintenance tasks.

710 Gas & Oil \$28,000
2007 estimated usage multiplied at 2008 estimated prices:
Diesel (2200gal x \$3.25/gal. = \$7,150), Unleaded (6640 gal x \$3.25/gal = \$21,580)
Oil: 100 qts. of vehicle oil x \$1 qt. = \$100

715 Tires \$1,000
Vehicle/equipment tires.

TOTAL **\$193,020**

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Library

Program Description

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

Goal I: Collection Development

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

2007 Objectives Status:

1. Use the American Library Association approved CREW method of evaluation and weeding in the adult book section, including the reference collection, Dewey sections 300 – 399 social sciences, 400 – 499 language and paperback collections.
Status: Dewey section 300, reference section and the adult paperback collections have been evaluated and weeded. Dewey 400 section will be completed by the end of the year.
2. Use the American Library Association approved CREW method of evaluation and weeding in the adult fiction and large type collections. Replace little used titles with more current titles.
Status: Both adult fiction and large type collections have been evaluated and weeded.
3. Use the American Library Association CREW method of evaluation and weeding in the children's and young adult non-fiction collections. Replace little used titles with more current titles.
Status: Children's non-fiction has been evaluated and weeded. Young Adult non-fiction will be completed by the end of the year.
4. Reclassify the young adult fiction collection to reflect correct item type codes, item levels and call numbers.
Status: This goal has just been started.

City of Oak Creek 2008 Annual Budget Goals and Objectives

Goal II: Direct Service to Users

Objectives:

1. Evaluate programming for children and young adults. Make changes and add programming as necessary.

Status: Evaluation of programming has begun.

2. Conduct a survey of adult library users to gauge their wants and needs in the adult fiction collection. Use information gained to make necessary additions.

Status: This survey will be conducted in the fall.

Goal III: Miscellaneous

Objectives:

1. Effectively administer all resources allocated to the department and report on a monthly basis to the Library Board and on a quarterly basis to the Common Council on the status of all departmental objectives.

Status: Detailed budget updates are provided to the Library Board on a monthly basis. Spending patterns are on track.

City of Oak Creek 2008 Annual Budget Goals and Objectives

Department: Library

Program Description

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

Goal I: Collection Development

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

2008 Objectives:

1. Use the American Library Association approved CREW method of evaluation and weeding in the adult book section, including the reference collection, Dewey sections 100 – 199 philosophy & psychology, 500 – 599 science and paperback collections. Replace little used titles with more current titles.
2. Survey the adult fiction collection and make necessary additions for contemporary classics and literature.
3. Use the American Library Association approved CREW method of evaluation and weeding in the adult fiction and large type collections. Replace little used titles with more current titles.
4. Use the American Library Association approved CREW method of evaluation and weeding in the young adult fiction collection. Replace little used titles with more current titles.
5. Use the American Library Association approved CREW method of evaluation and weeding in the children's paperback and parenting collections. Replace little used titles with more current titles.

City of Oak Creek 2008 Annual Budget Goals and Objectives

Goal II: Direct Service to Users

Objectives:

1. Promote awareness and increase use of the library by redesigning the library web site. Use ongoing updates to inform of library holdings, services and programming.
2. Conduct a survey of adult library users to gauge their wants and needs. Use information gained to make necessary additions.

Goal III: Miscellaneous

Objectives:

1. Effectively administer all resources allocated to the department and report on a monthly basis to the Library Board.
2. Work within the charges given to the *Mayor's Ad-Hoc Joint Library Exploration Committee*, to investigate the feasibility of a joint City of Oak Creek Public/Milwaukee Area Technical College library.
3. Investigate the options for supplementary non-city funding for special projects, either through direct solicitation or through the *Friends of the Oak Creek Public Library* group.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Library - 95					
Direct Employee Costs					
100 Salaries, Full Time	193,796	224,407	234,210	236,000	246,010
105 Salaries, Part Time	140,953	146,625	201,415	195,000	217,370
110 Salaries, Overtime	0	0	0	0	0
130 Retirement	31,773	36,674	43,730	42,000	46,600
135 Social Security	25,038	27,785	33,350	31,500	35,480
145 Unemployment Compensation	0	0	0	0	0
150 Insurance, Active Employees	56,820	43,500	44,220	44,220	55,080
160 Insurance, Work Comp	1,100	1,150	1,315	1,315	1,100
165 Insurance, Disability	1,065	1,229	1,230	1,230	1,230
170 Insurance, Dental	4,570	5,250	5,220	5,220	5,400
175 Insurance, Group Life	996	1,084	1,375	1,225	1,310
180 Longevity	300	300	300	300	360
185 Section 125 Administration	9	42	100	45	100
Subtotal	\$456,420	\$488,046	\$566,465	\$558,055	\$610,040
Indirect Employee					
200 Travel/Training	1,137	1,564	1,250	1,500	1,500
205 Recruitmnt/Testng/Physicals	3,914	561	1,000	200	1,000
Subtotal	\$5,051	\$2,125	\$2,250	\$1,700	\$2,500
Utility Costs					
300 Electricity	13,587	12,237	21,600	19,000	22,600
305 Water and Sewer	1,412	1,481	1,900	1,900	2,000
310 Natural Gas	8,028	6,776	12,300	11,000	13,000
315 Telephone	852	917	1,300	1,300	1,300
Subtotal	\$23,878	\$21,411	\$37,100	\$33,200	\$38,900
Supplies					
400 Office Supplies	3,699	4,512	3,650	5,000	3,900
401 Material Processing Supplies	6,491	4,250	6,500	6,500	6,500
410 Printing and Copying	1,577	2,109	2,500	2,500	2,500
415 Postage	500	528	1,300	1,300	1,300
420 Dues and Publications	799	889	1,000	1,000	1,000
425 Advertising and Promotions	1,178	1,397	2,000	2,000	2,000
460 Minor Equipment	275	0	0	0	0
469 CD ROM References	800	687	1,000	1,000	1,000
470 Audio Visual/Photo Supplies	14,163	18,562	20,000	20,000	20,000
471 Books	63,801	70,961	65,200	65,200	65,200
472 Subscriptions, Magazines	6,769	6,503	8,200	8,200	8,600
473 Subscriptions, Newspapers	1,766	1,847	2,000	2,000	2,000
Subtotal	\$101,818	\$112,245	\$113,350	\$114,700	\$114,000
Other Services					
540 Federated Automation Fees	12,785	14,604	15,250	17,500	16,000
540.10 Federated Borrowing Fees	31,081	0	0	0	0
540.20 Federated Operating Fees	\$6,184	9,723	6,500	6,500	6,800
Subtotal	\$50,049	\$24,327	\$21,750	\$24,000	\$22,800
Maintenance					
600 Office Equip Maintenance	765	293	2,000	500	2,000
620 Building Maintenance	8,827	7,800	5,000	5,000	5,000
Subtotal	\$9,592	\$8,093	\$7,000	\$5,500	\$7,000
Total	\$646,809	\$656,247	\$747,915	\$737,155	\$795,240

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

LIBRARY - 95

200 TRAVEL/TRAINING	\$1,500
Includes mileage and other costs incurred in attending committee meetings, workshops, seminars and conventions, both locally and regionally. Also includes registration fees, lodging and meals.	
205 RECRUITMENT/TESTING/PHYSICALS	\$1,000
Includes costs for recruitment, advertising and examinations for new employees.	
300 ELECTRICITY	\$22,600
Includes electricity for operation of heating and air conditioning units, interior and exterior lighting and office equipment.	
305 SEWER AND WATER	\$2,000
Includes quarterly payments for municipal sewer, water and fire hydrants.	
310 NATURAL GAS	\$13,000
Includes fuel for heating and ventilating units, peripheral heating boiler and hot water heater.	
315 TELEPHONE	\$1,300
Includes 12 telephone sets, all local and long distance calls, telephone books, lines for telefax machine and listings in telephone books.	
400 OFFICE SUPPLIES	\$3,900
Includes pens, pencils, markets, ink ribbons, calendars, paper clips, staples, note pads, inked stamps and receipt tapes.	
401 MATERIAL PROCESSING SUPPLIES	\$6,500
Includes magnetic targets, dust jacket covers, binding tape, DVD cases, audiocassette cases, labels, date due slips, Mylar, forms and printer cartridges.	
410 PRINTING AND COPYING	\$2,500
Includes all supplies for two photocopiers. Also includes informational brochures, bookmarks, promotional handouts, bibliographies, stationery, envelopes, etc.	
415 POSTAGE	\$1,300
Includes regular postage and United Parcel Service costs.	
420 DUES AND PUBLICATIONS	\$1,000
Includes memberships in Wisconsin Library Association, American Library Association, Library Council of Southeastern Wisconsin and various library publications.	
425 ADVERTISING	\$2,000
Includes costs for children's and adult library programs, promotional materials, entertainers, props, supplies and advertising.	
469 CD-ROM REFERENCES	\$1,000
Includes CD-ROM products to streamline reference services and for circulation to patrons.	
470 AUDIOVISUAL	\$20,000
Includes collection development in these areas - adult, young adult and children's: audiocassettes; compact discs; DVDs and kits (mixed media).	

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

LIBRARY - 95

471 BOOKS	\$65,200
Includes collection development in these areas - adult: fiction and non-fiction; paperbacks; reference; standing orders; direct purchases and leased book program. Children's and young adult: fiction and non-fiction; paperbacks and reference books.	
472 SUBSCRIPTIONS, MAGAZINES	\$8,600
Includes subscription costs for approximately 160 adult, young adult and children's titles through subscription jobber and direct subscriptions.	
473 SUBSCRIPTIONS, NEWSPAPERS	\$2,000
Includes subscription costs for 12 newspaper titles of local and national interest to all patrons.	
540 FEDERATED AUTOMATION FEES	\$16,000
Includes automation charges for participation in the on-line library computer system.	
540.20 FEDERATED OPERATING FEES	\$6,800
Includes charges for forms and postage.	
600 OFFICE EQUIPMENT MAINTENANCE	\$2,000
Includes maintenance agreements for photocopiers as well as miscellaneous maintenance including: DVD player; television; projectors; microfilm reader/printers; fire alarm; typewriters and telefax.	
620 BUILDING MAINTENANCE	\$5,000
Includes maintenance for lighting, heating and air conditioning units, plumbing and emergency lighting.	
TOTAL	\$185,200

City of Oak Creek 2008 Annual Budget

2007 GOALS AND OBJECTIVES STATUS REPORT

Fund Name: Solid Waste - Fund 11

Fund Objectives:

- To collect and dispose of solid waste and recyclables in a cost-effective manner.
- Collect solid waste on a weekly basis.
- Oversee the bi-weekly collection of recyclables per contract with Waste Management.
- Actively and uniformly enforce the municipal code as it relates to solid waste and recycling.
- Take necessary action to keep the City eligible for available grants.
- Operate the recycling yard with extended hours in the summer.
- Provide City clean-up/pick-up services twice per year.

2007 Status: 3,397 tons of solid waste was collected during the first 6 months of 2007 compared to 3,689 tons for the same period in 2006. Also, 2,202 tons of recyclables were collected in the first 6 months of 2007 compared to 1,512 tons for the same period in 2006.

1. Keep data on the following performance indicators in order to support decision-making.
 - A. Recycling-through June 30, 2007:
 - 1.) Average gallons of motor oil collected per month
949 gallons of oil collected per month in 2007 compared to 858 in 2006.
 - 2.) Average tons of glass collected per month
31.3 tons of glass collected per month.
 - 3.) Average tons of metal collected per month
17.96 tons of metal collected per month in 2007, down from 18.73 tons in 2006.
 - 4.) Average tons of newspaper collected per week
138.7 tons of newspaper collected per month.
 - 5.) Cost per stop per biweekly recycling (curbside).
\$2.08 per stop for bi-weekly recycling in 2007, up .05 cents from 2006.
 - 6.) Net cost of recycling per ton.
Net cost of recycling per ton is \$48.83.
 - 7.) Average gallons of anti-freeze collected per month.
37.5 gallons collected per month.
 - 8.) Recycling grant money for 2007
Recycling grant money for 2007 is \$110,084, compared to \$110,201 in 2006.
 - B. Sanitation and Waste Collection
 - 1.) Average number of rubbish customers serviced per month.
Average amount of stops in 2007 are 8,120, compared to 8,013 in 2006.
 - 2.) Average number of customers serviced per day/employee.
Three routes average 2,030 homes per day for 4 days of pickup. New for 2007, instead of 3 trucks on two days and 2 trucks on two days, three trucks are now used on all four days.
 - 3.) Cost per month per customer for refuses (dollars).
\$1.77 per customer per month for the first six months in 2007, compared to \$2.24 for the same period in 2006. 3,397 tons of solid waste collected in the first 6 months of 2007
 - 4.) Cost per stop of special pickups and total requests.
\$15.00 per stop for special pick ups. Effective July 1, 2004 an additional \$15.00 for freon appliances was added. Total requests for special pickups were 41 in the first six months of 2007.
 - 5.) Drop-off site monthly costs.
Drop off site costs for the first six months in 2007 are \$41,465, compared to \$36,456 for the same period in 2006.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Fund Name: Solid Waste - Fund 11

Department: Street Department

Program Description

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

2008 Goals and Objectives:

- Provide a complaint free weekly residential rubbish pickup for 8,120 homes currently. Pick up an average of 575 tons per month.
- Maintain a manned recycling yard with the hours of 8 am to 3 pm Monday thru Saturday, with extended hours on Tuesday until 8 pm from the beginning of April thru the last Tuesday of September.
- Provide a cost free residential special pickup twice a year (Spring -May 15th) and (Fall- November 15th) to include furniture, mattresses, rugs, metals, swimming pools, TV's, and appliances (excluding Freon appliances), which have an additional cost of \$15.00.
- Provide residential brush pickup at least 4 times a year for all City residential property beginning on the first day of April, June, August and October.

Future Issues

The State budget included continued funding for the recycling program. If the state drops the recycling grant program, the City will have to increase the property tax support to make up the \$110,000 difference. The Street Department also continues to deliver rubbish carts to all residential homes.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - Solid Waste - Fund 11					
Beginning Fund Balance	\$148,974	\$86,425	\$75,032	\$98,911	\$79,509
REVENUES					
Taxes and Assessments					
300.00 Property Tax	800,000	905,000	905,000	905,000	1,000,000
Subtotal	\$800,000	\$905,000	\$905,000	\$905,000	\$1,000,000
Grants and Aids					
324.00 Recycling Grant	110,229	110,201	110,000	110,083	110,000
Subtotal	\$110,229	\$110,201	\$110,000	\$110,083	\$110,000
Charges for Services					
346.30 Special Pickup Fees	5,760	7,742	6,000	7,000	7,000
Subtotal	\$5,760	\$7,742	\$6,000	\$7,000	\$7,000
Commercial Revenues					
360.00 Interest Income	13,974	23,309	7,500	20,000	8,000
366.20 Recyclables Sold	23,093	37,551	20,000	35,000	25,000
368.00 Miscellaneous Revenue	1,246	816	1,000	1,000	1,000
Subtotal	\$38,313	\$61,676	\$28,500	\$56,000	\$34,000
Total Revenues	\$954,301	\$1,084,619	\$1,049,500	\$1,078,083	\$1,151,000
Total Revenues Available	\$1,103,275	\$1,171,044	\$1,124,532	\$1,176,994	\$1,230,509
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	253,062	258,913	279,570	276,000	293,990
110.00 Salaries, Overtime	13,258	11,203	12,000	12,000	12,000
130.00 Retirement	27,197	27,641	30,985	30,500	32,520
135.00 Social Security	19,803	20,401	22,365	22,000	23,470
150.00 Insurance, Active Employees	62,415	71,400	67,145	67,145	68,025
160.00 Insurance, Work Comp	11,500	12,604	11,550	11,550	12,275
165.00 Insurance, Disability	1,278	1,257	1,375	1,330	1,375
170.00 Insurance, Dental	4,550	5,000	4,590	4,590	4,855
175.00 Insurance, Group Life	723	722	740	770	820
180.00 Longevity	786	740	730	740	795
185.00 Section 125 Administration	41	50	50	50	50
Subtotal	\$394,613	\$409,931	\$431,100	\$426,675	\$450,175

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Indirect Employee					
200.00 Travel/Training	0	0	100	400	100
205.00 Recruitmnt/Testng/Physicals	205	161	0	400	400
215.00 Uniforms and Clothing	2,208	2,217	3,000	1,200	3,000
Subtotal	\$2,413	\$2,378	\$3,100	\$2,000	\$3,500
Utility Costs					
300.00 Electricity	3,156	4,034	3,100	3,840	4,300
305.00 Water and Sewer	241	519	450	1,150	1,200
310.00 Natural Gas	4,970	4,492	8,850	7,350	9,300
315.00 Telephone	443	629	700	575	750
Subtotal	\$8,810	\$9,674	\$13,100	\$12,915	\$15,550
Supplies					
400.00 Office Supplies	420	793	625	1,100	1,000
410.00 Printing and Copying	938	1,014	1,000	1,000	1,000
420.00 Dues and Publications	554	752	400	600	400
430.00 Housekeeping	1,941	1,651	1,500	1,500	1,500
435.00 Reimbursable Exp/New Residents	8,600	9,590	13,500	13,220	13,500
440.00 Medical and Safety	1,352	1,504	1,600	1,350	1,600
455.00 Small Tools	1,076	191	760	500	760
460.00 Minor Equipment	161	121	760	760	760
465.00 Chemicals	1,070	810	1,000	965	1,000
494.00 Leased Major Equip-Compactors	0	0	0	0	15,000
495.00 Miscellaneous	1,225	528	1,200	700	1,200
Subtotal	\$17,337	\$16,954	\$22,345	\$21,695	\$37,720
Other Services					
507.00 Hazardous Waste Disposal	0	2,280	10,000	0	10,000
514.00 Consulting	0	15,258	10,500	10,250	10,500
520.00 Landfill Charges	240,162	254,206	230,000	250,000	250,000
520.01 Drop Off Yard Disposal Charges	79,077	92,327	80,000	79,000	80,000
521.00 Recycling Charges	198,238	201,234	225,000	215,000	231,000
522.00 Composting	672	0	5,000	0	5,000
525.00 Attorney/Legal/Claims	4,031	7,054	4,000	1,000	4,000
Subtotal	\$522,179	\$572,359	\$564,500	\$555,250	\$590,500
Maintenance					
600.00 Office Equip Maintenance	170	71	190	100	190
610.00 Radio Maintenance	0	52	300	150	300
615.00 Grounds Maintenance	224	1,012	1,000	600	1,000
620.00 Building Maintenance	1,084	1,437	3,000	900	3,000
Subtotal	\$1,478	\$2,572	\$4,490	\$1,750	\$4,490
Vehicles					
700.00 Vehicle Maintenance	30,502	15,890	25,000	25,000	25,000
705.00 Equipment Maintenance	4,425	3,098	5,000	3,000	5,000
710.00 Gas/Oil/Fluids	27,722	29,841	42,900	42,900	46,550
715.00 Tires	7,372	9,436	7,000	6,300	9,000
Subtotal	\$70,020	\$58,265	\$79,900	\$77,200	\$85,550
Subtotal Operations	\$1,016,851	\$1,072,133	\$1,118,535	\$1,097,485	\$1,187,485

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Interfund Transfers					
900.00 To CIP # 40	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,016,851	\$1,072,133	\$1,118,535	\$1,097,485	\$1,187,485
Ending Fund Balance	\$86,425	\$98,911	\$5,997	\$79,509	\$43,024
Fund Balance Percentage	8.5%	9.2%	0.5%	7.2%	3.6%

2008 City of Oak Creek Annual Budget

Departmental Detail Information

SOLID WASTE - FUND 11

200 TRAVEL/TRAINING Seminars for employee training	\$100
205 RECRUITMENT/TESTING/PHYSICALS	\$400
215 UNIFORM MAINTENANCE Coveralls	\$3,000
300 ELECTRICITY 20% of the main building at 800 W. Puetz and the Recycling Center buildings at 720 W. Puetz (7.5% increase)	\$4,300
305 WATER AND SEWER	\$1,200
310 NATURAL GAS 20% of the main building at 800 W. Puetz and the Recycling Center buildings at 720 W. Puetz (5.0 % increase)	\$9,300
315 TELEPHONE Monthly and long distance telephone charges, including cell phones for Street Superintendent, Mechanics and Street Supervisor. Fax machine and pagers.	\$750
400 OFFICE SUPPLIES Paper, pens, pencils, folders and miscellaneous office supplies	\$1,000
410 PRINTING AND COPYING Forms, public information and cost of garbage cart stickers and ordinance sheets	\$1,000
420 DUES AND PUBLICATIONS Subscriptions to the Daily Reporter and Milwaukee Journal/Sentinal.	\$400
430 HOUSEKEEPING Paper products, cups, towels, toilet paper, shop soaps, bland soaps, glass cleaners, oil dry, floor cleaners and finishers, mops, assorted aerosols, brooms, handles, rugs and brushes.	\$1,500
435 REIMBURSABLE EXPENSES / NEW RESIDENTS New residential garbage carts and additional carts for resale.	\$13,500
440 MEDICAL AND SAFETY Boots, vests, gloves, goggles, rain suits, ear protection, safety shoes, glasses, safety equipment and first aid supplies.	\$1,600
455 SMALL TOOLS City and employee tool replacements.	\$760
460 MINOR EQUIPMENT Drills, air guns, saws, grinders, etc.	\$760
465 CHEMICALS Degreasers, engine cleaners and a variety of solvents.	\$1,000

2008 City of Oak Creek Annual Budget

494 LEASED MAJOR EQUIPMENT Lease and maintenance of trash compactors at Recycling yard.	\$15,000
495 MISCELLANEOUS Nuts, bolts, hardware, hoses, shovels, chain, tool handles and tarps.	\$1,200
507 HAZARDOUS WASTE DISPOSAL	\$10,000
514 CONSULTING Monitoring of Drexel Landfill ground water.	\$10,500
520 LANDFILL CHARGES Garbage dumping costs for 8,300 residents x 0.91 tons per household @ 26.05 per ton. Non-profit organizations.	\$250,000
520.01 YARD DUMPSTERS 44 yard compactors and 30 yard dumpsters at Recycling Center at 720 W. Puetz.	\$80,000
521 RECYCLING 8,300 residential homes picked up by Waste Management @ \$2.15 per month and the cost of disposal of appliances, flourescent lamps, tires, propane tanks, anti-freeze and oil.	\$231,000
522 COMPOSTING Leaves dumped at the Waste Management Landfill.	\$5,000
525 ATTORNEY/LEGAL Costs for grievances and Local 133 contract, along with legal advice.	\$4,000
600 OFFICE EQUIPMENT MAINTENANCE Service maintenance agreement for copier and dictaphone.	\$190
610 RADIO MAINTENANCE Maintaining 2-way radios for garbage trucks.	\$300
615 GROUNDS MAINTENANCE Signs, lights and repairs for the Recycling Center buildings at 720 W. Puetz and 20 % of the main building at 800 W. Puetz.	\$1,000
620 BUILDING MAINTENANCE Recycling Center buildings at 720 W. Puetz and 20% of the main building at 800 W. Puetz.	\$3,000
700 VEHICLE MAINTENANCE Maintenance of refuse collectors.	\$25,000
705 EQUIPMENT MAINTENANCE Maintenance of tub grinder, brush chippers, log splitter and miscellaneous.	\$5,000
710 GAS/OIL/FLUIDS Regular gas, oils, fuel oil, unleaded fuel and diesel #2, including taxes, windshield solvent, hydraulic oil and transmission fluid.	\$46,550
715 TIRES Tires for garbage trucks.	\$9,000
TOTAL	\$737,310

City of Oak Creek 2008 Annual Budget

Fund Name: Donations/Activities Fund -- Fund 12

Fund Description:

Over the years different departments have created various donation, activity and grant escrow accounts for a variety of purposes. In 1999 the Common Council approved a policy regarding the creation of donation accounts in an attempt to manage the existing accounts and to require Council approval before donation accounts are created in the future. The Council annually reviews the other activity and grant accounts in this fund. The largest amount of activity in this fund is related to the Parks and Recreation Department programs and resale of event tickets for amusement parks like Great America and Noah's Ark. The Parks and Recreation Department keeps a small handling fee to use for their needs from the ticket sales. In 2005, the City accepted responsibility for the Veterans Memorial account for the purchase of additional memorial bricks and maintenance of the site. In 2007, the tracking of Health Department grants was added to this fund.

Fund Objectives:

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

Future Issues

None at this time.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Internal Services Fund - Donation / Activities Escrow -- Fund 12					
Beginning Fund Balance	\$49,044	\$76,721	\$99,066	\$115,806	\$129,626
REVENUES					
Commercial Revenues					
342.01 Fire Donations	9,578	9,229	500	2,000	1,000
342.02 Police Donations	500	11,150	500	500	500
342.04 Celebrations Donations	12,587	21,272	10,000	8,000	10,000
342.05 Police Abandonments	5,624	20,164	0	550	0
342.06 Library Donations	7,646	7,711	6,000	6,000	6,500
342.07 Recreation Activities	90,352	101,105	85,000	110,000	100,000
342.08 Health Department Grants	0	0	0	55,000	50,000
342.09 EMS Allocations	4,783	17,019	5,000	8,300	5,000
342.10 Veterans Memorial Fund	22,533	2,050	1,000	500	500
342.12 Vending Machines	2,954	3,788	3,000	3,000	3,000
342.13 Police Auxiliary	0	0	0	0	0
342.14 Pending Fines	250	0	0	0	0
Subtotal	\$156,808	\$193,488	\$111,000	\$193,850	\$176,500
Total Revenues	\$156,808	\$193,488	\$111,000	\$193,850	\$176,500
Total Revenues Available	\$205,852	\$270,209	\$210,066	\$309,656	\$306,126
EXPENDITURES					
Other Services					
595.01 For the Fire Department	7,055	10,032	500	2,000	1,000
595.02 For the Police Department	600	5,830	500	550	0
595.04 For the Celebrations Activities	9,721	11,631	8,000	12,000	10,000
595.05 For the Police Department	5,310	16,999	5,000	600	1,000
595.06 For the Library	2,866	4,576	5,000	7,100	7,000
595.07 For the Recreation Department	88,197	91,154	85,000	100,000	100,000
595.08 For Health Dept Activities	0	0	0	50,000	50,000
595.09 For EMS Activities	1,519	5,410	1,000	4,000	1,000
595.10 For Veterans Memorial Fund	10,735	4,124	1,000	1,100	500
595.12 Vending Machines	2,521	4,102	2,500	2,300	2,500
595.13 For Police Auxiliary	357	545	0	380	0
595.14 Pending Fines	250	0	0	0	0
Subtotal	\$129,131	\$154,403	\$108,500	\$180,030	\$173,000
Total Expenditures	\$129,131	\$154,403	\$108,500	\$180,030	\$173,000
Ending Fund Balance	\$76,721	\$115,806	\$101,566	\$129,626	\$133,126
Fund Balance Percentage	59.4%	75.0%	93.6%	72.0%	77.0%

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
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Notes and comments:

Account Balances	2005 Actual	2006 Actual	2007 Budget	2007 Estimates	2008 Budget
For the Fire Department	7,616	6,812	6,000	7,586	7,600
For the Police Department	9,779	18,264	10,000	18,000	18,500
For the Celebrations Activities	13,015	22,656	21,000	20,000	23,386
For the Library	9,596	12,731	12,000	12,000	13,500
For the Recreation Department	7,513	17,464	16,000	20,000	21,500
For Health Department	1,308	1,308	1,308	10,000	9,000
For EMS Activities	11,250	22,860	20,000	28,500	26,000
For Veterans Memorial Fund	11,798	9,724	10,000	8,900	8,500
For Vending Machines	3,282	2,968	4,258	4,000	4,500
For Police Auxiliary	1,023	478	500	100	100
For Police Pending Fines	541	541	500	540	540
	\$76,721	\$115,806	\$101,566	\$129,626	\$133,126

City of Oak Creek 2008 Annual Budget

Fund Name: WE Energies Mitigation Payments – Fund 19

Fund Description:

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

The annual mitigation payments are to be \$1,500,000 for the first unit and \$750,000 for the second unit. The City received its first mitigation payment in July, 2005, in the amount of \$1,041,410, representing a pro-rated amount for the first year. The first payment was utilized to repay other City funds for money already expended for litigation, monitoring, consulting and staff time. The mitigation amount was also used to establish a Dust & Noise Abatement Program, which was made available to homeowners later in 2005 and has been completed. This WE Energies Mitigation Payments fund was established effective January 1, 2006.

Fund Objectives

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

Future Issues

The early construction process dealt only with site preparation and excavation. Additional costs are developing, now that construction of the physical plant and deep tunnel has is nearing completion. Inspection and engineering staff have become more involved. The Fire Department has purchased substantial equipment and is undergoing extensive training for deep tunnel rescue issues. City staff will continue to monitor the construction effect on city resources.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - We Power Community Mitigation - Fund 19					
Beginning Fund Balance	\$0	\$0	-\$52,776	-\$39,939	\$177,842
REVENUES					
Commercial Revenues					
342.00 Mitigation Payments	0	2,250,000	2,250,000	2,250,000	2,250,000
360.00 Interest Income	0	11,218	5,000	2,000	5,000
368.00 Miscellaneous	0	6,000	0	20,000	5,000
Subtotal	\$0	\$2,267,218	\$2,255,000	\$2,272,000	\$2,260,000
Interfund Transfers					
399.00 Transfers from Fund 40	0	0	0	113,606	0
Subtotal	\$0	\$0	\$0	\$113,606	\$0
Total Revenues	\$0	\$2,267,218	\$2,255,000	\$2,385,606	\$2,260,000
Total Revenues Available	\$0	\$2,267,218	\$2,202,224	\$2,345,667	\$2,437,842
EXPENDITURES					
GENERAL					
Other Services					
514.00 Consulting	0	0	0	0	0
525.00 Outside Services/Legal	0	67,145	100,000	85,000	100,000
Subtotal	\$0	\$67,145	\$100,000	\$85,000	\$100,000
POLICE					
Direct Employee Costs					
100.00 Salaries, Full Time	0	189,354	221,870	212,000	237,195
105.00 Salaries, Part Time	0	1,026	890	1,050	910
110.00 Salaries, Overtime	0	9,008	8,320	8,320	6,460
115.00 Salaries, Holiday Pay	0	5,651	7,035	7,035	7,900
120.00 Salaries, Special Pay	0	5,110	6,325	6,325	6,620
130.00 Retirement	0	37,684	46,710	46,000	49,210
135.00 Social Security	0	15,495	18,810	18,400	19,805
145.00 Unemployment Compensation	0	56	0	60	0
150.00 Insurance, Active Employees	0	63,425	39,110	39,110	45,905
160.00 Insurance, Work Comp	0	7,359	7,040	7,040	7,210
165.00 Insurance, Disability	0	999	1,120	1,100	1,120
170.00 Insurance, Dental	0	4,488	2,490	2,490	3,175
175.00 Insurance, Group Life	0	130	190	150	175
180.00 Longevity	0	162	215	215	215
185.00 Section 125 Administration	0	14	15	15	15
Subtotal	\$0	\$339,961	\$360,140	\$349,310	\$385,915
Indirect Employee					
200.00 Training/Travel	0	1,948	1,500	1,500	1,500
205.00 Recruitment/Testing/Physicals	0	1,134	870	1,020	875
210.00 Expense Allowance	0	51	50	50	50
215.00 Uniforms and Clothing	0	7,098	570	695	670
220.00 Tuition Reimbursement	0	1,162	1,170	1,170	3,060
225.00 Recognition	0	0	100	75	100
Subtotal	\$0	\$11,393	\$4,260	\$4,510	\$6,255

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Utility Costs					
300.00 Electricity	0	3,068	3,350	3,350	3,500
305.00 Water and Sewer	0	119	160	160	160
310.00 Natural Gas	0	2,149	2,900	2,900	3,050
315.00 Telephone	0	2,073	2,000	2,000	2,125
Subtotal	\$0	\$7,409	\$8,410	\$8,410	\$8,835
Supplies					
400.00 Office Supplies	0	592	550	675	600
410.00 Printing and Copying	0	210	300	300	300
415.00 Postage	0	259	275	275	275
420.00 Dues and Publications	0	273	350	350	350
425.00 Advertising and Promotions	0	189	125	125	125
426.00 Crime Prevention	0	1,076	600	600	600
440.00 Medical and Safety	0	283	325	325	325
460.00 Minor Equipment	0	58	75	210	225
470.00 Audio Visual/Photo Supplies	0	170	100	75	125
480.00 Fire Equipment	0	8	50	50	50
485.00 Police Equipment	0	664	750	750	750
486.00 Ammunition/Armory	0	1,665	1,000	1,000	1,050
486.10 ERU Equipment	0	527	500	500	500
487.00 Police Auxiliary	0	38	125	75	125
488.00 Police Special Operations	0	57	250	150	200
488.10 DWI Enforcement	0	27	50	50	50
490.00 Police Vehicles	0	4,084	6,020	7,655	6,245
490.10 Police Vehicles Equipment	0	1,370	1,425	1,425	750
493.00 Canine Operations	0	244	225	225	225
494.00 Leased Major Equipment	0	630	460	460	460
495.00 Miscellaneous	0	328	250	325	250
Subtotal	\$0	\$12,752	\$13,805	\$15,600	\$13,580
Other Services					
500.00 County Prisoner Fees	0	1,449	1,875	1,625	1,875
506.00 Hazard Response Unit	0	0	0	0	0
525.00 Outside Legal Services	0	2,712	1,500	1,250	2,000
Subtotal	\$0	\$4,161	\$3,375	\$2,875	\$3,875
Maintenance					
600.00 Office Equip Maintenance	0	135	300	200	300
610.00 Radio Equip/Maintenance	0	9,316	1,000	1,000	1,000
615.00 Grounds Maintenance	0	211	225	225	225
620.00 Building Maintenance	0	652	675	875	825
Subtotal	\$0	\$10,314	\$2,200	\$2,300	\$2,350
Vehicles					
700.00 Vehicle Maintenance	0	1,485	1,850	1,850	1,850
705.00 Equipment Maintenance	0	29	225	225	225
710.00 Gas/Oil/Fluids	0	5,592	7,025	7,025	7,025
715.00 Tires	0	333	450	450	500
Subtotal	0	\$7,439	\$9,550	\$9,550	\$9,600

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
FIRE					
Direct Employee Costs					
100.00 Salaries, Full Time	0	162,297	196,275	180,000	213,170
105.00 Salaries, Part Time	0	0	375	300	340
110.00 Salaries, Overtime	0	31,924	69,020	64,640	49,720
115.00 Salaries, Holiday Pay	0	2,178	4,200	4,200	4,700
120.00 Salaries, Special Pay	0	3,172	4,515	4,160	4,830
125.00 Car Allowance	0	127	130	110	125
130.00 Retirement	0	37,737	41,845	39,345	45,115
135.00 Social Security	0	14,480	16,130	15,000	17,400
145.00 Unemployment Compensation	0	0	0	1,000	0
150.00 Insurance, Active Employees	0	58,805	41,950	41,950	48,935
160.00 Insurance, Work Comp	0	8,603	8,645	8,645	8,520
165.00 Insurance, Disability	0	795	985	880	985
170.00 Insurance, Dental	0	4,090	2,735	2,735	3,445
175.00 Insurance, Group Life	0	112	150	135	160
180.00 Longevity	0	94	100	100	105
185.00 Section 125 Administration	0	14	25	15	15
Subtotal	\$0	\$324,428	\$387,080	\$363,215	\$397,565
Indirect Employee					
200.00 Training/Travel	0	12,310	550	550	20,600
205.00 Recruitment/Testing/Physicals	0	4,620	125	250	130
210.00 Expense Allowance	0	73	25	25	25
215.00 Uniform/Clothing	0	11,656	2,465	2,465	2,465
220.00 Tuition Reimbursement	0	545	800	800	1,250
Subtotal	\$0	\$29,204	\$3,965	\$4,090	\$24,470
Utility Costs					
300.00 Electricity	0	1,815	1,650	1,750	1,900
305.00 Water and Sewer	0	197	250	225	250
310.00 Natural Gas	0	1,668	2,500	2,000	2,150
315.00 Telephone	0	669	650	600	600
Subtotal	\$0	\$4,349	\$5,050	\$4,575	\$4,900
Supplies					
400.00 Office Supplies	0	164	165	165	165
410.00 Printing and Copying	0	33	70	70	70
415.00 Postage	0	6	30	20	25
420.00 Dues and Publications	0	114	115	115	115
425.00 Advertising and Promotions	0	18	10	10	10
427.00 Public Education	0	200	200	200	225
430.00 Housekeeping	0	23	50	50	50
440.00 Medical and Safety	0	1,197	1,400	1,400	1,475
460.00 Minor Equipment	0	143	195	200	445
470.00 Audio Visual/Photo Supplies	0	35	40	40	40
480.00 Fire Equipment	0	2,050	575	700	375
495.00 Miscellaneous	0	7	15	15	15
Subtotal	\$0	\$3,990	\$2,865	\$2,985	\$3,010
Other Services					
506.00 Hazard Response Unit	0	100	100	100	400
514.00 Consulting	0	9,275	15,000	50,000	30,000
525.00 Outside Legal Services	0	2,876	500	900	1,000
Subtotal	\$0	\$12,251	\$15,600	\$51,000	\$31,400

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Maintenance					
600.00 Office Equip Maintenance	0	45	60	60	30
610.00 Radio Equip/Maintenance	0	12,608	525	530	575
615.00 Grounds Maintenance	0	72	75	75	75
620.00 Building Maintenance	0	735	650	700	700
Subtotal	\$0	\$13,460	\$1,310	\$1,365	\$1,380
Vehicles					
700.00 Vehicle Maintenance	0	1,134	1,500	1,500	1,500
705.00 Equipment Maintenance	0	209	265	265	265
710.00 Gas/Oil/Fluids	0	1,465	1,150	1,150	1,250
715.00 Tires	0	209	125	125	125
Subtotal	\$0	\$3,017	\$3,040	\$3,040	\$3,140
Subtotal Operations	\$0	\$851,273	\$920,650	\$907,825	\$996,275
Capital Outlay					
956.00 Police Vehicles/Equipment	0	49,303	0	0	0
957.00 Fire Vehicles/Equipment	0	271,581	60,000	60,000	70,000
Subtotal	\$0	\$320,884	\$60,000	\$60,000	\$70,000
Transfers					
990.21 To CIP Fund # 40	0	1,135,000	1,200,000	1,200,000	1,185,000
Subtotal	\$0	\$1,135,000	\$1,200,000	\$1,200,000	\$1,185,000
Total Expenditures	\$0	\$2,307,157	\$2,180,650	\$2,167,825	\$2,251,275
Ending Fund Balance	\$0	-\$39,939	\$21,574	\$177,842	\$186,567
Fund Balance Percentage	N/A	-1.7%	1.0%	8.2%	8.3%

Notes and comments:

Capital Spending

FIRE-Station #2	0	0	50,000	50,000	635,000
FIRE-Tech Rescue Gear	0	0	60,000	60,000	70,000
FIRE-Fire Engine	0	0	0	0	550,000
EMS Paramedic Ambulance	0	145,000	0	0	0
Police Squad Car/Equipment	0	49,303	0	0	0
Residential Noise Abatement Program	0	440,000	0	0	0
Street Improvements	0	550,000	1,150,000	1,150,000	0
Total	\$0	\$1,184,303	\$1,260,000	\$1,260,000	\$1,255,000

City of Oak Creek 2008 Annual Budget

Long Term Debt Including Principal and Interest

Issue	Date of Loan	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total Owed
General Obligation Debt												0
Police Station GO	03/15/02	1,048,350	1,044,850	1,063,688	1,055,031	1,044,766	1,057,250	1,063,594	1,063,516	1,060,078	1,053,828	10,554,951
GO Debt	Subtotal	\$1,048,350	\$1,044,850	\$1,063,688	\$1,055,031	\$1,044,766	\$1,057,250	\$1,063,594	\$1,063,516	\$1,060,078	\$1,053,828	\$10,554,951
TIF Debt												
TIFD #4 Bonds	11/01/02	360,000	365,000	360,000	360,000	360,000	360,000	360,000	360,000	0	0	2,885,000
TIFD #5 Bonds	04/15/01	93,538	89,938	91,161	92,093	0	0	0	0	0	0	366,730
TIFD #6 Bonds	10/30/06	147,875	143,625	139,375	135,125	155,875	150,563	170,250	163,500	156,750	0	1,362,938
TIF Debt	Subtotal	\$601,413	\$598,563	\$590,536	\$587,218	\$515,875	\$510,563	\$530,250	\$523,500	\$156,750	\$0	\$4,614,668
Total Debt		\$1,649,763	\$1,643,413	\$1,654,224	\$1,642,249	\$1,560,641	\$1,567,813	\$1,593,844	\$1,587,016	\$1,216,828	\$1,053,828	\$15,169,619

City of Oak Creek 2008 Annual Budget

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

Fund Description:

Debt service funds are used to account for the accumulation of resources for and the payment of general long-term debt. The last of the 1980's and 1990's general obligation debt was paid off with a payment of \$870,660 in December 2000.

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

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

Fund Objectives:

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

Future Issues and Borrowing Plans

At this time, there are no specific plans for any debt to be issued in 2008, however decisions related to building needs for the Street Department and City Hall complex may result in long-term debt being issued.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Debt Service Fund - General Purpose - Fund 20					
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
REVENUES					
Commercial Revenues					
360.00 Interest Income	0	0	0	0	
368.00 Miscellaneous					
Subtotal	\$0	\$0	\$0	\$0	\$0
Interfund Transfers					
390.40 From CIP # 40	0	0	0		
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Total Revenues Available	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Debt Service					
800.00 Principal Payments	0	0	0	0	
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Fund Balance Percentage	N/A	N/A	N/A	N/A	N/A

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

Fund Objectives:

1. The Debt policy requires that the City maintain a fund balance of 25% of the next year's debt payments for the purpose of leveling debt payments. The police station debt is currently the only outstanding city debt and at this time has sufficient funding. The Debt Amortization funds available at the end of 2007 to partially offset the additional amount needed in Police Debt are anticipated to be approximately \$332,000, which is 32% of the 2008 Police debt payment. No additional Debt Amortization funds are anticipated to be needed in 2008 in any of the TIF Debt Service Funds, with the possible exception of TIF #4 (see Fund 26).

Future Issues

Reductions of this fund balance could be necessary for the Police Debt Fund and TIF #4 Debt Fund in the future.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Debt Service Fund - Amortization Fund - Fund 21					
Beginning Fund Balance	278,693	\$292,389	\$314,389	\$316,599	\$332,599
REVENUES					
Commercial Revenues					
360.00 Interest Income	13,696	24,210	10,000	16,000	10,000
Subtotal	\$13,696	\$24,210	\$10,000	\$16,000	\$10,000
Total Revenues	\$13,696	\$24,210	\$10,000	\$16,000	\$10,000
Total Revenues Available	\$292,389	\$316,599	\$324,389	\$332,599	\$342,599
EXPENDITURES					
990.20 To Debt Service #29-Police	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$292,389	\$316,599	\$324,389	\$332,599	\$342,599

Notes and comments:

City of Oak Creek 2008 Annual Budget

Fund Name: Debt Service – Tax Increment District #7 – Fund 23

Fund Description:

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

TIF #7 was created in 2007 as a mixed use district. The City is applying to the Wisconsin Department of Revenue for a determination of tax incremental base as of January 1, 2007. The District is comprised of approximately 1,110 acres that will be developed with industrial facilities, office buildings and commercial/retail buildings and potential new residential units. In general, the District will be bounded by Drexel Avenue, Interstate 94, 27th Street and the Milwaukee County Line. The District was formed to allow the City to respond quickly and efficiently to a variety of development proposals. In addition, in conjunction with the City of Franklin, the City has entered into an agreement for the redevelopment of the 27th Street corridor. In addition to the usual public works projects to be funded from tax increments, there are two developer funded proposals seeking assistance from the City at this time. An agreement has been signed with Liberty Property Limited Partnership for development of lands at 10068 and 10108 South 27th Street known as Liberty Corporate Preserve at Oak Creek. Another developer agreement is being negotiated with Joseph Campione for an addition to a current building in the Southbranch Industrial Park.

Fund Objectives:

1. Encourage development to build the increment for improvements.
2. Monitor development agreements for increment payments in a timely manner.

Future Issues:

Market this TIF District to attract quality development along 27th Street.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Debt Service Fund - Tax Increment District #7 - Fund 23 (27th Street)					
Beginning Fund Balance	0	\$0	\$0	\$0	\$0
REVENUES					
Taxes and Assessments					
300.00 District Property Tax	0	0	0	0	0
300.10 Increment From Other Agencies	0	0	0	0	0
315.50 State Computer Aids	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Commercial Revenues					
360.00 Interest Income	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Total Revenues Available	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Other Services					
595.00 Miscellaneous	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Debt Service - City					
800.00 Principal Payments	0	0	0	0	0
805.00 Interest Payment	0	0	0	0	0
815.00 Fiscal Charges	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Interfund Transfers					
999.00 Interfund Transfer Out	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0

City of Oak Creek 2008 Annual Budget

Fund Name: Debt Service — Tax Increment District #2 – Fund 24

Fund Description:

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

After a long hiatus of not participating in the tax increment financing district program the City started its second district in 1997 – seventeen years after the first district. In the summer of 1997 the Grunau Corporation came to the City with a project to develop a small business park on 13th Street just south of College Avenue. The improvements include storm sewers, water lines, sanitary sewers, street lighting and streets. As a part of the development of the TIF District, the Grunau Company created a subdivision of six (6) lots that would be the sites of the future industrial development.

At the time of the creation of the district, the base value of this district was set at \$2,198,500 as of January 1, 1997. The State Department of Revenue (DOR) had the district valued at \$12,425,500 as of January 1, 2005. This was an increase in value of \$10,227,000. The Project Plan anticipated a total of \$6.6 million in new development value being added by the end of 2002. This district was able to be repaid in less than 10 years. The two-year BANs were refinanced in October 1999 and the long-term debt was created. Sufficient funds to pay off the remaining debt balance were available in 2006, and the bonds were paid in full. Remaining funds were refunded to the other taxing districts, including the city's portion, after the final audit was completed. The full values of the properties in the district were included in the 2006 tax roll.

Fund Objectives:

1. None:
This TIF district was successfully closed prior to the planned completion date.

Future Issues:

None

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Debt Service Fund - Tax Increment District #2 - Fund 24 (Grunau Project)					
Beginning Fund Balance	569,483	\$692,487	\$0	\$0	\$0
REVENUES					
Taxes and Assessments					
300.00 District Property Tax	242,403	228,282	0	0	0
300.10 Increment From Other Agencies	0	0	0	0	0
307.00 Special Assessments	0	0	0	0	0
315.50 State Computer Aids	95	5,136	0	0	0
Subtotal	\$242,498	\$233,418	\$0	\$0	\$0
Commercial Revenues					
360.00 Interest Income	22,602	36,163	0	0	0
360.02 Interest on Special Assessment	1,216	973	0	0	0
368.00 Misc Rev Special Assessments	3,475	13,900	0	0	0
Subtotal	\$27,293	\$51,036	\$0	\$0	\$0
Total Revenues	\$269,791	\$284,454	\$0	\$0	\$0
Total Revenues Available	\$839,274	\$976,941	\$0	\$0	\$0
EXPENDITURES					
Other Services					
595.00 Miscellaneous-Refunds to Tax Dist	0	454,050	0	0	0
Subtotal	\$0	\$454,050	\$0	\$0	\$0
Debt Service - City					
800.00 Principal Payments	125,000	300,000	0	0	0
805.00 Interest Payment	21,787	13,950	0	0	0
815.00 Fiscal Charges	0	5,788	0	0	0
Subtotal	\$146,787	\$319,738	\$0	\$0	\$0
Interfund Transfers					
999.00 Interfund Transfer Out	0	203,153	0	0	0
Subtotal	\$0	\$203,153	\$0	\$0	\$0
Total Expenditures	\$146,787	\$976,941	\$0	\$0	\$0
Ending Fund Balance	\$692,487	\$0	\$0	\$0	\$0

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget	2008 Budget
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	Actual Increment
Benchmark Year 1998	2,198,500
Bond Anticipation Note 10/1/1997	
1998	0
1999	3,430,400
 Long Term Bond @ 4.51% 8/18/1999	
2000	5,573,100
2001	5,952,200
2002	6,712,500
2003	7,178,000
2004	8,842,700
2005	10,449,100
2006	10,227,000
2007	
Total	

Bonds were paid in full in 2006 and the TIF was closed. This TIF was paid one year ahead of schedule.

City of Oak Creek 2008 Annual Budget

Fund Name: Debt Service — Tax Increment District #3 – Fund 25

Fund Description:

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

During early 1998 the Community Development Authority worked on the creation of a TIF district at the western end of Forest Hill. This district was created at the City's own initiative on land they owned for 25 years, plus some adjacent privately-owned land that had potential for development. As a part of the development of this district, the City created a subdivision of five (5) lots that would be the site of some of this future industrial development. The City has sold all of the lots. Additions were constructed onto both the Steel Warehouse of Wisconsin building and on the Morris Material Handling building. These two (2) additions had estimated values totaling \$1.4 million. Under a sales agreement with Mr. Fransway for the purchase of two lots, he was obligated to improve these lots to a value equal to or greater than \$1,647,000 by December 20, 2002. The site was valued at \$1,067,500 as of December 20, 2004, and based on a formula established by the recorded deed restrictions, a penalty has been issued each year to account for the difference in value. A building for Northern Computers was completed in 2003, which has a value of \$11.5 million. In addition, a building owned by Geneva FHIX Exchange Fund has a value of \$3.4 million.

At the time of the creation of the district, the base value of this district was set at \$8,235,600 as of January 1, 1998. The DOR had the district valued at \$25,067,200 as of January 1, 2005, for an increase of \$16,831,600. This district's Project Plan anticipated a total of \$7.8 million in new development value being added by the beginning of 2003. Because it was far ahead of the Project Plan, the increment generated was sufficient to defease the debt in 2006. The funds for debt repayment have been escrowed and the TIF district has been closed. Remaining funds were refunded to the other taxing districts, including the city's portion, after the final audit. The full values of the properties in the district were included in the 2006 tax roll.

Fund Objectives:

None

This TIF district was successfully closed prior to the planned completion date.

Future Issues

None.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Debt Service Fund - Tax Increment District #3 - Fund 25 (Liberty Woods)					
Beginning Fund Balance	636,404	\$1,010,881	\$0	\$0	\$0
REVENUES					
Taxes and Assessments					
300.00 District Property Tax	443,936	375,707	0	0	0
300.10 Increment From Other Agencies	18,184	19,091	0	0	0
307.00 Special Assessments	0	0	0	0	0
315.50 State Computer Aids	186	73,389	0	0	0
Subtotal	\$462,305	\$468,187	\$0	\$0	\$0
Commercial Revenues					
360.00 Interest Income	29,038	27,637	0	0	0
372.00 Proceeds - Refinancing	0	0	0	0	0
Subtotal	\$29,038	\$27,637	\$0	\$0	\$0
Interfund Transfers					
390.44 From CIP # 44	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$491,343	\$495,824	\$0	\$0	\$0
Total Revenues Available	\$1,127,747	\$1,506,705	\$0	\$0	\$0
EXPENDITURES					
Other Services					
595.00 Refunds to Tax Districts	0	298,530	0	0	0
Subtotal	\$0	\$298,530	\$0	\$0	\$0
Debt Service - City					
800.00 Principal Payments	65,000	70,000	0	0	0
805.00 Interest Payment	49,553	24,110	0	0	0
810.00 Defeasance Costs	0	7,900	0	0	0
815.00 Fiscal Charges & Refunds	2,314	4,863	0	0	0
820.00 Debt Payments-Paying Agent	0	967,732	0	0	0
Subtotal	\$116,867	\$1,074,605	\$0	\$0	\$0
Interfund Transfers					
999.00 Interfund Transfer Out	0	133,570	0	0	0
Subtotal	\$0	\$133,570	\$0	\$0	\$0
Total Expenditures	\$116,867	\$1,506,705	\$0	\$0	\$0
Ending Fund Balance	\$1,010,881	\$0	\$0	\$0	\$0

Notes and comments:

TIF #3 was closed in 2006 through a bond defeasance. There were sufficient funds collected through the tax increment to pay off the remaining debt; because of repayment timing requirements, the fund has been escrowed with a paying agent.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
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Project Summary

	<u>Total Cost</u>	<u>Actual Increment</u>
Benchmark Year 1998		8,235,600
Bond Anticipation Note @ 3.7% 5/5/1999		
2000	72,150	295,800
2001	1,324,050	1,298,800
Total	1,396,200	
 Long Term Bond @ 4.66% 4/30/2001		
2002	79,141	2,784,300
2003	73,755	10,592,500
2004	112,115	17,582,000
2005	114,553	19,136,400
2006	1,061,842	16,831,600
2007		
2008		
2009		
2010		
2011		
2012		
2013		
2014		
2015		
2016		
Total	1,441,406	

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

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

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

This fund began 2007 with a balance of \$25,329 and is expected to end 2007 with a balance of \$1,268. The TIF increment projected for 2007 was not sufficient to cover the principal payment due, so funds from the developer's escrow were used. This project completed all of the public improvements in 2004. In 2007, the second building came onto the tax roll at 100% in value.

Fund Objectives:

1. Encourage development to build the increment to cover future debt payments.

Future Issues.

Monitor the increase in the increment generated and the reduction of the developer escrow to determine if property tax support or an advance from the Debt Amortization Fund will be needed.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Debt Service Fund - Tax Increment District #4 - Fund 26 (Rosen Project)					
Beginning Fund Balance	-111,812	-\$48,311	\$25,252	\$25,329	\$1,268
REVENUES					
Taxes and Assessments					
300.00 District Property Tax	71,632	84,014	200,000	184,967	211,000
300.10 Increment From Other Agencies	0	0	0	0	0
307.00 Special Assessments	0	0	0	0	0
315.50 State Computer Aids	0	0	0	1,122	1,100
Subtotal	\$71,632	\$84,014	\$200,000	\$186,089	\$212,100
Commercial Revenues					
360.00 Interest Income	1,956	1,252	1,000	5,850	1,150
368.00 Misc Revenue-Developer	0	0	140,000	150,000	146,000
370.00 Bond Proceeds	0	0	0	0	0
Subtotal	\$1,956	\$1,252	\$141,000	\$155,850	\$147,150
Total Revenues	\$73,588	\$85,266	\$341,000	\$341,939	\$359,250
Total Revenues Available	-\$38,224	\$36,955	\$366,252	\$367,268	\$360,518
EXPENDITURES					
Interfund Transfers					
990.46 To CIP # 46	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Debt Service - City					
800.00 Principal Payments	0	0	365,000	293,073	275,987
805.00 Interest Payment	8,519	9,694	0	71,927	84,013
815.00 Fiscal Charges	1,568	1,932	1,000	1,000	500
Subtotal	\$10,087	\$11,626	\$366,000	\$366,000	\$360,500
Total Expenditures	\$10,087	\$11,626	\$366,000	\$366,000	\$360,500
Ending Fund Balance	-\$48,311	\$25,329	\$252	\$1,268	\$18

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

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

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

Fund Objectives:

Monitor payment schedule of the long term bonds to insure repayment by 2011.

Future Issues

Monitor the equalized value of the property and the expected tax increment to verify the ability for repayment.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Debt Service Fund - Tax Increment District #5 - Fund 27 (Milwaukee Steel)					
Beginning Fund Balance	104,559	\$102,009	\$98,118	\$98,699	\$116,278
REVENUES					
Taxes and Assessments					
300.00 District Property Tax	88,778	84,237	108,000	99,696	99,500
300.10 Increment From Other Agencies	0	0	0	0	0
315.50 State Computer Aids	44	20	20	4,271	4,000
Subtotal	\$88,822	\$84,257	\$108,020	\$103,967	\$103,500
Commercial Revenues					
360.00 Interest Income	3,344	5,058	2,000	6,000	3,000
Subtotal	\$3,344	\$5,058	\$2,000	\$6,000	\$3,000
Interfund Transfers					
390.44 From CIP # 47	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$92,166	\$89,315	\$110,020	\$109,967	\$106,500
Total Revenues Available	\$196,725	\$191,324	\$208,138	\$208,666	\$222,778
EXPENDITURES					
Debt Service - City					
800.00 Principal Payments	70,000	70,000	75,000	75,000	75,000
805.00 Interest Payment	23,018	20,148	17,025	17,025	18,538
815.00 Fiscal Charges	1,698	2,477	325	363	365
Subtotal	\$94,716	\$92,625	\$92,350	\$92,388	\$93,903
Total Expenditures	\$94,716	\$92,625	\$92,350	\$92,388	\$93,903
Ending Fund Balance	\$102,009	\$98,699	\$115,788	\$116,278	\$128,875

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget	2008 Budget
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Project Summary

	Total Cost	Actual Increment
Benchmark Year 2001		1,938,200
Long Term Bond @ 4.45% 4/30/2001		
2002	43,516	1,938,200
2003	93,450	3,470,100
2004	90,784	3,687,500
2005	93,018	3,826,900
2006	90,148	3,773,800
2007	92,025	5,019,100
2008	93,538	5,108,300
2009	89,938	
2010	91,161	
2011	92,093	
Total	869,668	
Remaining payments as of December 31, 2008	273,192	

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

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

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

Fund Objectives:

The Bond Anticipation Note of \$1,500,000 was refinanced in 2006 with permanent financing of \$1,200,000 for a period not to exceed ten years.

Future Issues

The agreement between the City and the developer provides financial assurances to protect the City from economic downturn. The City will need to monitor this project closely to insure that the building construction goals are met. If the equalized value doesn't decline, there should be sufficient increment to repay the debt.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Debt Service Fund - Tax Increment District #6 - Fund 28 (DeMattia Project)					
Beginning Fund Balance	140,254	\$196,916	\$36,451	\$41,743	\$96,121
REVENUES					
Taxes and Assessments					
300.00 District Property Tax	87,720	167,271	212,575	196,395	207,900
307.00 Special Assessments	0	0	0	0	0
315.50 State Computer Aids	436	321	300	183	200
Subtotal	\$88,156	\$167,592	\$212,875	\$196,578	\$208,100
Commercial Revenues					
360.00 Interest Income	5,949	15,292	5,000	7,200	5,000
370.00 Bond Proceeds	0	1,200,000	0	0	0
Subtotal	\$5,949	\$1,215,292	\$5,000	\$7,200	\$5,000
Interfund Transfers					
390.44 From CIP # 48	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$94,105	\$1,382,884	\$217,875	\$203,778	\$213,100
Total Revenues Available	\$234,359	\$1,579,800	\$254,326	\$245,521	\$309,221
EXPENDITURES					
Debt Service - City					
800.00 Principal Payments	0	1,500,000	100,000	100,000	100,000
805.00 Interest Payment	36,000	36,000	50,098	48,900	47,875
815.00 Fiscal Charges	1,443	2,057	500	500	500
Subtotal	\$37,443	\$1,538,057	\$150,598	\$149,400	\$148,375
Total Expenditures	\$37,443	\$1,538,057	\$150,598	\$149,400	\$148,375
Ending Fund Balance	\$196,916	\$41,743	\$103,728	\$96,121	\$160,846

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget	2008 Budget
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Project Summary

	Total Cost	Actual Increment
Benchmark Year 2000		1,377,200
Bond Anticipation Note @ 3.00%		
2002	43,500	0
2003	1,783,500	1,680,500
Total	1,827,000	
Bond Anticipation Note @ 2.85%		
2004	36,000	2,431,000
2005	36,000	3,781,300
2006	1,536,000	7,493,700
Total	1,608,000	
Long Term Bond @4.25%		
2007	150,098	9,887,300
2008	147,875	10,661,600
2009	143,625	
2010	139,375	
2011	135,125	
2012	155,875	
2013	150,563	
2014	170,250	
2015	163,500	
2016	156,750	
Total	1,513,036	
Remaining payments as of December 31, 2008	1,215,063	

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

Fund Objectives:

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

Future Issues and Borrowing Plans

Police escrow fees will continue to be used for future debt payments. Beginning in 2007, the tax levy was increased from \$500,000 to \$690,000 and in 2008, the levy needed to be increased to \$950,000. In 2007, for the \$1,050,000 payment, funds were taken from the fund balance and impact fees, but because the fund balance was depleted, for 2008, after application of available Police escrow, the tax levy had to be increased another \$260,000. This becomes problematic due to the state-imposed levy limit.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Debt Service Fund - Police Station - Fund 29					
Beginning Fund Balance	911,520	\$481,947	\$239,334	\$241,693	\$630
REVENUES					
Taxes and Assessments					
300.00 Property Tax	500,000	500,000	690,000	690,000	950,000
Subtotal	\$500,000	\$500,000	\$690,000	\$690,000	\$950,000
Commercial Revenues					
360.00 Interest Income	15,303	8,359	6,000	3,800	3,000
370.00 Bond Proceeds	0	0	0	0	0
Subtotal	\$15,303	\$8,359	\$6,000	\$3,800	\$3,000
Interfund Transfers					
390.35 From Impact Fee # 35	100,000	100,000	115,000	115,000	100,000
390.49 From Debt Amortization #21	0	0	0	0	0
390.50 From TIF #2	0	200,000	0	0	0
Subtotal	\$100,000	\$300,000	\$115,000	\$115,000	\$100,000
Total Revenues	\$615,303	\$808,359	\$811,000	\$808,800	\$1,053,000
Total Revenues Available	\$1,526,823	\$1,290,306	\$1,050,334	\$1,050,493	\$1,053,630
EXPENDITURES					
Debt Service - City					
800.00 Principal Payments	575,000	600,000	600,000	625,000	625,000
805.00 Interest Payment	469,563	448,250	449,500	424,500	423,350
815.00 Fiscal Charges	313	363	325	363	363
Subtotal	\$1,044,876	\$1,048,613	\$1,049,825	\$1,049,863	\$1,048,713
Total Expenditures	\$1,044,876	\$1,048,613	\$1,049,825	\$1,049,863	\$1,048,713
Ending Fund Balance	\$481,947	\$241,693	\$509	\$630	\$4,917

Notes:

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
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Project Summary

The table below shows the debt schedule.

	<u>Total Cost</u>
Long Term Bond @ 4.39%	
2003	1,062,460
2004	1,063,969
2005	1,044,563
2006	1,048,250
2007	1,049,500
2008	1,048,350
2009	1,044,850
2010	1,063,688
2011	1,055,031
2012	1,044,766
2013	1,057,250
2014	1,063,594
2015	1,063,516
2016	1,060,078
2017	1,053,828
Total	15,823,693
Remaining payments as of December 31, 2008	9,506,601

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

Fund Objectives:

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

Future Issues

In the 2008 budget, \$350,000 will be transferred to the CIP Fund #40, leaving a fund balance of \$62,183. The next big assessment project will be the improvements in the Northbranch Industrial Park. In 2007, assessments were levied for the Southbranch Industrial Park project.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - General Special Assessments - Fund 30					
Beginning Fund Balance	575,610	\$358,756	\$267,448	\$276,338	\$189,208
REVENUES					
Taxes and Assessments					
307.00 Special Assessments	176,607	324,499	150,000	280,000	175,000
Subtotal	\$176,607	\$324,499	\$150,000	\$280,000	\$175,000
Commercial Revenues					
360.00 Interest Income	24,027	31,653	5,000	20,000	5,000
360.15 Interest on Assessments	49,516	71,855	60,000	56,000	70,000
Subtotal	\$73,543	\$103,508	\$65,000	\$76,000	\$75,000
Total Revenues	\$250,150	\$428,007	\$215,000	\$356,000	\$250,000
Total Revenues Available	\$825,760	\$786,763	\$482,448	\$632,338	\$439,208
EXPENDITURES					
Other Services					
595.00 Miscellaneous	67,004	3,308	43,130	43,130	2,025
Subtotal	\$67,004	\$3,308	\$43,130	\$43,130	\$2,025
Transfers					
990.40 To CIP # 40	400,000	507,117	400,000	400,000	350,000
Subtotal	\$400,000	\$507,117	\$400,000	\$400,000	\$350,000
Total Expenditures	\$467,004	\$510,425	\$443,130	\$443,130	\$352,025
Ending Fund Balance	\$358,756	\$276,338	\$39,318	\$189,208	\$87,183

Notes and comments:

City of Oak Creek 2008 Annual Budget

Fund Name: Special Revenue — Economic Development – Fund 31

Department: Community Development Authority (CDA)

Program Description

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

Fund Objectives:

1. Be the advocate for high quality development of the 27th Street corridor by implementing the recommendations of the 27th Street Corridor and Subarea plans.
2. To work with the public and private sector towards the redevelopment of the lakefront area and the implementation of the Kenosha-Racine-Milwaukee (KRM) commuter rail extension.
3. To continue to work with the City of Franklin on comprehensive agreements for the funding of infrastructure improvements in connection with the development of the 27th Street corridor, including interchange(s) with I-94.
4. To develop the framework for a comprehensive marketing plan for the City.
5. Engage in directed advertising, marketing, and public relations efforts on behalf of the City to present a positive image and what the City has to offer new businesses. Promote the City with every commercial or industrial prospect we have contact with.
6. Prepare and present monthly reports as part of the Common Council meeting on the CDA's activities, including any development proposals, policy changes or public improvements that would have a positive effect on the City and its tax base.
7. To work with industrial and commercial developers to help them through the development process toward increasing the City's employment and tax base.
8. Publish a year end report detailing the activities of the CDA for 2007.

Future Issues

The funding for the CDA's activities has come primarily from the sales of City owned land and a one time transfer of proceeds from the closure of TIF Districts #2 and #3. The CDA has no independent source of funding. In 2001, this fund transferred \$225,000 to project #99009 for the new fire station because the vacant lot in front of the fire station was not sold. The loan will be repaid with impact fees collected for fire facilities in the future. To date, \$82,500 has been repaid and \$20,000 is anticipated to be transferred in 2008. This fund will need to be addressed for the future.

City of Oak Creek 2008 Annual Budget

Status of 2007 Goals and Objectives

Department: Community Development Authority (CDA)

Program Description

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

Objectives:

1. Be the advocate for high quality development of the 27th Street corridor by implementing the recommendations of the 27th Street Corridor and Subarea plans.

Economic development staff has made contact with several developers interested in the 27th Street corridor. All have been apprised of the City's goals and high development standards for the area.

2. To work with the public and private sector towards the redevelopment of the lakefront area and the implementation of the Kenosha-Racine-Milwaukee (KRM) commuter rail extension.

In 2007 staff devoted considerable effort towards the redevelopment of the lakefront, and in particular the master developer agreement with IRG. IRG, and its local partners opted not to pursue the opportunity due in part to the lack of cooperation from Milwaukee County, a major stakeholder along the lakefront.

3. To work with the City of Franklin on a comprehensive agreement for the funding of infrastructure improvements in connection with the development of the 27th Street corridor, including interchange(s) with I-94.

No work will begin on this agreement until there is a definitive answer from WisDOT on the status of the interchange.

4. To develop the framework for a comprehensive marketing plan for the City.

The CDA appointed a three member working group to bring forth a proposal for citywide marketing. The committee identified three different groups that could provide that service. After interviewing the firms, the working group recommended the firm of Celtic Advertising to prepare and implement the plan. The CDA reviewed that recommendation, and forwarded it to the Common Council. The Council will consider this activity as part of the 2008 budget.

5. Engage in directed advertising, marketing, and public relations efforts on behalf of the City to present a positive image and what the City has to offer new businesses. Promote the City with every commercial or industrial prospect we have contact with.

No directed advertising has taken place in 2007. None is anticipated until the marketing studies are completed for both the 27th Street Corridor (Zizzo Group) and the city as a whole (Celtic).

6. Prepare and present monthly reports as part of the Common Council meeting on the CDA's activities, including any development proposals, policy changes or public improvements that would have a positive effect on the City and its tax base.

Monthly reports have not been made to the Common Council. However summary notes are provided to the Mayor, City Administrator, and district alderperson for meetings that take place regarding development in their district.

7. To work with industrial and commercial developers to help them through the development process toward increasing the City's employment and tax base.

City of Oak Creek 2008 Annual Budget

Status of 2007 Goals and Objectives

Economic development staff works closely with all qualified prospects to assist them through the development process.

8. Publish a year end report detailing the activities of the CDA for 2006.

No such report has been made to date.

City of Oak Creek 2008 Annual Budget

Goals and Objectives

Department: Community Development Authority (CDA)

Program Description

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

Objectives:

1. Be the advocate for high quality development of the 27th Street corridor by implementing the recommendations of the 27th Street Corridor, Subarea and Streetscape plans, including integration of the recommendations of the 27th Street Corridor and Streetscape plans into Chapter 17 of the Municipal Code
2. To work with the public and private sector towards the redevelopment of the lakefront area and the implementation of the Kenosha-Racine-Milwaukee (KRM) commuter rail extension.
3. To work with the City of Franklin on a comprehensive agreement for the funding of infrastructure improvements in connection with the development of the 27th Street corridor, including interchange(s) with I-94.
4. To work with the CDA and the Common Council to develop a framework and funding source for a citywide marketing plan.
5. To complete a marketing plan for the 27th Street corridor jointly with the City of Franklin.
6. Engage in directed advertising, marketing, and public relations efforts on behalf of the City in accordance with the recommendations of the proposed citywide and 27th Street Corridor marketing and public relations efforts. Promote the City with every commercial or industrial prospect we have contact with.
7. Prepare and present quarterly reports as part of the Common Council meeting on the CDA's activities, including any development proposals, policy changes or public improvements that would have a positive effect on the City and its tax base.
8. To work with industrial and commercial developers to help them through the development process toward increasing the City's employment and tax base.
9. Publish a year end report detailing the activities of the CDA for 2007.
10. To design and implement a business retention and expansion survey for existing Oak Creek businesses to form a basis for a future actions by the CDA.
11. To work with the Wisconsin Department of Transportation, the City of Franklin and other jurisdictions to coordinate activities associated with future transportation improvements affecting the City (I-94 reconstruction, 27th Street WisDOT corridor study, 27th and Rawson intersection improvements, I-94/Drexel and Elm Road interchanges).

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - Economic Development - Fund 31					
Beginning Fund Balance	157,108	\$28,591	\$288,365	\$369,292	\$345,742
REVENUES					
Commercial Revenues					
360.00 Interest Income	3,707	6,539	1,000	15,000	1,000
361.10 Land Sales	0	173,739	0	0	0
368.00 Miscellaneous	5,000	0	0	0	0
Subtotal	\$8,707	\$180,278	\$1,000	\$15,000	\$1,000
Interfund Transfers					
390.40 From Impact Fees	0	75,000	7,500	7,500	20,000
390.50 From TIF Funds	0	136,723	0	0	0
390.60 From CIP Fund 40	0	0	0	0	20,000
Subtotal	\$0	\$211,723	\$7,500	\$7,500	\$40,000
Total Revenues Available	\$165,815	\$420,592	\$296,865	\$391,792	\$386,742
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	23,797	24,712	25,835	25,820	27,220
105.00 Salaries, Part Time	1,652	1,743	1,855	1,850	1,910
110.00 Salaries, Overtime	0	10	75	50	75
130.00 Retirement	2,592	2,752	2,950	2,950	3,100
135.00 Social Security	1,909	1,990	2,130	2,100	2,240
150.00 Insurance, Active Employees	5,215	6,750	5,735	5,735	5,600
160.00 Insurance, Work Comp	80	75	100	100	100
165.00 Insurance, Disability	111	110	110	111	110
170.00 Insurance, Dental	370	475	410	410	420
175.00 Insurance, Group Life	44	55	65	75	70
180.00 Longevity	27	36	35	35	35
185.00 Section 125 Administration	0	12	0	14	0
Subtotal	\$35,797	\$38,720	\$39,300	\$39,250	\$40,880
Indirect Employee					
200.00 Training/Travel	1,561	3,324	5,000	5,000	5,000
210.00 Expense Allowance	0	455	250	250	250
Subtotal	\$1,561	\$3,779	\$5,250	\$5,250	\$5,250
400.00 Office Supplies	123	0	300	300	400
410.00 Printing and Copying	24	317	1,000	200	200
415.00 Postage	0	43	500	200	200
420.00 Dues and Publications	377	791	850	850	850
425.00 Advertising and Promotions	893	620	20,000	0	20,000
445.00 Economic Development	2,453	550	20,000	0	0
495.00 Miscellaneous	90	113	1,000	0	1,000
Subtotal	\$3,960	\$2,434	\$43,650	\$1,550	\$22,650

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Other Services					
514.00 Consulting	82,750	5,685	20,000	0	0
525.00 Outside Legal Services	0	0	0	0	0
595.00 Miscellaneous	0	682	0	0	0
Subtotal	\$82,750	\$6,367	\$20,000	\$0	\$0
Capital Outlay					
955.00 Miscellaneous	13,156	0	0	0	0
Subtotal	\$13,156	\$0	\$0	\$0	\$0
Transfers					
990.40 Advance to TIF #7-Fund 43	0	0	0	0	314,900
Subtotal	\$0	\$0	\$0	\$0	\$314,900
Total Expenditures	\$137,224	\$51,300	\$108,200	\$46,050	\$383,680
Ending Fund Balance	\$28,591	\$369,292	\$188,665	\$345,742	\$3,062

Notes and comments:

City of Oak Creek 2008 Annual Budget

Departmental Detail Information

COMMUNITY DEVELOPMENT AUTHORITY - Fund 31

200 TRAVEL/TRAINING	\$5,000
This money is used for training of staff and members of the Community Development Authority, including participation at one 2008 IEDC conference or course, an ICSC - International Council of Shopping Centers local deal making session, and one Wisconsin Economic Development Association (WEDA) conference.	
210 EXPENSE ALLOWANCE	\$250
This money is used by staff or members of the CDA in carrying out their duties to promote economic development	
400 OFFICE SUPPLIES	\$400
This money is used for purchasing office supplies for the CDA's activities	
410 PRINTING AND COPYING	\$200
This money is used for covering the cost of printing of documents generated for or by the CDA in carrying out their duties	
415 POSTAGE	\$200
This money is used for the cost of mailings generated by the CDA	
420 DUES AND PUBLICATIONS	\$850
This money is used for staff membership in the Wisconsin Economic Development Association, International Council of Shopping Centers, International Economic Development Council as well as publications for the CDA	
425 ADVERTISING AND PROMOTIONS	\$20,000
Brochures and advertising for promotion of the City.	
445 ECONOMIC DEVELOPMENT	\$0
495 MISCELLANEOUS	\$1,000
This money is used to supplement the cost of other economic development activities being promoted by the CDA, including the preparation of a business retention survey.	
514 CONSULTING	\$0
This money is to be used for any consultants that may be required in the implementation of the 27th Street corridor and subarea plans, including meeting the City's obligation to (a) pay one-half of the streetscape plan, as well as (b) one-half of a marketing plan for the 27th Street corridor. An additional \$27,787 would be needed to prepare and adopt the streetscape and corridor design standards into the City's Zoning Code. This cost will be offset to some degree by a credit of \$10,250 in unspent dollars from the Streetscape contract with HNTB. Funds advanced to TIF #7.	
525 OUTSIDE LEGAL SERVICES	\$0
955 CAPITAL OUTLAY - MISCELLANEOUS	\$0
TOTAL	\$27,900

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

The City is continuing to collect bikeway fees in addition to the impact fees for every new residential unit constructed.

Fund Objectives:

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

Future Issues

The Wisconsin legislature has passed legislation that reduces the City's ability to collect impact fees. Although the bikeway fee is not considered an impact fee, any attempt to reduce or eliminate impact fees jeopardizes the bikeway fee.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Special Revenue Fund - Park Development Escrow - Fund 32					
Beginning Fund Balance	405,464	\$422,195	\$434,279	\$450,765	\$423,765
REVENUES					
State/County Grants & Aids					
328.00 State of Wisconsin-Bikeway	49,821	6,084	0	0	0
Subtotal	\$49,821	\$6,084	\$0	\$0	\$0
Commercial Revenues					
342.83 Bikeway Escrow Fees	8,200	5,900	6,000	4,000	4,000
360.00 Interest Income	13,630	21,110	10,000	19,000	10,000
Subtotal	\$21,830	\$27,010	\$16,000	\$23,000	\$14,000
Total Revenues	\$71,651	\$33,094	\$16,000	\$23,000	\$14,000
Total Revenues Available	\$477,115	\$455,289	\$450,279	\$473,765	\$437,765
EXPENDITURES					
Interfund Transfers					
992.40 To 2005 CIP # 40	54,920	0	0	0	0
993.40 To 2006 CIP # 40	0	4,524	0	0	0
994.40 To 2007 CIP #40	0	0	87,235	50,000	0
Subtotal	\$54,920	\$4,524	\$87,235	\$50,000	\$0
Total Expenditures	\$54,920	\$4,524	\$87,235	\$50,000	\$0
Ending Fund Balance	\$422,195	\$450,765	\$363,044	\$423,765	\$437,765

Notes and comments:

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

New developments are contributing new payments into the Bikeway account.

See the next page for the account balances.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Escrow Fee Account Balances	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
<i>Neighborhood Parks</i>					
Carollton Estates	3,821	4,011	0	0	0
Carrollville	14,100	14,804	14,544	15,900	16,100
Forest Hill	17,309	18,172	0	0	0
Greenwood	10,575	11,103	10,000	11,650	11,900
Manor Marquette	7,675	8,058	0	0	0
Meadowview	17,777	17,556	9,000	9,500	9,800
Oak Creek Manor	47,537	49,910	45,000	52,500	53,000
Oak Leaf	0	7,095	7,000	7,450	7,750
Oak Park	7,256	5,086	5,800	5,300	5,500
Oak View	18,012	18,911	18,000	19,900	20,500
Oakwood Manor	3,559	3,737	3,800	3,900	4,000
Prairie View	3,892	4,086	4,000	4,300	4,500
South Hills	9,112	5,919	5,900	0	0
Woodnoll	2,224	2,336	0	0	0
Woodridge	3,283	3,446	0	0	0
Subtotal	\$166,132	\$174,230	\$123,044	\$130,400	\$133,050
Bikeway	256,063	276,535	240,000	293,365	304,715
Subtotal	\$256,063	\$276,535	\$240,000	\$293,365	\$304,715
Total	\$422,195	\$450,765	\$363,044	\$423,765	\$437,765

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

Fund Objectives:

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

Future Issues

None.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - Low Income Loan Program - Fund 33					
Beginning Fund Balance	31,968	\$7,773	\$8,148	\$7,773	\$8,498
REVENUES					
Intergovernment					
327.00 County CDBG Reimbursement	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Commercial Revenues					
360.20 Loan Repayments - Interest	1,251	963	900	710	500
360.40 Late Fees on Low Income Loans	14	47	0	15	0
360.50 Principal Payments - Low Income	18,674	19,203	18,000	8,640	4,250
Subtotal	\$19,939	\$20,213	\$18,900	\$9,365	\$4,750
Total Revenues	\$19,939	\$20,213	\$18,900	\$9,365	\$4,750
Total Revenues Available	\$51,907	\$27,986	\$27,048	\$17,138	\$13,248
EXPENDITURES					
Miscellaneous					
580.00 Low Income Loans Made	0	0	0	0	0
595.00 Miscellaneous County Payments	44,134	20,213	20,000	8,640	4,750
Subtotal	\$44,134	\$20,213	\$20,000	\$8,640	\$4,750
Total Expenditures	\$44,134	\$20,213	\$20,000	\$8,640	\$4,750
Ending Fund Balance	\$7,773	\$7,773	\$7,048	\$8,498	\$8,498

Notes and comments:

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

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

Fund Objectives:

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

Future Issues

None at this time.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - Development Future Improvements - Fund 34					
Beginning Fund Balance	897,395	\$736,986	\$663,671	\$872,853	\$677,943
REVENUES					
Commercial Revenues					
342.84 Developer Future Impvt Fees	142,739	351,005	0	30,000	0
360.00 Interest Income	23,039	30,642	15,000	25,000	15,000
Subtotal	\$165,778	\$381,647	\$15,000	\$55,000	\$15,000
Total Revenues	\$165,778	\$381,647	\$15,000	\$55,000	\$15,000
Total Revenues Available	\$1,063,173	\$1,118,633	\$678,671	\$927,853	\$692,943
EXPENDITURES					
Other Services					
560.00 Refunds	318,317	201,903	0	238,240	0
595.00 Miscellaneous	5,000	0	0	0	0
Subtotal	\$323,317	\$201,903	\$0	\$238,240	\$0
Transfers					
990.40 To CIP # 40	0	0	0	0	0
990.41 To Developer Agreement # 41	2,870	43,877	0	11,670	0
Subtotal	\$2,870	\$43,877	\$0	\$11,670	\$0
Total Expenditures	\$326,187	\$245,780	\$0	\$249,910	\$0
Ending Fund Balance	\$736,986	\$872,853	\$678,671	\$677,943	\$692,943

Notes and comments:

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

Fund Objectives:

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

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

Neighborhood Parks

The acquisition and/or development of fifteen neighborhood parks scattered throughout the City. The percentage of these improvements attributable to new growth varies among the various neighborhoods, which results in different impact fees. The Five Year Parks and Open Space Plan is being updated and should be complete by the end of 2007.

Community Parks

The acquisition of a second community park (similar in size and purpose to Abendschein Park) plus the development of that second park, as well as the further development of facilities at Abendschein Park. All of the new park costs plus a percentage of the work at Abendschein Park is attributable to new growth. The Abendschein Park Master Plan is being updated and should be complete by the end of 2007.

Library Facilities

The original intent was for the construction of a 12,550 square foot addition to the existing building with 65% of the area and costs being attributable to new growth. Subsequently, the city began the study of remodeling or replacing the Library building along with the other City Hall complex structures, with the percentage attributable to new growth to be determined. There was \$800,000 available for the Library facilities at the end of 2006, with approximately \$50,000 expected collections in 2007. In the fall of 2007, an Ad Hoc Joint Library Investigative Committee was formed with two library employees, one Library Board member and one Library patron to investigate the options with a MATC committee headed by Jeff Jackson, to form a joint library.

Fire Facilities

The City substantially completed the construction of Fire Station #3 at the end of 2000. There were still some items that required retainage at the end of 2001 which pushed the final payment into 2003. The Council made the determination in 2001 not to actively attempt to sell the portion of the site fronting on Rawson Avenue, which resulted in \$225,000 being transferred from the Economic Development Fund. In 2006, \$75,000 was returned to this fund, and in 2007 \$7,500 was repaid. In 2008, \$20,000 is budgeted to be transferred to the Economic Development Fund, leaving a balance of \$122,500 to be repaid in the future. The new Impact Fee legislation allows the City to continue to collect impact fees for ten years, as long as the amount collected does not exceed the parameters as originally established considering the final cost of the project when it was constructed.

Police Facilities

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

City of Oak Creek 2008 Annual Budget

Park Administration and Maintenance Facilities

The purpose is for facilities related to administration and maintenance needs generated by new growth. No specific plans have as yet been designated for this account. The funds would go toward a building, but this has been held pending a plan for building construction at the Street Department site, which would incorporate this facility. This impact fee will continue to be collected until either the law is clarified or the decision is made to proceed with building.

Future Issues

The complete effect of the 2006 Wisconsin legislation related to impact fees is still being researched. While the law made it easier for developers to pass on the fees to property buyers, it also delays the payment to the cities. The law has shortened the time in which municipalities must expend collected fees, from fifteen years to seven years. This creates pressure on growing communities to proceed with construction before complete funding is accomplished. City staff and elected officials will continue to monitor the status and interpretations of the impact fee legislation.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - Impact Fee Escrow -- Fund 35					
Beginning Fund Balance	\$2,883,341	\$3,141,966	\$2,642,966	\$3,302,769	\$3,500,269
REVENUES					
Commercial Revenues					
342.82 Neighborhood Park Impact Fees	83,854	62,539	50,000	60,000	50,000
342.83 Community Park Impact Fees	45,035	30,847	30,000	30,000	30,000
342.84 Fire Impact Fees	31,095	21,609	20,000	20,000	20,000
342.85 Library Impact Fees	37,885	25,937	25,000	25,000	25,000
342.87 Police Impact Fees	105,940	72,458	75,000	70,000	70,000
342.88 Park Building Impact Fees	58,595	40,789	60,000	45,000	45,000
360.00 Interest Income	96,003	158,973	100,000	170,000	100,000
Subtotal	\$458,407	\$413,152	\$360,000	\$420,000	\$340,000
Total Revenues	\$458,407	\$413,152	\$360,000	\$420,000	\$340,000
Total Revenues Available	\$3,341,748	\$3,555,118	\$3,002,966	\$3,722,769	\$3,840,269
EXPENDITURES					
Capital Outlay					
955.00 Miscellaneous	0	38,547	0	29,600	0
Subtotal	\$0	\$38,547	\$0	\$29,600	\$0
Interfund Transfers					
994.40 To 2005 CIP # 40	99,782	0	0	0	0
995.40 To 2006 CIP #40	0	38,802	0	0	0
996.40 To 2007 CIP #40	0	0	605,945	100,000	0
990.49 To Police Station Debt #29	100,000	100,000	115,000	115,000	100,000
992.40 To Economic Dev #31	0	75,000	7,500	7,500	20,000
Subtotal	\$199,782	\$213,802	\$728,445	\$222,500	\$120,000
Total Expenditures	\$199,782	\$252,349	\$728,445	\$222,500	\$120,000
Ending Fund Balance	\$3,141,966	\$3,302,769	\$2,274,521	\$3,500,269	\$3,720,269

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
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Notes and comments:

Interest income is allocated to the individual impact fee accounts.

Impact Fee Account Balances	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
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Facilities

Fire Station	60,442	9,219	5,000	20,000	10,000
Library	736,381	799,785	835,000	850,000	920,000
Community Park	762,061	824,881	65,025	875,000	930,000
Police Station	151,019	131,047	35,000	80,000	60,000
Park Buildings Building	464,553	529,657	545,000	580,000	625,000
Subtotal	\$2,174,456	\$2,294,589	\$1,485,025	\$2,405,000	\$2,545,000

Impact Fee Account Balances	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
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Neighborhood Parks

Carrollton Estates	6,226	6,736	7,096	7,469	7,969
Carrollville	23,651	31,087	35,000	38,700	42,000
Cedar Hills	1,715	9,482	12,900	24,000	27,000
Chapel Hills	65,949	72,394	82,000	80,000	86,000
Edgewood	0	0	0	0	0
Forest Hill	39,442	30,608	40,000	300	0
Greenwood	36,574	38,833	42,000	42,000	46,000
Lakeview	3,847	4,193	4,500	4,400	4,600
Manor Marquette	3,641	3,823	5,000	4,000	4,200
Meadowview	201,051	217,944	240,000	237,000	250,000
Oak Creek Manor	110,544	116,871	125,000	125,000	135,000
Oak Leaf	0	0	0	0	0
Oak Park	840	0	0	400	0
Oak View	81,192	47,316	85,000	65,000	75,000
Oakwood Manor	4,194	5,224	6,000	5,500	6,500
Prairie View	27,592	42,453	50,000	57,000	62,000
Shepard Hills	30,867	32,408	40,000	36,000	42,000
South Hills	0	0	0	0	0
Willow Heights	9,707	12,337	15,000	14,000	16,000
Woodnoll	86,396	90,708	0	95,000	105,000
Woodridge	234,082	245,763	0	259,500	266,000
Subtotal	\$967,510	\$1,008,180	\$789,496	\$1,095,269	\$1,175,269

Impact Fee Total	\$3,141,966	\$3,302,769	\$2,274,521	\$3,500,269	\$3,720,269
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City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
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The table below shows the combined balances for each of the neighborhood parks.

Impact Fee and Park Escrow Combined Balances	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
<i>Neighborhood Parks</i>					
Carollton Estates	10,047	10,747	7,096	7,469	7,969
Carrollville	37,751	45,891	49,544	54,600	58,100
Cedar Hills	1,715	9,482	12,900	24,000	27,000
Chapel Hills	65,949	72,394	82,000	80,000	86,000
Edgewood	0	0	0	0	0
Forest Hill	56,751	48,780	40,000	300	0
Greenwood	47,149	49,936	52,000	53,650	57,900
Lakeview	3,847	4,193	4,500	4,400	4,600
Manor Marquette	11,316	11,881	5,000	4,000	4,200
Meadowview	218,828	235,500	249,000	246,500	259,800
Oak Creek Manor	158,081	166,781	170,000	177,500	188,000
Oak Leaf	0	7,095	7,000	7,450	7,750
Oak Park	8,096	5,086	5,800	5,700	5,500
Oak View	99,204	66,227	103,000	84,900	95,500
Oakwood Manor	7,753	8,961	9,800	9,400	10,500
Prairie View	31,484	46,539	54,000	61,300	66,500
Shepard Hills	30,867	32,408	40,000	36,000	42,000
South Hills	9,112	5,919	5,900	0	0
Willow Heights	9,707	12,337	15,000	14,000	16,000
Woodnoll	88,620	93,044	0	95,000	105,000
Woodridge	237,365	249,209	0	259,500	266,000
Total Combined	\$1,133,642	\$1,182,410	\$912,540	\$1,225,669	\$1,308,319

City of Oak Creek 2008 Annual Budget

Fund Name: Health Insurance Fund – Fund 36

Fund Description:

Internal Service funds are used to account for resources legally restricted to expenditures for a specific purpose. The Health Insurance Fund is a special revenue fund to pay for all medical claims under the self-funded program currently managed by Midwest Security Administrators (MSA) and various retiree benefits. The Self Funded Plan covers employees and retirees for a total of 500+ lives. The departments are charged their respective costs at the beginning of the year. The over 65 retiree program is a medicare supplemental premium based program with Guarantee Trust and Member Health. Any unexpended funds remain with the fund to level out future price increases. The fund balance is also in place to cover the payout tail if the City ever changes programs.

Assuming that the City continues to fund the programs at the recommended levels in the future, the fund balance will grow slowly and help to offset “bad” years. To date, the Health Insurance Fund has been successful in keeping health care costs down and the City has not experienced the large premium increases that others have faced. The self-funding program does generate accurate records of costs specific for employees and their dependents. It is easy to talk about the self-funded program in the abstract, forgetting that the costs reflect medical care provided to employees of the City and their dependents.

The fund balance has increased every year, and at this time it is estimated that the 2007 fund balance will also show an increase. The actual fund balance at the end of 2006 is \$2,638,777. This has enabled the city to keep budget costs level, even though medical costs continue to increase, and at this time we are budgeting for 2008 a slight decrease in the level of funding as 2007. Also, now that all employees are contributing 5% of the monthly premiums, this has helped to keep costs down. In 2007 the contribution went to 10% if the employees did not participate in the health risk assessment program.

Our insurance carrier’s projection for total exposure of self funded claims for 2007 was \$4,763,819, of which the underwriters expected to spend \$3,572,864 or approximately 75%. The City’s original budget for 2007 budgeted \$3,100,000 for claims, which was less than the underwriters expectations. However, the underwriters determined that the laser exposure for 2007 was \$425,000 for two high risk claims. There was a sufficient fund balance to cover the additional risks. The fund balance at the end of 2007 is estimated to be \$2,723,200, which is \$84,460 higher than the actual 2006 fund balance, but there are three months remaining in which this could change.

Fund Objectives:

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

Future Issues

All employees are now contributing a 5% co-payment for health insurance. For 2007 the co-payment was \$67.65 for a family plan and \$26.16 for a single plan per month. In all of the union contracts, the co-payment was increased to 10% as of 1/1/07, if the employees and spouses did not participate in a health risk assessment in 2006. The majority of employees and spouses participated in the health risk assessment and continued to pay 5%. All employees are paying a \$10/\$20/\$30 co-payment for prescriptions. The Canadian drug program has been discontinued and the City changed over to Medco Health Solutions for all employees and retirees under 65 in 2007.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Internal Services Fund - Health Insurance -- Fund 36					
Beginning Fund Balance	\$1,957,272	\$1,955,472	\$2,040,202	\$2,638,777	\$2,723,238
REVENUES					
Charges For Services					
340.20 Employee Health Co-pay	185,768	184,726	200,000	190,000	200,000
340.30 COBRA Reimbursement	2,155	7,750	1,000	11,200	1,000
340.70 Utility Charge For Insurance	426,112	417,980	420,000	425,000	400,000
340.80 Health Insurance Premiums	2,464,150	2,700,670	2,707,500	2,722,500	2,599,665
340.85 Retiree Related Charges	1,270,800	1,314,280	1,465,400	1,465,400	1,385,000
340.90 Dental Insurance Premiums	185,405	200,107	193,100	195,700	193,935
Subtotal	\$4,534,390	\$4,825,513	\$4,987,000	\$5,009,800	\$4,779,600
Commercial Revenues					
360.00 Interest Income	103,746	207,169	75,000	175,000	100,000
363.00 Over Specific Payment	452,944	189,758	0	80,000	0
368.00 Miscellaneous Revenues	1,402	701	0	66	0
Subtotal	\$558,092	\$397,628	\$75,000	\$255,066	\$100,000
Total Revenues	\$5,092,482	\$5,223,141	\$5,062,000	\$5,264,866	\$4,879,600
Total Revenues Available	\$7,049,754	\$7,178,613	\$7,102,202	\$7,903,643	\$7,602,838
EXPENDITURES					
Direct Employee Costs					
135.00 Social Security	4,686	4,956	5,000	4,765	5,000
150.05 Actives Fixed Costs	380,625	394,043	420,000	445,000	500,000
150.10 Actives Medical	2,335,083	1,750,449	2,100,000	2,100,000	2,200,000
150.15 Actives Prescriptions	271,599	284,474	300,000	275,000	300,000
150.20 Health Waiver Incentives	57,004	56,001	59,000	57,215	60,000
150.30 Dental Waiver Incentives	4,410	3,788	5,000	5,025	5,000
155.00 Medicare Supplement	659,202	681,962	725,000	794,000	835,000
155.05 Retirees Fixed Costs	69,182	80,879	90,000	94,500	100,000
155.20 Retirees Medical/Drug (under 65)	884,456	829,453	1,000,000	900,000	1,100,000
155.30 Medicare Premiums	142,590	157,267	186,000	175,000	185,000
156.00 Vision Insurance Actives	13,217	13,804	14,000	14,400	15,000
170.00 Dental Actives	195,554	210,550	220,000	225,000	230,000
Subtotal	\$5,017,608	\$4,467,626	\$5,124,000	\$5,089,905	\$5,535,000
Supplies					
495.00 Miscellaneous	100	150	500	500	500
Subtotal	\$100	\$150	\$500	\$500	\$500

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Other Services					
502.00 Wellness Programs	31,064	34,471	45,000	45,000	45,000
502.10 Wellness-Fire	26,884	28,920	30,000	30,000	30,000
503.10 Plan Administration	1,500	0	0	0	0
525.00 Outside Legal Services	17,126	8,669	10,000	15,000	10,000
Subtotal	\$76,574	\$72,060	\$85,000	\$90,000	\$85,000
Total Expenditures	\$5,094,282	\$4,539,836	\$5,209,500	\$5,180,405	\$5,620,500
Ending Fund Balance	\$1,955,472	\$2,638,777	\$1,892,702	\$2,723,238	\$1,982,338
Fund Balance Percentage	38.4%	58.1%	36.3%	52.6%	35.3%

Notes and Comments

	2005 Actual	2006 Actual	2007 Budget	2007 Estimates	2008 Budget
PLANS					
Actives					
Self Funded Plan	2,987,307	2,428,966	2,820,000	2,820,000	3,000,000
Health Waiver Incentives	57,004	56,001	59,000	57,215	60,000
Dental Waiver Incentives	4,410	3,788	5,000	5,025	5,000
Vision	13,217	13,804	14,000	14,400	15,000
Dental	195,554	210,550	220,000	225,000	230,000
Subtotal	\$3,257,492	\$2,713,109	\$3,118,000	\$3,121,640	\$3,310,000
Retirees					
Self Funded Plan	953,638	910,332	1,090,000	994,500	1,200,000
Social Security	4,686	4,956	5,000	4,765	5,000
Medicare Supplement	659,202	681,962	725,000	794,000	835,000
Medicare Premiums	142,590	157,267	186,000	175,000	185,000
Subtotal	\$1,760,116	\$1,754,517	\$2,006,000	\$1,968,265	\$2,225,000
Other Administrative Costs	76,674	72,210	85,500	90,500	85,500
Total	\$5,094,282	\$4,539,836	\$5,209,500	\$5,180,405	\$5,620,500
Percentage Change	22.71%	-10.88%	14.75%	-0.56%	8.50%
Cost Allocation by Type					
Self Funded	4,197,913	3,609,637	4,194,000	4,101,740	4,495,000
Insured	672,419	695,766	739,000	808,400	850,000
Other Administrative Costs	223,950	234,433	276,500	270,265	275,500
	\$5,094,282	\$4,539,836	\$5,209,500	\$5,180,405	\$5,620,500

City of Oak Creek 2008 Annual Budget

Fund Name: Special Revenue — EMS – Fund 37

Fund Description:

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

Program Description:

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

Future Issues

At this time it appears that Milwaukee County will continue the ALS program . The City moved to a full share (1/17) of the EMS subsidy and revenue from Milwaukee County in 2006. Until the County completes its budget we will not know what level of subsidy will be available from the County for 2008, but, as of late September, it is anticipated that the level of County support will not decrease from 2007. The ICC and Milwaukee County continue to discuss changes in the program. Changes may have a significant impact on our operations. Staff continues to monitor this issue closely.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Special Revenue Fund - Emergency Medical Services -- Fund 37					
Beginning Fund Balance	\$437,392	\$228,587	\$198,887	\$312,804	\$338,894
REVENUES					
Taxes					
300.00 General Property	2,890,000	3,195,000	3,195,000	3,195,000	3,195,000
Subtotal	\$2,890,000	\$3,195,000	\$3,195,000	\$3,195,000	\$3,195,000
State/County Grants & Aids					
327.00 County & Misc. Grants	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Charges for Service					
349.00 Miscellaneous Charges for Service	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Public Health & Safety					
351.00 Ambulance BLS	376,972	391,918	400,000	425,000	415,000
351.10 Ambulance ALS	378,743	499,321	500,000	525,000	515,000
Subtotal	\$755,715	\$891,239	\$900,000	\$950,000	\$930,000
Commercial Revenue					
360.00 Interest on Investments	34,215	54,666	15,000	45,000	15,000
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$34,215	\$54,666	\$15,000	\$45,000	\$15,000
Total Revenues	\$3,679,930	\$4,140,905	\$4,110,000	\$4,190,000	\$4,140,000
Total Revenues Available	\$4,117,322	\$4,369,492	\$4,308,887	\$4,502,804	\$4,478,894
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	2,187,739	2,261,500	2,280,385	2,280,000	2,486,415
105.00 Salaries, Part Time	0	0	14,150	14,000	13,015
110.00 Salaries, Overtime	145,644	136,894	151,675	175,065	180,400
115.00 Salaries, Holiday Pay	17,873	17,441	22,640	22,640	26,750
120.00 Special Pay Allowances	48,463	48,641	51,330	51,330	55,080
125.00 Car Allowance	3,648	4,853	4,980	5,000	4,690
130.00 Retirement	451,699	468,862	503,380	500,000	544,480
135.00 Social Security	176,922	186,863	193,385	193,000	211,440
150.00 Insurance, Active Employees	491,933	526,289	509,715	509,715	499,000
160.00 Insurance, Work Comp	98,850	112,631	105,480	105,480	103,395
165.00 Insurance, Disability	9,337	9,265	9,270	9,270	9,390
170.00 Insurance, Dental	35,249	36,741	34,210	34,210	35,265
175.00 Insurance, Group Life	3,041	2,537	2,840	2,840	3,195
180.00 Longevity	3,895	3,573	3,795	3,795	4,065
185.00 Section 125 Administration	853	546	905	615	610
Subtotal	\$3,675,146	\$3,816,636	\$3,888,140	\$3,906,960	\$4,177,190

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Indirect Employee					
200.00 Travel/Training	5,325	7,360	8,035	8,045	8,890
205.00 Recruitmnt/Testng/Physicals	2,091	6,914	1,830	3,655	1,925
210.00 Expense Allowance	317	532	365	370	340
215.00 Uniforms and Clothing	25,741	34,977	36,060	36,060	36,530
220.00 Tuition Reimbursement	8,360	8,082	11,705	11,705	18,525
Subtotal	\$41,834	\$57,865	\$57,995	\$59,835	\$66,210
Utility Costs					
300.00 Electricity	0	0	15,675	16,625	18,050
300.01 Electricity Station #1	5,083	4,771	0	0	0
300.02 Electricity Station #2	3,931	4,050	0	0	0
300.03 Electricity Station #3	6,047	8,417	0	0	0
305.00 Water and Sewer	0	0	2,375	2,140	2,375
305.01 Water and Sewer Station #1	625	617	0	0	0
305.02 Water and Sewer Station #2	527	388	0	0	0
305.03 Water and Sewer Station #3	955	868	0	0	0
310.00 Natural Gas	0	0	23,750	19,000	20,425
310.01 Natural Gas Station #1	4,116	4,001	0	0	0
310.02 Natural Gas Station #2	4,662	4,275	0	0	0
310.03 Natural Gas Station #3	8,399	7,564	0	0	0
315.00 Telephone	1,362	5,699	6,175	5,700	5,700
315.01 Telephone Station #1	0	0	0	0	0
315.02 Telephone Station #2	184	185	0	0	0
315.03 Telephone Station #3	1,506	1,549	0	0	0
Subtotal	\$37,397	\$42,384	\$47,975	\$43,465	\$46,550
Supplies					
400.00 Office Supplies	1,493	1,454	1,570	1,570	1,570
410.00 Printing and Copying	582	347	665	665	665
415.00 Postage	144	104	285	190	240
420.00 Dues and Publications	806	1,081	1,095	1,090	1,090
425.00 Advertising and Promotions	0	171	95	95	95
427.00 Fire Prevention	0	1,542	0	0	0
430.00 Housekeeping	454	222	475	475	475
430.01 Housekeeping Station #1	0	0	0	0	0
430.02 Housekeeping Station #2	0	0	0	0	0
430.03 Housekeeping Station #3	0	0	0	0	0
440.00 Medical and Safety	23,454	22,836	26,600	26,600	28,025
460.00 Minor Equipment	1,736	1,355	1,855	1,900	4,230
470.00 Audio Visual/Photo Supplies	161	332	380	380	380
495.00 Miscellaneous	63	68	145	145	145
Subtotal	\$28,893	\$29,512	\$33,165	\$33,110	\$36,915
Other Services					
523.00 Paramedic Service Fee	33,773	32,497	70,000	50,000	70,000
525.00 Outside Legal Services	15,268	19,942	7,315	13,165	14,820
Subtotal	\$49,041	\$52,439	\$77,315	\$63,165	\$84,820

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Maintenance					
600.00 Office Equip Maintenance	62	20	570	570	285
600.01 Office Equip Station #1	33	36	0	0	0
600.02 Office Equip Station #2	34	31	0	0	0
600.03 Office Equip Station #3	294	342	0	0	0
610.00 Radio Maintenance	2,614	5,026	4,965	4,960	5,465
610.01 Radio Maintenance Station #1	0	0	0	0	0
610.02 Radio Maintenance Station #2	0	0	0	0	0
610.03 Radio Maintenance Station #3	0	0	0	0	0
615.00 Grounds Maintenance	100	64	715	715	715
615.01 Grounds Maintenance Station #1	27	46	0	0	0
615.02 Grounds Maintenance Station #2	0	5	0	0	0
615.03 Grounds Maintenance Station #3	128	593	0	0	0
620.00 Building Maintenance	3	0	6,175	6,650	6,650
620.01 Building Maintenance Station #1	1,989	1,458	0	0	0
620.02 Building Maintenance Station #2	2,174	2,902	0	0	0
620.03 Building Maintenance Station #3	3,654	2,641	0	0	0
Subtotal	\$11,112	\$13,164	\$12,425	\$12,895	\$13,115
Vehicles					
700.00 Vehicle Maintenance	17,962	16,806	21,945	21,945	22,230
705.00 Equipment Maintenance	832	3,095	3,875	3,880	3,925
710.00 Gas/Oil/Fluids	18,109	21,691	16,825	16,825	18,525
715.00 Tires	409	3,096	1,825	1,830	1,850
Subtotal	\$37,312	\$44,688	\$44,470	\$44,480	\$46,530
Subtotal Operations	\$3,880,735	\$4,056,688	\$4,161,485	\$4,163,910	\$4,471,330
Interfund Transfers					
900.00 To CIP # 40	8,000	0	0	0	0
Subtotal	\$8,000	\$0	\$0	\$0	\$0
Total Expenditures	\$3,888,735	\$4,056,688	\$4,161,485	\$4,163,910	\$4,471,330
Ending Fund Balance	\$228,587	\$312,804	\$147,402	\$338,894	\$7,564
Fund Balance Percentage	5.9%	7.7%	3.5%	8.1%	0.2%

Notes and comments:

City of Oak Creek 2008 Annual Budget 2007 Goals and Objectives Status

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

Fund Description:

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

The cost of storm water system maintenance is expensive. Besides the \$8,000,000 to \$10,000,000 needed for the identified problems, the City will have to undertake a number of ongoing maintenance projects. These projects, like street sweeping, channel debrushing, ditch cleaning and catch basin cleaning, are estimated to cost in excess of \$500,000 per year. In addition, the new DNR permit requirements have imposed a new set of administrative and engineering review requirements for all new projects. The required level of funding to meet the new permit requirements is not available in the General Fund. The City implemented a storm water management user fee in 2003 and will continue to add this fee to the property tax bill. All single family residential properties pay an annual fee of \$24.00 and condominiums pay \$12.00. All other properties, except vacant land, pay a fee based upon the Equivalent Runoff Units on their property.

Fund Objectives:

With this fund, the City will continue the implementation of the comprehensive storm water plan and DNR permit requirements. The budget for 2007 includes funding for two storm water engineers to manage the complexities of the overall storm water system and three equipment operators to complete the necessary field tasks.

1. Continue the implementation of the City's storm water management master plan.
2. NR 216 permit compliance
 - 3/31/07 annual report due to DNR. **Completed**
 - Operate illicit connection/discharge program. **Operational**
 - Operate industrial/high risk runoff program. **Operational**
 - Update and operate catch basin cleaning program. **Operational**
 - Update and operate street sweeping program. **Operational**
 - Conduct City-owned storm water structural control inspections and complete required maintenance. **Ongoing**
 - Conduct required education/information program. **Ongoing**
 - Update storm sewer system map including new outfalls and structural controls. **Completed**
3. NR 151 compliance

City of Oak Creek 2008 Annual Budget

2007 Goals and Objectives Status

- Finish recalculation efforts of City-wide pollutant loadings for each drainage subbasin by March 31, 2007. **Completed**
 - 20% City-wide reduction in total suspended solids in runoff by March 10, 2008. **Achieved**
 - 40% City-wide reduction in total suspended solids in runoff by March 10, 2013. **Have progressed to 36%**
4. MMSD Chapter 13 compliance
- Review new development plans for City and MMSD compliance and submit to MMSD. **Ongoing**
 - 4/30/07 annual storm water report due to MMSD. **Completed**

Future Issues

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

City of Oak Creek 2008 Annual Budget

Goals and Objectives

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

Fund Description:

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

The cost of storm water system maintenance is expensive. Besides the \$8,000,000 to \$10,000,000 needed for the identified problems, the City will have to undertake a number of ongoing maintenance projects. These projects, like street sweeping, channel debrushing, ditch cleaning and catch basin cleaning, are estimated to cost in excess of \$500,000 per year. In addition, the new DNR permit requirements have imposed a new set of administrative and engineering review requirements for all new projects. The required level of funding to meet the new permit requirements is not available in the General Fund. The City implemented a storm water management user fee in 2003 and will continue to add this fee to the property tax bill. All single family residential properties pay an annual fee of \$24.00 and condominiums pay \$12.00. All other properties, except vacant land, pay a fee based upon the Equivalent Runoff Units on their property.

2008 Fund Objectives:

With this fund, the City will continue the implementation of the comprehensive storm water plan and DNR permit requirements. The budget for 2008 includes funding for two storm water engineers to manage the complexities of the overall storm water system and three equipment operators to complete the necessary field tasks.

1. Continue the implementation of the City's storm water management master plan.
2. NR 216 permit compliance
 - 3/31/08 annual report due to DNR.
 - Operate illicit connection/discharge program.
 - Operate industrial/high risk runoff program.
 - Update and operate catch basin cleaning program.
 - Update and operate street sweeping program.
 - Conduct City-owned storm water structural control inspections and complete required maintenance.
 - Conduct required education/information program.
 - Update storm sewer system map including new outfalls and structural controls.
3. NR 151 compliance
 - Refine and update City-wide pollutant loading calculations by March 31,2008.

City of Oak Creek 2008 Annual Budget Goals and Objectives

- Develop and analyze alternatives to increase reductions from 36% to 40%
 - 40% City-wide reduction in total suspended solids in runoff by March 10, 2013.
4. MMSD Chapter 13 compliance
 - Review new development plans for City and MMSD compliance and submit to MMSD.
 - 4/30/08 annual storm water report due to MMSD.
 5. Complete floodplain re-evaluation as authorized in the 2008 CIP.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual Budget	2007 Estimate	2007 Estimate	2008 Budget
Special Revenue Fund - Storm Water Utility - Fund 38					
Beginning Fund Balance	\$335,073	\$272,874	\$381,904	\$410,687	\$248,340
REVENUES					
Taxes and Assessments					
300.00 Property Tax	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Grants and Aids					
324.20 Storm Water Grant	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$0	\$0
Charges for Services					
338.20 Storm Water Management Permit	3,000	5,100	3,000	2,100	1,500
346.50 Storm Water Fees	572,951	585,044	585,000	591,915	590,000
Subtotal	\$575,951	\$590,144	\$588,000	\$594,015	\$591,500
Commercial Revenues					
360.00 Interest Income	14,582	19,771	5,000	16,000	10,000
360.10 Interest on Storm Water Fees	5	0	0	0	0
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$14,587	\$19,771	\$5,000	\$16,000	\$10,000
Total Revenues	\$590,538	\$609,915	\$593,000	\$610,015	\$601,500
Total Revenues Available	\$925,611	\$882,789	\$974,904	\$1,020,702	\$849,840
EXPENDITURES					
Direct Employee Costs					
100.00 Salaries, Full Time	276,467	290,790	313,775	313,900	336,700
105.00 Salaries, Part Time	0	0	12,000	0	0
110.00 Salaries, Overtime	1,163	0	100	100	100
130.00 Retirement	28,360	30,284	33,365	33,200	34,735
135.00 Social Security	20,866	21,954	25,000	24,500	25,605
150.00 Insurance, Active Employees	47,480	59,640	62,260	62,260	60,795
160.00 Insurance, Work Comp	11,690	12,300	12,910	12,910	13,500
165.00 Insurance, Disability	1,229	1,229	1,230	1,230	1,230
170.00 Insurance, Dental	3,890	4,810	4,850	4,850	4,220
175.00 Insurance, Group Life	661	772	910	925	965
180.00 Longevity	720	720	850	830	855
185.00 Section 125 Administration	0	42	0	7	0
Subtotal	\$392,526	\$422,541	\$467,250	\$454,712	\$478,705
Indirect Employee					
200.00 Travel/Training	0	0	0	0	0
205.00 Recruitment/Testng/Physicals	0	0	0	0	0
215.00 Uniforms and Clothing	0	891	1,200	1,200	1,200
Subtotal	\$0	\$891	\$1,200	\$1,200	\$1,200

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual Budget	2007	2007 Estimate	2008 Budget
Utility Costs					
315.00 Telephone	0	12	60	0	0
Subtotal	\$0	\$12	\$60	\$0	\$0
Supplies					
400.00 Office Supplies	115	0	100	100	100
440.00 Medical and Safety	0	124	650	650	500
460.00 Minor Equipment	0	211	750	500	500
462.00 Field Supplies	0	0	1,250	600	600
Subtotal	\$115	\$335	\$2,750	\$1,850	\$1,700
Other Services					
514.00 Consulting	0	0	5,000	2,000	3,000
520.00 Landfill Charges	0	0	3,000	3,000	3,000
525.00 Misc. Permits	4,000	4,000	5,000	4,000	5,000
595.00 Miscellaneous	96	0	0	0	0
Subtotal	\$4,096	\$4,000	\$13,000	\$9,000	\$11,000
Maintenance					
640.00 Street Maintenance Materials	0	6,077	0	0	0
650.00 Storm Drainage System	6,000	24,795	35,000	35,000	35,000
Subtotal	\$6,000	\$30,872	\$35,000	\$35,000	\$35,000
Vehicles					
700.00 Vehicle Maintenance	0	632	2,500	2,500	2,500
705.00 Equipment Maintenance	0	2,657	3,000	3,000	3,000
710.00 Gas/Oil/Fluids	0	4,052	11,500	11,500	11,500
715.00 Tires	0	6,110	3,600	3,600	3,600
Subtotal	\$0	\$13,451	\$20,600	\$20,600	\$20,600
Subtotal Operations	\$402,737	\$472,102	\$539,860	\$522,362	\$548,205
Interfund Transfers					
900.00 To CIP #40	250,000	0	250,000	250,000	250,000
Subtotal	\$250,000	\$0	\$250,000	\$250,000	\$250,000
Total Expenditures	\$652,737	\$472,102	\$789,860	\$772,362	\$798,205
Ending Fund Balance	\$272,874	\$410,687	\$185,044	\$248,340	\$51,635
Fund Balance Percentage	41.8%	87.0%	23.4%	32.2%	6.5%

City of Oak Creek 2008 Annual Budget

Fund Name: Asset Forfeiture — Special Revenue — Fund 39

Fund Description:

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

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget Estimate	2007 Budget Estimate	2008 Budget
Special Revenue Fund - Asset Forfeiture - Fund 39					
Beginning Fund Balance	\$10,617	\$12,043	\$4,943	\$6,670	\$15,245
REVENUES					
Commercial Revenues					
360.00 Interest Income	69	176	50	75	100
349.00 Miscellaneous	10,730	2,101	0	10,500	0
369.20 Forfeitures	0	0	0	0	0
Subtotal	\$10,799	\$2,277	\$50	\$10,575	\$100
Total Revenues	\$10,799	\$2,277	\$50	\$10,575	\$100
Total Revenues Available	\$21,416	\$14,320	\$4,993	\$17,245	\$15,345
EXPENDITURES					
Other Services					
488.00 Police Special Operations	0	0	0	0	0
495.00 Miscellaneous Expense	9,373	7,650	0	2,000	0
Subtotal	\$9,373	\$7,650	\$0	\$2,000	\$0
Total Expenditures	\$9,373	\$7,650	\$0	\$2,000	\$0
Ending Fund Balance	\$12,043	\$6,670	\$4,993	\$15,245	\$15,345

Notes and comments:

City of Oak Creek 2008 Annual Budget

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

Fund Description:

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

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

Due to the nature of public works construction projects they can easily take from 18 to 24 months to complete. All capital spending other than TIF borrowing projects are tracked through this fund. Following this page is the list of specific projects approved by the Common Council for 2008.

Fund Objectives:

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

Future Issues

The City has implemented new Government Accounting Standard Board (GASB) 34 rules regarding the costing of infrastructure replacement. Nationwide, the Board felt GASB 34 is needed because cities in general do not report the condition of their infrastructure and show how much of it is being replaced as it is completely depreciated. For example, GASB 34 would want the audit to show that if \$5,000,000 of a city's streets were completely worn out and the city was only budgeting \$750,000 to resurface them, there is a liability of \$4,250,000 that exists. For the 2004 audit, roads and sidewalks were included in the capital assets and for the 2005 audit, street lights and storm sewers were added. This completes the required infrastructure reporting and is updated every year.

As a relatively new city, most of Oak Creek's infrastructure is less than fifty years old. In addition, the City Engineer's Office and Utility Department have kept excellent records on all of the public improvements in the ground. For the 2004 audit, the Engineering Department prepared a detailed list of all the roads to comply with GASB 34 as a basis for the future. The initial requirements of the GASB 34 guidelines are followed in the Financial Statements. The City has completed the requirements of GASB 34 related to infrastructure and will continue to monitor changes and additions in the future.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
City Capital Projects Fund - Fund 40					
Beginning Fund Balance	\$6,069,630	\$7,804,924	\$7,661,811	\$9,470,036	\$8,706,226
REVENUES					
Taxes and Assessments					
300.00 General Property Tax 2005	3,490,385	0	0	0	0
300.00 General Property Tax 2006	0	3,276,700	0	0	0
300.00 General Property Tax 2007	0	0	3,476,700	3,476,700	0
300.00 General Property Tax 2008	0	0	0	0	1,276,700
Subtotal	\$3,490,385	\$3,276,700	\$3,476,700	\$3,476,700	\$1,276,700
Other Intergovernmental					
328.00 State Grant	314,445	243,135	0	0	0
Subtotal	\$314,445	\$243,135	\$0	\$0	\$0
Commercial Revenues					
342.81 Developer Contributions	1,279,487	145,411	18,750	25,000	20,250
360.00 Interest Income	224,804	453,294	100,000	450,000	100,000
368.00 Miscellaneous Income	0	0	0	0	0
370.00 WE Energies Mitigation	0	0	0	0	0
Subtotal	\$1,504,291	\$598,705	\$118,750	\$475,000	\$120,250
Interfund Transfers					
390.19 From WE Energies Fund #19	0	1,135,000	1,200,000	1,200,000	1,185,000
390.30 From Special Assessments # 30	400,000	500,000	400,000	400,000	350,000
390.32 From Park Escrow # 32	60,996	4,524	87,235	50,000	0
390.35 From Impact Fee # 35	99,782	38,802	605,945	100,000	0
390.39 From Storm Water #38	250,000	0	250,000	250,000	250,000
Subtotal	\$810,778	\$1,678,326	\$2,543,180	\$2,000,000	\$1,785,000
Total Revenues	\$6,119,899	\$5,796,866	\$6,138,630	\$5,951,700	\$3,181,950
Total Revenues Available	\$12,189,529	\$13,601,790	\$13,800,441	\$15,421,736	\$11,888,176
EXPENDITURES					
Capital Outlay					
955.00 Projects 2005	4,384,605	0	0	0	0
955.00 Projects 2006	0	4,131,754	0	0	0
955.00 Projects 2007	0	0	6,715,510	6,715,510	0
955.00 Projects 2008	0	0	0	0	4,035,825
Subtotal	\$4,384,605	\$4,131,754	\$6,715,510	\$6,715,510	\$4,035,825
Interfund Transfers					
990.20 To Economic Dev Fund #31	0	0	0	0	20,000
Subtotal	\$0	\$0	\$0	\$0	\$20,000
Total Expenditures	\$4,384,605	\$4,131,754	\$6,715,510	\$6,715,510	\$4,055,825
Ending Fund Balance	\$7,804,924	\$9,470,036	\$7,084,931	\$8,706,226	\$7,832,351

Notes and comments: For 2008 the Council redesignated \$953,875 from the previous years balances and control account funds to be used for the 2008 budget. The fund balance reflects that reduction and the balance of \$7,832,351 represents designated projects from previous years and control account funds.

City of Oak Creek 2008 Annual Budget

Dept	Project / Equipment Description	Other Funding 2008	Dept Manager 2008	CIP Committee Recommendation 2008	Final Council 2008	2009	2010	2011	2012	Five Year Total
GENERAL GOVERNMENT AND BUILDINGS										
Buildings	Civic Center Improvements - BORROW	0	5,000,000	0	0	5,000,000	5,000,000	0	0	\$10,000,000
Computers	Hdw-Repclmt, Server,Upgrades, Printers-A	0	66,000	66,000	66,000	96,000	101,000	86,000	91,000	\$440,000
Computers	Fire Station #2 Tower -A	0	30,000	30,000	30,000	0	0	0	0	\$30,000
Computers	Fiber Cable Network Connection-C	0	220,000	0	0	340,000	340,000	600,000	60,000	\$1,340,000
Computers	Software-Windows,ESRI & Web Dev-A	0	39,000	39,000	39,000	5,000	24,000	0	0	\$68,000
General	Voting Equipment-A	0	30,600	30,600	30,600	31,800	33,300	0	0	\$95,700
General	Citywide Revaluation Update	0	0	0	0	60,000	60,000	70,000	0	\$190,000
General	Recording System-Council Chambers-A	0	15,000	15,000	15,000	0	0	0	0	\$15,000
	Department Total	\$0	\$5,400,600	\$180,600	\$180,600	\$5,532,800	\$5,558,300	\$756,000	\$151,000	\$12,178,700
POLICE										
Police	Body Armor Replacements (17)-A	0	10,625	10,625	10,625	8,500	0	15,000	0	\$34,125
Police	UPS System Batteries (60)-A	0	7,000	7,000	7,000	0	0	0	0	\$7,000
Police	3-Dot Tritium Weapon Sites (50)-A	0	5,250	5,250	5,250	0	0	0	0	\$5,250
Police	E911 Transfer Hardware/Software-A	0	8,825	5,000	5,000	0	0	0	0	\$5,000
Police	Level III Ballistic Plates for Tactical Body Arm-A	0	17,050	17,050	17,050	0	0	0	0	\$17,050
Police	.223 Rifles (9)-A	0	19,450	19,450	19,450	0	0	0	0	\$19,450
Police	A.E.D. Replacements	0	0	0	0	0	0	0	30,000	\$30,000
	Department Total	\$0	\$68,200	\$64,375	\$64,375	\$8,500	\$0	\$15,000	\$30,000	\$117,875
FIRE										
Fire-EM	Reverse 9-1-1-B	0	67,150	0	0	67,150	0	0	0	\$67,150
Fire	Addition & Remodel Fire Station #2-A	635,000	635,000	635,000	635,000	0	0	0	0	\$635,000
Fire	Station #3 Parking Lot Addition/Resurfacing-A (Roll into unspecified Streets w/highway labor)	0	125,000	0	0	0	0	0	0	\$0
Fire	Replace Fire Gear (20% of \$150,000)-A	0	30,000	30,000	30,000	30,000	30,000	30,000	30,000	\$150,000
Fire	Replace Station #3 Training Room Carpeting-C	0	6,000	0	0	6,000	0	0	0	\$6,000
Fire	Copy Machine for Station #1 and #3-A	0	10,000	10,000	10,000	0	0	0	0	\$10,000
Fire	SCBA Upgrade -A	0	20,000	20,000	20,000	0	0	0	0	\$20,000
Fire	Deccan's Fire/EMS Software Package-B	0	25,000	0	0	25,000	0	0	0	\$25,000
Fire	Replace Fire Engine -A	550,000	550,000	550,000	550,000	0	0	0	0	\$550,000
Fire	Add Opticom to Traffic Lights-B	0	44,000	0	0	0	0	0	0	\$0
Fire	Add Ladder Truck 1872-B	0	450,000	0	0	450,000	450,000	0	0	\$900,000
Fire	Mattresses & Furniture	0	0	0	0	56,000	0	0	0	\$56,000
Fire	Replace Fire Station #1 & Architectural Fees	0	0	0	0	4,200,000	0	0	0	\$4,200,000
Fire	Jet Skis (2) and Trailer	0	0	0	0	20,000	0	0	0	\$20,000
Fire	Replace carpeting Station #3-various locations	0	0	0	0	6,000	0	0	0	\$6,000
Fire	Blood Pressure Machines	0	0	0	0	12,000	0	0	0	\$12,000
Fire	Mavericks	0	0	0	0	0	15,000	0	0	\$15,000
Fire	Defibrillators	0	0	0	0	0	60,000	0	30,000	\$90,000
Fire	Replace 1891	0	0	0	0	0	35,000	0	0	\$35,000
Fire	Paint Station #3-Inside Locations	0	0	0	0	0	20,000	0	0	\$20,000
Fire	Replace Ambulance #1881	0	0	0	0	0	0	155,000	0	\$155,000
Fire	Replace Truck #1896	0	0	0	0	0	0	75,000	0	\$75,000
Fire	Station #4	0	0	0	0	0	0	0	4,500,000	\$4,500,000
	Department Total	\$1,185,000	\$1,962,150	\$1,245,000	\$1,245,000	\$4,872,150	\$610,000	\$260,000	\$4,560,000	\$11,547,150

City of Oak Creek 2008 Annual Budget

Dept	Project / Equipment Description	Other Funding 2008	Dept Manager 2008	CIP Committee Recommendation 2008	Final Council 2008	2009	2010	2011	2012	Five Year Total
PARKS										
Parks	Toro Snow Removal Machine-Replacement-A	0	40,600	20,000	20,000	0	0	0	0	\$20,000
Parks	Truck-Add-1999 Chev Tahoe (TransfPol Dept)A	0	0	0	0	0	0	0	0	\$0
Parks	Toro Mower Z287L (#765)-Replacement-A	0	10,000	10,000	10,000	0	0	0	0	\$10,000
Parks	Copier Replacement-A	0	9,000	9,000	9,000	0	0	0	0	\$9,000
Parks	Truck- New	0	0	0	0	55,000	0	0	0	\$55,000
Parks	Stump Grinder	0	0	0	0	0	40,000	0	0	\$40,000
Parks	Jacobson Mower T428D (#764)-Replacement	0	0	0	0	25,000	0	0	0	\$25,000
Parks	Chevy K-20 Truck (#710) Replacement	0	0	0	0	22,000	0	0	0	\$22,000
Parks	Toro Mower 325D (#760) Replacement	0	0	0	0	0	20,000	0	0	\$20,000
Parks	GMC Truck (#713) - Replacement	0	0	0	0	0	22,000	0	0	\$22,000
Parks	John Deere Mower 1445 (#766) Replacement	0	0	0	0	0	0	15,000	0	\$15,000
Parks	Jacobsen Mower HR5111 (#762) Replacement	0	0	0	0	0	0	42,000	0	\$42,000
Parks	Ford Auto (#706) Replacement	0	0	0	0	0	0	0	19,000	\$19,000
Parks	GMC Sierra Truck (#714) Replacement	0	0	0	0	0	0	27,000	0	\$27,000
Parks	GMC Sierra Truck (#707) Replacement	0	0	0	0	0	0	0	25,000	\$25,000
Parks	GMC Safari Van (#705) Replacement	0	0	0	0	0	0	0	20,000	\$20,000
Parks	Toro Sprayer (#755)	0	0	0	0	0	0	20,000	0	\$20,000
	Department Equipment Subtotal	\$0	\$59,600	\$39,000	\$39,000	\$102,000	\$82,000	\$104,000	\$64,000	\$391,000
PARK DEVELOPMENT										
Parks	Haas Neighborhood Park-Renovation	0	0	0	0	52,000	0	0	0	\$52,000
Parks	Manor Marquette Neighborhood Park-Renovation	0	0	0	0	120,000	0	0	0	\$120,000
Parks	Willow Heights Neighborhood Park-Renovation	0	0	0	0	0	120,000	0	0	\$120,000
Parks	Woodridge Neighborhood Park-Acq/Development	0	0	0	0	0	500,000	478,000	0	\$978,000
Parks	Court Areas Recolored-Tennis/Basketball	0	0	0	0	0	33,000	0	0	\$33,000
Parks	Oak Creek Manor/Wood Knoll Acquisit/Devel-B	0	117,000	0	0	595,000	0	0	0	\$595,000
Parks	Abendschein Community Park-Partial -B	0	500,000	0	0	729,495	0	0	930,525	\$1,660,020
Parks	Environmental Corridors-Land Acquisition	0	0	0	0	50,000	50,000	50,000	50,000	\$200,000
Parks	Bikeway/Bridge Construction/Signage	0	0	0	0	50,000	50,000	50,000	50,000	\$200,000
Parks	Urban Forest Tree Planting/Removal-A	20,250	53,850	53,850	53,850	134,310	145,990	158,780	172,785	\$665,715
	Department Subtotal	\$20,250	\$670,850	\$53,850	\$53,850	\$1,730,805	\$898,990	\$736,780	\$1,203,310	\$4,623,735
	Department Total	\$20,250	\$730,450	\$92,850	\$92,850	\$1,832,805	\$980,990	\$840,780	\$1,267,310	\$5,014,735

City of Oak Creek 2008 Annual Budget

Dept	Project / Equipment Description	Other Funding 2008	Dept Manager 2008	CIP Committee Recommendation 2008	Final Council 2008	2009	2010	2011	2012	Five Year Total
BRIDGES										
Various	Bridge Maintenance -A	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	\$100,000
	Subtotal	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
STORM DRAINAGE										
Future Projects	Remodel Flood Plains-C	0	200,000	0	0	0	0	0	0	\$0
	Unspecified Storm water & Permit Activities-A	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	\$1,250,000
	Subtotal	\$250,000	\$450,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
CONCRETE										
Replacement Sidewalk	Sidewalk repair, roadway base patching-A	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	\$500,000
	Unspecified New Segments-A	0	75,000	75,000	75,000	75,000	75,000	75,000	75,000	\$375,000
	Subtotal	\$0	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000
STREET LIGHTING										
Citywide	Rebuild system components-C	0	225,000	0	0	225,000	250,000	250,000	250,000	\$975,000
	Subtotal	\$0	\$225,000	\$0	\$0	\$225,000	\$250,000	\$250,000	\$250,000	\$975,000
STREET RESURFACING/RECONSTRUCTION										
Unspecified	Streets at various locations -A	350,000	500,000	500,000	500,000	1,000,000	1,500,000	1,500,000	1,500,000	\$6,000,000
Drexel Ave	S 13th St to S 27th St -A	0	500,000	500,000	500,000	3,000,000	0	0	0	\$3,500,000
Pennsylvania	Reconstruct-College to Rawson (1/2 So Milw)-A	0	250,000	250,000	250,000	500,000	500,000	0	0	\$1,250,000
Pennsylvania	Reconstruction-Rawson to Drexel (1/2 So Milw)	0	0	0	0	250,000	1,000,000	1,000,000	1,000,000	\$3,250,000
Puetz	Reconstruction-Liberty to 13th St-A	0	200,000	200,000	200,000	2,000,000	0	0	0	\$2,200,000
Puetz	Reconstruction-Shepard to Pennsylvania-A	0	200,000	200,000	200,000	500,000	1,500,000	0	0	\$2,200,000
Puetz	13th to 27th	0	0	0	0	0	0	500,000	3,000,000	\$3,500,000
Shepherd	Puetz to STH 100	0	0	0	0	0	0	0	500,000	\$500,000
Pennsylvania	Ryan Rd to STH 100	0	0	0	0	0	0	1,500,000	0	\$1,500,000
	Subtotal	\$350,000	\$1,650,000	\$1,650,000	\$1,650,000	\$7,250,000	\$4,500,000	\$4,500,000	\$6,000,000	\$23,900,000

City of Oak Creek 2008 Annual Budget

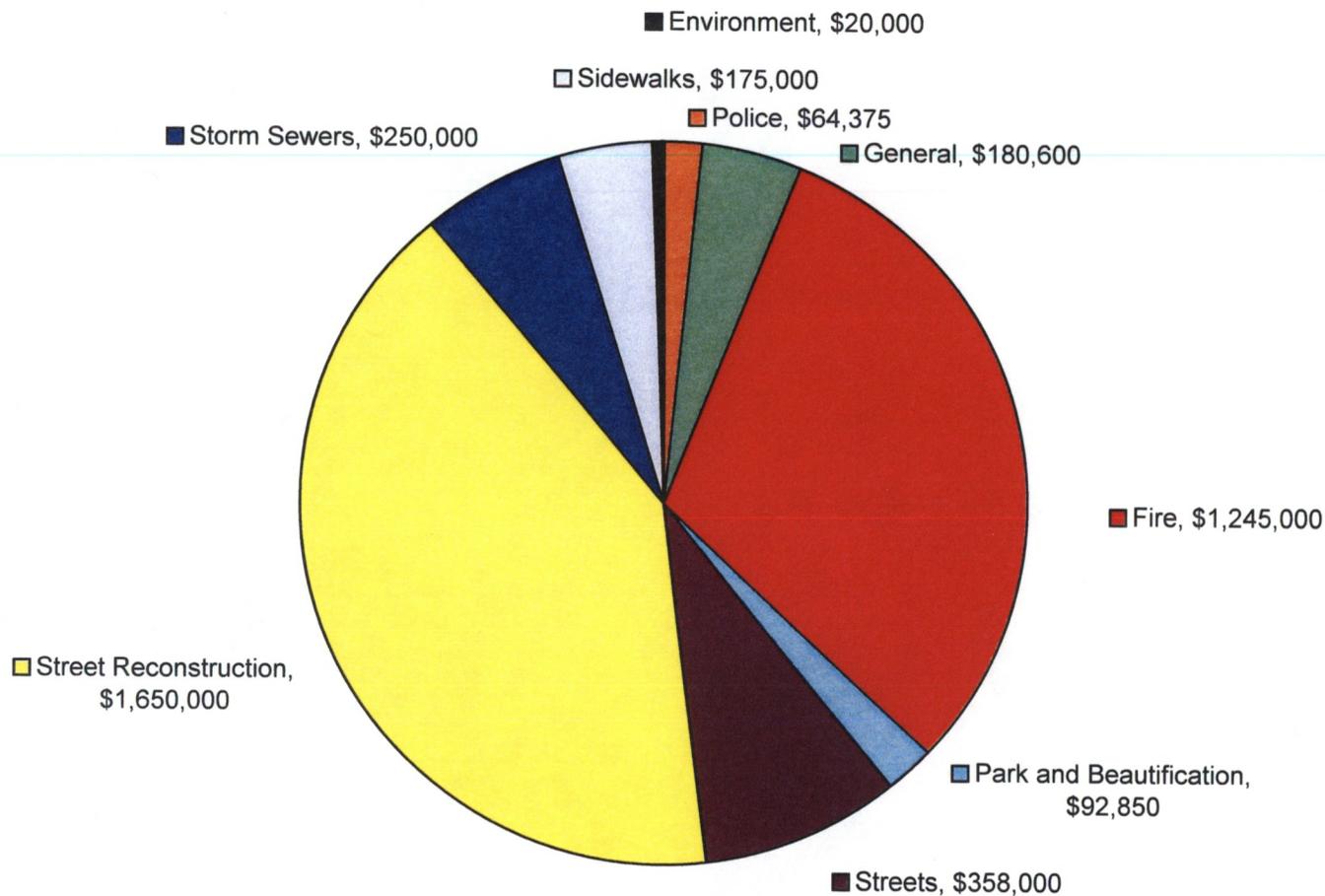
Dept	Project / Equipment Description	Other Funding 2008	Dept Manager 2008	CIP Committee Recommendation 2008	Final Council 2008	2009	2010	2011	2012	Five Year Total
PUBLIC WORKS - Streets, Engineering and Inspection										
Buildings	Street Dept Garage-BORROW	0	8,000,000	0	0	8,000,000	0	0	0	\$8,000,000
Streets	Roadside Mower #253 #2 -A	0	75,000	75,000	75,000	0	0	0	0	\$75,000
Streets	Replace Truck #34-A	0	105,000	105,000	105,000	0	0	0	0	\$105,000
Streets	Replace Tandem #39	0	0	0	0	0	0	140,000	0	\$140,000
Streets	Replace Truck #35-C	0	105,000	0	0	105,000	0	0	0	\$105,000
Streets	Replace 2 Ton Dump Truck-A	0	53,000	53,000	53,000	0	0	0	0	\$53,000
Streets	Replace Lift Gate Truck #14	0	0	0	0	0	0	50,000	0	\$50,000
Streets	5-Ton Dump Truck #36	0	0	0	0	0	115,000	0	0	\$115,000
Streets	Replace Truck #5	0	0	0	0	0	100,000	0	0	\$100,000
Streets	5-Ton Dump Truck #30	0	0	0	0	110,000	0	0	0	\$110,000
Streets	Replace Rear Loader #50-A	0	125,000	125,000	125,000	0	0	0	0	\$125,000
Streets	John Deere Loader #65	0	0	0	0	0	160,000	0	0	\$160,000
Streets	Side Loader #56	0	0	0	0	180,000	0	0	0	\$180,000
Streets	Pickup Truck #12	0	0	0	0	0	0	0	33,000	\$33,000
Streets	Replace Sideloader #52	0	0	0	0	0	0	180,000	0	\$180,000
Streets	Replace Tandem #38	0	0	0	0	0	0	0	140,000	\$140,000
Streets	Replace Truck #37	0	0	0	0	0	115,000	0	0	\$115,000
Streets	Replace Aerial Truck #17	0	0	0	0	0	0	129,000	0	\$129,000
Streets	Lift Gate Truck #16	0	0	0	0	48,000	0	0	0	\$48,000
Streets	42" High Capacity Bucket-C	0	4,820	0	0	0	0	0	0	\$0
Streets	Single Axle Rear Loader-Replace #51	0	0	0	0	130,000	0	0	0	\$130,000
Streets	Single Axle 5 Ton Dump-Truck #23	0	0	0	0	100,000	0	0	0	\$100,000
Streets	Replace Sideloader #53	0	0	0	0	0	0	0	185,000	\$185,000
Streets	Tar Kettle	0	0	0	0	0	0	0	75,000	\$75,000
	Subtotal	\$0	\$8,467,820	\$358,000	\$358,000	\$8,673,000	\$490,000	\$499,000	\$433,000	\$10,453,000
	Department Total	\$600,000	\$10,987,820	\$2,453,000	\$2,453,000	\$16,593,000	\$5,685,000	\$5,694,000	\$7,128,000	\$37,553,000
	Total	\$1,805,250	\$19,149,220	\$4,035,825	\$4,035,825	\$28,839,255	\$12,834,290	\$7,565,780	\$13,136,310	\$66,411,460
Total CIP Expenses			\$19,149,220	\$4,035,825	\$4,035,825	\$28,839,255	\$12,834,290	\$7,565,780	\$13,136,310	\$66,411,460
	OTHER FUNDS		\$620,250	\$1,805,250	\$1,805,250					
	EXISTING FUNDS			\$953,875	\$953,875					
	TAX LEVY		\$1,276,700	\$1,276,700	\$1,276,700					
	A-HIGH PRIORITY									
	B-MEDIUM PRIORITY									
	C-LOW PRIORITY									
Police		\$0	\$68,200	\$64,375	\$64,375	\$8,500	\$0	\$15,000	\$30,000	\$117,875
General		\$0	\$5,400,600	\$180,600	\$180,600	\$5,532,800	\$5,558,300	\$756,000	\$151,000	\$12,178,700
Fire		\$1,185,000	\$1,962,150	\$1,245,000	\$1,245,000	\$4,872,150	\$610,000	\$260,000	\$4,560,000	\$11,547,150
Parks		\$20,250	\$730,450	\$92,850	\$92,850	\$1,832,805	\$980,990	\$840,780	\$1,267,310	\$5,014,735
Public Works		\$600,000	\$10,987,820	\$2,453,000	\$2,453,000	\$16,593,000	\$5,685,000	\$5,694,000	\$7,128,000	\$37,553,000
	Total	\$1,805,250	\$19,149,220	\$4,035,825	\$4,035,825	\$28,839,255	\$12,834,290	\$7,565,780	\$13,136,310	\$66,411,460

City of Oak Creek 2008 Annual Budget Capital Spending by Major Categories

Total Spending	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Total
Police Equipment	122,015	423,900	28,120	85,895	20,010	18,000	61,200	87,500	46,580	64,375	957,595
Police Building	200,000	0	1,205,720	10,000,000	4,505,850	200,299	0	0	0	0	16,111,869
General Equipment	272,300	177,600	254,000	154,200	142,000	149,000	104,000	286,000	176,000	180,600	1,895,700
General Buildings	205,780	334,000	15,000	0	0	0	42,110	800,000	0	0	1,396,890
Engineering	47,000	0	20,000	40,000	0	0	0	0	30,000	0	137,000
Fire Equipment	357,675	92,500	430,400	530,000	362,300	111,800	440,100	495,700	322,500	610,000	3,752,975
Fire Buildings	205,000	2,035,000	92,000	80,000	220,000	60,000	0	0	50,000	635,000	3,377,000
Library Equipment	0	0	9,415	5,700	0	0	0	0	0	0	15,115
Library Building	0	0	71,600	0	14,855	0	0	0	0	0	86,455
Inspection	15,000	0	122,000	0	0	0	0	0	0	0	137,000
Park Equipment	41,500	121,900	57,000	67,600	58,000	6,000	46,500	48,500	13,000	39,000	499,000
Park Development	451,840	438,750	550,870	565,000	628,225	224,460	362,165	874,190	1,130,430	53,850	5,279,780
Street Equipment	279,000	307,000	470,000	698,000	620,500	556,000	319,000	319,000	202,000	358,000	3,854,500
Street Building	0	50,000	370,000	200,000	0	58,000	372,560	950,000	0	0	2,000,560
Street Reconstruction	2,480,000	724,000	1,575,000	1,060,000	1,665,000	2,000,000	1,900,000	1,750,000	4,150,000	1,650,000	18,954,000
Bridges	160,000	0	40,000	299,000	0	20,000	20,000	20,000	20,000	20,000	599,000
Storm Drainage	135,000	950,000	850,000	770,000	650,000	350,000	250,000	0	250,000	250,000	4,455,000
Concrete Streets	70,000	100,000	100,000	100,000	100,000	150,000	100,000	0	0	0	720,000
Sidewalks	21,000	132,000	75,000	75,000	0	0	50,000	150,000	225,000	175,000	903,000
Street Lighting	100,000	150,000	310,000	157,500	160,000	175,000	550,000	185,000	100,000	0	1,887,500
Environment	117,000	120,000	20,000	0	0	0	0	0	0	0	257,000
Beautification	81,690	93,500	129,360	0	0	0	0	0	0	0	304,550
Subdivisions or TIF	965,000	1,900,000	3,632,822	2,442,724	195,000	0	0	440,000	0	0	9,575,546
Total CIP	\$6,326,800	\$8,150,150	\$10,428,307	\$17,330,619	\$9,341,740	\$4,078,559	\$4,343,635	\$6,405,890	\$6,715,510	\$4,035,825	77,157,035
Police	322,015	423,900	1,233,840	10,085,895	4,525,860	218,299	61,200	87,500	46,580	64,375	17,126,115
General	478,080	511,600	269,000	154,200	142,000	149,000	146,110	1,086,000	176,000	180,600	2,870,600
Engineering	47,000	0	20,000	40,000	0	0	0	0	30,000	0	180,300
Fire	562,675	2,127,500	522,400	610,000	582,300	171,800	440,100	495,700	372,500	1,245,000	5,712,075
Library	0	0	81,015	5,700	14,855	0	0	0	0	0	144,685
Inspection	15,000	0	122,000	0	0	0	0	0	0	0	223,000
Park and Beautification	575,030	654,150	737,230	632,600	686,225	230,460	408,665	922,690	1,143,430	92,850	4,723,840
Streets	279,000	357,000	840,000	898,000	620,500	614,000	417,560	1,269,000	202,000	358,000	4,822,350
Street Reconstruction	2,710,000	824,000	1,715,000	1,459,000	1,765,000	2,000,000	2,000,000	1,750,000	4,150,000	1,650,000	15,126,015
Storm Sewers	135,000	950,000	850,000	770,000	650,000	350,000	250,000	0	250,000	250,000	5,711,485
Sidewalks	21,000	132,000	75,000	75,000	0	150,000	50,000	150,000	225,000	175,000	317,200
Street Lighting	100,000	150,000	310,000	157,500	160,000	175,000	550,000	185,000	100,000	0	977,375
Environment	117,000	120,000	20,000	0	0	20,000	20,000	20,000	20,000	20,000	1,154,900
Subdivisions or TIF	965,000	1,900,000	3,632,822	2,442,724	195,000	0	0	440,000	0	0	17,770,463
Total	\$6,326,800	\$8,150,150	\$10,428,307	\$17,330,619	\$9,341,740	\$4,078,559	\$4,343,635	\$6,405,890	\$6,715,510	\$4,035,825	\$76,860,403

City of Oak Creek 2008 Annual Budget

Capital Spending



City of Oak Creek 2008 Annual Budget

Fund Name: Capital Projects — Developer Agreements – Fund 41

Fund Description:

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

Fund Objectives:

1. There are no new subdivision public improvement projects scheduled for 2008 at this time.
2. To bill the developers for all engineering, administration and inspection services at least twice a year.

Future Issues

The city needs to reevaluate the hourly rates charged to developers for engineering services.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Capital Projects Fund - Developer Agreements - Fund 41					
Beginning Fund Balance	13,873	\$13,770	\$22,291	\$13,512	\$15,832
REVENUES					
Commercial Revenues					
342.81 Developer Contributions	329,773	385,616	200,000	200,000	200,000
360.00 Interest Income	361	590	300	650	500
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$330,134	\$386,206	\$200,300	\$200,650	\$200,500
Interfund Transfers					
390.34 From Devel Agreement # 34	0	43,877	0	11,670	0
Subtotal	\$0	\$43,877	\$0	\$11,670	\$0
Total Revenues	\$330,134	\$430,083	\$200,300	\$212,320	\$200,500
Total Revenues Available	\$344,007	\$443,853	\$222,591	\$225,832	\$216,332
EXPENDITURES					
Capital Outlay					
955.00 Capital Projects	330,237	430,341	200,000	210,000	200,000
Subtotal	\$330,237	\$430,341	\$200,000	\$210,000	\$200,000
Total Expenditures	\$330,237	\$430,341	\$200,000	\$210,000	\$200,000
Ending Fund Balance	\$13,770	\$13,512	\$22,591	\$15,832	\$16,332

Notes and comments:

City of Oak Creek 2008 Annual Budget

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

Fund Description:

Tax Increment Financing (TIF) District No. 7 was created under the authority of Wisconsin Statute 66.46 primarily to assist expansion of the tax base by providing public and private improvements necessary to promote development. The inducement is to assist private developers in improving their properties to attract jobs to the City of Oak Creek and public improvements necessary, mainly road improvements in the area. The additions will increase the tax base and provide additional employment opportunities.

TIF District No. 7 is bounded by Drexel Avenue, Interstate 94, 27th Street and the Milwaukee County Line. The City intends that tax incremental financing (TIF) will be used to assure only quality development in this area. Quality means aesthetically pleasing, long lasting sustainable structures.

Fund Objectives:

To attract quality development to this area and work with the City of Franklin in the development of 27th Street.

Future Issues:

Monitor the tax increment for sufficient funding for development.

City of Oak Creek 2008 Annual Budget

Fund / Department	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Capital Projects Fund - 2007 TIF #7 - Fund 43 (S. 27th Street)					
Beginning Fund Balance	\$0	\$0	\$0	\$0	-\$93,584
REVENUES					
Commercial Revenues					
342.81 Developer Contributions	0	0	0	10,000	0
360.00 Interest Income	0	0	0	0	0
368.00 Miscellaneous Revenue	0	0	0	0	0
Subtotal	\$0	\$0	\$0	\$10,000	\$0
Interfund Transfers					
390.34 From Other Funds	0	0	0	15,000	314,900
Subtotal	\$0	\$0	\$0	\$15,000	\$314,900
Total Revenues	\$0	\$0	\$0	\$25,000	\$314,900
Total Revenues Available	\$0	\$0	\$0	\$25,000	\$221,316
EXPENDITURES					
Capital Outlay					
955.00 TIF #7 Expenses	0	0	0	50,115	314,900
955.10 Liberty Trust	0	0	0	40,000	0
955.20 Campione	0	0	0	12,000	0
Subtotal	\$0	\$0	\$0	\$102,115	\$314,900
Transfers					
990.45 From 2006 Organization Expenses	0	0	0	16,469	0
Subtotal	\$0	\$0	\$0	\$16,469	\$0
Total Expenditures	\$0	\$0	\$0	\$118,584	\$314,900
Ending Fund Balance	\$0	\$0	\$0	-\$93,584	-\$93,584

Notes and comments:

City of Oak Creek 2008 Annual Budget

Proposed Consolidated Budget for 2007

Categories	General Fund			Fund 11	Fund 12	Fund 19	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Overall Total								
	2006 Budget	2006 Estimate	2007 Budget																															
REVENUES																																		
1 Property Taxes	9,585,298	9,429,450	9,898,040	905,000	0	0	0	0	0	0	0	690,000	0	0	0	0	0	0	0	0	3,195,000	0	0	3,476,700	0	18,164,740								
2 Other Taxes	1,613,000	1,806,133	1,623,000	0	0	0	0	0	0	200,000	108,000	212,575	0	150,000	0	0	0	0	0	0	0	0	0	0	0	2,293,575								
3 Intergovernmental	3,979,726	3,979,726	4,009,604	0	0	0	0	0	0	0	20	300	0	0	0	0	0	0	0	0	0	0	0	0	4,009,924									
4 Grants and Aids	331,100	485,189	271,105	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	381,105									
5 Licenses and Permits	627,350	629,325	616,625	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	616,625									
6 Charges For Service	558,300	561,159	551,300	6,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,987,000	0	588,000	0	6,132,300									
7 Public Health and Safety	38,600	31,115	21,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	921,000									
8 Commercial Revenues	1,162,500	1,267,967	1,192,000	28,500	111,000	2,255,000	10,000	0	0	141,000	2,000	5,000	6,000	65,000	1,000	16,000	18,900	15,000	360,000	75,000	15,000	5,000	50	118,750	200,300	4,640,500								
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
10 Total	\$17,895,874	\$17,990,064	\$18,182,674	\$1,049,500	\$111,000	\$2,255,000	\$10,000	\$0	\$0	\$341,000	\$110,020	\$217,875	\$696,000	\$215,000	\$1,000	\$16,000	\$18,900	\$15,000	\$360,000	\$5,062,000	\$4,110,000	\$593,000	\$50	\$3,595,450	\$200,300	\$37,159,768								
EXPENDITURES																																		
11 General Government	5,096,655	4,921,340	5,683,005	0	0	0	0	0	0	0	0	0	0	0	108,200	0	0	0	0	0	0	0	0	0	5,791,205									
12 Public Safety	9,549,545	9,435,768	9,914,720	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,161,485	0	0	0	14,076,205									
13 Health/Social Services	512,675	465,735	578,590	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,209,500	0	0	0	0	5,788,090									
14 Public Works	3,414,275	3,316,750	3,411,465	1,118,535	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	539,860	0	0	5,069,860									
15 Leisure	1,712,600	1,698,425	1,853,580	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,853,580									
16 Capital Outlay or Other	0	0	0	108,500	980,650	0	0	0	0	1,000	0	0	0	43,130	0	0	0	20,000	0	0	0	0	0	0	6,715,510									
17 Debt	0	0	0	0	0	0	0	0	0	365,000	92,350	150,598	1,049,825	0	0	0	0	0	0	0	0	0	0	0	200,000									
18 Total	\$20,285,750	\$19,838,018	\$21,441,360	\$1,118,535	\$108,500	\$980,650	\$0	\$0	\$0	\$366,000	\$92,350	\$150,598	\$1,049,825	\$43,130	\$108,200	\$0	\$20,000	\$0	\$0	\$5,209,500	\$4,161,485	\$539,860	\$0	\$6,715,510	\$200,000	\$42,305,503								
19 Excess (Deficiency)	-2,389,876	-1,847,954	-3,258,686	-69,035	2,500	1,274,350	10,000	0	0	-25,000	17,670	67,277	-353,825	171,870	-107,200	16,000	-1,100	15,000	360,000	-147,500	-51,485	53,140	50	-3,120,060	300	-\$5,145,734								
INTERFUND TRANSFERS																																		
20 To Fund 40	0	0	0	0	0	-1,200,000	0	0	0	0	0	0	0	-400,000	0	-87,235	0	0	-605,945	0	0	-250,000	0	0	-2,543,180									
21 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-115,000	0	0	0	0	0	-115,000									
22 To Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-7,500	0	0	0	0	0	-7,500									
23 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	115,000	0	7,500	0	0	0	0	0	0	0	0	0	605,945									
24 From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	87,235									
25 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400,000									
26 From Fund 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
27 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
28 From Fund 19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	250,000									
29 Total	\$0	\$0	\$0	\$0	\$0	-\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$115,000	-\$400,000	\$7,500	-\$87,235	\$0	\$0	-\$728,445	\$0	\$0	-\$250,000	\$0	\$0	\$2,543,180									
30 Beginning Fund Balance	\$7,771,711	\$8,119,955	\$6,272,001	\$75,032	\$99,066	-\$52,776	\$314,389	\$0	\$0	\$25,252	\$98,118	\$36,451	\$239,334	\$267,448	\$288,365	\$434,279	\$8,148	\$663,671	\$2,642,966	\$2,040,202	\$198,887	\$381,904	\$4,943	\$7,661,811	\$22,291	\$21,721,782								
31 Designated Reserve	200,000	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000								
32 Ending Fund Balance	\$5,181,835	\$6,272,001	\$2,813,315	\$5,997	\$101,566	\$21,574	\$324,389	\$0	\$0	\$252	\$115,788	\$103,728	\$509	\$39,318	\$188,665	\$363,044	\$7,048	\$678,671	\$2,274,521	\$1,892,702	\$147,402	\$185,044	\$4,993	\$7,084,931	\$22,591	\$16,378,047								
33 Property Tax Contribution			\$9,898,040	\$905,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$690,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,195,000	\$0	\$0	\$0	\$3,476,700	\$0	\$18,164,740							
Fund Names	10 General Fund	20 General Debt	30 Special Assessments	40 Capital Improvements	50 Tax Rate 2006 >>>>	60 Tax Rate 2007 >>>>	70 Difference >>>>	80 2006 Tax Levy	90 2007 3.956% Max Increase	100 2007 Tax Levy Limit	110 2007 Proposed Levy	120 17,308,150	130 684,631	140 17,990,781	150 17,990,777	160 17,990,777	170 17,990,777	180 17,990,777	190 17,990,777	200 17,990,777	210 17,990,777	220 17,990,777	230 17,990,777	240 17,990,777	250 17,990,777	260 17,990,777	270 17,990,777	280 17,990,777	290 17,990,777	300 17,990,777				
	11 Solid Waste	21 Debt Amortization	31 Economic Development	41 Developer Agreements																														
	12 Donations	24 Debt TIF #2	32 Park Escrow																															
	19 WE Energies	25 Debt TIF #3	33 Low Income Loan																															
		26 Debt TIF #4	34 Development Future Impts																															
		27 Debt TIF #5	35 Impact Fee																															
		28 Debt TIF #6	36 Health Insurance																															
		29 Debt Police Station	37 Emergency Medical Services																															
			38 Storm Water Utility																															
			39 Asset Forfeiture																															

*The overall total for property taxes includes the estimated 2007 State Computer Aids of \$173,963

City of Oak Creek 2008 Annual Budget

Proposed Consolidated Budget for 2006

Categories	General Fund			Fund 11	Fund 12	Fund 19	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Overall Total	
	2005 Budget	2005 Estimate	2006 Budget																								
REVENUES																											
1 Property Taxes	9,332,978	9,151,226	9,585,298	905,000	0	0	0	0	0	0	0	0	500,000	0	0	0	0	0	0	0	3,195,000	0	0	3,276,700	0	17,461,998	
2 Other Taxes	1,653,000	1,573,191	1,613,000	0	0	0	0	230,600	380,500	85,000	85,050	168,400	0	150,000	0	0	0	0	0	0	0	0	0	0	0	2,712,550	
3 Intergovernmental	4,074,327	4,073,909	3,979,726	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,979,726	
4 Grants and Aids	251,784	525,754	331,100	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	535,090	
5 Licenses and Permits	644,375	630,719	627,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	84,240	0	0	9,750	0	627,350	
6 Charges For Service	564,475	575,708	558,300	4,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	558,300	
7 Public Health and Safety	38,800	40,105	38,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,818,780	0	577,000	0	0	0	5,958,060	
8 Commercial Revenues	987,800	1,194,986	1,162,500	23,000	103,000	2,255,500	8,000	14,448	10,000	1,000	1,500	1,000	6,000	45,000	500	13,000	19,000	10,000	435,000	45,000	10,000	5,000	50	130,000	200,200	4,498,198	
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	1,200,000	0	0	0	0	0	0	0	0	0	725,000	0	0	0	0	1,200,000	
10 Total	\$17,547,339	\$17,765,600	\$17,895,874	\$1,042,000	\$103,000	\$2,255,000	\$8,000	\$245,048	\$390,500	\$86,000	\$86,550	\$1,369,400	\$506,000	\$195,000	\$500	\$13,000	\$19,000	\$10,000	\$435,000	\$4,863,780	\$4,014,240	\$582,000	\$50	\$3,416,450	\$200,200	\$37,736,592	
EXPENDITURES																											
11 General Government	4,620,685	4,519,475	5,096,655	0	0	0	0	0	0	0	0	0	0	0	113,165	0	0	0	0	0	0	0	0	0	0	0	5,209,820
12 Public Safety	9,310,052	9,167,194	9,549,545	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,217,105	0	0	0	0	0	13,766,650
13 Health/Social Services	490,860	476,985	512,675	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,991,500	0	0	0	0	0	5,504,175	
14 Public Works	3,215,460	3,089,376	3,414,275	1,106,431	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	505,880	0	0	0	5,026,586	
15 Leisure	1,627,930	1,607,533	1,712,900	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,712,900	
16 Capital Outlay or Other	0	0	0	0	81,500	1,119,437	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,119,437	
17 Debt	0	0	0	0	0	0	0	163,950	117,135	9,000	90,473	1,536,000	1,048,575	5,000	0	0	20,000	0	0	0	0	0	0	0	6,405,890	200,000	7,831,827
18 Total	\$19,265,187	\$18,869,243	\$20,285,750	\$1,106,431	\$81,500	\$1,119,437	\$0	\$163,950	\$117,135	\$9,000	\$90,473	\$1,536,000	\$1,048,575	\$5,000	\$113,165	\$0	\$20,000	\$0	\$0	\$4,991,500	\$4,217,105	\$505,880	\$0	\$0	\$6,405,890	\$200,000	\$42,016,791
19 Excess (Deficiency)	-1,717,848	-1,103,643	-2,389,876	-64,431	21,500	1,135,563	8,000	81,098	273,365	77,000	-3,923	-166,600	-542,575	190,000	-112,665	13,000	-1,000	10,000	435,000	-127,720	-202,865	76,120	50	-2,989,440	200	-\$4,280,199	
INTERFUND TRANSFERS																											
20 To Fund 40	0	0	0	0	0	-1,135,000	0	0	0	0	0	0	0	-500,000	0	0	0	0	-761,000	0	0	0	0	0	0	-2,396,000	
21 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100,000	0	0	0	0	0	0	-100,000	
22 To Fund 31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-75,000	0	0	0	0	0	0	-75,000	
23 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
24 From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	100,000	0	75,000	0	0	0	0	0	0	0	0	761,000	0	936,000	
25 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
26 From Fund 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	500,000	0	500,000	
27 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
28 From Fund 19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,135,000	0	1,135,000	
29 Total	\$0	\$0	\$0	\$0	\$0	-\$1,135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	-\$500,000	\$75,000	\$0	\$0	\$0	-\$936,000	\$0	\$0	\$0	\$0	\$0	\$2,396,000	\$0	\$0
30 Beginning Fund Balance	\$6,942,371	\$8,875,354	\$7,771,711	\$64,849	\$77,437	\$0	\$287,193	\$692,097	\$1,008,843	-\$46,699	\$102,550	\$197,410	\$472,644	\$473,610	\$37,978	\$445,265	\$2,548	\$703,859	\$3,128,341	\$2,044,367	\$205,081	\$258,843	\$8,924	\$7,653,483	\$14,073	\$25,604,427	
31 Designated Reserve	150,000	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000
32 Ending Fund Balance	\$5,074,523	\$7,771,711	\$5,181,835	\$418	\$98,937	\$563	\$295,193	\$773,195	\$1,282,208	\$30,301	\$98,627	\$30,810	\$30,069	\$163,610	\$313	\$458,285	\$1,548	\$713,859	\$2,627,341	\$1,916,647	\$2,216	\$334,963	\$8,974	\$7,060,043	\$14,273	\$21,124,228	
33 Property Tax Contribution			\$9,585,298	\$905,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,195,000	\$0	\$0	\$0	\$3,276,700	\$0	\$17,461,998

- | | | |
|--|---|---|
| Fund Names
10 General Fund
11 Solid Waste
12 Donations
19 WE Emergies | 20 General Debt
21 Debt Amortization
24 Debt TIF #2
25 Debt TIF #3
26 Debt TIF #4
27 Debt TIF #5
28 Debt TIF #6
29 Debt Police Station | 30 Special Assessments
31 Economic Development
32 Park Escrow
33 Low Income Loan
34 Development Future Impvts
35 Impact Fee
36 Health Insurance
37 Emergency Medical Services
38 Storm Water Utility
39 Asset Forfeiture |
|--|---|---|

City of Oak Creek 2008 Annual Budget

Consolidated Budget for 2005

Categories	Fund 10	Fund 11	Fund 12	Fund 36	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Overall Total	
REVENUES																								
1 Property Taxes	9,332,978	800,000	0	0	0	0	0	0	0	0	500,000	0	0	0	0	0	0	2,890,000	0	0	3,490,385	0	17,013,363	
2 Other Taxes	1,653,000	0	0	0	0	264,000	365,000	75,000	95,075	94,000	0	300,000	0	0	0	0	0	0	0	0	0	0	0	2,846,075
3 Intergovernmental	4,074,327	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17,500	0	4,074,327
4 Grants and Aids	251,784	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	379,284
5 Licenses and Permits	644,375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	644,375
6 Charges For Service	564,475	2,000	0	4,443,570	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,537,045
7 Public Health and Safety	38,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	664,000	0	0	0	0	0	702,600
8 Commercial Revenues	987,800	19,000	91,000	40,000	1,000	10,695	6,000	500	1,100	500	6,000	30,000	1,000	14,000	27,000	8,900	480,000	5,000	1,000	500	125,750	150	1,856,895	
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Total	\$17,547,339	\$931,000	\$91,000	\$4,483,570	\$1,000	\$274,695	\$371,000	\$75,500	\$96,175	\$94,500	\$506,000	\$330,000	\$1,000	\$14,000	\$27,000	\$8,900	\$480,000	\$3,559,000	\$528,000	\$500	\$3,633,635	\$150	\$33,053,964	
EXPENDITURES																								
11 General Government	4,620,885	0	0	0	0	0	0	0	0	0	0	0	147,905	0	0	0	0	0	0	0	0	0	0	4,768,790
12 Public Safety	9,310,052	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,911,353	0	0	0	0	0	13,221,405
13 Health/Social Services	490,860	0	0	4,501,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,992,160
14 Public Works	3,215,460	1,015,845	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,653,170
15 Leisure	1,627,930	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,627,930
16 Capital Outlay or Other	0	0	81,000	0	0	0	0	0	0	0	0	75,000	0	0	0	0	0	0	0	0	0	4,343,635	0	4,549,635
17 Debt	0	0	0	0	0	144,575	114,903	0	93,368	36,000	1,044,913	0	0	0	0	0	0	0	0	0	0	0	0	1,433,759
18 Total	\$19,265,187	\$1,015,845	\$81,000	\$4,501,300	\$0	\$144,575	\$114,903	\$0	\$93,368	\$36,000	\$1,044,913	\$75,000	\$147,905	\$0	\$50,000	\$0	\$0	\$3,911,353	\$421,865	\$0	\$4,343,635	\$0	\$35,246,849	
19 Excess (Deficiency)	-1,717,848	-84,845	10,000	-17,730	1,000	130,120	256,097	75,500	2,807	58,500	-538,913	255,000	-146,905	14,000	-23,000	8,900	480,000	-352,353	106,135	500	-710,000	150	-\$2,192,885	
INTERFUND TRANSFERS																								
20 To Fund 40	0	0	0	0	0	0	0	0	0	0	0	-400,000	0	-40,000	0	0	-85,000	0	-250,000	0	0	0	0	-775,000
21 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100,000	0	0	0	0	0	0	-100,000
22 From Fund 35	0	0	0	0	0	0	0	0	0	0	100,000	0	0	0	0	0	0	0	0	0	85,000	0	0	185,000
23 From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,000	0	0	40,000
24 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400,000	0	0	400,000
25 From Fund 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	250,000	0	0	250,000
27 From Fund 49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	-\$400,000	\$0	-\$40,000	\$0	\$0	-\$185,000	\$0	-\$250,000	\$0	\$775,000	\$0	\$0	\$0
29 Beginning Fund Balance	\$6,942,371	\$158,643	\$62,253	\$1,964,045	\$128,324	\$568,642	\$642,863	\$38,310	\$104,326	\$135,298	\$906,839	\$398,207	\$147,150	\$399,940	\$25,648	\$893,376	\$2,799,047	\$376,899	\$253,633	\$53,907	\$6,484,113	\$6,403	\$23,490,237	
30 Designated Reserve	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150,000
31 Ending Fund Balance	\$5,074,523	\$73,798	\$72,253	\$1,946,315	\$129,324	\$698,762	\$898,960	\$113,810	\$107,133	\$193,798	\$467,926	\$253,207	\$245	\$373,940	\$2,648	\$902,276	\$3,094,047	\$24,546	\$109,768	\$54,407	\$6,549,113	\$6,553	\$21,147,352	
33 Property Tax Contribution	\$9,332,978	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,890,000	\$0	\$0	\$3,490,385	\$0	\$17,013,363	

20 General Debt
21 Debt Amortization
24 Debt TIF #2
25 Debt TIF #3
26 Debt TIF #4
27 Debt TIF #5
28 Debt TIF #6
29 Debt Police Station

30 Special Assessments
31 Economic Development
32 Park Escrow
33 Low Income Loan
34 Development Future Impvts.
35 Impact Fee
36 Health Insurance
37 Emergency Medical Services
38 Storm Water Utility
39 Asset Forfeiture

40 Capital Improvements
41 Developer Agreements

City of Oak Creek 2008 Annual Budget

Consolidated Budget for 2004

Categories	Fund 10	Fund 11	Fund 12	Fund 36	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Fund 46	Fund 49	Overall Total	
REVENUES																										
1 Property Taxes	9,032,978	800,000	0	0	0	0	0	0	0	0	500,000	0	0	0	0	0	0	2,890,000	0	0	3,290,385	0	0	0	0	16,513,363
2 Other Taxes	1,688,000	0	0	0	0	237,000	470,000	40,000	97,000	65,000	0	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0	2,897,000
3 Intergovernmental	4,071,493	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,071,493
4 Grants and Aids	272,245	110,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	396,870
5 Licenses and Permits	670,570	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	670,570
6 Charges For Service	525,375	1,100	0	4,427,135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,354,810
7 Public Health and Safety	34,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	840,000	401,200	0	0	0	0	0	0	874,000
8 Commercial Revenues	932,775	14,000	85,000	40,000	1,000	7,500	5,000	500	1,000	1,000	1,000	30,000	4,000	12,000	31,700	10,000	490,000	5,000	500	1,000	65,000	0	0	0	0	1,737,975
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Total	\$17,227,436	\$925,100	\$85,000	\$4,467,135	\$1,000	\$244,500	\$475,000	\$40,500	\$98,000	\$66,000	\$501,000	\$330,000	\$4,000	\$12,000	\$31,700	\$10,000	\$490,000	\$3,735,000	\$401,700	\$1,000	\$3,370,010	\$0	\$0	\$0	\$32,516,081	
EXPENDITURES																										
11 General Government	4,569,225	0	0	0	0	0	0	0	0	0	0	0	120,910	0	0	0	0	0	0	0	0	0	0	0	0	4,690,135
12 Public Safety	8,803,248	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,727,452	0	0	0	0	0	0	0	12,530,700
13 Health/Social Services	474,765	0	0	4,293,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,768,065
14 Public Works	3,095,220	988,560	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,083,780
15 Leisure	1,530,535	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	409,150	0	0	0	0	0	0	1,939,685
16 Capital Outlay or Other	0	0	75,600	0	0	0	0	0	0	0	0	130,000	0	0	0	0	0	0	0	0	0	0	0	0	0	1,530,535
17 Debt	0	0	0	0	0	123,975	112,465	0	91,134	43,100	1,066,356	0	0	0	65,000	0	0	0	0	0	3,678,260	0	0	200,299	0	4,349,159
18 Total	\$18,472,993	\$988,560	\$75,600	\$4,293,300	\$0	\$123,975	\$112,465	\$0	\$91,134	\$43,100	\$1,066,356	\$130,000	\$120,910	\$0	\$65,000	\$0	\$0	\$3,727,452	\$409,150	\$0	\$3,678,260	\$0	\$0	\$200,299	\$0	1,437,030
19 Excess (Deficiency)	-1,245,557	-63,450	9,400	173,835	1,000	120,525	362,535	40,500	6,866	22,900	-565,356	200,000	-116,910	12,000	-33,300	10,000	490,000	7,548	-7,450	1,000	-508,250	0	0	-200,299	0	-1,282,463
INTERFUND TRANSFERS																										
20 To Fund 40	0	-136,000	0	0	0	0	0	0	0	0	0	-300,000	0	-75,250	0	0	-35,000	-8,000	0	0	0	0	0	0	0	-554,250
21 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100,000	0	0	0	0	0	0	-450,000	0	-550,000
22 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	135,000
23 From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	75,250
24 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	300,000
25 From Fund 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	136,000
26 From Fund 37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000
27 From Fund 49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	450,000
28 Total	\$0	-\$136,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000	-\$300,000	\$0	-\$75,250	\$0	\$0	-\$135,000	-\$8,000	\$0	\$0	\$554,250	\$0	\$0	-\$450,000	\$0	\$0
29 Beginning Fund Balance	\$7,089,462	\$326,848	\$59,537	\$1,383,434	\$127,447	\$457,469	\$359,585	\$20,788	\$100,185	\$55,142	\$877,458	\$115,394	\$267,048	\$468,849	\$37,729	\$704,392	\$2,559,780	\$384,708	\$63,449	\$52,012	\$3,958,952	\$5,871	\$2,329	\$650,299	\$0	\$20,148,168
30 Designated Reserve	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150,000
31 Ending Fund Balance	\$5,693,905	\$127,398	\$68,937	\$1,557,269	\$128,447	\$577,994	\$722,120	\$61,288	\$107,051	\$78,042	\$862,102	\$15,394	\$150,138	\$425,599	\$4,429	\$714,392	\$2,914,780	\$384,256	\$55,999	\$53,012	\$4,004,952	\$5,871	\$2,329	\$0	\$0	\$18,715,705

City of Oak Creek 2008 Annual Budget

Consolidated Budgets for 2003 as Budgeted

Categories	Fund 10	Fund 12	Fund 13	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Fund 44	Fund 46	Fund 48	Fund 49	Overall Total
REVENUES																											
1 Property Taxes	9,032,978	0	0	0	0	0	0	0	0	500,000	0	0	0	0	0	0	0	2,750,000	800,000	0	3,168,260	0	0	0	0	0	16,251,238
2 Other Taxes	1,740,000	0	0	0	205,475	105,000	20,845	100,000	0	0	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,471,320
3 Intergovernmental	4,550,950	0	0	0	0	0	0	0	0	0	0	0	0	21,700	0	0	0	0	0	0	0	0	0	0	0	0	4,572,650
4 Grants and Aids	101,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	110,000	0	0	0	0	0	0	0	211,500
5 Licenses and Permits	808,785	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	808,785
6 Charges For Service	588,660	0	4,338,975	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400,000	0	1,100	0	0	0	0	0	0	566,750
7 Public Health and Safety	66,750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	500,000	0	0	0	0	0	0	0	500,000
8 Commercial Revenues	972,775	85,000	50,000	8,000	9,500	1,200	500	1,300	1,826,500	1,000	37,000	4,000	24,000	31,700	15,000	785,000	1,000	5,000	14,000	0	125,000	0	1,000	0	5,000	70,000	4,073,475
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Total	\$17,862,398	\$85,000	\$4,388,975	\$8,000	\$214,975	\$106,200	\$21,345	\$101,300	\$1,826,500	\$501,000	\$337,000	\$4,000	\$24,000	\$53,400	\$15,000	\$785,000	\$401,000	\$3,255,000	\$925,100	\$0	\$3,293,260	\$0	\$1,000	\$0	\$5,000	\$70,000	\$34,284,453
EXPENDITURES																											
11 General Government	4,333,175	0	0	0	0	0	0	0	0	0	0	85,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,418,475
12 Public Safety	8,216,541	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,352,664	0	0	0	0	0	0	0	0	11,569,205
13 Health/Social Services	499,350	0	4,204,045	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,703,395
14 Public Works	3,173,525	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	381,760	0	985,565	0	0	0	0	0	0	0	4,540,850
15 Leisure	1,489,390	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,489,390
16 Capital Outlay or Other	0	78,600	0	0	0	0	0	0	0	0	8,500	0	0	40,000	0	0	0	0	0	0	4,860,640	0	45,000	150,000	0	4,286,000	9,468,740
17 Debt	0	0	0	0	128,275	73,755	0	93,450	1,783,500	1,065,438	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,144,418
Total	\$17,711,981	\$78,600	\$4,204,045	\$0	\$128,275	\$73,755	\$0	\$93,450	\$1,783,500	\$1,065,438	\$8,500	\$85,300	\$0	\$40,000	\$0	\$0	\$381,760	\$3,352,664	\$985,565	\$0	\$4,860,640	\$0	\$45,000	\$150,000	\$0	\$4,286,000	\$39,334,473
18 Excess (Deficiency)	150,417	6,400	184,930	8,000	86,700	32,445	21,345	7,850	43,000	-564,438	328,500	-81,300	24,000	13,400	15,000	785,000	19,240	-97,664	-60,465	0	-1,567,380	0	-44,000	-150,000	5,000	-4,216,000	-5,050,020
INTERFUND TRANSFERS																											
19 To Fund 40	0	0	0	0	0	0	0	0	0	0	-700,000	0	0	0	0	-515,130	0	-120,000	-87,500	0	0	0	0	0	0	-219,850	-1,642,480
20 To Fund 28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-349,407	-349,407	
21 To Fund 25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-84,476	0	0	-84,476	
22 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-600,000	0	0	0	0	0	0	0	0	0	0	-600,000
23 To Fund 46	0	0	0	0	0	0	-150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-150,000
24 From Fund 26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0	0	150,000
25 From Fund 35	0	0	0	0	0	0	0	0	0	600,000	0	0	0	0	0	0	0	0	0	0	515,130	0	0	0	0	0	1,115,130
26 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	700,000
27 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	87,500
28 From Fund 37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	120,000
29 From Fund 44	0	0	0	0	0	84,476	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	84,476
30 From Fund 48	0	0	0	0	0	0	0	0	349,407	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	349,407
31 From Fund 49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	219,850	0	0	0	0	0	219,850
32 Total	\$0	\$0	\$0	\$0	\$0	\$84,476	-\$150,000	\$0	\$349,407	\$600,000	-\$700,000	\$0	\$0	\$0	\$0	-\$1,115,130	\$0	-\$120,000	-\$87,500	\$0	\$1,642,480	\$0	-\$84,476	\$150,000	-\$349,407	-\$219,850	\$0
31 Beginning Fund Balance	\$5,403,554	\$69,359	\$1,198,504	\$275,734	\$383,300	\$69,855	\$225,157	\$142,705	\$53,883	\$0	\$413,410	\$271,431	\$511,431	\$7,021	\$632,135	\$2,513,934	\$24,865	\$404,177	\$365,115	\$9,473	\$4,468,750	\$11,731	\$128,476	\$8,599	\$344,407	\$5,231,478	\$23,168,583
32 Designated Reserve	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150,000
33 Ending Fund Balance	\$5,403,971	\$75,759	\$1,383,434	\$283,734	\$470,000	\$186,876	\$96,502	\$150,555	\$446,290	\$35,562	\$411,910	\$190,131	\$535,431	\$20,421	\$647,135	\$2,183,804	\$44,105	\$186,513	\$217,150	\$9,473	\$4,543,850	\$11,731	\$0	\$8,599	\$0	\$795,628	\$17,968,563

City of Oak Creek 2008 Annual Budget

CONSOLIDATED BUDGETS FOR 2002

Categories	Fund 10	Fund 12	Fund 13	Fund 20	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 29	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Fund 44	Fund 46	Fund 47	Fund 48	Fund 49	Overall Total	
REVENUES																														
1 Property Taxes	9,656,958	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,120,000	1,170,000	0	2,304,280	0	0	0	0	0	0	0	16,251,238
2 Other Taxes	1,835,000	0	0	0	0	184,540	51,850	97,730	17,000	0	0	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,486,120
3 Intergovernmental	4,626,155	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,647,855
4 Grants and Aids	118,769	0	0	0	0	0	0	0	0	0	0	0	0	21,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,647,855
5 Licenses and Permits	509,535	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	110,000	0	0	0	0	0	0	0	0	0	228,769
6 Charges For Service	574,770	0	3,924,975	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	750	0	0	0	0	0	0	0	0	5,500,465
7 Public Health and Safety	106,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	300,000	0	0	0	0	0	0	0	0	0	0	406,000
8 Commercial Revenues	1,023,500	97,000	75,200	0	12,000	14,500	5,500	4,000	800	0	0	33,000	11,600	34,000	31,700	7,500	290,500	0	5,000	16,000	440	300,000	0	1,000	8,000	4,000	30,000	600,000	2,605,240	
9 Debt Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,350,000	0	0	0	0	0	0	14,200,000	16,550,000
10 Total	\$18,450,687	\$87,000	\$4,000,175	\$0	\$12,000	\$199,040	\$57,350	\$101,730	\$17,800	\$0	\$0	\$332,000	\$11,600	\$34,000	\$53,400	\$7,500	\$290,500	\$0	\$3,425,000	\$1,296,750	\$440	\$4,954,280	\$0	\$1,000	\$8,000	\$4,000	\$30,000	\$14,800,000	\$48,185,252	
EXPENDITURES																														
11 General Government	4,746,555	0	0	0	0	0	0	0	0	0	0	61,550	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,810,105
12 Public Safety	7,448,191	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,434,359	0	0	0	0	0	0	0	0	0	0	10,862,550
13 Health/Social Services	497,985	0	3,951,696	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,449,680
14 Public Works	3,373,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,774,495
15 Leisure	1,447,650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	416,460	0	984,735	0	0	0	0	0	0	0	0	1,447,650
16 Capital Outlay or Other	234,160	96,500	0	0	0	0	0	0	0	0	0	8,500	0	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0	10,000,000	15,517,055	
17 Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,858,305
18 Excess (Deficiency)	700,846	500	48,480	-2,340,000	12,000	66,565	-25,085	-16,970	-25,716	-51,179	-90,000	324,500	-49,950	34,000	43,400	7,500	290,500	-416,460	-9,359	312,015	440	66,365	0	-39,000	-192,000	-36,000	30,000	4,800,000	\$3,445,412	
INTERFUND TRANSFERS																														
19 To Fund 40	0	0	0	0	0	0	0	0	0	0	0	-400,000	0	-50,000	0	0	-112,500	0	-120,000	-490,000	0	0	0	0	0	0	0	0	-1,205,720	-2,378,220
20 To Fund 46	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-200,000	0	0	0	0	0	0	0	0	0	0	0	0	-200,000
21 To Fund 36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-416,460	0	0	0	0	0	0	0	-416,460
22 To Fund 27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-76,862
23 To Fund 29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-225,000
24 From Fund 20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,340,000
25 From Fund 32	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50,000
26 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	112,500
27 From Fund 40	0	0	0	2,340,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200,000
28 From Fund 30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	416,460	0	0	0	0	0	0	0	0	0	0	2,756,460
29 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	400,000
30 From Fund 37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	490,000
31 From Fund 47	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	120,000
32 From Fund 49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	76,862
33 Total	\$0	\$0	\$0	\$2,340,000	\$0	\$0	\$0	\$0	\$76,862	\$0	\$225,000	-\$400,000	\$0	-\$50,000	\$0	\$0	-\$312,500	\$416,460	-\$120,000	-\$490,000	\$0	-\$378,240	\$0	\$0	\$0	-\$76,862	\$0	-\$1,230,720	\$0	
34 Beginning Fund Balance	\$3,978,197	\$44,954	\$420,207	\$0	\$271,950	\$303,900	\$56,464	\$45,174	\$21,121	\$107,929	\$0	\$416,522	\$290,933	\$484,389	-\$13,179	\$383,524	\$1,708,038	\$0	\$338,995	\$415,135	\$11,878	\$7,481,817	-\$30,416	\$82,404	\$209,302	\$112,882	\$1,680,107	\$0	\$18,440,335	
35 Designated Reserve	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150,000
36 Ending Fund Balance	\$4,129,043	\$45,454	\$488,887	\$0	\$283,950	\$370,465	\$31,379	\$28,204	\$72,287	\$56,790	\$135,000	\$341,022	\$240,983	\$478,389	\$30,221	\$381,024	\$1,688,038	\$0	\$207,836	\$227,150	\$12,418	\$7,189,962	-\$30,416	\$43,404	\$17,302	\$0	\$1,720,107	\$3,569,280	\$21,735,747	

City of Oak Creek 2008 Annual Budget

Consolidated Budgets for 2001

Categories	Fund 10	Fund 12	Fund 13	Fund 20	Fund 21	Fund 24	Fund 25	Fund 26	Fund 27	Fund 28	Fund 30	Fund 31	Fund 32	Fund 33	Fund 34	Fund 35	Fund 36	Fund 37	Fund 38	Fund 39	Fund 40	Fund 41	Fund 44	Fund 46	Fund 47	Fund 48	Overall Total		
REVENUES																													
1 Property Taxes	6,213,658	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,712,890	900,000	0	5,814,690	0	0	0	0	0	0	15,641,238	
2 Other Taxes	1,565,000	0	0	0	0	199,000	63,000	13,000	17,000	0	200,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,057,000	
3 Intergovernmental	4,686,624	0	0	0	0	0	0	0	0	0	0	0	0	21,700	0	0	0	0	0	0	0	0	0	0	0	0	0	4,708,324	
4 Grants and Aids	133,550	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	110,000	0	20,000	0	0	0	0	0	0	263,550	
5 Licenses and Permits	507,050	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	507,050	
6 Charges For Service	543,425	0	3,000,585	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	500	1,000	0	0	0	0	0	0	3,545,510	
7 Public Health and Safety	109,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	109,000	
8 Commercial Revenues	958,700	79,000	130,200	0	25,000	10,000	6,000	6,300	0	0	31,500	113,000	52,500	31,700	27,500	457,000	0	0	0	5,000	15,000	1,000	359,130	0	12,500	30,000	35,000	2,386,030	
9 Equity Transfer - Utility	383,235	0	0	0	0	0	970,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,353,235	
10 Total	\$15,100,242	\$79,000	\$3,130,785	\$0	\$25,000	\$209,000	\$1,039,000	\$19,300	\$17,000	\$0	\$231,500	\$113,000	\$52,500	\$53,400	\$27,500	\$457,000	\$0	\$2,918,390	\$1,026,000	\$1,000	\$6,193,820	\$0	\$12,500	\$30,000	\$905,000	\$2,175,000	\$33,815,937		
EXPENDITURES																													
11 General Government	4,379,425	0	0	0	0	0	0	0	0	0	0	63,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,442,775	
12 Public Safety	7,199,864	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,833,841	0	0	0	0	0	0	0	0	10,033,705	
13 Health/Social Services	482,695	0	3,456,824	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,939,519	
14 Public Works	3,442,795	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	90,000	0	950,315	0	0	0	0	0	0	4,483,110	
15 Leisure	1,370,570	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,370,570	
16 Capital Outlay or Other	0	76,500	0	0	0	0	0	0	0	0	0	0	0	10,000	0	0	0	0	0	0	0	0	0	6,569,065	0	52,000	757,905	775,000	1,952,917
17 Debt	0	0	0	0	0	136,575	1,324,050	93,700	63,945	103,313	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,721,583	
17 Total	\$16,875,349	\$76,500	\$3,456,824	\$0	\$0	\$136,575	\$1,324,050	\$93,700	\$63,945	\$103,313	\$0	\$63,350	\$0	\$10,000	\$0	\$0	\$90,000	\$2,833,841	\$950,315	\$0	\$6,569,065	\$0	\$52,000	\$757,905	\$775,000	\$1,952,917	\$36,184,649		
18 Excess (Deficiency)	-1,775,107	2,500	-326,039	0	25,000	72,425	-285,050	-74,400	-46,945	-103,313	231,500	49,650	52,500	43,400	27,500	457,000	-90,000	84,549	75,685	1,000	-375,245	0	-39,500	-727,905	130,000	222,083	-2,368,712		
INTERFUND TRANSFERS																													
19 To Fund 25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-218,934	
20 To Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21 To Fund 27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
22 To Fund 28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
20 To Fund 36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21 From Fund 34	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
22 From Fund 35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
26 From Fund 48	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
27 From Fund 40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21 From Fund 47	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
22 From Fund 44	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
23 From Fund 38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
22 From Fund 37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
27 Total	\$0	\$0	\$0	\$0	\$0	\$0	\$218,934	\$0	\$95,000	\$206,624	\$0	\$0	\$0	\$0	\$-150,000	\$-205,245	\$90,000	\$-173,000	\$-160,000	\$0	\$598,245	\$0	\$-218,934	\$0	\$-95,000	\$-206,624	\$0		
28 Beginning Fund Balance	\$4,389,968	\$67,329	\$496,307	\$0	\$254,866	\$238,964	\$66,910	\$114,974	\$0	\$0	\$105,693	\$556,425	\$455,985	-\$5,009	\$569,376	\$1,616,249	\$0	\$201,280	\$226,019	\$37,234	\$5,558,918	\$157,692	\$258,434	\$727,905	\$0	\$0	\$0	\$16,095,519	
29 Designated Reserve	150,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150,000
30 Ending Fund Balance	\$2,464,861	\$69,829	\$170,268	\$0	\$279,866	\$311,389	\$794	\$40,574	\$48,055	\$103,311	\$337,193	\$606,075	\$508,485	\$38,391	\$446,876	\$1,868,004	\$0	\$112,829	\$141,704	\$38,234	\$5,781,918	\$157,692	\$0	\$0	\$35,000	\$15,459	\$13,576,807		

City of Oak Creek 2008 Annual Budget

Requested Additional Personnel

Dept.	Department	POSITION	Current Cost	Additional Amount Needed	Total Annual Cost	Current Position	Personnel Committee Recommend	Council Approved	Amount Approved	
UPGRADES										
A	40	Gen Govt/Assessor	Perm PT Clerk-Secretary -600 hrs to 1350 hrs	6,475	9,625	16,100	Upgrade	Combine two current	\$3,645	\$3,645
			TOTAL: 2008 Budget	9,625	16,100		600 hour positions (Gen			
				200 hrs @10.00	2,000		Govt&Data Proc) &			
				Benefits	1,645		create PPT 1400 hour			
							Clerical to be shared			
							between these Depts.			
NEW										
B	43	Data Proc	FT Computer Support Person		58,800	58,800	New	NO		\$0
C	60	Police	Perm PT Clerk-Secretary/Clk of Courts (1000 hours)		13,728	13,728	New	YES, Absorb in Budget		\$0
D	65	Fire	Perm PT Clerk-Secretary (1500 hours)		21,430	21,430	New	NO		\$0
E	65	Fire	Firefighters (3) Hire date of 7/1/08		108,905	108,905	New	NO		\$0
F	65	Fire	Additional operating costs for 3 Firefighters (9,312 each)		27,936	27,936	New			\$0
G	65	Fire	Firefighters (3) Hire date of 7/1/08-Safer Act Grant (1/2 of 113,850 for 3 firefighters)		108,905 (56,925)	108,905 (56,925)	New	NO		\$0
H	65	Fire	Additional operating costs for 3 Firefighters (9,312 each)		27,936	27,936	New	NO		\$0
			TOTAL: 2008 Budget		\$310,715	\$310,715		Total Amount Approved	\$3,645	\$3,645
			Total Amount Requested for 2008 Budget		\$320,340		TOTAL ADDED TO BUDGET:	Gen Fund	\$3,645	
								WE Ener	\$0	
								Paramedic	\$0	
									\$3,645	

City of Oak Creek 2008 Annual Budget

Budgeted Personnel Count by Classification

Classification	Salary					
	Cost-2008	2004	2005	2006	2007	2008
GENERAL GOVERNMENT						
Mayor	16,000	1	1	1	1	1
President of Council	8,400	1	1	1	1	1
Aldermen	7,200	5	5	5	5	5
Municipal Judge - Part Time - Elected 5/1	14,372	1	1	1	1	1
Part Time Clerical	6,160	0	0	0	1	1
<i>TOTAL FULL TIME</i>		0	0	0	0	0
BUILDING MAINTENANCE DEPARTMENT						
Building Superintendent	76,960	1	1	1	1	1
Facilities Maintenance Technician	50,396	1	1	1	1	1
Part Time Custodian	14,000	7	5	5	5	5
<i>TOTAL FULL TIME</i>		2	2	2	2	2
ADMINISTRATION						
City Administrator	105,285	1	1	1	1	1
Personnel Specialist	55,795	1	1	1	1	1
Part Time Clerical	N/A	0	0	0	0	0
<i>TOTAL FULL TIME</i>		2	2	2	2	2
DATA PROCESSING						
Information Technology Manager	82,690	1	1	1	1	1
Computer Specialist	55,151	1	1	1	1	1
GIS Coordinator	61,920	1	1	1	1	1
GIS Eng Technician	45,760	0	1	1	1	1
Part Time Intern	6,000	1	0	0	1	1
<i>TOTAL FULL TIME</i>		3	4	4	4	4
CITY CLERK'S OFFICE						
Clerk/Comptroller - Elected 5/1	67,069	1	1	1	1	1
Deputy Clerk	58,094	1	1	1	1	1
Accountant/Finance Manager	68,771	1	1	1	1	1
Account Clerk III	48,635	1	1	1	1	1
Secretary	42,318	1	1	1	1	1
Account Clerk II	44,545	1	1	1	1	1
Part Time Clerical	12,600	1	1	1	1	1
<i>TOTAL FULL TIME</i>		6	6	6	6	6
TREASURER'S OFFICE						
Treasurer - Elected 5/1	56,461	1	1	1	1	1
Account Clerk II	44,545	1	1	1	1	1
Part Time Clerical	16,000	2	2	1	1	2
<i>TOTAL FULL TIME</i>		2	2	2	2	2
LEGAL						
City Attorney	83,744	1	1	1	1	1
Assistant City Attorney	25,098	1	1	1	1	1
<i>TOTAL FULL TIME</i>		0	1	1	1	1
ASSESSOR'S OFFICE						
Deputy Assessor	vacant	0	0	0	0	0
Assessment Technician	46,625	1	1	1	1	1
Part Time Clerk	18,000	1	1	1	1	1
<i>TOTAL FULL TIME</i>		1	1	1	1	1

City of Oak Creek 2008 Annual Budget

Budgeted Personnel Count by Classification

Classification	Salary	2004	2005	2006	2007	2008
	Cost-2008					
COMMUNITY DEVELOPMENT DEPARTMENT						
Director	79,406	1	1	1	1	1
Planner	55,654	0	1	1	1	1
Zoning Adm/Planner	49,979	0	0	0	1	1
Secretary	43,769	1	1	1	1	1
Part Time Clerical	15,000	1	1	1	1	1
<i>TOTAL FULL TIME</i>		2	3	3	4	4
INSPECTION DIVISION						
Building Commissioner	N/A	1	0	0	0	0
Building Inspector Supervisor	66,306	0	0	1	1	1
Building Inspector	63,149	2	2	1	1	1
Plumbing Inspector	63,149	1	2	2	2	2
Electrical Inspector	63,149	1	1	1	1	1
Street Light Maintenance Electrician	63,149	1	1	1	1	1
Secretary	40,857	1	1	1	1	1
Part Time Clerical	13,000	1	1	1	1	1
<i>TOTAL FULL TIME</i>		7	7	7	7	7
POLICE DEPARTMENT						
Police Chief	94,848	1	1	1	1	1
Captain	88,818	2	2	2	2	2
Lieutenant	77,418	4	4	4	4	4
Sergeant	70,680	5	5	6	6	6
Detective	69,108	3	3	4	4	4
Police Officer	61,703	35	37	41	41	41
Admin. Support Bureau Manager	N/A	1	1	1	0	0
Dispatch Manager	63,149	0	0	0	1	1
Court Clerk	41,858	2	2	2	2	2
Clerk Matron	41,858	3	3	3	3	3
Dispatchers	42,871	13	13	13	13	13
Dispatcher/Supervisor	49,500	0	0	1	1	1
Secretary	46,322	1	1	1	1	1
Mechanic II	56,378	1	1	1	1	1
Part Time Clerical	12,250	1	1	1	1	1
Crossing Guard	N/A	1	0	0	0	0
Part Time Police Aide	7,260	3	3	3	3	3
Part Time Custodian	15,000	2	3	4	4	4
Part Time Evidence Room Technician	7,260	1	1	1	1	1
Part Time Student	4,500	0	1	1	1	1
<i>TOTAL FULL TIME</i>		71	73	80	80	80
FIRE DEPARTMENT						
Chief	94,848	1	1	1	1	1
Assistant Chief	88,818	2	2	2	2	2
Battalion Chiefs	77,418	0	0	0	0	3
Commander/Captain	70,334	3	3	3	3	0
Lieutenant	66,344	6	6	6	6	9
Firefighter	60,316	33	36	39	39	36
Fire Inspector	60,316	1	1	1	1	1
Secretary	46,322	1	1	1	1	1
Part Time Mechanic	17,250	0	0	0	1	1
<i>TOTAL FULL TIME</i>		47	50	53	53	53

City of Oak Creek 2008 Annual Budget

Budgeted Personnel Count by Classification

Classification	Salary	2004	2005	2006	2007	2008
	Cost-2008					
LIBRARY						
City Librarian	62,065	1	1	1	1	1
Assistant Librarian	49,425	1	1	1	1	1
Children's Librarian	45,419	1	1	1	1	1
Reference Librarian	45,419	1	1	1	1	1
Secretary/Bookkeeper	N/A	1	0	0	0	0
Library Services Asst	42,655	0	1	1	1	1
Permanent Part Time Aides	15,500	8	9	9	10	10
Permanent Part Time Reference Librarian	21,020	0	0	0	1	1
Part Time Page	4,500	5	5	5	5	5
<i>TOTAL FULL TIME</i>		5	5	5	5	5
HEALTH DEPARTMENT						
Health Administrator	77,340	1	1	1	1	1
Public Health Nurse Supervisor	60,000	1	1	1	1	1
Registered Sanitarian	59,363	0	0	0	1	1
Secretary	42,318	1	1	1	1	1
Permanent Part Time Nurse	22,400	9	9	12	7	6
Immunization Clerk	16,900	1	1	1	1	1
Part Time Clinic Nurse	N/A	1	1	1	1	0
<i>TOTAL FULL TIME</i>		3	3	3	4	4
RECREATION DEPARTMENT						
Director	71,219	1	1	1	1	1
Parks Maintenance Supervisor	59,363	1	1	1	1	1
Parks Maintenance Technician	53,007	2	1	1	1	1
Parks Mechanic II	56,378	0	1	1	1	1
Secretary	46,322	1	1	1	1	1
Recreation Supervisor	50,065	1	1	1	1	1
Part Time City Forester	N/A	1	0	0	0	0
Urban Forester	51,506	0	1	1	1	1
Part Time Clerical	15,000	3	3	3	3	3
<i>TOTAL FULL TIME</i>		6	7	7	7	7
ENGINEERING DIVISION						
Public Works Director/City Engineer	98,800	1	1	1	1	1
Development Engineer	75,408	1	1	1	1	1
Design Engineer	75,408	2	2	2	2	2
Construction Coordinator	75,408	1	1	1	1	1
Civil Engineer	70,017	2	2	2	2	2
Senior Engineering Technician	61,920	2	2	2	2	2
Engineering Technician	47,561	3	2	2	1	1
Senior Draftsman	55,006	1	0	1	1	1
Secretary	43,769	1	1	1	1	1
Permanent Part Time Clerical	N/A	1	0	0	0	0
<i>TOTAL FULL TIME</i>		14	12	13	12	12
STREETS AND SOLID WASTE COLLECTION						
Superintendent	70,113	1	1	1	1	1
Street Supervisor	63,149	2	1	1	1	1
Secretary/Account Clerk III	46,322	1	1	1	1	1
Chief Mechanic	59,299	1	1	1	1	1
Mechanic I	N/A	1	0	0	0	0
Mechanic II	56,378	1	1	2	2	2
Operators	53,007	29	25	26	26	26

City of Oak Creek 2008 Annual Budget

Budgeted Personnel Count by Classification

Classification	Salary	2004	2005	2006	2007	2008
	Cost-2008					
Permanent Part Time	18,000	0	0	2	2	2
<i>TOTAL FULL TIME</i>		36	30	32	32	32
Total Full Time Employment		207	208	221	222	222

ECONOMIC PROFILE

City of Oak Creek, WI

Population

Year	Number	Percent Change
1980	16,932	--
1990	19,513	15.2
2000	28,456	45.8
2004 (est.)	31,029	9.0

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

Housing

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

Unit Information: 2000

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

Units Authorized by Building Permits: 2003

Total Units.....	247
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Source: U.S. Bureau of the Census and SEWRPC.

Income

2002 Per Capita Personal Income

Milwaukee County.....	\$30,456
Southeastern Wisconsin Region.....	34,014
Wisconsin.....	30,050

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

Taxes

Local Property Taxes

- Assessment Ratio: 0.9341 (2003)
- Net Rate/\$1,000: \$27.21 (2003)
- Aggregate Full Equalized Value: \$2,142,128,700 (2003)

Source: Wisconsin Department of Revenue and City of Oak Creek,

Financial

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

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

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

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

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

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

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

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

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

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

Transportation

Highways

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

Trucking

- 268 trucking establishments located in Milwaukee County

Water Transportation Facilities

- Port of Milwaukee located 10 miles north

Air Service

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

Railway Service

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

Public Transit

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

Government Services

Police and Fire

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

Other

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

Health

The Oak Creek Health Department runs two clinics each month to provide immunizations for all residents. The Department also provides health services for students of the Oak Creek-Franklin Joint School District. In addition, the City is served by a complete range of health professionals offered by the County's 18 area hospitals and over 1,000 clinics. Of special interest is the Milwaukee Regional Medical Center, a voluntary consortium of private, nonprofit, and governmental institutions dedicated to the delivery of health care, the education of health personnel, and the conduct of health-related research.

Media

Local Newspapers

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

Labor and Wages

MILWAUKEE COUNTY AVERAGE EMPLOYMENT: 2004

<u>Employment by Industry</u>	<u>Number of Persons Employed</u>	<u>Percent of Persons Employed</u>
Construction.....	12,390	2.5
Education and Health.....	121,270	24.7
Financial Activities.....	37,553	7.6
Information.....	12,423	2.5
Leisure and Hospitality.....	41,940	8.5
Manufacturing.....	64,448	13.1
Natural Resources.....	122	0.0
Other Services.....	16,002	3.3
Professional and Business Services....	73,364	14.9
Public Administration.....	22,585	4.6
Trade, Transportation, and Utilities.....	89,813	18.3
Not Assigned.....	14	0.0
Total.....	491,924	100.0

Note: Table revised July 2005.

Source: Wisconsin Department of Workforce Development, Office of Economic Advisors (Quarterly Census of Employment and Wages) and SEWRPC.

MEDIAN HOURLY WAGES FOR SELECTED OCCUPATIONS: 2003

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

Milwaukee-Waukesha MSA OEA Wage Survey
http://www.sewrpc.org/economicprofiles/milwaukee_co

MILWAUKEE-WAUKESHA MSA PROJECTED EMPLOYMENT: 2002-2012*

Employment projections categorized by occupational groups can be found by following the link of the employment projection report located below.

Milwaukee-Waukesha MSA
 OEA Employment Projection Report
http://www.sewrpc.org/economicprofiles/milwaukee_co

*Milwaukee-Waukesha MSA Includes: Milwaukee, Ozaukee, Waukesha, and Washington Counties.

MILWAUKEE COUNTY CIVILIAN LABOR FORCE: MARCH 2004

Total Civilian Labor Force.....	487,526
Employed Civilian Labor Force.....	453,950
Unemployed Civilian Labor Force.....	33,576

Major Private-Sector Employers

MANUFACTURING

Machinery Except Electrical

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

Transportation Equipment

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

Furniture and Fixtures

Bay View Industries, Inc.

Lumber and Wood Products

Oak Creek Wood Products

Instruments and Related Products

Seaman Nuclear Corp.
 Soderberg, Inc.

Printing and Publishing

McAdams Graphics
 Victory Graphics
 C-Graphics

Electrical and Electronic Equipment

Ademco Systems
 Eder Industries, Inc.
 Electrotek Corp.

Fabricated Metal Products

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

Rubber and Miscellaneous Plastics Products

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

Primary Metal Industries

Milwaukee Steel Converting Corp.
 Steelwind Industries

Miscellaneous Services

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

Chemicals and Allied Products

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

SERVICES

Health

Damon Clinical Laboratories

Business

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

Social

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

Amusement and Recreation

Classic Lanes

Engineering, Research, and Management

Sigma Environmental, Inc.
 Schauer & Associates, Inc.

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

Education

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

Public High School Graduates: 2003

Total Graduates.....413
Average Graduation Rate.....96.5%

Standardized Test Results: 2004

Based upon the mean scores reported in nation, Wisconsin students scored the highest in the nation on the American College Test (ACT).

2003 Average ACT Scores

Oak Creek- Franklin School District.....22.3
Wisconsin.....22.1
United States.....20.8

Source: Wisconsin Department of Public Instruction and SEWRPC.

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

Colleges and Universities

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

Technical and Vocational Schools

Milwaukee Area Technical College
South Campus, City of Oak Creek

Library

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

Utilities

Electric Power

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

Natural Gas

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

Water

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

Telephone

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

Sanitary Sewerage

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

Solid Waste

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

Industrial Sites

Industrial Parks (December 2004)

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

Local Contacts

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

- Director of Community Development
City Hall
8640 S. Howell Avenue
Oak Creek, Wisconsin 53154
Telephone: (414) 768-6527
Facsimile: (414) 768-9587
- President
SECUB (Chamber of Commerce)
8580 S. Howell Avenue
Oak Creek, Wisconsin 53154
Telephone: (414) 768-5845
Facsimile: (414) 768-5842
- Southeastern Wisconsin Regional
Planning Commission
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City of Oak Creek

